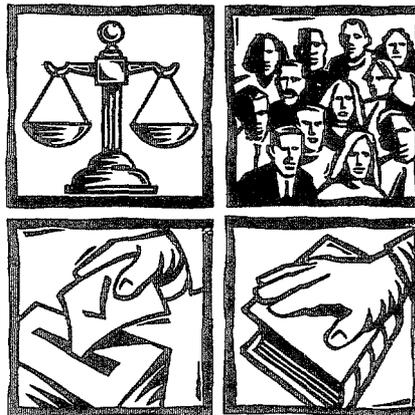


CENTER FOR DEMOCRACY AND GOVERNANCE

" promoting the transition to and consolidation of democratic regimes throughout the world "

USER'S GUIDE



June 15, 1998

Center for Democracy and Governance
Bureau for Global Programs, Field Support, and Research
U S Agency for International Development
Washington, D C. 20523-3100

CENTER FOR DEMOCRACY AND GOVERNANCE STAFF DIRECTORY*

As of June 15, 1998

Name	Technical Team	Status	Phone No (202)	Internet address
Costello Charles	Center Director	USDH	712 1892	ccostello@usaid.gov
Windsor Jennifer	Center Deputy Director	USDH	712 1892	jewindsor@usaid.gov
Accolla Peter	Civil Society (Labor)	RSSA	712 0304	paccolla@usaid.gov
Allen Patricia	Program/Information	USDH	712-4205	paallen@usaid.gov
Amani Todd	Governance	USDH	712-4234	tamani@usaid.gov
Anglin Jane	Administrative Support	USDH	712 1892	janglin@usaid.gov
Baab Craig	Rule of Law	WAE	712-0567	cbaab@usaid.gov
Barr Rob	Strategies/Field Support	DF	712-4219	rbarr@usaid.gov
Brager Stephen	Governance	DF	712 5668	sbrager@usaid.gov
Braginski Aleksandra	Rule of Law	USDH	712-0961	abraginski@usaid.gov
Bridgett Sundaa	Governance	USDH	712-4554	subridgett@usaid.gov
Brown Melissa	Strategies/Field Support	USDH	712 1959	mebrown@usaid.gov
Dunmo Phyllis	Governance & Strategies/FS	AAAS	712-0319	pdunmo@usaid.gov
Feierstein Mark	Elections/Political Processes	USDH	712 1911	mfeierstein@usaid.gov
Hammergren Linn	Rule of Law	DF	712-4488	lihammergren@usaid.gov
Hansen Gary	Civil Society	USDH	712 1521	ghansen@usaid.gov
Hansen Robert	Strategies/FS & Civil Society	USDH	712 1885	rhansen@usaid.gov
Hart Elizabeth	Civil Society & Strategies/FS	DF	712 1142	ehart@usaid.gov
Hauser Ellen	Strategies/Field Support	AAAS	712 0599	ehauser@usaid.gov
Hudock Ann	Civil Society	DF	712-4491	ahudock@usaid.gov
Hyman Jerry	Strategies/Field Support	USDH	712 1501	jhyman@usaid.gov
Isman Pat	Governance	RSSA	712-4238	pisman@usaid.gov
Jay Susan	Strategies/Field Support	PMI	712 5457	sjay@usaid.gov
Kaufman Joshua	Program/Information	R&RS	661 5829	jkaufman@rrs.cdie.org
Kennelly Eleanor	Program/Information	R&RS	661 5828	ekennell@rrs.cdie.org
Lee Nadereh Chahmurzadi	Elections/Political Processes	USDH	712-4227	nchahmurzadi@usaid.gov
Luzzatto Francis	Program/Information	USDH	712 1633	fluzzatto@usaid.gov
Meyer Steffi	Strategies/Field Support	USDH	712 1507	stmeyer@usaid.gov
Miklaucic Michael	Rule of Law	USDH	712 1982	mmiklaucic@usaid.gov
Moore Sheron	Administrative Support	USDH	712-4209	shmoore@usaid.gov
Nichols Katherine	Elections/Political Processes	PMI	712 5649	knichols@usaid.gov
Norton Deborah	Civil Society (Labor)	USDH	712-4042	dnorton@usaid.gov
Peterson Dana	Elections/Political Processes	PMI	712 1082	dapeterson@usaid.gov
Peterson Lisa	Program/Information	R&RS	661 5833	lpeterso@rrs.cdie.org
Shaiko Ron	Elections/Political Processes	DF	712-4485	rshaiko@usaid.gov
Turello Dan	Program/Information	R&RS	661 5830	dturello@rrs.cdie.org
Wendel Dennis	Civil Society	USDH	712 0568	dewendel@usaid.gov
Wiebler John	Program/Information	USDH	712 5532	jwiebler@usaid.gov
Young Amy	Rule of Law	USDH	712 5102	ayoung@usaid.gov

*See page 34 for biographical information on Center technical staff

Key

AAAS Amer Assn for the Adv of Science Fellow

DF Democracy Fellow

PMI Presidential Management Intern

R&RS Research & Reference Services Project/CDIE

USDH U S Direct Hire

WAE When Actually Employed

A DG CENTER OVERVIEW

USAID has identified "*building sustainable democracies*" as one of the Agency's four overarching goals. In 1994, the Global Bureau established the Center for Democracy and Governance to serve as the Agency's focal point for this critical area of sustainable development. The Center's primary purpose is to "*promote the transition to and consolidation of democratic regimes throughout the world*" by improving the Agency's overall effectiveness in this sector.

The Agency's primary means of implementing DG programs in "presence" countries remains USAID missions. The Center's role is to assist USAID missions by providing technical support, where appropriate, and having in place mission-friendly implementing mechanisms specifically targeted to DG programs. In addition, and only in well-defined circumstances, the Center's implementing mechanisms may be used to work in "non-presence" countries. Overall, the Center's support of missions is provided through an inter-linked approach that involves technical leadership, field support, and direct program management.¹

This *User's Guide* describes how USAID missions and bureaus can access the technical services provided by the Center. It presents an overview of the Center, information on staff and team assignments, and useful descriptions and contact information on each implementing mechanism which missions and regional bureaus may access.

The implementing mechanisms described in this document are directly supportive of the Agency's four democracy-related objectives. They are 1) **strengthening rule of law and human rights**, 2) **more genuine and competitive political processes**, 3) **increased development of a politically active civil society**, and 4) **more transparent and accountable government institutions**.

Technical Teams The Center maintains a professional staff of democratic development experts. They are assigned to six technical teams that parallel the four DG objectives (**Rule of Law, Elections and Political Processes, Civil Society, and Governance**). The fifth and sixth teams, **Strategic Planning and Field Support** and **Program and Information**, cross-cut the four objectives and are described below. An experienced senior advisor (team leader) heads each team. Technical teams provide strategic direction and manage a number of indefinite quantity contracts (IQCs), cooperative agreements, and grants that extend their work in the technical areas. The mechanisms are easy-to-use and provide relevant expertise to field missions on demand.

Regional Teams In addition, the Center maintains four regional teams for better field support to missions. They complement the technical teams and allow the Center to form a "matrix-based" management structure. The regional teams correspond to the Agency's regional bureaus: **AFR** (Africa), **ANE** (Asia and the Near East), **ENI** (Eastern Europe and the NIS), and **LAC** (Latin America and the Caribbean). Each team is led by a regional coordinator and staffed by "country backstops" drawn from other parts of the Center, including the technical teams. The regional coordinators are drawn from the **Strategic Planning and Field Support** technical team.

¹**Technical Leadership** Identifying, enhancing, and developing the tools and methodologies that USAID and others can use to support democratic development. The Center researches, analyzes, disseminates, and applies the lessons learned from current democracy programs. It also serves as "home base" for all of the Agency's DG officers and provides training, career advice, and support to those officers.

Field Support Supporting the development, implementation, and evaluation of mission DG programs and strategies. Center staff members provide on-site technical assistance and make available to missions a comprehensive range of IQCs, cooperative agreements, and grants, as described in this *User's Guide*.

Direct Program Management Directing the activities of a limited number of programs designed to have a direct impact on democratic conditions in presence and non-presence countries (e.g., labor development, elections and political processes, and women's political participation).

Strategic Planning & Field Support Upon request, the **Strategic Planning and Field Support** team assists missions by performing on-site DG sector and sub-sector assessments (a specific methodology for these assessments is to be published by Spring 1998), by assisting in the formulation of country-specific DG strategies, by providing access to a common set of DG indicators (from which missions may select/modify for their strategic frameworks) and by supporting evaluations of DG programs. Additionally, the Strategies Team manages selected mechanisms that "cross-cut" the Center's portfolio, such as the Democracy Fellows Program, and addresses program initiatives which "cross-cut" the Agency's other major sectors.

Program & Information The Program and Information Team oversees the development and monitoring of the Center's programs, directs the development of the Center's strategic plan, R4, and results packages, writes and publishes a wide array of Center print and electronic publications, and researches and compiles DG-related technical information on request. As part of its responsibilities, the team directs the activities of the DG Information Unit (CDIE/R&RS), which works with each of the technical teams and disseminates information about Center programs. This unit has initiated a technical publications series to enable the Center to more effectively reach USAID missions and other audiences with the latest technical knowledge in the DG field (see page 30 for a list of upcoming technical publications).

I hope you find this revised *User's Guide* to be both informative and useful.

Sincerely,



Charles E. Costello
Deputy Assistant Administrator
Director, Center for Democracy and Governance
Bureau for Global Programs, Field Support, and Research

SECTORAL AND SUB-SECTORAL DESIGNATIONS

The following section is presented as a quick reference to the broad array of program areas supported by the Center and covered by its implementing mechanisms. For a further elaboration of these program categories, please refer to the Center's *Strategic Plan 1997-2002* or contact the Center directly.

RULE OF LAW

The term "rule of law" embodies the basic principles of due process, equal access, and constitutional guarantees. In many states with weak or nascent democratic traditions, existing laws are not equitably or equitably applied, judicial independence is compromised, human, minority, and women's rights are not truly guaranteed, and institutions have not yet developed the capacity to administer existing laws. The Center has distilled USAID experience in these areas and has developed mechanisms designed to improve

- legal reform
- the administration of justice
- citizens' access to justice
- respect for human rights

ELECTIONS AND POLITICAL PROCESSES

Free and fair elections reflecting the will of the people are integral to a functioning democracy. New democracies often lack the institutional capacity to support elections, organize political parties, or expand citizens' knowledge about electoral and political processes. The Center provides comprehensive services to strengthen

- election planning and administration
- political party development
- domestic/international monitoring
- voter education
- women's political participation

CIVIL SOCIETY

The hallmark of a free society is the ability of individuals to associate with like-minded individuals, to express their views publicly, to openly debate public policy, and to petition their government. "Civil society" is the term which best describes the non-governmental, independent nature of this segment of society. The Center works on two levels to enable civil society to advocate policy reforms: (a) by encouraging development of enabling environments, and (b) by assisting groups to become financially viable and self-sufficient. Examples of the type of groups supported include

- politically-active civic organizations,
- independent trade unions
- the media

GOVERNANCE

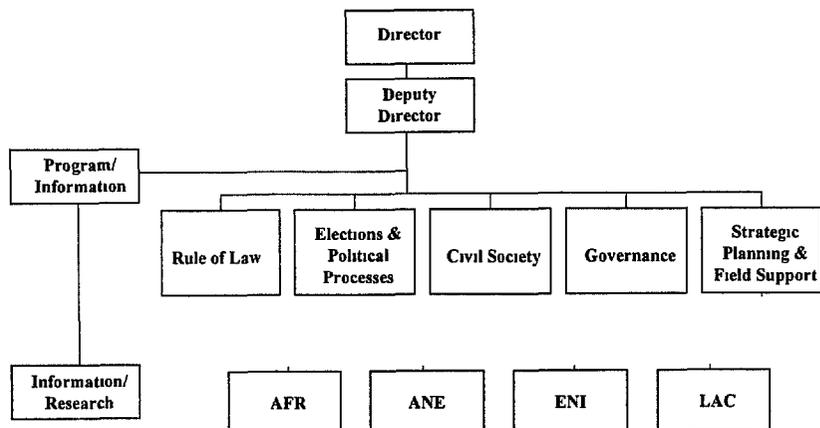
USAID seeks to assist young democracies to reform government structures and processes to make them more transparent, accountable, and participatory. Overall, the Agency's goal is to encourage new governments to see themselves as being responsible "to" the people, rather than being responsible "for" the people. The Center focuses its governance support on

- constitutions and legislative modernization
- anti-corruption initiatives
- decentralization and local capacity-building
- civil-military relations
- public policy development and implementation

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HOW THE DG CENTER IS ORGANIZED



Charles E Costello, Director
Jennifer L Windsor, Deputy Director

Technical Teams

- Rule of Law
- Elections & Political Processes
- Civil Society
- Governance

- Strategic Planning & Field Support

Regional Teams

- Africa
- Asia/Near East
- Latin America/Caribbean
- Europe/New Independent States

- Program/Information
- Information/Research

Specialized Assignments

- Labor Advisor (Civil Society)
- Democracy Fellows Program
- Agency DG Personnel Issues
- Women and Politics

Technical Team Leaders

- Amy Young
- Mark Feierstein
- Gary Hansen
- Todd Amam

Regional Coordinators

- Melissa Brown
- Susan Jay
- Steffi Meyer
- Robert Hansen

- John Wiebler
- Francis Luzzatto

- Peter Accolla
- Jerry Hyman
- John Wiebler
- Susan Jay

NOTE Regional teams are coordinated by the Strategic Planning & Field Support Team and are staffed by "country backstops" drawn from other parts of the Center. The G/DG Information Unit (funded through CDIE/RRS) is attached to the Information/Research function.

