OFFICE OF DEMOCRACY & GOVERNANCE

DG Office Primer

And Orientation Handbook

Who Are We?

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Last Update: November 2004

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Welcome!

From Gerald Hyman, Director, USAID Office of Democracy & Governance

Welcome to the Office of Democracy and Governance! The purpose of this DG Primer is to orient newcomers and interested parties about who we are and what we do. It is a brief and overly simplified version of the DG Office, but will suffice as an opener for getting to know us. We are a fairly new office that just ten years ago didn't exist. After the fall of the Berlin Wall with freedom and democracy breaking out all over the world, the Centre for Democracy was created in USAID in 1994 to help nations make the transition from authoritarian to democratic societies. Nation building is both an art and a science, and though we have learned much over the past decade, one lesson is that democracy building is generational and there is no quick fix.

One of the first things to know about our work in democracy is that all nations are fit for democracy and no nation is more deserving of it than any other, though some are more ready and prepared for democracy than others. Nobel prize winner, Prof. Amartya Sen, best expressed this understanding when he said, "Throughout the nineteenth century, theorists of democracy found it quite natural to discuss whether one country or another was 'fit for democracy.' This thinking changed only in the twentieth century, with the recognition that the question itself was wrong. **A country does not have to be deemed fit for democracy; rather, it has to become fit through democracy**."

While democracy development was once considered unimportant or even a hindrance to international development, politics and governance are now considered as important as economics in the development equation. From this new perspective the development community has begun to view the absence of democratic governance as a breeding ground for economic stagnation, increased corruption and a curtailment of human rights. Over the past 25 years, the number of free countries in the world has grown from 43 to 88 making democracy development a key component of U.S. development assistance and a major element our foreign policy including inoculation against international terrorism.

Finally we are in need of as many Democracy Officers and democracy constituents as we can muster. We are grateful for your interest in our office and the field of Democracy, and hopefully this DG Primer will give you a good first glance at us and our work and you'll be asking more questions after you read it. As the Director of the DG Office, please know that I practice an open door policy and look forward to meeting you some day. You will also note at the end of this primer is a list of the DG staff and their backgrounds sketches so you can get to know all of us better.

"Man's capacity for justice makes democracy possible; Man's inclination to injustice makes democracy necessary."

Reinhold Niebuhr

How is USAID Organized?

USAID Organization

The U.S. Agency for International Development is headquartered in the Reagan Building in Washington, D.C. and has field offices in many of the countries where we have programs, approximately 80 at present.

Leadership (aka "The Front Office")

USAID is headed by an Administrator and Deputy Administrator, both appointed by the President and confirmed by the Senate. The agency's Administrator is Andrew S. Natsios; the Deputy Administrator is Frederick Schieck; and the agency's Counselor is Carol Peasley.

Regional Bureaus

USAID's major organization units are Regional Bureaus. Each bureau houses the staffs responsible for major subdivisions of the agency's activities.   USAID has both geographic bureaus (which are responsible for the overall activities in the countries where we have programs) and functional bureaus (that conduct agency programs that are world-wide in nature or that cross geographic boundaries.) The agency's geographic bureaus -- and the Assistant Administors and their locations in the Ronald Reagan Bureau are as follows:

- Sub-Saharan Africa (AFR) | Lloyd Pearson,   Assistant Administrator   RRB   4th floor
- Asia and the Near East (ANE) | James Kunder, Assistant Administrator   RRB   4th floor
- Latin America & the Caribbean (LAC) | Adolfo A. Franco, Assistant Administrator RRB   5th floor
- Europe and Eurasia (E&E) | Kent Hill, Assistant Administrator   RRB   5th floor

USAID's functional bureaus are:

- Global Health | Anne Peterson, Assistant Administrator   RRB   3rd floor
- Economic Growth, Agriculture, and Trade | Emmy B. Simmons, AA   RRB   3rd floor
- Democracy, Conflict, and Humanitarian Assistance | Roger P. Winter, AA   RRB   3rd floor

In addition, certain major headquarters functions are also assigned to bureaus. Headquarters bureaus are:

- Management (M) | John Marshall, Assistant Administrator
- Legislative and Public Affairs (LPA) | J. Edward Fox, Assistant Administrator
- Policy and Program Coordination (PPC) | Barbara J. Turner, Senior Deputy Assistant Administrator

Each bureau is headed by an Assistant Administrator, appointed by the President and confirmed by the Senate.

Independent Offices

In addition to these bureaus, USAID has several independent offices that carry-out discrete functions for the agency. These offices are :

Office of the Executive Secretariat (ES) & Chief of Staff | Douglas J. Aller   RRB   6th floor
- Office of Equal Opportunity Programs (EOP) | Jessalyn L. Pendarvis
- Office of the General Counsel (GC) | John Gardner
- Office of Small Disadvantaged Business Utilization (OSDBU) | Marilyn Marton
- Office of Security (SEC) | Harry Manchester

Inspector General

The Office of the Inspector General reviews the integrity of Agency operations through audits, appraisals, investigations and inspections.