TECHNICAL TEAMS

As of June 15, 1998

Rule of Law

Amy Young
Craig Baab, WAE
Aleksandra Braginski
Linn Hammergren, DF
Michael Miklaucic

Civil Society

Gary Hansen
Peter Accolla, RSSA
Robert Hansen
Elizabeth Hart, DF
Ann Hudock, DF
Deborah Norton
Dennis Wendel

Program/Information

John Wiebler
Patricia Allen
Francis Luzzatto
Joshua Kaufman, R&RS
Eleanor Kennelly, R&RS
Lisa Peterson, R&RS
Dan Turello, R&RS

Elections and Political Processes

Mark Feierstein
Nadereh Chahmirzadi Lee
Katherine Nichols, PMI
Dana Peterson, PMI
Ron Shaiko, DF

Governance

Todd Aman
Sundaa Bridgett
Pat Isman, RSSA
Stephen Brager, DF
Phyllis Dimino, AAAS

Strategic Planning & Field Support

Jerry Hyman
Rob Barr, DF
Melissa Brown
Phyllis Dimino, AAAS
Robert Hansen
Elizabeth Hart, DF
Ellen Hauser, AAAS
Susan Jay, PMI
Steffi Meyer

Key

Technical team leaders underlined
AAAS Amer Assn for the Adv of Science Fellow
DF Democracy Fellow

PMI Presidential Management Intern
R&RS Research and Reference Services/CDIE
RSSA Resources Support Services Agreement
WAE When Actually Employed

REGIONAL TEAMS AND SPECIALIZED ASSIGNMENTS

As of June 15, 1998

Regional Teams

Asia/Near East (ANE)

Susan Jay, PMI
Gary Hansen
Ellen Hauser, AAAS
Michael Miklaucic
Deborah Norton
Dan Turello, R&RS
Dennis Wendel

Africa (AFR)

Melissa Brown
Craig Baab, WAE
Elizabeth Hart, DF
Ellen Hauser, AAAS
Ann Hudock, DF
Pat Isman, RSSA
Francis Luzzatto
Katherine Nichols, PMI
Dana Peterson, PMI
Lisa Peterson, R&RS
Ron Shaiko, DF

Latin America/Caribbean (LAC)

Steffi Meyer
Peter Accolla, RSSA
Todd Aman
Rob Barr, DF
Stephen Brager, DF
Aleksandra Braginski
Mark Feierstein
Linn Hammergren, DF
Eleanor Kennelly, R&RS

Europe/Newly Independent States (ENI)

Robert Hansen
Nadereh Chahmirzadi Lee
Phyllis Dimmo, AAAS
Ann Hudock, DF
Joshua Kaufman, R&RS
Eleanor Kennelly, R&RS
Amy Young

Specialized Assignments

Information/Research/ Communications

Francis Luzzatto
Joshua Kaufman, R&RS
Eleanor Kennelly, R&RS
Lisa Peterson, R&RS
Dan Turello, R&RS

Women and Politics

Susan Jay, PMI
Melissa Brown
Jerry Hyman

Labor

Peter Accolla, RSSA
Deborah Norton

DG Personnel

John Wiebler
Steffi Meyer

Democracy Fellows Program

Jerry Hyman

Key

Regional and specialized team coordinators underlined
AAAS Amer Assn for the Adv of Science Fellow
DF Democracy Fellow

PMI Presidential Management Intern
R&RS - Research and Reference Services/CDIE
RSSA Resources Support Services Agreement
WAE When Actually Employed

HOW TO ACCESS A DG CENTER IMPLEMENTING MECHANISM

Copies of current implementing mechanisms have been transmitted to all missions and to all Washington-based contracting officers (COs)

Accessing an Indefinite Quantity Contract (IQC)

NOTE There is no dollar value or time limit on delivery orders other than the ceiling and period of performance specified in the IQC. When more than one IQC has been awarded in a given category a mission may either select one of the IQCs or compete the delivery order

- 1 The mission sends a draft statement of work (SOW) to the G/DG program contact who serves as the cognizant technical officer (CTO)*
- 2 After the CTO's review, the mission sends a formal request to the appropriate CO to negotiate a delivery order under the IQC

Accessing a Grant (G) or a Cooperative Agreement (CA)

NOTE Proposed programs must fit within the scope of the activities funded by the core grant. However grantees and CAs may agree to extend their program in a given country or to initiate a program in a new country. Because grants and CAs are assistance instruments USAID may not impose a particular activity nor may it dictate which member of the CA is required to implement a given program. Preferences, however should be stated and will be forwarded to the CA by the CTO along with the draft SOW. Such preferences will be given serious consideration

- 1 The mission sends a draft Statement of Work (SOW) to the G/DG program contact who serves as the cognizant technical officer (CTO) (When possible, a notional budget should be attached)
CEPPS only Within three days the CEPPS members meet to decide whether to undertake the proposed program and which partner (or sub-grantee) will undertake the activity (If a sub-grantee is required, an additional two weeks may be necessary)
- 2 With mission/regional approval, G/DG requests CO to modify assistance instrument so as to incorporate the added activity

Accessing a participating agency service agreement (PASA) or an interagency agreement (IAA)

NOTE Proposed programs will be discussed with PASA or IAA agency staff to determine that agency's interest and ability to respond

- 1 The mission sends a draft Statement of Work (SOW) to the G/DG program contact who serves as the cognizant technical officer (CTO)
- 2 After the G/DG and PASA/IAA review mission is notified of approval and sends a formal request to the appropriate CO to negotiate a buy-in

*The term "cognizant technical officer" or CTO is used throughout this publication in place of the term "contracting officer's technical representative" or COTR used in previous versions. While COTR is technically applicable only to contracts, CTO applies equally to contracts, grants, and all other mechanisms described in this guide.



STRATEGIC PLANNING AND FIELD SUPPORT
(Agency Objectives 2 1-2 4)

Technical Team Leader Jerry Hyman

DG ANALYTICAL SERVICES

Project No	936-5468	G/DG Contacts	Jerry Hyman (ENI) Melissa Brown (AFR) Susan Jay (ANE) Steffi Meyer (LAC)
IQCs (Original/NMS Nos)	Development Associates, Inc Management Systems International	AEP-5468-I-00-6005/AEP-I-05-96-90006 AEP-5468-I-00-6006/AEP-I-06-96-90006	

Purpose These two IQCs have been designed primarily to provide analytical and implementational services and to advance the technical excellence of the Agency's DG programs

Possible Work Areas The IQCs may be used to undertake DG assessments and to design DG sector strategies, evaluations, and indicators They may be used to provide information, documentation, training, networking, and research They may be used to purchase commodities and to implement DG programs They may be used to provide direct technical assistance and/or advisory services to host country institutions (both governmental and non-governmental) and to promote the transition to and consolidation of democracy and improved governance

In order to achieve the purpose of the IQCs to maximize the quality of the services, and to build a library of scopes of work (so that everyone does not need to start at "ground zero" in developing scopes), the Center will approve (and, if requested, share) all scopes of work and will ask users how the contractors performed The resulting information will be used both to meet the new "performance risk" requirements for future bidders and to provide information on performance to missions as the contract period progresses

PRIME CONTRACTORS

Development Associates Inc
John H (Jack) Sullivan
1730 North Lynn Street
Arlington VA 22209-0677
Tel (703) 276-0677
Fax (703) 276-0432
Internet jsullivan@devassoc1.com
Website [http //www devassoc1.com](http://www.devassoc1.com)

Management Systems International (MSI)
Roberta Warren
600 Water Street S W
Washington DC 20024
Tel (202) 484 7170
Fax (202) 488-0754
Internet rwarren@msi inc.com

SUBCONTRACTORS

To Development Associates Inc
League of Women Voters
SUNY/Albany Office of International Programs

To Management Systems International
The Asia Foundation
International Foundation for Elections Systems (IFES)
Internews Network
Research Triangle Institute
Southern University A&M Center for International Programs
SUNY/Albany Center for Legislative Development (CLD)
The Synergos Institute
University of Florida College of Law
Center for Governmental Responsibility

IMPLEMENTING POLICY CHANGE, PHASE II

Project No 936-5470

G/DG Contact Pat Isman (CTO)

IQC (Original/NMS Nos)
Management Systems International

AEP-5470-I-00-5034/AEP-I-01-95-00034

Purpose This five-year project offers missions and bureaus a mechanism for acquiring assistance to help host country public and private organizations manage the development and implementation of new policies

Possible Work Areas Building on the success of the first five years of the initial IPC project, IPC II provides expert services that enable host country managers and stakeholders to carry out their roles in the implementation of policy more effectively. The project supports the principles of democratic governance (which include participation, inclusion, accountability, and transparent deliberation and decision-making), and addresses the organizational, financial, political and technological issues associated with policy implementation.

The IPC project is designed

- To help government organizations use strategic approaches to (a) modify their purposes, structures, activities, procedures, and performance and (b) influence, enable and collaborate with NGOs and other groups in the policy environment
- To help NGOs develop and carry out strategic plans to (a) clarify and develop consensus on the policy implementation issues that affect them (b) develop a constituency for policy change, and © influence government action
- To bolster momentum for democracy and democratic governance by (a) helping stakeholders affected by policy change to have a constructive influence on policies, (b) helping governments to discharge their policy responsibilities in a democratic and effective manner and © promoting government/non-government interaction
- To assist participants to develop the analytic and managerial skills and processes essential to implementation effectiveness. This includes coordination, collaboration, advocacy, negotiation, resolution of conflicts, etc

The project concentrates on extended, iterative technical cooperation. Short-term technical cooperation will be provided on a limited basis, primarily to demonstrate the approach of the project and to determine whether a long-term collaboration employing the project approach is appropriate. Consultations are also available to missions.

The project provides a combination of technical assistance and analysis. Both focus on developing an increased understanding of the context and dynamics of policy implementation and the means for assisting those with implementation responsibilities. The project stresses inclusion of partner country professionals on project teams building capacity of partner professionals and disseminating project lessons. Missions or bureaus may consider financing applied research or dissemination services to complement the technical cooperation in a particular country or region.

Core activities Limited G/DG resources are available for initial demonstration activities. Examples of initial activities include short seminars for partner country officials on comparative experience in policy implementation, diagnostic missions to determine the principal management obstacles to implementing specific policies, assessment of government capacity to carry out specific policy changes, and stakeholder analyses.

PRIME CONTRACTOR

Management Systems International
Julie Koenen Grant
600 Water Street SW
Washington DC 20024
Tel (202) 484 7170
Fax (202) 488-3275
Internet jkoenen@msi inc com

SUB CONTRACTORS

ABT Associates
Development Alternatives
Deloitte Touche Tohmatsu
Institute for Development Research
Institute for Public Administration
International Resources Group
Research Triangle Institute
Search for Common Ground
SUNY Albany s Center for
Legislative Development
Thunder & Associates
University of Pittsburgh International
Management Development Institute

multi sector public policy
multi sector public policy
financial management
NGO capacity building and advocacy
public administration
natural resources management
decentralization and urban government
conflict and dispute resolution
legislative strengthening

management and technology
management training

DEMOCRACY FELLOWS

Project No 936-5466

G/DG Contact Jerry Hyman (CTO)

Cooperative Agreement (Original/NMS Nos)
World Learning, Inc

AEP-5466-A-00-5024/AEP-A-00-95-00024

Purpose The DFP's purpose is to develop the talents and the career commitment of junior and mid-level democracy experts by providing them with essential field experiences in international democracy-building. The DFP is intended help to promote democratic institutions in developing countries and transitional or emerging democracies, while also helping to develop a cadre of US professionals and technical experts who will have gained invaluable field experience in international democracy development and governance issues.