- Office of the Inspector General | James R. Ebbitt, Acting Inspector General
-

Overseas Structure

USAID programs overseas are grouped into various types of country organizations:

- Countries where USAID provides an integrated package of assistance -- sustainable development countries. Assistance is based on an integrated strategy that includes clearly defined program objectives and performance targets.
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- Countries where USAID presence is limited, but where aid to non-governmental sectors is necessary to facilitate the emergence of a civic society, help alleviate repression, meet basic humanitarian needs, enhance food security, or influence a problem with regional or global implications.
- Countries that have recently experienced a national crisis, a significant political transition, or a natural disaster and/or where timely assistance is needed to reinforce institutions and national order --transitional countries. USAID multi-country missions administer USAID programs and services involving multiple countries or provide regional services to other overseas organizations.
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- Various international development organizations and bilateral donors and represent U.S. and USAID interests in development assistance matters. These Offices may be only partially staffed by USAID personnel and may be headed by employees of other U.S. Government agencies.
- Field office of the Inpector General carry out comprehensive programs of audits and investigations. These offices include:
    - Regional Inspector General for Audit offices and
    - Investigative Field Offices.
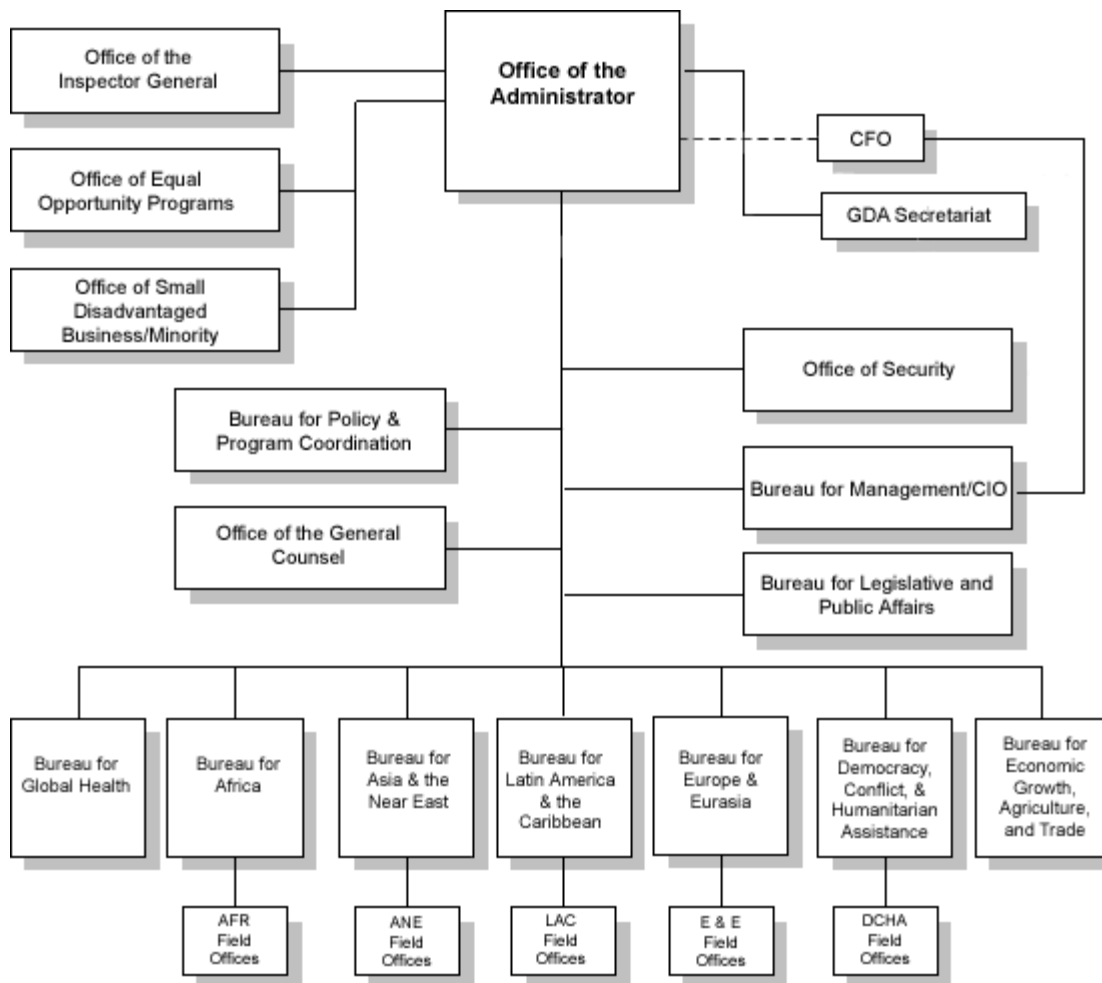
How is the DG Office Organized?

- The Democracy and Governance Office is an office in one of USAID's "Pillar Bureaus" because it "supports" the other bureaus as well as field missions with professional advice and technical assistance.
- The pillar bureau for the Office of Democracy is called "DCHA" (like in Russian 'dacha') and stands for "Democracy, Conflict, and Humanitarian Assistance."
- The Democracy Office through its six divisions: Elections, Rule of Law, Civil Society, Strategies, Governance, and Programs and Special Project.
- The DG Office has 60 employees.
- From the perspective of an organizational chart and its leadership in the respective divisions:

The Office of Democracy and Governance

Director, Jerry Hyman

Deputy Director, William Yaeger

Program& Spec. Projects and Info Unit

Michael Miklaucic, Lennora Doores-Fendell, Sheron Moore, Gene Ward, Alexa Courtney, Fran Flynn

Strategic Planning and Research

Margaret Sarles, Joshua Kaufman (ANE), Wendy Marshall (AFR), Eric Kite (LAC), Kyung Choe (PMF), Andrew Green, David Black (E&E)

Rule of Law

Jose Garzon, Patricia Alexander, Keith Crawford, Kate Somvongsiri, Michael Miklaucic, Alex Berg (PMF), Paul Scott, Achieng Akrumu, Jenny Murphy

Election & Political Processes

Michele Schimpp, Madeline Williams, April Hahn, Dana Beegun, Carla Komich, Sherrie Wolff, Luke Zahner, Cathryn Niarchos

Civil Society

Gary Hansen, Mary Ann Riegelman, Carol Sahley, Mark Koenig, Shanthi Kalathil, Groelsema

Governance

Neil Levine, Pat Fn'Piere, Jerry O'Brien, Keith Schulz, Liz Hart, Michael Keshishian , Ted Priftis, Julie Werbel, Ed Connerley

What are the DG Office's Mission, Motto Goals and Strategies?