Possible Work Areas Fellows are expected to work in the specific field of democracy and governance, such as working with evolving democratic institutions or transitional governments, providing policy analysis and advice, developing evaluation indicators and practical applied (not purely academic) research or methodologies, actively promoting improved democratic practices, providing technical comment on host country, USAID, or other donor organizations' plans and programs, helping to strengthen the capacities of local democratic organizations, providing electoral/constitutional assistance, promoting legal or judicial administration, promoting legislative and electoral reforms, and aiding the development of counterpart institutions and individuals. Each Democracy Fellowship must also include both some technical assistance that directly benefits a host country counterpart, as well as an approved "work product" (e.g., a series of articles, book, etc.) that significantly advances the state of democracy and development.

Matching and Negotiation Any successful fellowship necessarily requires a high degree of symmetry between the expectations and needs of the fellow and those of the sponsoring organization. This also requires an equal measure of mutual flexibility, all within the stated fellowship program policies that USAID has established for the DFP. Obviously, pre-award negotiations may occur among the DFP, the identified fellowship candidate, and the mission which sponsors the fellowship. It is not anticipated that any candidate's proposal will exactly match the needs and priorities of the sponsoring organization, but it is expected that the fellowship selection process will yield specific Democracy Fellows whose proposals will serve as a realistic basis for jointly negotiating with the sponsor the annual fellowship work plan that is required of each fellow.

USAID costs for DFP fellowships come from mission program budget funding (not OE budgets), via an OYB transfer to G/DG. G/DG is absorbing the cost of program management, operations, administration or other overall expenses. Missions may sponsor a fellowship for a period of one or two years, or (as most missions seem to prefer) for a one-year term, with the possibility of a renewal if mutually agreeable. The DFP will also consider the feasibility of somewhat shorter term fellowships (e.g., a nine-month fellowship which may be better suited to a fellow who otherwise works on an academic calendar). In general, however, very short-term mission needs, e.g., less than six months or so, probably should be pursued through alternative short-term consultant and contractor mechanisms, rather than through the DFP.

GRANTEE

World Learning, Inc
David Burgess
1015 15th Street NW Suite 750
Washington DC 20005
Tel (202) 408-5420
Fax (202) 408-5397
Internet: dem_fellows@worldlearning.org
Website: <http://www.worldlearning.org>

- (6) Legislative Development Assistance will improve the capacity of the legislature to investigate, research, propose, and draft legislation, conduct public and open hearings on critical issues and legislation, support constituent services, review, propose and oversee executive and judicial branch budgets, internal rule-making and legislative procedures and the technical and professional development of legislative staff
- (7) Alternative Dispute and Conflict Resolution Alternative dispute resolution (ADR) and conflict resolution entail the development of systems and options drawing on processes such as mediation, arbitration, and good offices, that complement the court systems, increase access to justice, and achieve the peaceful resolution of public or private conflicts
- (8) Access to Justice This area involves the development of mechanisms to promote equal access for all to formal and informal systems of justice, as well as the development of legislation, regulations, and budgetary provisions for legal defense and dispute resolution
- (9) Public Defense and Legal Aid The objective of this work area is to develop mechanisms to provide legal representation regardless of financial means, political or socio-economic affiliations, etc
- (10) The Rights of Disadvantaged Populations This area involves strengthening the work of indigenous human rights organizations, with a primary focus on women's rights, women's political participation, the rights of ethnic, cultural, and religious minorities, and their political participation

PRIME CONTRACTORS

National Center for State Courts
 Madeleine Crohn
 1700 North Moore Street
 Suite 1710
 Arlington VA 22209
 Tel (703) 841-0200
 Fax (703) 841-0206
 Internet mcrohn@ncsc.dni.us

Chemonics International Inc
 Malcolm Russell Eihorn
 1133 20th Street N W
 Suite 600
 Washington DC 20036
 Tel (202) 955 3300
 Fax (202) 955 3400
 Internet mrussell@chemonics.com

Amex International Inc
 Donald Hart
 1615 L Street N W Suite 340
 Washington DC 20036
 Tel (202) 429 0222
 Fax (202) 429 1867
 Internet dhart@amexdc.com

SUBCONTRACTORS

To National Center for State Courts
 African American Institute
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To Chemonics International Inc
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 National Institute for Citizen Education
 in the Law (NICEL)
 National Judicial College
 Parliamentary Human Rights
 Foundation
 Partners for Democratic Change
 The Spengenberg Group

To Amex International Inc
 Barents Group (a KPMG company)
 Center for Democracy

RESOURCE ORGANIZATIONS

To National Center for State Courts
 NCSC has a total of 175 resource centers
 based in Africa Asia Europe Latin
 America the Middle East and the U S

To Chemonics International Inc
 Conflict Resolution Research and
 Resource Institute
 Max Planck Institute
 Washington College of Law American
 University

To Amex International Inc
 Partners for Democratic Change
 GERDDES
 The Rendon Group

ALTERNATIVE DISPUTE RESOLUTION

Project number 936-5468

G/DG Contact Aleksandra Braginski (CTO)

IQC (Original/NMS Nos)
Conflict Management Group

AEP-5468-I-00-6022/AEP-I-00-96-90022

Purpose Work under this contract shall seek to complement court systems, increase access to justice, achieve peaceful resolution to private and public disputes, and promote creative approaches to the resolution and management of conflict widely defined

Possible Work Areas An illustrative list of work assignments related to ADR and conflict management includes the following

- Technical assistance for the implementation of alternative dispute and conflict resolution activities
- Technical assistance for conducting assessments, building strategies, and/or engaging in project/program design,
- Research and evaluation of alternative dispute and conflict resolution efforts,
- Dissemination of information on ADR and conflict management activities
- Sponsorship of conferences, training and seminars on issues involving ADR and conflict management,
- Development of indicators of progress in ADR and conflict management,
- Capacity building for those organizations concerned with ADR and conflict management,
- Network building among organizations and individuals concerned with ADR and conflict management, and
- Organizing and implementing country counterpart training and observational visits on ADR and conflict management

CONTRACTOR

Conflict Management Group
Diana Chigas
20 University Road
Cambridge MA 02138
Tel (617) 354 5444
Fax (617) 354-8467
Internet dchigas@cmgonline.org

U S DEPARTMENT OF JUSTICE

Project No 936-5468

G/DG Contact Michael Miklaucic (CTO)

PASA (Original/NMS Nos)
Department of Justice

AEP-5468-P-00-6024/AEP-P-00-96-90024

Purpose Strengthening the capacity of legal systems and institutions to render justice fairly and effectively is fundamental to establishing the rule of law. To advance USAID's efforts in these areas, G/DG entered into a Participating Agency Service Agreement (PASA) with the U.S. Department of Justice (DOJ). Under the PASA, USAID missions around the world can utilize DOJ's expertise to conduct justice sector assessments, design ROL projects, provide technical assistance and training, review laws and legislation, and make policy recommendations.

Possible Work Areas Through its office for Overseas Prosecutorial Development, Assistance and Training (OPDAT), the Justice Department can offer a broad range of ROL support by drawing from its pool of administrative personnel and 8000-plus attorneys, as well as other legal sector professionals. For example, DOJ can provide technical assistance and training to judges, prosecutors and other justice sector personnel in such areas as basic legal and investigative skills, professional responsibility, case management, budgeting, and strategic planning. In addition, DOJ can offer more specialized assistance directed at addressing a variety of crime problems including public corruption, fraud, money laundering, organized crime, and child exploitation. While the PASA emphasizes criminal justice assistance, it also enables USAID missions to access DOJ's expertise in other areas, such as civil rights, commercial law, and environmental law.

Depending on their availability and departmental interests, DOJ personnel may be available for short-to long-term ROL assignments. In general, with respect to short-term assignments, it is envisioned that DOJ will continue to pay the salary costs of its personnel, while USAID will cover additional costs associated with ROL activities such as travel and per diem. Thus, aside from providing access to considerable legal resources, the PASA offers missions a cost-effective means of delivering ROL assistance.

This agreement must be accessed through the Center for Democracy and Governance. USAID missions should contact Michael Miklaucic, the cognizant technical officer for the DOJ PASA, to discuss the agreement. Please do not contact DOJ directly.

INTERNATIONAL DEVELOPMENT LAW INSTITUTE (IDLI)

Project No 936-5468

G/DG Contact Michael Miklaucic (CTO)

Grant (Original/NMS Nos)

International Development Law Institute

AEP-G-00-97-00031-00

Purpose To support specific programs being developed by IDLI which contribute to USAID objectives in the rule of law field

Possible Work Areas Activities over the life of the grant might include training of lawyers and judges, development of judicial benchbooks, organization of conferences and/or workshops dealing with impact analysis of legal reform and training at the country level, country legal sector needs assessments, activities developing synergisms among democracy, governance, and economic growth, technical assistance and other activities leading to the strengthening of legal and judicial organizations within the context of USAID programs

Training activities are expected to consist primarily of focused, in-country customized training workshops as agreed by USAID and IDLI, but may also utilize the Rome Training Center and the IDLI basic curriculum, as appropriate

GRANTEE

International Development Law Institute (IDLI)

L. Michael Hager Executive Director

Via di San Sebastiano 16

00187 Rome Italy

Tel 39 6-6992 2745

Fax 39 6-678 1946

Internet mhager@idli.org

U S FEDERAL JUDICIARY

Project No 936-5468

G/DG Contact Amy Young (CTO)

IAA (Original/NMS Nos)
U S Federal Judiciary

TBD

Purpose This Inter-Agency Agreement (IAA) facilitates the participation of the U S Federal Judiciary in promoting the rule of law within the context of USAID strategies throughout the developing world. USAID missions can utilize the agreement as a means of sharing the expertise and experience of U S federal judges (and other judicial personnel) with counterparts in host country judges (and other judicial personnel) with counterparts in host country judiciaries.

Possible work areas In addition to judicial exchanges, the IAA envisions workshops and training sessions on a range of topics including (but not limited to)

- judicial independence
- judicial administration
- judicial review
- constitutional courts
- judicial ethics
- judicial education
- jury systems
- case management
- alternative dispute resolution

This agreement must be accessed through the Center for Democracy and Governance (G/DG). USAID missions should contact Amy Young, Senior Advisor for the Rule of Law, to discuss the agreement. Please do not contact the Federal Judiciary, Administrative Office of the U S Courts or the Federal Judicial Center directly. The agreement can be used in conjunction with delivery/task orders under other procurement mechanisms. For example, rule of law assessments, evaluations, training or other implementation activities funded through contracts, cooperative agreements, or grants with other entities can be supplemented by the participation of U S federal judiciary personnel via a buy-in to this IAA.