(pending approvals)

Motto: "Securing Inalienable Rights Through Democracy"

Mission Statement:

"It is the mission of the Office of Democracy to strengthen aspiring and emerging democracies to develop democratic values and institutions that enfranchise citizens' rights and responsibilities in the creation of free societies."

Our Goals:

- To promote the transition to and consolidation of democracy worldwide
- To bolster weakened or weakening democracies in the prevention of democratic backsliding and lessening of human rights throughout the world
- To promote democratic pluralism as an antidote and tempering agent to the causes and sources of terrorism in the world.

Our Strategy:

- **Mission Support:** To Provide the USAID Field Missions and Bureaus. With Timely and Professional Advice on Democratic Development Assistance

- **Technical Leadership:** To Develop Cutting Edge Methods, Materials, and Lessons Learned in the Promotion of all phases of Democracy and Governance.

- **Cadre/Staff Development**: To Develop the World's Most Professional and Effective Staff and Democracy Officer for posting anywhere in the World.

How Do We Implement our Democratic Development Strategies?

How do we conduct Mission Support?

- USAID has over 50 "Democracy Officers" in overseas missions who require backstopping with technical, administrative, and contractual support. The Washington-based Office of Democracy provides the professional advice and technical development assistance that is required by the field and a regular and as needed basis. In 2003 for example, the DG office undertook TDYs (temporary duty assignments) in 33 different missions in the world.

How do we conduct Technical Assistance?

- We support the field missions with professional and technical advice by research, knowledge sharing as well as developing cutting edge methods and materials for democracy development as well as assist in administering the many programs we implement overseas through our partners and grantees, e.g. the International Republican Institute, the National Democratic Institute, and IFES. USAID/DG is the world's leader in democracy development technical assistance as is compelled to stay ahead of field in facilitating the transition to democracy.

How do we conduct Cadre Development?

- The Office of Democracy is also tasked with the professional development and training of USAID 'Democracy Officers' throughout the Agency. New Entry Professionals(NEPs), as well as Presidential Management Fellows (PMFs) and International Development Interns (IDI) all train under the DG Office's training programs and conferences. Standards of knowledge, skills and experience have been established in order to maintain the highest professionalism among Democracy Officers located throughout the world.

What Are Our Values?

- *Integrity: we ascribe to the highest level of personal, professional and institutional integrity in the promotion of democratic values and institutions.*

- *Excellence: we aspire to maintain world class standards of excellence in our methods and materials of promoting democracy throughout the world*

- *Commitment: USAID/DG and our partners, grantees, and contractors are committed to the nations in which we serve to do all that is in our power to assist them to secure a free and democratic society.*

What are the 6 Divisions in the DG Office?

USAID efforts to strengthen democracy and good governance are organized around five 'technical teams.' This is in contradistinction to how the regional bureaus of USAID are organized: Africa (AFR), Asia/Near East (ANE), Latin America/Caribbean (LAC), and Europe Eurasia (E&E). In Washington, the Democracy Office and regional bureaus support for DG programming. They also manage regional and global democracy programs (e.g. MEPI). USAID routinely coordinates its DG work with the State Department as well as other relevant U.S. agencies (e.g. Department of Justice). Programming funds for democracy come either from "Development Assistance" (15%) or through State Department accounts (e.g. ESF, SEED, FSA, ACI).

The Democracy and Governance Office is divided into 6 Divisional Teams:

1. **RULE OF LAW:** promotes the rule of law, including respect for human rights. Rule of law is essential to democracy and representative government. Law provides the infrastructure that limits the absolute power of the state and of officeholders, guarantees rights such as freedom of speech essential to the democratic process, provides for equal application of the law among all citizens, and embodies the decisions of the people's elected representatives. States with weak or nascent democratic traditions often lack this infrastructure and their citizens find that free and fair elections fail to translate into representative or accountable government. The DG Office offers rule of law assistance in these areas:

- Legal reform (including constitutional and judicial reform)
- Administration of legal institutions, especially courts
- Human rights deficits
- Law and the interplay with civil society

2. **ELECTIONS AND POLITICAL PROCESSES**: promotes free, fair and impartial elections and competitive political processes. A free and fair election reflecting the will of the people is one of the most important events in a democratic society. The DG Office assists emerging democracies to hold elections and organize political parties, as well as expand citizens' knowledge about electoral and political processes. The DG Office provides comprehensive services to strengthen:
     - Election planning and administration
     - Political party development and political finance
     - Domestic/international monitoring
     - Voter education
     - Women's and marginalized groups political participation

3. **CIVIL SOCIETY**:   promotes the creation of an active, pluralistic civil society, including media. A vibrant politically-active civil society is a crucial element of all democratic systems of governance. It is through the advocacy efforts of civil society that individuals have a voice in formulating public policy, enhancing citizen oversight of public institutions, and improving public dialogue, with these organizations often acting as champions for less mainstream and controversial issues. The DG Office works with a variety of civil society organizations, including media, trade unions, business associations, faith-based organizations, and educational institutions to:
     - Developing enabling environments
     - Help groups become more effective and self-sufficient

4. **GOOD GOVERNANCE**: promotes responsive, transparent, and accountable of governance, including local government and anti-corruption. USAID
     assists young democracies to reform government structures and processes to make them more transparent, accountable and participatory at all levels. 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 DG Office focuses its governance support on:
     - Anti-corruption initiatives
     - Public policy development and implementation
     - Decentralization/local capacity-building
     - Legislative strengthening

5. **STRATEGIES**: evaluates and formulates programs and strategies for missions as well as conducts monitoring research in various nations.
6. **PROGRAMS & SPECIAL PROJECTS**: in charge of administrative and operational components of DG promotion, plus special projects, e.g. Failed and Failing States.

A more detailed description of each team follows:

Rule of Law Division

Rule of law is essential to democracy and representative government. Law provides the infrastructure that limits the absolute power of the state and of officeholders, guarantees rights such as freedom of speech essential to the democratic process, provides for equal application of the law among all citizens, and embodies the decisions of the people's elected representatives. States with weak or nascent democratic traditions often lack this infrastructure and their citizens find that free and fair elections fail to translate into representative or accountable government.

In response to suggestions from the field as well as recent trends, FY 2003 saw the DG Office developing its training agenda to examine ROL programming in the context of broader DG and USG objectives. In December 2003, the DG Office will introduce the new ROL strategic framework, serving as the guide to assessments and design of ROL programs as part of a DG strategy. Second, the training will cover two important topics where ROL programs intersect with broader USG objectives: trends in USG criminal justice policy, and administrative law. The course will include panels of representatives of key USG agencies, presentations by external experts, and presentations by the DG officers in the field.

Example of Accomplishments:
Beginning in 1999, the DG Office pioneered the use of leader with associate cooperative agreements, resulting in a more flexible implementing mechanism. One of the first of these agreements was with the RIGHTS Consortium, which is comprised of Freedom House, the National Democratic Institute for International Affairs, and the American Bar Association's Central and Eastern European Law Initiative (ABA/CEELI).
The RIGHTS Consortium, through ABA/CEELI, has developed a human rights course around the International Covenant on Civil and Political Rights, which continues to be a part of the curriculum at the CEELI Institute in Prague, Czech Republic. The course was held again in November 2003 to human rights advocates from the Ferghana Valley of central Asia.

Through this mechanism, Freedom House continued work on four papers that will better inform ROL assistance over the coming years. These papers cover best practices and global trends in the structure and jurisdiction of ombudsmen, independent oversight of law enforcement agencies and effective mechanisms for establishing police accountability, best practices in the development and enforcement of freedom of information and sunshine laws, and parliamentarians as human rights defenders.

Elections & Political Processes Division

A free and fair election reflecting the will of the people is one of the most important events in a democratic society. The DG Office assists emerging democracies to hold elections and organize political parties, as well as expand citizens' knowledge about electoral and political processes.

The DG Office's 2003 training agenda in the elections and political processes field addressed some common questions: What do the academics tell us about how electoral reforms can improve or hurt governability, representation, conflict management, or political parties? What are the tradeoffs? Under what circumstances will elections exacerbate conflict and what can you do about it? What do you need to know about conducting voter registration, parallel vote tabulations, and other common election assistance activities in order to manage effective programs?

Our work in this area also focused on political parties, a new priority for democracy assistance. The December 2002 training shared the latest in academic research on political parties; basics on political finance and how to analyze the pros and cons of potential reforms; and methods for creating more constructive civil society/political party engagement.

At the Agency level, the DG Office was instrumental in the development of a new political party assistance policy. The USAID policy states that the development of representative, democratic parties is a USAID priority and prohibits using assistance to influence the outcome of an election. The new policy clarifies how development assistance funds can be used to support political parties. The policy is available at http://www.usaid.gov/policy/ads/200/200maz.doc

Example of Accomplishments:
- In March 2001, DCHA/DG awarded a leader with associate cooperative agreement to the Consortium for Elections and Political Process Strengthening (CEPPS), a joint venture among the International Foundation for Election Systems, the International Republican Institute, and the National Democratic Institute for International Affairs. All three are leaders in the field and possess a vast amount of experience and expertise. The agreement is aimed at strengthening and supporting democratic electoral and political processes by providing access to international and regional organizations that offer a full array of activities in this field. The cooperative agreement was designed to allow for the initiation and implementation of short- and long-term activities (e.g., pilot and research efforts, rapid response for unexpected events/activities and state-of-the-art program implementation for broader replication in the Agency).
- Since the inception of the CEPPS II leader/associate cooperative agreement, approximately 98 activities in over 40 countries have been implemented. These activities, which include the provision of assistance in several non-presence countries, amount to approximately $106 million (obligation under leader and associate awards combined as of September 2003).
- DCHA/DG manages this impressive number of high priority assistance by employing a five-person team approach. In addition to the cognizant technical officer, four regional coordinators are responsible for providing technical counsel to field officers and Department of State colleagues (e.g., MEPI), formulating and overseeing a state-of-the-art technical leadership agenda (e.g., advancing political party development assistance and political finance), and monitoring the implementation of activities in the elections and political processes arena.

- Achievements for the period also include helping missions and the State Department to develop and implement political party assistance in 16 countries: Algeria, Azerbaijan, Angola, Belarus, Benin, Bulgaria, Democratic Republic of the Congo, Guinea, Lesotho, Mexico, Nigeria, Serbia, Somaliland, Togo, and Ukraine. We also helped the field to provide election assistance in 16 countries: Bahrain, Benin, Democratic Republic of the Congo, Ecuador, Guatemala, Jordan, Kenya, Mauritania, Niger, Nigeria, Oman, Pakistan, Rwanda, Sierra Leone, Slovakia, and Yemen. Notable gains were made in Kenya where elections were held without the widespread violence of the past and citizens voted

overwhelmingly to change 30 years of one-party rule electing Mwai Kibaki opposition candidate as president and giving the opposition a significant majority in Parliament.