ELECTIONS AND POLITICAL PROCESSES
More genuine and competitive political processes
(Agency Objective 2 2)

Technical Team Leader Mark Feierstein
Priority Areas Elections planning and administration, political party development, domestic/international monitoring, voter education and women's political participation

CONSORTIUM FOR ELECTIONS AND POLITICAL PROCESS STRENGTHENING

Project No 936-5468 **G/DG Contact** Nadereh Chahmirzadi Lee (CTO)

Cooperative Agreement (Original/NMS Nos)
Consortium for Elections and Political Process Strengthening AEP-5468-A-00-5038/AEP-A-00-95-00038

Purpose G/DG has awarded a cooperative agreement to the Consortium for Elections and Political Process Strengthening (CEPPS) a joint venture among the International Foundation for Election Systems (IFES), the International Republican Institute (IRI), and the National Democratic Institute for International Affairs (NDI) All three are leaders in this field and jointly they possess a vast amount of experience and expertise CEPPS programs may be implemented by one member of the consortium, by two or more working on activities separately, or by two or more members working jointly

The purpose of this agreement is to strengthen and support democratic electoral and political processes by providing access to international and regional organizations that offer a full array of activities in this field The emphasis is on long-term planning and sustainable development of electoral and political processes rather than event-driven, crisis-oriented activities centered on a single election

Possible Work Areas CEPPS has programs in the following areas (1) pre-election assessments, (2) election administration (3) political party development, (4) voter and civic education, (5) domestic and international observation (6) post-election training, and (7) technical leadership, which includes assistance to legislatures and civic organizations as well as to political parties

- (1) Assessments Three types of assessments are available (a) diagnostic pre-election assessments, for evaluating the state of preparations for elections and estimating the need for technical and material assistance (b) political assessments, for gauging the political will of incumbents to hold credible and competitive elections the viability of political parties, the capability of civic organizations to undertake civic/voter education or election monitoring, and the broader enabling environment, and (c) specialized assessments for studying areas such as the application of emerging election technologies, parliament, and access to the media
- (2) Election Administration In election administration, CEPPS members will provide short- and long-term assistance to entities and individuals administering elections This assistance can be provided to legislators and elections officials to help develop and strengthen the election laws or constitution, to address problems identified in pre-election assessments to plan logistics and other administrative matters and to train trainers of election workers and poll watchers for civic organizations and political parties Where appropriate, commodity procurement and training is possible

- (3) Political Party Development Political party development encompasses training of political parties in long-term organizational, capacity building and campaign techniques, as well as leadership/candidate development at the national, provincial, and local levels. Political party development also includes leadership development and promoting women's participation in the political process. All assistance to political parties is done in a nonpartisan manner. There is no direct financial assistance to parties.
- (4) Voter/Civic Education In voter and civic education, CEPPS members conduct long- and short-term programs covering the entire range of pre-, post-, and interim-election voter and civic education. Issues addressed include voters' rights and duties, the conduct of an election, sample ballot review, transparency, accountability, and responsiveness of representatives. These educational activities can include support for message development and various media transmission, as well as research and evaluation.
- (5) Election Observation Consistent with the focus on long-term, sustainable development, CEPPS plans to support training and capacity building for appropriate local NGOs to monitor elections, perform poll watching, conduct quick counts and other methods for monitoring the election process. Where appropriate, CEPPS will also organize international observers.
- (6) Post-Election Training Legislative strengthening/training can be directed at national, provincial, or local legislative bodies. These programs can bolster legislative effectiveness through training in coalition building, serving constituents, oversight roles, and facilitating public access to the legislature. These programs also include assistance in creating mechanisms for citizen participation in public policy, the development of legislation, and government accountability.
- (7) Technical Leadership Missions and regional bureaus may also wish to support CEPPS' technical leadership activities. CEPPS plans to hold symposia, conferences and exchanges on a variety of technical areas and will build regional networks of elections officials, NGOs, and political parties. CEPPS also aims to expand the participation of women and other under-represented groups, and will assist in-country partners in developing means to this end. CEPPS will also support the development of indigenous NGOs through small grants, TA, and improved coordination with other electoral institutions.

Core activities G/DG will fund CEPPS core activities to which missions and regional bureaus may also wish to contribute. Core funds will be spent on five main areas: rapid response assistance in non-presence countries and other special cases; regional and inter-regional networking; development and dissemination of resource materials; and evaluation mechanisms. Unfortunately the level of core funding will not support country level programs. Regional bureaus and field missions may fund CEPPS core activities using their own funds.

GRANTEES

International Foundation for Election
Systems (IFES)
Chris Siddall
1101 15th Street NW
Third Floor
Washington DC 20005
Tel (202) 828 8507
Fax (202) 452 0804
Internet chris@ifes.org
Website <http://www.ifes.org/>

International Republican Institute (IRI)
AEP 5468 A-00 5038-00
David Merkel
(lead contact for CEPPS)
1212 New York Avenue NW
Suite 900
Washington DC 20005
Tel (202) 408 9450
Fax (202) 408 9462
Internet dmerkel@iri.org
Website <http://www.iri.org>

National Democratic Institute for
International Affairs (NDI)
Patrick Merloe
1717 Massachusetts Avenue NW
Fifth Floor
Washington DC 20036
Tel (202) 328 3136
Fax (202) 939 3166
Internet pat@ndi.org
Website <http://ndi.org/>

AFFILIATES

CEPPS has named several affiliates with which it may work to support CEPPS programs. The groups listed in the cooperative agreement are the Asia Foundation, the African American Institute, and CAPEL.

GENERAL ELECTIONS AND POLITICAL PROCESSES

Project No 936-5468

G/DG Contact Dana Peterson (CTO)

IQC (Original/NMS Nos)

International Foundation for Elections Systems

AEP-5468-I-00-6003/AEP-I-00-96-90003

Purpose To support the transition to, and consolidation of, democratic governments through which citizens choose their leaders and participate in all levels of political decision-making, particularly in transition and sustainable development countries

Possible Work Areas This activity is structured to provide a full range of technical assistance in electoral and political processes. The contractor will provide short- and medium-term technical and advisory and assistance services in the area of elections and political processes. Services will involve the following functional activities

- (1) Election Administration May include country-specific assessments to identify the needs and constraints of conducting "free and fair" elections, technical assistance to election commissions, to develop and strengthen election laws or the constitution or to remedy problems identified in pre-election assessments, and the provision of commodities, poll-worker training, training for election officials, voter education
- (2) Political Party Development May include support to political parties and support for assistance to legislatures to strengthen the political process
- (3) Voter/Civic Education and the Role of Observers May include long- and short-term programs covering the entire range of pre- post-, and interim-election voter and civic education. Support for international observations, indigenous NGO poll-watching, quick counts, and any other method for monitoring the election process is also possible
- (4) Technical Leadership Services Support may be provided for a range of activities that contribute to furthering the state of the art in elections and political process

Possible activities include pre-election assessments, electoral laws/legal framework for elections, training of election commissions poll watchers and/or assistance to other polling officials, election commodity specifications, development and procurement, political party training and development, training of indigenous or international election observers, development of civic or voter education programs, training in civic or voter education, training of election officials legislators, and government leaders, development of programs that address gender, minority and ethnic issues, assessment, evaluation, and/or indicator development, and campaign management

CONTRACTOR

International Foundation for Election
Systems (IFES)

Chris Siddall

1101 15th Street NW Third Floor

Washington, DC 20005

Tel (202) 828-8507

Fax (202) 452-0804

Internet chrs@ifes.org

GLOBAL WOMEN IN POLITICS

Project No 936-5468

G/DG Contact Susan Jay (CTO)

Cooperative Agreement (Original/NMS Nos)
The Asia Foundation

AEP-5468-A-00-5037/AEP-A-00-95-00037

Purpose The G-WIP program will achieve the following four objectives

- increase awareness, strengthen advocacy and expand access to positions and processes,
- promote equitable laws policies and practices
- strengthen regional capacity to implement and enforce effectively laws, policies and decisions, and
- promote networking that will facilitate transfer of ideas, strategies and resources and will build regional and international solidarity among women and women's groups

Possible Work Areas TAF's \$1 million grant will only support G-WIP's core activities (described below) G/DG will take responsibility for working with TAF and M/OP in order to expedite mission and bureau add-ons, when consistent with G-WIP's program goals Core activities will include the following

- resource collection and establishment of a global women in politics information clearinghouse and resource center,
- a series of regional workshops to facilitate sharing of models, strategies, tools and techniques to transfer lessons learned within and across borders,
- pilot projects to develop and expand women's political participation including training in basic leadership skills, campaigning for elected office, advocacy and monitoring skills gender sensitivity, raising political awareness, legal rights education and how politics affects daily life and
- a global internet initiative on women in politics

Possible activities to be undertaken through add-ons include

- hands-on political campaign training, i e , the provision of skills and tools, at all levels of elected office, for women candidates and their staff,
- advocacy training workshops designed to teach women leaders how to identify issues ripe for advocacy campaigns, build a coalition around an issue, develop a strategic plan, carry the plan through and achieve positive change,
- basic leadership training designed to impart skills to women in the areas of public speaking, message formulation and delivery working with the media and resource mobilization,
- workshops for men and women policymakers designed to raise awareness of women's needs interests and views on issues,
- workshops related to gender issues and policy-making tools (e g , How to use the Beijing conference's platform for action as an advocacy tool), and
- training designed to raise grassroots women's political awareness, including how politics affects their daily lives and the need to be involved as informed voters, activists, and leaders

GRANTEE

The Asia Foundation
Carol Yost or Molly Reilly
1779 Massachusetts Ave N W
Suite 815
Washington D C 20036
Tel (202) 588 9420
Fax (202) 588 9409
Internet TAFWIP1@igc apc org
Website [http //www asiafoundation.org](http://www.asiafoundation.org)

REGIONAL PARTNERS

America Mideast Educational and Training
Services Inc (AMIDEAST)
Participa (Chilean NGO)



CIVIL SOCIETY
Increased development of a politically active civil society
(Agency Objective 2 3)

Technical Team Leader Gary Hansen
Priority Areas Politically-active civic organizations, independent trade unions, and the media

General Civil Society

Project No 936-5468 **G/DG Contact** Gary Hansen (CTO)

IQCs (Original/NMS Nos)
Management Systems International AEP-5468-I-00-6012/AEP-I-00-96-90012
World Learning, Inc AEP-5468-I-00-6013/AEP-I-00-96-90013

Purpose The primary purpose of these IQCs is to provide rapid response technical assistance to support civil society programs of USAID missions and regional bureaus. Services shall focus primarily on the capacity building needs of USAID's civil society partners, at the country, regional, and local levels. The range of technical assistance activities includes the design, implementation and evaluation of activities in the following areas: (1) institutional capacity building, (2) sectoral support, and (3) conferencing/networking.

Possible Work Areas

(1) Institutional Capacity Building

The objectives of this activity are: (a) to strengthen and/or build the institutional and managerial capacity of civil society organizations (CSOs), and (b) to improve the overall capacity of USAID missions and bureaus to plan, manage and evaluate (e.g., ensure that lessons learned can be applied to future programs) the programs and projects that strengthen civil society. To accomplish the first objective, the contractors provide technical assistance in such areas as strategic planning and management, financial management and evaluation and personnel/human resource management. These activities are intended to strengthen civil society organizations' internal practices of democratic governance, e.g., accountability, diversity (particularly as it relates to gender), and transparency. To accomplish the second objective the IQCs can provide technical assistance to USAID missions and bureaus to design, implement, and evaluate civil society programs.

(2) Sectoral Support

The objective of this activity is to increase the capacities and roles of CSOs in monitoring government policy formation and implementation (i.e., being watchdogs), as initiators of democratic reforms, and as participants in the formation and implementation of public policy. This activity will support the capacity of CSOs to participate in the formulation and the implementation of public policies in a range of democratic governance reform areas at both the macro and the micro levels. Specifically, this activity will increase the capacity of indigenous CSOs to participate in public policy formation and implementation in such areas as rule of law, including human and civil rights, judicial and legal reform, electoral reform and political party development, decentralization and local government reform, legislative reform and sectoral reform and policy-making in such areas as economic growth, labor, land tenure and resource use.

(3) Networking

The objective of this activity is to increase cross-fertilization, dialogue, and greater cooperation between and among indigenous, U S , and international CSOs. Additionally, this activity will increase the linkages between primary level (e g , self-governing associations) intermediary associations, and national level support organizations. This would include apex organizations or federations, consortia, sectoral networks, think-tanks and policy institutes, university departments (e g , law faculties, media), and training and research institutes.