 Civil Society Division

A vibrant politically-active civil society is a crucial element of all democratic systems of governance. It is through the advocacy efforts of civil society that individuals have a voice in formulating public policy, enhancing citizen oversight of public institutions, and improving public dialogue, with these organizations often acting as champions for less mainstream and controversial issues.

As part of the DG Office's annual training agenda, its civil society work is focusing efforts on message development for political party outreach and civic education. The workshop will be featured at our December 2003 DG Officers Workshop. Our technical leadership in this area focuses on the proper use of professional public opinion research and strategic advice in order to enhance the capacities of DG officers and their grantees (political parties and NGOs) to develop more effective messages and target appropriate audiences.

The DG Office also collaborated with USAID's Education Office to produce a joint resource guide, Approaching Education from a Good Governance Perspective. The guide responds to the need to promote greater policy and program linkages between the Agency's democracy and governance (DG) and education sectors. The specific goals of this DG and education resource guide are to raise awareness among education sector professionals at USAID about the role of the DG sector in shaping education policies and programs; to raise awareness among USAID DG professionals about education as an important DG issue; and to provide frameworks and best practice examples to help guide joint programming among USAID education and DG staff.

Example of Accomplishments:
- The DG Office has just announced a cooperative agreement of $2 million to start a multi-donor, public/private endowment fund to help increase Transparency International (TI)'s sustainability and independence. In addition to donating the initial contribution to the endowment fund, We have also been instrumental in assisting TI in working with other bi-lateral donors and foundations to reach the fund's goal of $20 million.
- TI, the premier international non-governmental organization devoted to combating corruption, brings civil society, business, and governments together in a powerful global coalition. TI, through its International Secretariat and more than 90 independent national chapters around the world, works at both the national and international level to curb both the supply and demand of corruption. In the international arena, TI raises awareness about the damaging effects of corruption, advocates policy reform, works towards the implementation of multilateral conventions and subsequently monitors compliance by governments, corporations and banks. At the national level, chapters work to increase levels of accountability and transparency, monitoring the performance of key institutions and pressing for necessary reforms in a non-party political manner.
- We have supported TI since 1995 through an annual contribution to the International Secretariat. The secretariat uses these funds for the development and dissemination of information and research on new and innovative approaches to fight corruption. It also holds public fora, conducts awareness campaigns, and compiles a variety of well-know indices such as the Corruption Perception Index, the Bribe Payers' Index, and the Global Corruption Barometer.

- More importantly, our grant to TI supports its efforts to establish and strengthen fledgling national chapters. The secretariat administers a base-line survey, conducts integrity workshops to identify key corruption problems and develop appropriate strategies to address them, and then provides or accesses needed technical assistance for the chapter.

Governance Division

USAID assists young democracies to reform government structures and processes to make them more transparent, accountable, and participatory at all levels. 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 DG Office introduced a new course on promoting democratic governance through open budgeting and public finance at our December 2002 DG Officers Workshop. The course provided senior DG officers with a working knowledge of budget and public finance processes with an eye toward promoting greater accountability, transparency, and participation in the developing country context.

In August 2002, The Administrator assigned to the DCHA Bureau the task of coordinating the development of an Agency anti-corruption and good governance strategy, which will emphasize the Agency's commitment to include the promotion of anti-corruption and good governance in all USAID programs. The ultimate objective will be a set of recommendations informed by what has been seen to work and what has not, as well as suggestions of new areas of endeavor.

To fulfill this mandate, the DG Office developed an intranet site (inside.usaid.gov/anticorruption) to facilitate coordination among the working group. The office also took the led in developing and disseminating a anti-corruption survey, whose results have been evaluated and an inventory posted on the web site.

Strategies Division

Bolstered by a 2003 GAO report criticizing the lack of reliable evaluations in democracy, DCHA/DG upgraded it ambitious research design to document the impact and effectiveness of democracy assistance programs. The office completed a final synthesis report of six country case studies (Bolivia, Croatia, South Africa, Bulgaria, Ghana, Guatemala), which included rich insights into reasons for program success and failure, as well as general recommendations for improving programs. The Bolivia study was singled out by the GAO as the best of the evaluations it encountered. The DG office supported the Social Science Research Council (SSRC) and an SSRC Advisory Council that included many of the nation's foremost specialists in evaluating democratic development, to develop two products. The first product was a report with recommendations on how to better measure program impact in the future. As a consequence, we provided financial and technical assistance to the new regional

strategy for Central America and Mexico to support region-wide democracy surveys, with individual mission modules for specific programs. The surveys and other recommended methodologies should improve the quality of data needed for measuring the impact of DG programs, allow cross-national comparisons, and lead to the development of common indicators, as well as capture the impact of specific mission programs. The second SSRC product was an expanded design for evaluating world-wide democracy programs that will be revised and implemented in 2004.

The DG Office recognizes that USAID DG officers are increasingly called upon to devise performance monitoring plans grounded in sound research to gauge the impact of their DG programs over time. Pressure for better measurement tools is coming from all levels, from OMB's requirement of "common indicators," to mission needs for specific, comparative indicators of program success. At the same time, exciting advances have been made in tools for measuring political development, including democracy metrics, cross-national analyses, national and targeted survey research, and evaluation design. For the December 2003 DG Officers Workshop, the DG Office is preparing a training module orienting DG officers to a range of state-of-the-art tools for monitoring and evaluating DG programs.

At the same workshop, the DG Office will be building on a training module released last year on elite networks of cronyism, power, and corruption. We will be examining new thinking in USAID/EGAT and the World Bank on the relationships between economic and political power in new democracies, on the primacy of attacking political and governance issues if economic programs are to succeed—with specific points of intervention for successful reform. Later that year, we piloted the framework during a TDY to Tanzania. The tool was very well received and the DG Office is refining the framework based on that field experience.