PRIME CONTRACTORS

Management Systems International
AEP 5468 I 00 6012-00
Joan Goodin or Roberta Warren
600 Water Street S W
Washington DC 20024
Tel (202) 484-7170
Fax (202) 488-0754
Internet jgoodin@msi inc com
rwarren@msi inc com

World Learning Inc
AEP 5468 I-00 6013-00
Bonnie Ricci
1015 15th Street N W Suite 750
Washington DC 20005
Tel (202) 408 5420
Fax (202) 408-5397
Internet bonnie ricci@worldlearning org
Website [http //www worldlearning org](http://www.worldlearning.org)

SUBCONTRACTORS

(To Management Systems International)
Institute for Development Research
International Foundation for Election
Systems
Internews Network
League of Women Voters Education Fund
Synergos Institute

(To World Learning Inc)
America s Development Foundation
Associates in Rural Development
Development Associates
American University School of
Communications

RESOURCE ORGANIZATIONS

(To Management Systems International)
Advocacy Institute
American Federation of Teachers
Educational Foundation
Communications Consortium Media Center
Transparency International
CIVICUS
Esquel Group Foundation
GERDDES
International Council on Adult Education
Organizacion Civica

(To World Learning Inc)
Johns Hopkins University Institute for
Policy Studies
International Center for Not for Profit Law
Search for Common Ground
Center for Citizen Advocacy
Amex Inc

LABOR DEVELOPMENT

Project No 936-5473 **G/DG Contacts** Peter Accolla
Deborah Norton (CTO)

Grant (NMS No)

American Center for International Labor Solidarity AEP-G-00-97-00035

Note Through G/DG, USAID has provided a global grant to the newly-established American Center for International Labor Solidarity (Solidarity Center). The Solidarity Center carries out labor development programs formerly administered by the AFL-CIO regional institutes, which included the African-American Labor Center (AALC), the Asian-American Free Labor Institute (AAFLI), and the American Institute for Free Labor Development (AIFLD).

Purpose The Solidarity Center provides technical assistance to and collaborates with indigenous trade union organizations to (1) enhance trade union democracy and the role of unions in the strengthening of civil society, (2) promote the establishment of democratic systems through advocacy for reform, (3) to enable unions to participate actively in the formulation of public policies that create the conditions for broad-based economic growth, (4) promote the acceptance of international labor standards and enforcement of national labor legislation, and (5) to encourage the elimination of child labor and protection of the rights of women workers.

Possible Work Areas With the consolidation of the AFL-CIO regional institutes into a new single entity, USAID and the Solidarity Center will continue to seek new and innovative approaches to formulating and implementing global labor programs. For the next five years (1997-2002), the USAID grant will focus on the strategic role and participation of unions in promoting democratic governance, free and transparent elections, the rule of law, and broad-based economic growth strategies, which are intrinsically linked to the future of work in the global economy.

The current G/DG-supported regional grants expire in late 1997 and the follow-on five-year global labor development grant to the Solidarity Center will have taken effect by that time. Mission and bureau add-ons to the grant are encouraged. The proposed program must fit within the scope of the activities funded by the core grant from G/DG. Because the grant is an assistance instrument, the Solidarity Center must agree that the proposed activity fits within USAID's overall development strategy.

GRANTEE

American Center for International
Labor Solidarity (Solidarity Center)
Harry Kambers
Director
1925 K Street NW Suite 300
Washington DC 20006
Tel (202) 778-4500
Fax (202) 778-4525
Internet acils@acils.org



GOVERNANCE
More transparent and accountable government institutions
(Agency Objective 2.4)

Technical Team Leader Todd Amami
Priority Areas Constitutions and legislative modernization, anti-corruption, decentralization and capacity-building, civil-military relations, and public policy

GENERAL GOVERNANCE

Project Number 936-5468 **G/DG Contact** Sundaa Bridgett (CTO)

IQCs (Original/NMS Nos)	
Development Alternatives	AEP-5468-I-00-6008/AEP-I-00-96-90008
Associates in Rural Development	AEP-5468-I-00-6009/AEP-I-00-96-90009
Casals and Associates	AEP-5468-I-00-6010/AEP-I-00-96-90010

Purpose To provide governance services to promote transparency and accountability of governments in policy-making and resource use. A range of services is available to G/DG, bureaus and missions and host governments in the field of governance to include research, technical assistance (including program and project development), training, dissemination and some commodities assistance.

Possible Work Areas The three overall governance awards include all of the following functional areas: (1) decentralization and local government support, (2) public financial, administrative, and personnel controls that promote transparency and accountability, (3) legislative strengthening to include parliaments, legislatures, regional and municipal bodies, and citizens groups, and (4) related constitutional, procedural, ethical, and legal structures consistent with good democratic governance practices.

Decentralization and Participatory Government The decentralization and participatory government activity has two objectives: (a) to increase participatory decision-making, transparency, accountability, and responsiveness at all levels of government by working with both formal state and non-state actors, and (b) to increase local participation in all levels of government, and to assist local government to serve as a balance/counterbalance to central state authorities. Examples of assistance include strengthening the functioning of local government, advising on practices to combat corruption, assisting with decentralization planning and implementation, and collaborating on strategies to increase participation in the government sector.

Public Management and Administration The objective of this activity is to increase the capacity and performance of government agencies and NGOs to execute functions such as those related to the management of public goods and services, public safety, and economic and social reform. Providing technical assistance and training to increase the capacity and performance of public agencies and NGOs to execute government functions related to obtaining, allocating and monitoring resources will be emphasized. Examples of assistance include developing programs to address problems of transparency, providing training in finance, administrative and management systems, and advising on civil service reform to increase utilization of resources for priority activities.

Legislative Strengthening--Legislatures, Parliaments, Municipal/City Councils and Citizens Groups The objective of this activity is to improve the capacity, performance, oversight, and representative functions of law-making bodies. Specifically, this activity will improve the deliberative process to better represent the public interest and monitor governmental performance. Examples of assistance include advising on the development of democratic procedures and practices, training on best practices for public officials, policy formulation, public meetings and hearings, and public policy mediation and negotiation, and drafting of laws and regulations.

Constitutions and Legal Frameworks The objective of this activity is to improve the fundamental rules and institutional structures or arrangements of host countries to better support democratic reforms and good governance goals. Assistance may include providing technical advice to executive, legislative branches, and

NGOs in the development of micro/macro constitutional or regulatory frameworks and legal provisions, e g , for referenda or reviews of bureaucratic decisions, appeals processes for grievances, and assisting government and NGO representatives to develop strategies that strengthen the interrelationship between government authorities and civil society

PRIME CONTRACTOR

Associates in Rural Development
Rhys Payne or David Green
110 Main Street
P O Box 1397
Burlington VT 05402
Tel (802) 658 3890
Fax (802) 658-4247
Internet rpayne@ardinc.com
dgreen@ardinc.com
Website [http //www ardinc com](http://www.ardinc.com)

Development Alternatives Inc
Craig Olson
7250 Woodmont Avenue
Suite 200
Bethesda MD 20814
Tel (301) 718 8296
Fax (301) 718 7968
Internet craig_olson@dai.com
Website [http //www dai com](http://www.dai.com)

Casals and Associates Inc
Barbara Friday
2231 Crystal Drive
Suite 814
Arlington VA 22202
Tel (703) 920-1234
Fax (703) 920-5750
Internet bfriday@casals.com
Website [http //www casals com](http://www.casals.com)

SUBCONTRACTORS

To Associates in Rural Development
American Manufacturers Export Group
Center for Legislative Development State
University of New York at Albany
Checchi and Company Consulting Inc
International Management Development Institute
University of Pittsburgh
Weidemann Associates Inc

To Development Alternatives Inc
Development Associates Inc
Georgia State University
Government Finance Officers
Association
Hogan & Hartson LLP
International Law Institute
Mendez England & Associates
National Academy of Public
Administration

To Casals and Associates Inc
Freedom House
Institute for Contemporary
Studies
International Center for Self
Governance
International Center for
Economic Growth
Public Administration Service
The Rendon Group
United States Association of
Former Members of Congress
United States Conference of
Mayors

RESOURCE ORGANIZATIONS

To Associates in Rural Development
African American Institute
Council of State Governments
International Union of Local Authorities
University of Texas at Austin

To Development Alternatives Inc
The Asia Foundation
Carne Chapman CATT Center for
Women and Politics and College of
Liberal Arts and Sciences (Iowa
State University)
The Center for Legislative
Development (Philippines)
Lasa Monroig & Veve
Rutgers The State University of New
Jersey
Sister Cities International
The United State Conference of
Mayors

To Casals and Associates Inc
Center for Strategic and
International Studies
Esquel Group Foundation
Shaw Pittman Potts and
Trowbridge

LEGISLATIVE STRENGTHENING

Project No 936-5468

G/DG Contact Pat Isman (CTO)

IQC (Original/NMS Nos)

The Research Foundation of SUNY/Albany

AEP-5468-I-00-6004/AEP-I-00-96-90004

Purpose To improve the capacity, performance, oversight, and representative functions of lawmaking bodies. Specifically, this activity will improve the deliberative process to better represent the public interest and monitor governmental performance.

Possible Work Areas Missions and bureaus will be able to draw on this IQC to develop general programs and specific projects to address the following activities:

- providing assistance to host country officials and NGOs in the development of democratic procedures/practices, and providing advice and training on the implementation and enforcement of the rules and conduct of public discourse
- providing training to host country officials and NGOs on best practices for public officials, policy formulation, public meetings/hearings and public policy mediation/negotiation
- providing advisory services pertaining to the drafting, enforcement and implementation of laws, regulations, and ordinances consistent with a democratic government reform
- providing commodities on a limited basis to increase the efficiency, knowledge, and physical infrastructure of deliberative bodies when engaged in or related to key areas of democratic reform

PRIME CONTRACTOR

The Research Foundation of the State University of New York
Sharon Finn, Manager, Contract & Grant Administration
Office of International Programs (SUNY/OIP)
State University Plaza
Albany, NY 12246-0001
Tel: (518) 434-7111
Fax: (518) 434-7280
Internet: grimmje@rf.suny.edu

SUB CONTRACTORS

Development Associates
The National Conference of State Legislatures
Institute for Public Administration

DECENTRALIZATION AND PARTICIPATORY GOVERNMENT

Project No 936-5468

G/DG Contact Sundaa Bridgett (CTO)

IQC (Original/NMS Nos)
Research Triangle Institute

AEP-5468-I-00-6014/AEP-I-00-96-90014

Purposes (1) To increase participatory decision-making, transparency accountability, and responsiveness at all levels of government by working with both formal state and non-state actors, and (2) To increase local participation in all levels of government, and to assist local government to serve as a balance/counterbalance to central state authorities

Possible Work Areas Illustrative activities include

- assisting host government officials and their non-state counterparts to implement decentralization plans and address policy implications and issues related to decentralization and local government programs
- strengthening the functioning of local government improving the administrative and technical skills of local authorities, particularly in planning, delineation of responsibilities and authority (to include within and among levels of government), functional organization, and formal decision-making
- assisting host country government personnel along with non-state counterparts in establishing government practices and procedures to oppose and combat official government corruption including drafting codes of ethics/honesty, investigative auditing corruption awareness training, building transparency into transactions, and developing and applying incentives and sanctions to avoid corrupt behavior
- assisting the development of strategies and programs that seek to increase participation, and specifically to increase participation of women and other disadvantaged groups in the official government sector

PRIME CONTRACTOR

Research Triangle Institute
Jerry VanSant Director Center for International Development
3040 Cornwallis Road
P O Box 12194
Research Triangle Park NC 27709 2194
Tel (919) 541 7218
Fax (919) 541 6621
Internet jcv@rti.org
Website <http://www.rti.org/cid/cid.html>

SUB CONTRACTORS

Institute of Public Administration
Management Systems International
The Urban Institute

RESOURCE ORGANIZATIONS

Corder/Thompson & Associates
IULA Latin America Eastern Mediterranean and Middle East Branches
Mega Cities
National League of Cities

ANTI-CORRUPTION

Project No 936-5466

G/DG Contacts

Pat Isman (CTO)
Phyllis Dinmno

Grant (Original/NMS Nos)
Transparency International

AEP-5466-G-00-5028/AEP-G-00-95-00028

Purpose Transparency International (TI) is a Berlin-based NGO whose mission is to curb corruption through international and national coalitions encouraging governments to establish and implement effective laws, policies, and anti-corruption programs. TI hopes to strengthen public support for anti-corruption programs and enhance transparency and accountability in government.

Possible Work Areas TI's strategy to accomplish its mission is to establish coalitions of like-minded organizations and individuals to work with governments in developing and implementing national anti-corruption programs. To date, TI has established over 70 national chapters that foster anti-corruption programs in their own countries in accordance with TI's approaches and core values. TI is also developing an information center and conducting research into aspects of containing corruption, participating in public fora, using publicity campaigns to broaden public awareness of the damage caused by corruption, the need to counter it, and the means to reduce it, and compiling an annual index of perceptions of corruption around the world.

Mission and bureau add-ons to the grant are possible. Because the grant is an assistance instrument, TI must agree that the proposed activity fits within its existing program.