Example of Accomplishments:
- In 1999, a joint DG Office/LAC Bureau team traveled to Mexico for an initial assessment of the country's anti-corruption situation. The team worked closely with the mission to best integrate a new anti-corruption component into its strategy, as well as defining the nature of the work that would be accomplished. The team developed a scope of work for an anti-corruption project, which was later awarded to Casals & Associates under a DG Office anti-corruption implementing mechanism. After start-up, Casals & Associates' work in Mexico led to improved internal controls and auditing, e-government, legislation drafting, and important study tour programs.
- The DG Office targeted Mexico for special assistance as early as 2000, when we classified it as a priority country for DG work.
- While beneficial to the further development of democracy in Mexico, the DG programs put into place really took off with the change in government brought about by Vincente Fox's ascension to Mexico's presidency. As a result of the early mission-Washington collaboration, USAID/Mexico programs were well-positioned to take advantage of the pro-reform environment that followed the shift in power.
- For example, following a DG Office suggestion that the burgeoning reform environment opened opportunities for work on policy reform, USAID/Mexico used another of our implementing mechanisms to procure "on-retainer" advisors, who responded directly to technical assistance requests from the Government of Mexico. This gave USAID/Mexico unprecedented access to the highest levels of policy-making. USAID staff and USAID-funded technical advisors are in the president's offices on a weekly basis.
- The recent passing of landmark civil service and freedom of information legislation are by-products of the services the DG Office contributed to USAID/Mexico and, by extension, to the Government of Mexico.

Programs & Special Projects Division

The Programs and Special Projects Division is headed by Michael Miklaucic. The purpose of the office

-UNDER CONSTRUCTION-

What is the Budget for Democracy and Governance?

The budget for all Democracy and Government activities and programs for the entire U.S. Agency for International Development is just under $1 billion ($864.3 in FY03). The budget for the Office of Democracy and Governance in 2003 was $11 million but the DG Office also has three special funds for human rights: 1) The Displaced Children and Orphans Fund; 2) The Patrick J. Leahy War Victims Fund; and 3) The Victims of Torture Fund.

New Challenges and Cutting Edge Issue:

- Anti-Corruption
- Failed and Failing States
- Rapid Response Democracy Building (CRS model)
- Quantification of efficacy of aid funds
- Clientelism
- Transitional Justice

-(UNDER CONSTRUCTION)-

APPENDICES:

APPENDIX #1:
SELECTED "HOW TO DO" ITEMS
FOR THE DG OFFICE:

How to Book A Conference Room?

- Conference rooms can be booked electronically. The website is www.usaidrooms.com and you will need to sign up for an account. All rooms on the 3rd floor (except 3.07D) can be booked using this website.
- AFR/AA conference room (4.08), call 20500 – 20 people
- DCHA/AA conference room (8.06), call Mary Buchanan x24924 – 20 people
- Harriet Harley maintains two rooms in the library. X25855
- Administrator's conference room (6th floor) – 24764 or 25774 (only use in emergencies)
- For larger rooms, email Linda Levine. Make sure you specify the date, time and number of people when you make your request.

How Do I Transfer Phone Calls?

In order to forward your phones to another line, punch in *2 and then the extension. For example, to forward the phones to the front desk, hit *221892. In order to unforward your phone, go back to your desk and hit #2. In order to transfer a call, hit the transfer button, then the extension and then transfer.

How Do I Make A Conference Call?

Often, DG staff wishes to make a conference call between themselves and 2 outside parties. In order to do this, the steps are as follows:
- Dial the first party
- When they come on the line, hit the CONF button and dial the second party
- When the second party comes on the line, hit the CONF button again
- Everyone should be there now

What About My Computer and Access to the USAID Network?

After a new hire has completed their security briefing and obtained their USAID badge, they must fill out a Computer Access Form. Information needed for this form includes hire status, cubicle and telephone number as well as printer selections. The employee must sign and date the form. Once completed, please send the form to Sarah Buckley in AMS for processing.

NOTE: Processing usually takes approximately 5 working days. Sarah will send an email to a member of the admin staff when the request is completed.

How About Remote Access To My Computer When Traveling?

In order for DG staff to be able to check their email from home or while on TDY, they need to apply for remote access (RAS). The form can be accessed through IRM's Customer Service webpage which is linked from the USAID intranet homepage. The web address is
http://www.usaid.gov/info_technology/remote_access/ras/Access_Forms/racess.html

Upon completion of the form, it should be put into an interoffice envelope and mailed to RAS Support, IRM/TCO 7.06A.   Staff should receive an email when their RAS token is available. Only they can pick up their token as they have to receive training in order to be certified to use the token. Training should not take the employee longer then 30 minutes to complete. If employees have any questions regarding RAS, they should call IRM at x21234 or email them at RAS.Support@usaid.gov

What's the "P" Drive and How Do I Use the "P" Drive?

When you sign on to the USAID computer network you have access to the "P" drive. Simply call up MS Word and click on the drive indicator as if you were going to your 3 ½ floppy drive, and keep scrolling down and you'll come to a whole series of drives. Click on the "P" drive and then select DCHA/DG, then the choice of files is up to you. This is the electronic memory of the DG office and is a good place to start surfing when you have free moments to learn more about your office.

What is AMS?

Our AMS office is comprised of Sophia Riehl, Barbara Blackwell, Sarah Buckley, Margie Tumblin and Tracie McCreary. They are located on the 8th floor in office 8.06.
Sophia Riehl: Sophia is the deputy director of the AMS office for our bureau. Most of the time, we don't deal with her directly.
Sarah Buckle: Sarah is our contact. Please see her for all office requests i.e. phones, email, problems, etc. Please send all forms for new hires

Building Security Guidelines

All visitors into the building must pass through security downstairs and be escorted to our offices.