In addition to this core grant, the Center launched a 3-year grant to TI in September 1997. This grant pays for four regional anti-corruption conferences as well as intensive anti-corruption work in 8-10 countries. The country-focused work starts with a baseline survey on corruption in the country and an integrity workshop that allows participants to identify key problems in their country related to corruption and lay out strategies for overcoming them. Workshop participants include government officials, academics, journalists, civil society representatives, and business leaders who jointly have the capacity to carry out the reforms they propose.

After the kick-off workshop, TI would work with workshop participants to assess the types and content of technical assistance most needed and arrange to have it provided. Such areas might include assistance in designing and even implementing regulatory reform, ethics guidelines, financial management systems, training in advocacy, public awareness raising, etc. No more than a year later, TI would conduct a second survey and a follow-up workshop to review progress, assess the implications for future work, and revise the priorities, timetable and responsibility assignments as necessary. TI would again assist in providing or accessing technical assistance.

The G/DG grant would pay for the two workshops and the management time of TI throughout the integrity program. Funding for the surveys and specific anti-corruption interventions would come from the host-country government, USAID mission and/or other donors. TI anticipates working in countries where there are suitable partners in government and civil society who are genuinely committed to reform and where USAID missions have identified transparency and accountability as areas to work in.

GRANTEE

Transparency International
Jeremy Pope, Managing Director
Heylestrasse 33
10825 Berlin GERMANY
Tel (49) 30 343 8200
Fax (49) 30-347-03912
Internet ti@transparency.de
Website <http://www.transparency.de>

CIVIL-MILITARY RELATIONS

Project No 936-5468 **G/DG Contact** Stephen Brager

***NOTE** G/DG expects to award a cooperative agreement for a global program promoting more democratic civil-military relations by 30 June 1998. Over the three-year term of this cooperative agreement, USAID funding is anticipated to be \$4 million to come from G/DG regional bureaus, and missions*

Purpose The overall purpose of the agreement is to improve civil-military relations that are supportive of democracy. The global civil-military relations program will pursue the following general objectives: 1) to increase the capacity of both civilian government institutions and non-governmental organizations to understand, analyze, propose policy in security and defense-related matters, 2) to foster civilian-military interaction, discussion, and dialogue, and 3) to facilitate the public availability and exchange of information on such matters.

Possible Work Areas The following list of activities that the awardee may carry out is merely illustrative and by no means exhaustive:

- regional and global conferences to exchange information about issues in promoting democratic civil-military relations, security and defense policies, military missions, professionalization and modernization of the military, what activities have been most and least successful from donors' perspective,
- development of guidance to help determine what issues a country needs to address and in what priority, and production of a tool kit of activities that aid in addressing the relevant issues,
- provision of training to government offices and NGOs in investigating and following security and defense issues, analyzing defense and military budgets, providing policy and budget recommendations, overseeing defense and military expenditures and activities by members of the military,
- technical assistance to missions in developing strategies and activities in the area of civil-military relations.

G/DG PUBLICATIONS TRACKER

An 18-month projection of publications to be produced by G/DG

Information is correct as of June 1, 1998 Projected release dates are subject to change

SSO 1-4 - STRATEGIC PLANNING AND FIELD SUPPORT

Handbook of Democracy and Governance Program Indicators

Product Technical Publication Series
Release Date Summer 1998
Notes A guide to indicators (e g , what they are and how to develop them) and menus of indicators organized as tables
Tested in the Ukraine, Uganda, Philippines, Guatemala Partners have had input Vetting built into process Every technical team has submitted revisions
Training in DG indicators and data collection methods will be conducted for up to 15 host institutions in various sub-regions of the world Host institutions may include contractors, other donors, USAID missions, etc

Strategic Assessment Framework for Democracy and Governance Programming

Product Technical Publication Series
Release Date Fall 1998
Notes A framework for designing DG strategies in sustainable development countries The publication has been reviewed by 13 NGOs, five contractors, Tom Carothers (Carnegie Endowment for International Peace), and the head of ACFVA It was reviewed by Agency staff at a regularly-scheduled "Tuesday Group" meeting

Women in Politics Evaluation

Product Democracy Dialogue (TBD)
Release Date 1999 (TBD)
Notes Evaluation of USAID's women in politics programming worldwide

SSO 1 - RULE OF LAW

Alternative Dispute Resolution (ADR) Practitioners Guide

Product Technical Publication Series
Release Date Completed April 1998
Notes A guide to assist practitioners to make informed decisions with regard to incorporating ADR in ROL programs and other conflict management initiatives

Approaches to Justice Reform and What We Have Learned A Summary of Four Papers

Product Technical Publications Series
Release Date Summer 1998
Notes An executive summary of the four papers listed below

Rule of Law Papers (4)

Product Technical Publication Series
Release Date Fall 1998
Notes 1 - *Institutional Strengthening and Justice Reform*
2 - *Judicial Training and Justice Reform*
3 - *Code Reform and Law Revision*
4 - *Political Will, Constituency-Building and Public Support in ROL Programs*

African ROL Trends Analysis

Product Democracy Exchange or Technical Publication Series (TBD)
Release Date Summer 1998
Notes Broad trends inventory of the status of the judiciary in Africa Includes donor- supported and/or indigenous reform efforts with lessons learned and best practices Linked to one-day workshop to be held summer 1998

Case Management Methodology

Product Democracy Dialogue and/or Technical Publication Series (TBD)
Release Date Fall 1998
Notes Methodology is to be oriented toward field practitioners

ROL Assessment Methodology

Product Technical Publication Series
Release Date 1999 (TBD)
Notes Framework for designing ROL strategies in developing countries

SSO 2 - ELECTIONS AND POLITICAL PROCESSES

Policy Paper on Political Party Support (P4)

Product Technical Publication Series and/or issued as 'USAID Policy Guidance' (TBD)
Release Date Summer/Fall 1998
Notes G/DG-produced policy paper to be based on MSI-produced concept paper

Elections Manual/Papers/Case Studies (14)

Product Technical Publication Series
Release Date Through February 1999 (TBD)
Notes 1 - *Elections Manual*
2 - *Elections Administration Research Paper*
3 - *Local Elections Research Paper*
4 - *Post-election Assistance Research Paper*
5 - *Party-Building Assistance Research Paper*
6 - *Nine Case Studies*

CEPPS Partners Publications

Product Abstracts of papers/manuals/reports prepared by CEPPS partners and supported by G/DG over the last two years
Release Date To be posted on the internal G/DG web page and external USAID democracy web page (date TBD)

SSO 3 - CIVIL SOCIETY

Civic Education Study

Product Technical Publication Series
Release Date Summer 1998 as "Interim Report "
Notes A first step in evaluating the effectiveness of civic education programs, based on a two-country sample

Media Law Reform Technical Note

Product *Democracy Dialogue* (technical notes series)
Release Date Summer 1998
Notes G/DG Information Unit sent out a *Democracy Exchange* on media support in late 1997, which generated requests for more information. This technical note will respond to those requests

Labor Workshops

Product *Democracy Exchange*
Release Date Fall 1998
Notes Based on September 1998 DC workshop proceedings (see Labor Strategies Manual below). At workshop, democracy development experts and Solidarity Center representatives will consider ways to integrate labor programming into country DG strategies

Civil Society Strategies

Product Technical Publication Series
Release Date 1999 (TBD)
Notes Case studies on Philippines, Dominican Republic, and Kenya

Strategic Media Framework Paper

Product Technical Publication Series
Release Date 1999 (TBD)
Notes Based on media support research conducted by Democracy Fellow at G/DG

DG-EG Strategies Paper

Product TBD (probably an initial paper for internal use)
Release Date 1999 (TBD)
Notes G/DG hosted a successful conference on subject (largely internal)

Labor Strategies Manual

Product Technical Publication Series
Release Date 1999 (TBD)
Notes Final report, based on three workshops (held in Washington DC, the LAC region, and the ANE region), will serve as a handbook for DG officers

SSO 4 - GOVERNANCE

Civil-Military Relations

Product Technical Publication Series Prepared for internal (USAID DG officers') use
Release Date Summer 1998
Notes Paper seeks to define USAID's role in civil-military relations

Anti-Corruption Study

Product Technical Publication Series
Release Date Summer 1998 (TBD)
Notes Outlines approaches to fighting corruption Includes country studies (Mexico and Tanzania) which will be incorporated into a broader G/DG anti-corruption handbook

Legislative Strengthening Handbook

Product Technical Publication Series
Release Date Fall 1998
Notes The publication will be tied to a conference on legislative strengthening to be held in Africa in the Fall of 1998

Democratic Decentralization Handbook

Product Technical Publication Series
Release Date 1999 (TBD)
Notes A best practices and lessons learned guide, drawing on global experience and exploring incentives to promote democratic practices through decentralization

Corruption Case Studies

Product Technical Publication Series
Release Date 1999 (TBD)
Notes Case studies to be used for DG officers' training (TBD)

BIOGRAPHICAL SKETCHES OF CENTER TECHNICAL STAFF

(updated 6/15/98)

Charles E. Costello is the director of USAID's Global Center for Democracy and Governance and serves as USAID deputy assistant administrator of the Bureau for Global Programs, Field Support, and Research. He received a B.A. in political science from the University of Michigan, and a J.D. from the School of Law at University of California-Berkeley. He was a Peace Corps volunteer in Guatemala from 1965 to 1967, then worked as a Peace Corps staff member in Colombia from 1968 to 1970. From 1972 to 1975, he practiced law in New York City, specializing in corporate finance and international transactions. He is a member of the Bar in the states of New York and California. Chuck joined USAID in 1975 as attorney advisor with the Office of the General Counsel. He was stationed in Bolivia as regional legal advisor (covering Bolivia, Peru, Ecuador, and Colombia) from 1976 to 1978. He returned to Washington in 1978 as assistant general counsel for legislation, policy, and financial management. In 1980, he was named USAID's deputy general counsel in charge of a legal office of 55 lawyers in Washington and overseas, and remained in that position until 1981, when he was assigned to Kenya as deputy mission director. From 1982 to 1994, Chuck held positions as mission director of USAID/Guatemala, director of the Office of Central American Affairs in USAID/W, mission director of USAID/Ecuador, and mission director of USAID/El Salvador.

Jennifer L. Windsor is the deputy director of USAID's Global Center for Democracy and Governance. For the last ten years, Jennifer has worked in the area of U.S. foreign policy and comparative politics, specializing in democracy and human rights issues. She joined USAID in 1991, helping to start-up the Africa democracy and governance program. She then served as special assistant/deputy chief of staff to USAID Administrator Brian Atwood before she joined the Center in late 1994. Prior to joining USAID, Jennifer worked as a staffer on foreign policy issues for Senator Daniel Patrick Moynihan and Congressman Ted Weiss. She has done consulting work for the National Democratic Institute and Harvard's Center for Criminal Justice. She is a graduate of the Woodrow Wilson School at Princeton University and Harvard University.

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Peter Accolla received his B.A. and M.A. in political science/area studies/economics from Fairleigh Dickinson University and his Ph.D. in international relations from Johns Hopkins University, School of Advanced International Studies. He was an international labor advisor for U.S. Department of Labor from 1975 to 1994, and Latin America/Caribbean area advisor from 1982 to 1994. He has served as technical advisor to the U.S. delegation to the ILO, technical advisor to the U.S. delegation to trade negotiations (Geneva), and technical advisor to the NAFTA labor agreement negotiations. At USAID, Peter served as the labor advisor for the LAC bureau from 1994 to 1995, and has served as the Center's labor advisor since 1994. He is a member of the Center's LAC regional team, and backstops Brazil, Guyana, and the Dominican Republic.

Todd Amani is currently the Center's senior technical advisor for governance issues. He received his M.A. degree from Johns Hopkins University, School of Advanced International Studies, in comparative politics and modernization/international economics. He worked as a legislative director in the office of a U.S. Congressman and as an elected member of a local housing board. Immediately prior to joining the Center in 1997, he served as deputy team leader of the LAC Bureau's democracy and human rights team. Also for the LAC Bureau, Todd managed a project supporting a regional network of NGOs promoting democracy and worked on the design of a regional project in support of decentralization and democratic local governance. Prior to that, he worked as a democracy officer managing a program in Nicaragua that included legislative strengthening, civic education, labor, human rights, administration of justice, decentralization/local governance activities, and design work for a major election activity. Todd began his USAID career as a program officer in Egypt and Nicaragua. His current work in the Center encompasses all the governance subsectors with emphases on decentralization/democratic local governance, legislative strengthening, and civil-military relations.

Craig H. Baab received his J.D. from American University's Law School. He served as the staff director for governmental affairs in the American Bar Association's Washington office, where he specialized in, and lobbied on, the full range of court and law reforms, including election and campaign finance laws, alternative dispute resolution, military and national security law, and administrative law. His particular emphasis was and remains international law and international human rights, having organized and directed the NGO coalition for ratification of the U.N. Genocide Convention, and worked a number of years on the U.N. Torture Convention, U.N. Convention on Racial Discrimination, and Covenant on Civil and Political Rights. He was an international observer at the murder trial of former Malawi President Banda. Craig continues pro bono work on the Conventions on the Rights of the Child and Discrimination Against Women. He is currently the Center's expert on international law/human rights, working on the rule of law team. Craig led a justice sector assessment to the Democratic Republic of the Congo in September 1997. He is a member of the Center's Africa team, and backstops Rwanda and Burundi. He is the CTO for one of the ROL Team's 4 IQCs—with AMEX International—and manages the African rule of law trends analysis being conducted by AMEX.

Rob Barr's educational background includes an undergraduate degree in economics and a Master's degree in international relations. A fellow with the Center, Rob is also finishing his Ph.D. in Political Science, with the foci of Latin American politics and democratization, at the University of Texas at Austin. Prior to joining the Center in 1997, he had conducted a number of related studies and field research in Latin America. His previous experience with USAID was a position in the El Salvador mission in 1996. At the Center, Rob works primarily on the development of DG indicators, including the Center's handbook on performance measurement, and close work with a number of missions.

Stephen Brager has worked on issues of politics of authoritarianism and democratization for 15 years. He received his master's degree in political science from the University of California, San Diego, where he studied the politics of development, political development, and political institutions. He has written papers on the role of institutions and their effect on political outcomes. Much of his efforts have focused on the role of the armed forces and other authoritarian institutions and organizations in democratizing nations. At the Center, Stephen provides technical assistance for strengthening legislatures and promoting democratic civil-military relations. Most recently, he has investigated how electoral institutions shape legislators' incentives to develop strong constituent relations, and has been shepherding the development of a cooperative agreement for global civil-military relations programming, which should become available in June 1998.

Aleksandra Braginski received a B.S. degree in foreign service at the School of Foreign Service, Georgetown University, and a Master's degree in public administration (concentration in developing country contexts) from George Washington University. Aleksandra was a U.S. Peace Corps volunteer in the Philippines, working on the development of grass-roots community organizations. She has been a USAID foreign service officer since 1987, with over four years of experience in managing commercial law reform activities in the ENI region.

Sundaa Bridgett received a Certificate of African Studies and a B.S. in International Affairs from Georgetown University, and a Master's degree in International Affairs and Economic and Social Development from the University of Pittsburgh. Prior to arriving at the Center in May 1998, she worked at USAID's PPC Bureau on broad policy issues with respect to democracy and governance programming -- human rights issues, democracy promotion in nations in transition, community foundations and endowments as "leave-behind" mechanisms for continuing democracy promotion, community empowerment through the New Partnership Initiative, local governance, and performance monitoring and managing for results in the DG sector. Sundaa has worked with many missions in Africa, most closely with USAID/Malawi and USAID/Pretoria. Sundaa is on the Center's governance team, focusing on decentralization and democratic local governance.

Melissa Brown received her M.S. degree in foreign service from Georgetown University. Her concentrations included democracy, development, and U.S. foreign policy. Prior to joining USAID, Melissa worked for the World Bank where she focused on governance issues in Africa related to conditionality, capacity strengthening, financial resource allocation, and management. She also worked at the U.S. Embassy in Lome, Togo, where she managed assistance to support Togo's first

democratic elections. Lastly, she was a researcher at the Overseas Development Council on issues related to political transition, national conferences, and democratization in southern Africa. Melissa is G/DG's Africa regional coordinator and serves on the strategies team. She conducts assessments, develops strategies, designs results frameworks and assists in the implementation of democracy and governance programs, especially in post-conflict transition environments in Africa. She has led or participated in USAID strategic assessment missions in Liberia, Democratic Republic of the Congo, Angola, Eritrea, and Uganda. From these experiences, she has developed, in coordination with OTI, an approach for analyzing post-conflict political environments. She also assisted in the design and implementation of the \$10 million Southern Africa Regional Democracy Fund (SARDF), which included four months at USAID/RCSA and consultations with government and civil society in Zimbabwe, Namibia, and South Africa.

Phyllis Dimmo holds an M.A. in political and economic development from the Fletcher School and a Ph.D. in political science from Yale University, where she studied the political economy of privatizing east German firms. Prior to joining USAID, she taught classes on democratization at Yale and Harvard Universities, wrote cases for Harvard Business School on the North American Free Trade Agreement, Brazil's economic restructuring, and Mexico's debt crisis, analyzed Latin American issues for the Congressional Research Service, and carried out country risk analyses for Baybank Boston. At the Center, she specializes in anti-corruption, working closely with Transparency International on conferences and anti-corruption programs. She is also developing a handbook on anti-corruption programming that provides a framework for assessing corruption problems and designing a strategic response. She has worked closely with USAID missions in Bulgaria, Romania, Ukraine, and Benin, and provided technical assistance to USAID missions in Paraguay, El Salvador, Nicaragua, and the Central Asian Republics.

Mark Feuerstem has an M.A. in international affairs from the Fletcher School of Law and Diplomacy and a B.A. in international relations from Tufts University. Before coming to the Center in December 1997, he worked for four years in the State Department as special assistant to then-U.S. Ambassador to the OAS Harriet Babbitt. He also spent five years at the National Democratic Institute for International Affairs, where he was director for Latin America and the Caribbean. He has observed some one dozen elections. Mark is currently the Center's senior technical advisor for elections and political processes. He and the Center's elections team can help missions develop election strategies and programs tailored to the specific political conditions and policy goals of the USG in given countries. He has worked most closely with USAID missions in Cambodia and Haiti.

Linn Hammergren has a B.A. from Stanford University, and an M.A. and Ph.D. from the University of Wisconsin-Madison, all in political science. She taught political science at Vanderbilt University, was an instructor in USAID's mid-career training program, and spent 12 years managing AOJ projects in Latin America. Her most recent research and publications focus on judicial reform in Latin America. Linn has also worked and written on decentralization, public sector management and reform, policy analysis, and civil society. Although her regional focus is Latin America, she also has experience in Africa and Southeast Asia and is currently collaborating in a World Bank evaluation of legal reform activities in Ukraine.

Gary Hansen secured his Ph.D. in political science from the University of California, Berkeley. He was both a Fulbright Research Scholar and Ford Foundation staff member in Indonesia. He served as chief of party for a USAID-funded regional development project in Indonesia and was a member of the research staff of the East West Center. Gary joined USAID/W in 1981, serving in PPC and the former Science and Technology Bureau. He joined the Center in 1995, where he serves as senior technical advisor for civil society.

Robert R. Hansen, prior to joining G/DG in June 1998, served as a USAID program officer in the Honduras and Jordan missions and, most recently, in the Bureau for Europe and the New Independent States (ENI). Mr. Hansen's pre-USAID career was as a field and Washington-based manager with the AFL-CIO labor development institutes in Latin America and Asia. He is a foreign service officer and has a BA degree in government and an MA in political science.

Elizabeth Hart has been a Democracy Fellow in the Center since October 1996. She has a Ph D in Politics, with a focus on African political economy, from Princeton University. Before joining USAID, she did research on the Ghanaian private sector's role in economic and political reform and taught African and Latin American politics courses. Liz works on DG strategies, civil society programs, and the Center's initiative to emphasize the connections between DG and economic growth. In the past year, she worked on DG assessments and strategy development in Eritrea, Guinea, and Zimbabwe and worked in Washington on strategy development for Madagascar and Ghana. She helped organize the October 1997 Conference on Economic Growth and Democratic Governance and is now working on a research project to develop lessons and guidance on promoting greater consultation and participation in economic policy reform, starting with a review of experiences with National Economic Fora in Africa.

Ellen Hauser received her M A in political science and her Ph D in development studies from the University of Wisconsin-Madison. She wrote her dissertation on the influence of Western donors on the democratization process in Uganda. The field research for her dissertation included interviews with Western donor officials, Ugandan government officials, and political leaders in the opposition political parties on the topic of democratization and Uganda's relationship with Western donors. Ellen participated as an official observer of the 1996 parliamentary elections in Uganda. Her responsibilities at the Center include work on the strategies team, the proposed rule of law program in China, the proposed Great Lakes Justice Initiative, and (with Melissa Brown) work on determining the best role for DG work in post-conflict societies. The mission she has worked most closely with is Rwanda.

Ann C Hudock received a D Phil in development studies from the Institute of Development Studies, University of Sussex, UK. She received an M A in international affairs with highest honors from the University of Dayton, Ohio, and a B A with honors in English. She has served as a guest lecturer on NGOs at Birkbeck College of the University College of London, and at the Centre for Voluntary Organization, London School of Economics. She was also a visiting fellow at the Institute of Development Studies. Prior to joining the Center, Ann worked as a projects officer with an indigenous NGO in Sierra Leone, where she specialized in issues of institutional development. Since 1989, Ann has worked as a freelance journalist writing for the *New York Times*, *Ms* magazine, and others, and has trained journalists in Sierra Leone and the UK. Ann currently serves as the Center's media specialist, and provides technical support on NGO capacity-building, particularly NGO sustainable financing and advocacy strategies. She recently completed an NGO sector assessment in Macedonia, and is advising a five-country assessment of the Latin American Journalism Project, USAID's longest-standing training intervention. The assessment will form part of the field work for an on-going global media study which Ann is undertaking in order to assist missions with programming choices in media sector development.

Jerry Hyman has a Ph D in anthropology and J D in law. He taught anthropology, sociology and economic development at the college level, and also practiced law. He joined USAID in 1990, and founded the DG program in the Europe and the New Independent States (ENI) region. Jerry came to the Center in 1994, where he serves as the leader of the strategies team.

Pat Isman has a master's degree in public administration and entered public service as a Presidential Management Intern. At the Center, she has responsibility for technical leadership in legislative strengthening and policy implementation (of which conflict resolution is a key component), provides assistance on the other areas of governance, and is currently working with CDIE on a study of experience and lessons in promoting linkages between democracy and other sector objectives. Pat manages the Implementing Policy Change project, which over the last seven years has provided assistance in over 60 countries in such areas as policy advocacy, citizen participation in government, investment promotion, and cross-border protocol development. She has worked in the international development field for the last 16 years as technical expert, project manager, trainer, and facilitator. She has provided assistance in over 20 countries worldwide, working most recently with Tanzania, Uganda, Ethiopia, Mali, Ukraine, and Bulgaria. Prior experience included community organization and planning in the U S.

Susan Jay received a B A in government/international affairs from the University of Notre Dame, and an M S in foreign service from Georgetown University, with a concentration in international development and regional focus in Sub-Saharan Africa. She wrote her thesis on food security in Sub-Saharan Africa. As a Fulbright Scholar, she did research in Zimbabwe on land distribution and land tenure reform. At the National Democratic Institute, Susan worked on a provincial and local governance program for the South Africa team. At the World Bank, she analyzed the influence of structural adjustment conditionality on health policy. At the Center, Susan worked with the ANE bureau to influence the programming of the regional ESF democracy funds. She was a member of the Lebanon DG assessment team and traveled to Jordan where she discussed with mission staff how to incorporate DG into non-DG SOs. Susan manages the Global Women in Politics (G-WIP) program and is organizing an assessment of various women-in-politics strategies that donors have employed to inform how the Center might best approach the second generation of the G-WIP program.

Joshua Kaufman received a B A in politics from Brandeis University and an M A in international affairs (with a focus on democratization and U S foreign policy) from George Washington University. Prior to joining the Center's Information Unit, Josh worked on the Rule of Law Initiative at the U S Institute of Peace, at NDI, and at the Academy for Educational Development, administering technical training for NIS officials. Josh is on the Center's ENI team, serving as the CAR backstop, and also serves on G/DG's Information Unit providing research and information support for Center leadership.

Eleanor Kennelly has an M A in comparative politics from the University of Maryland and a B A from Yale University. Before coming to G/DG, she worked as a freelance journalist and columnist for *The Washington Times*. In 1993-94, on a Fulbright grant, she taught journalism and ethics to young reporters in Romania. Eleanor is the Center's senior writer-editor. She edits *Democracy Dialogue* technical notes series and advises Center staff on publication production and dissemination.