If someone in the office is having a meeting with a lot of outside visitors (more then 4), these people must be pre-cleared through the Office of Security. In order to do a pre-clear, please send an email to SEC SECURITY. In the email, please include the date of the meeting, the names of the visitors, the office contact and their extension as well as the room number if possible.

Security requires 24 hour notice for pre-clears and will not process any pre-clearance requests more then 7 days in advance of the meeting date.

What are DG Procedures for Travel?

Before a person can travel on USAID funds, it is necessary to make sure their information is in the Phoenix system. In order to ensure this happens, please have all new direct hires fill out a Phoenix Vendor Request form. It is important to fill out numbers 1, 2, 4 and 5 on this form. Please email all completed forms to Deborah Johnson in M/FM.   The travel procedures are as follows:
1) At the start of each quarter, the program team will collect information from office staff related to anticipated travel plans. The team will ask for information such as: who, when, where, purpose, cost

estimates and type of funding. It is understood that not all travel can be anticipated but the DG Office needs an idea of the demand for travel during the year. We need to obtain a sense of how travel funds will be allocated over the fiscal year.

2) Once all travel information is received, the program team will compile the information into a travel plan. One will be completed for program funded travel and one for OE funded travel. The office director and program officer will review the travel plan and make any changes, if necessary.

3) After review by the office director and program officer, the travel plan will be presented to the senior staff for review. If appropriate, changes will be made.

4) The travel plans will then be placed in the DG PUB files and updated as necessary.

5) Periodically, the program team will approach the prospective travelers to ask them if their travel plans have changed and take action as appropriate. After changes are made, the director and program officer will re-review the proposed travel plans.

6) On occasion, there will be a demand for travel that was previously unanticipated. For such instances, the traveler should send a request to the program team with the required information. The office director will approve or disapprove the travel and the program team will make any necessary changes.

7) Proposed travel by team members will be approved by the team leaders before being submitted to the program team.

8) Travel requests will not be processed unless they are approved by the Director and on the approved travel plan.

9) Travel authorizations will be signed by the team leaders. All travel authorizations using OE funds will be signed by the program officer.

10) Prior to travel, all travelers, regardless of hire status, must submit a copy of their TA to the program office. This includes mission funded travel.

11) DCHA/DG staff is encouraged to propose travel that meets the following criteria:
- By Mission or Bureau request
- The travel is to a country of importance
- There is a benefit to the DG Office and to USAID

12) There is a risk that no funds will be available for last minute, unanticipated travel.

13) Fran Flynn, the direct hire secretary is responsible for all OE travel, while Tiffany Nielson and one other Pal-Tech Administrative Assistants are responsible for all Program travel. Please visit http://inside.usaid.gov/G/DG/admin/travelForm.html and fill out the form for processing.

Do I have to be Part of Time and Attendance?

1) All USDH must fill out a Time and Attendance sheet
2) Fran Flynn will distribute them to employees.
3) An example of a Time and Attendance sheet follows.

What About Requests for Leave or Approved Absence?

The leave policy for the DCHA/DG office is as follows:
1) OPM Form 71 must be filled out and approved by your supervisor.
2) Leave must all be reported to Shannon Smith for inclusion in the DCHA/DG Staff TDY/Leave Report.
3) An example of a leave slip follows.

Can I Adjust My Work Schedule to Have Friday's Off?

As part of the DCHA/DG office, an employee may have the option to work an Alternate Work Schedule (AWS). This means that the employee works 9 hours a day and can take a day off every other week. This schedule is at the discretion of the DCHA/DG senior staff and can be revoked at any time.

If the employee participates in AWS, then form AID 400-6 must be filled out and approved by the employee's supervisor and the deputy director of the office annually. Administrative staff will forward them to the appropriate AMS officer.

Do I Get Free Business Cards?

Direct hires in the DCHA/DG office are entitled to Business Cards. In order to receive business cards, forms AID 512-1 and AID 5-18 must be completed. These forms are titled Request for Business Cards for Official Use and Printing/Distribution Request. Examples of each follow.

The form must be completed, and signed by the office director or his designee. Forms are then sent to the Administrative Management Services Office for processing. Please note: Staff members will not receive a call when their cards are ready. The administrative staff usually keeps track of business cards for staff members. The person of contact in the USAID printing office is Bob Coston. Approximately one to two weeks after submitting the forms to the administrative management services office, the cards should be ready

APPENDIX #2:
GLOSSARY OF ACRONYMS
AND ABBREVIATIONS

This primer would not be complete without a bit of "USAID Speak". It has been estimated that 10-20% of the content of initial conversations participated in by newcomers to the Agency is either missed or misunderstood due to the extensive use of acronyms and what is often referred to as "USAID Speak." New hires are expected to speak this new language after considerable practice listening, especially to longer standing staff members who are not bilingual and can only speak this USAID language.

A

A&A Acquisition and Assistance
AA Assistant Administrator

AAAP Acquisition and Assistance Advisory Panel
*AARD Acquisition and Assistance Request Document
AAAS American Association for the Advancement of Science
ABS Annual Budget Submission
AC Anti-Corruption
ACFVA Advisory Committee on Voluntary Foreign Aid
AD Administratively Determined
ADS Automated Directive System
AEF Annual Evaluation Form
AETA American Electronic Time and Attendance System
AFGE American Federation of Government Employees
AFR Bureau for Africa
AFSA American Foreign Service Association
AIDAR Agency for International Development Acquisition Regulations
AL Annual Leave
ANE Bureau for Asia and the Near East
APO Army Post Office
ASHA American Schools and Hospitals Abroad
AWACS AID Worldwide Accounting & Control System (Module of NMS)
AWS Alternate Work Schedule

B

*BAFO Best and Final Offer
BIFAD Board for International Food and Agricultural
BHR Bureau for Humanitarian Response
BOA Basic Ordering Agreement
B&P Bid and Proposal
BS Backstop (not what you were thinking – was it?)