Nadereh Chahmirzadi Lee received her master's degree in international relations (with an emphasis on political development and democratization) from the University of Virginia in 1990. She did human rights reporting for the U S Embassy in Senegal in 1990 and worked for the National Democratic Institute (NDI) through 1991. In 1992, she worked for the U S Senate Committee on Foreign Relations, overseeing democracy programs. She then joined the USIA transition team, where she examined DG programming across the U S government. At the Center, Nadereh is a member of the Center's Elections and Political Processes Team. She managed the former Africa Regional Elections Assistance Fund (AREAF) and is currently the COTR for the cooperative agreement with the Consortium for Elections and Political Processes Strengthening (CEPPS), a joint venture among the International Foundation for Election Systems (IFES), the International Republican Institute (IRI), and NDI. Nadereh is also a member of the Center's ENI regional team, and backstops Ukraine and Bosnia. The missions she has worked with most closely include Bosnia, Paraguay, Haiti, and Zambia.

Francis Luzzatto attended Swarthmore College, received his B A from Carnegie-Mellon University, and received his Master's degree from Boston University. He initiated and directed Peace Corps' Information Collection and Exchange (ICE) and worked at the Peace Corps in various capacities for over 13 years. He worked on "the War on Poverty" with VISTA and Head Start, and designed and directed Citizens Democracy Corps' information clearinghouse on ENI countries. Francis joined the Center in 1995 and serves as the senior information officer.

Steffi Meyer received her M A degree from Johns Hopkins University, School of Advanced International Studies, and did additional graduate work at the University of Bonn (Germany). She worked on DG issues in the Africa Bureau from 1990 to 1992, and was a DG officer at USAID/Kenya (among other responsibilities) from 1992 to 1995. Steffi is on the Center's strategies team and serves as coordinator for Latin America and the Caribbean.

Michael Miklaucic received his master's degree from the London School of Economics, where he studied international economics and relations. He is currently a doctoral candidate in U S foreign policy at Johns Hopkins University, School of Advanced International Studies. Michael has worked on regional human rights/rule of law projects for the Middle East for six years, and on development law training and legal reform on a global basis for four years. He organized an election observation mission for the Haitian presidential election for the International Republican Institute, and participated

in four international election observation teams Michael serves on the Center's rule of law team His responsibilities include managing one IQC (National Center for State Courts), the Participating Agency Service Agreement with the Department of Justice, and the grant to International Development Law Institute He has worked most closely with USAID missions in Mongolia, Cambodia, West Bank/Gaza, Madagascar, Ecuador, and Bulgaria

Katherine Nichols received her B A in political science from the University of California-Berkeley and her Master of Public Administration (M P A) degree from the University of Washington, Graduate School of Public Affairs Prior to joining USAID, she did various municipal and county government work, served as researcher for the Institute for Public Policy and Management (University of Washington), and as researcher/writer for the Women's Leadership Project As a volunteer for Volunteers for Peace in Milan, Italy, Katherine lived and worked with former political prisoners managing a NGO rehabilitation center As a Presidential Management Intern with USAID, Katherine spent six months working in M/Management Planning and Innovation on developing ADS audit (accounting and performance) handbooks, the Audit Brief, and audit implementation tracking She spent 18 months as Country Development Officer for USAID/Guinea and (then) Zaire, and three months in Conakry managing the R-4 development process and producing the final document with the mission's SO teams, the Mission's New Partnership Initiative Leading Edge Mission Report, and assisting with critical procurement actions She has spent 18 months with the Center, where she serves as Africa regional manager for the CEPPS cooperative agreement and as the Center's Congo Task Force representative She has conducted comprehensive DG assessments in Liberia and Kenya Katherine is on the Center's elections and political processes team and Africa team

Deborah Norton received a bachelor's degree in business administration (finance) from Howard University Prior to coming to the Center, Deborah worked in the Asia/Near East Bureau of USAID, where she managed a grant to the Asian-American Free Labor Institute She came to the Center in 1995, where she is a member of the civil society team and the Asia/Near East team Deborah is the CTO for a grant to the newly-established American Center for International Labor Solidarity

Dana Peterson received a bachelor's degree from Stanford University in human biology and a master's degree from Georgetown University's School of Foreign Service She joined the Center as a Presidential Management Intern Previous work experience includes internships at the National Democratic Institute, American Embassy in Gaborone, the Capacity Building Unit in the Africa Region of the World Bank, and the Overseas Private Investment Corporation She is working on the elections and political processes team, managing the ANE portion of the CEPPS cooperative agreement (with NDI, IRI, and IFES) and assisting with the Africa portion She backstops Mozambique, Malawi, Nigeria, and Niger and has done field visits to Mozambique and Mali

Lisa Peterson received her B A in political science and history from Colorado College and her M A in international relations (African studies/international economics) from Johns Hopkins University, School of Advanced International Studies She did field research and wrote her M A thesis on the status of press freedom in Senegal From 1984 to 1994, she worked for two members of the U S Congress and at Amnesty International (as Africa area coordinator), the Robert F Kennedy Center for Human Rights (as program director), USAID's Africa Bureau Information Center (as a DG research analyst), and USAID's regional mission for Central America-Guatemala (as a DG information consultant) She did a range of DG consulting work in Botswana in 1994-96, including the management of the U S Embassy's Democracy and Human Rights Fund She is currently manager and senior research analyst at the Center's Information Unit, through a contract with the Academy for Educational Development She serves on the Center's Africa team and backstops Zambia

Ronald G Shaiko received his Ph D in political science from the Maxwell School of Citizenship and Public Affairs at Syracuse University He is currently on leave from American University, where he is an associate professor of government His publications include two books, more than two dozen articles, and book chapters on elections, political parties, interest groups, and lobbying His areas of specialization are comparative electoral systems, comparative political party systems, interest groups (NGOs), and political advocacy (lobbying) Ron is a Democracy Fellow at the Center, where he serves on the elections and political processes team He has worked on the development of elections and political processes indicators

Dan Turello has a B A in English literature from Taylor University, and did graduate course work in political theory at the Catholic University of America. Prior to joining G/DG's Information Unit, Dan administered training exchange programs with the Academy for Educational Development, was a teaching assistant in the Department of Politics at the Catholic University of America, and worked in India as a researcher and writer for a former Bahujan Samaj Party (BSP) politician. Dan is on the Center's ANE team, serving as the Nepal backstop, and is a writer/editor with G/DG's Information Unit.

Dennis Wendel's educational background consists of a B A degree from St. John's University (economics and Spanish), an M P S degree from Cornell University (international development), and course work completed toward a Ph D in sociology at Colorado State University. Recent professional experience includes working with NGOs as the head of the Office of Democratic Institutional Development at USAID/South Africa from 1992 to 1995 and working in local development, rural development, local government, and linkages to democracy and governance as deputy office director for local development and head of the Office of Governance and Democracy at USAID/Egypt from 1989 to 1992. Dennis has extensive experience with operations and management in a variety of program and technical activities including water and water resource management (India), agricultural and water management research (Pakistan), training and learning technologies, and conflict and emergency environments. His current work with the Center is focused on the development of civil society case studies, civic education assessments and conflict analysis.

John Wiebler has an M A degree in economics and a B B A degree in finance. Prior to joining USAID, he spent five years in regional/city planning. He spent 16 years with USAID in Nepal, Zambia, Morocco, Zaire, and Botswana. His experience has focused on overall strategy development, program design, and performance monitoring systems. He supervised USAID/Zambia's DG program development and implementation from 1991 through 1995.

Amy Young received her J D from American University's Washington College of Law and her LL M degree in international law from the University of Virginia School of Law. She is a member of the Bar of the District of Columbia. She served as the founding executive director of the International Human Rights Law Group, a nongovernmental organization working on human rights, elections and democratic institutions throughout the developing world. On sabbatical in 1987, she served in the Legal Advisor's Office at Amnesty International in London. During her 13 years as director, the International Human Rights Law Group established an international reputation for being an effective human rights advocate and a pioneer in the field of election monitoring. She is a member of the U S Supreme Court Bar and the Bar of the D C Court of Appeals, and she sits on the adjunct faculty at Johns Hopkins University, School of Advanced International Studies. Prior to joining USAID in 1994, she served for two years as senior policy officer for rule of law at the U S Information Agency. From 1994 to 1997, she was the Center's senior technical advisor for elections and political processes. She now serves as the Center's senior technical advisor for rule of law and the Agency's liaison with the International Judicial Relations Committee of the U S Judicial Conference (Federal Judiciary).

DIRECTORY OF CENTER'S IMPLEMENTING PARTNERS

American Center for International
Labor Solidarity
(Solidarity Center)
1925 K Street NW Suite 300
Washington DC 20006
Tel (202) 778-4500
Fax (202) 778-4525

Amex International Inc
1615 L Street NW Suite 340
Washington DC 20036
Tel (202) 429-0222
Fax (202) 429 1867

The Asia Foundation
1779 Massachusetts Ave N W
Suite 815
Washington DC 20036
Tel (202) 588 9420
Fax (202) 588 9409
Website [http //www asiafoundation org](http://www.asiafoundation.org)

Associates in Rural Development
110 Main Street
P O Box 1397
Burlington VT 05402
Tel (802) 658 3890
Fax (802) 658-4247
Website [http //www ardinc com](http://www.ardinc.com)

Casals and Associates Inc
2231 Crystal Drive
Suite 814
Arlington VA 22202
Tel (703) 920-1234
Fax (703) 920-5750
Website [http //www casals com](http://www.casals.com)

Chemonics International Inc
1133 20th Street N W
Suite 600
Washington DC 20036
Tel (202) 955 3300
Fax (202) 955 3400

Conflict Management Group
20 University Road
Cambridge MA 02138
Tel (617) 354-5444
Fax (617) 354-8467

Department of Justice
DOJ/OPDAT
1331 F Street N W Fifth Floor
Washington DC 20004
Tel (202) 514-1323
Fax (202) 616-8429

Development Alternatives Inc
7250 Woodmont Avenue Suite 200
Bethesda MD 20814
Tel (301) 718 8296
Fax (301) 718 7968
Website [http //www dai com](http://www.dai.com)

Development Associates Inc
1730 North Lynn Street
Arlington VA 22209-0677
Tel (703) 276-0677
Fax (703) 276-0432
Website [http //www devassoc1 com](http://www.devassoc1.com)

International Development Law
Institute (IDLI)
Via di San Sebastiano 16
00187 Rome Italy
Tel 39 6-6992 2745
Fax 39 6-678 1946

International Foundation for
Election Systems (IFES)
1101 15th Street NW Thurd Floor
Washington DC 20005
Tel (202) 828 8507
Fax (202) 452 0804
Website [http //www ifes org/](http://www.ifes.org/)

International Republican Institute (IRI)
1212 New York Avenue NW
Suite 900
Washington DC 20005
Tel (202) 408 9450
Fax (202) 408 9462
Website [http //www iri org](http://www.iri.org)

Management Systems International
600 Water Street S W
Washington DC 20024
Tel (202) 484-7170
Fax (202) 488-0754

National Center for State Courts
1700 North Moore Street
Suite 1710
Arlington VA 22209
Tel (703) 841-0200
Fax (703) 841-0206

National Democratic Institute for
International Affairs (NDI)
1717 Massachusetts Avenue NW
Fifth Floor
Washington DC 20036
Tel (202) 328 3136
Fax (202) 939 3166
Website [http //ndi org/](http://ndi.org/)

The Research Foundation of the
State University of New York
Office of International Programs
(SUNY/OIP)
State University Plaza
Albany NY 12246-0001
Tel (518) 434-7111
Fax (518) 434-7280

Research Triangle Institute
3040 Cornwallis Road
P O Box 12194
Research Triangle Park NC
27709 2194
Tel (919) 541 7218
Fax (919) 541 6621
Website [http //www rti org/cid/cid html](http://www.rti.org/cid/cid.html)

Transparency International
Heylestrasse 33
D 10825 Berlin GERMANY
Tel (49) 30-787 59-08
Fax (49) 30 787 57-07
Website [http //www transparency de](http://www.transparency.de)

World Learning Inc
1015 15th Street NW Suite 750
Washington DC 20005
Tel (202) 408 5420
Fax (202) 408 5397
Website [http //www worldlearning org](http://www.worldlearning.org)