C

CBD Commerce Business Daily
CCN Cooperating Country National
CDIE Center for Development Information and Evaluation
CDO Cooperative Development Organization
*CEC Contractor Establishment Code
CEE Central and Eastern Europe
CFO Chief Financial Officer
CIB Contract Information Bulletin
CIP Commodity Import Program
CLIN Contract Line Item Number
CLO Community Liaison Officer
CN Congressional Notification
CO Contracting Officer
COR Contracting Officer's Representative (USAID uses "CTO")
COTR Contracting Officer's Technical Representative (USAID uses "CTO")
CP Congressional Presentation
CPAF Cost-Plus-Award-Fee
CPFF Cost-Plus-Fixed-Fee
CPIF Cost-Plus-Incentive-Fee
CPR Contractor Performance Report
CRSP Collaborative Research Support Program
CS Civil Society
CSO Civil Society Organization

CSIP Contract Specialist Intern Program
CTO Cognizant Technical Officer

D

DA Development Assistance
DAA Deputy Assistant Administrator
DAC Development Assistance Committee
DART Disaster Assistance Response Team
DCHA Democracy, Conflict, and Humanitarian Assistance
DCAA Defense Contract Audit Agency
DCM Deputy Chief of Mission (State)
DEOB Deobligation
DFA Development Fund for Africa
DG   Democracy and Governance
DGS Document Generating System
DO Delivery Order
DOD Department of Defense
DOL Department of Labor
DUNS Data Universal Numbering System

E

EEO Equal Employment Opportunity
EEP Employee Evaluation Program
*EER Employee Evaluation Report
EO Executive Order
EOP Office of Equal Opportunity Programs
EPP Elections and Political Processes
ENI Europe and the New Independent States
ESF Economic Support Fund
EXIM Export-Import Bank of the United States

F

FAA Foreign Assistance Act
FAC Federal Acquisition Circular
FACLIST Agency list for distribution of FAC's
*FACS Financial Accounting and Control System (Replaced by AWACS)
FAM Foreign Affairs Manual
FAR Federal Acquisition Regulation
FARA Foreign Affairs Recreation Association
FASA Federal Acquisition Streamlining Act
FDA Food and Drug Administration
FEGLI Federal Employees Group Life Insurance
FEHB Federal Employees Health Benefits Program
FEWS Famine Early Warning System
FFP Office of Food for Peace
FFP Firm Fixed Price
FICA Federal Insurance Contribution Act (Social Security)
FLO Family Liaison Office
FM Financial Management
FOIA Freedom of Information Act
FPIF Fixed Price Incentive (Firm)
FS Foreign Service

FSB Foreign Service Board
FSLRB Foreign Service Labor Relations Board
FSI Foreign Service Institute
FSN Foreign Service National
FTE Full Time Equivalent
FY Fiscal Year

G

 G Global Bureau
G-7 Seven Major Industrialized Nations (US, UK, CAN, Italy, Germany, Japan, France)
GAO General Accounting Office
GATT General Agreement on Tariffs and Trade
GBL Government Bill of Lading
GC Office of General Counsel
GDP Gross Domestic Product
GLI Government Life Insurance
GS General Schedule
GSA General Services Administration
GSBCA General Service Board of Contract Approval
GTR Government Transportation Request
GVW Gross Vehicle Weight

H

HAC House Appropriations Committee
HBCUs Historically Black Colleges and Universities
HC Host Country
HCC Host Country Contract
HFAC House Foreign Affairs Committee
HG Housing Guaranty
HHE Household Effects
HIG Housing Investment Guaranty
HIV Human Immunodeficiency Virus
HL Home Leave
HR Office of Human Resources

I - J - K - L

 ICRC International Committee of the Red Cross
IDI International Development Intern
IEP International Economic Policy
IG Inspector Generals Office
IMF International Monetary Fund
IPA Intergovernmental Personnel Act
IQC Indefinite Quantity Contract
IRM Office of Information Resources Management
JJOFOC Justification for Other than Full and Open Competition
LAC Bureau for Latin American and the Caribbean
LDC Lesser Developed Country
*LEG Bureau for Legislative Affairs
LOC Letter of Credit
LPA Bureau for Legislative and Public Affairs
LWOP Leave without Pay

M

M Management Bureau
MAARD Modified Acquisition and Assistance Document
MACS Mission Accounting and Control System
MD Mission Director
MEDEVAC Medical Evacuation
MFN Most Favored Nation
MIF Multi-lateral Investment Fund
MIS Management Information System
MLAT Modern Language Aptitude Test
MODEM Modulation-demodulation devise for computer transmission of data
MOU Memorandum of Understanding
MRC Minority Resource Center
MSG Matching Support Grant
MTN Multilateral Trade Negotiations

N

NA Not Applicable
NAFTA North American Free Trade Agreement
NAM National Association of Manufacturers
NASULGC National Association of State Universities and Land Grant Colleges
NATO North Atlantic Treaty Organization
NFATC National Foreign Affairs Training Center
NGO Non-governmental Organization
NICRA Negotiated Indirect Cost Rate Agreement
NIS New Independent States
NLT Not Later Than
NMS New Management System
NOA (see Bill Yaeger)
NSB National Security Board
NSC National Security Council
NTE Not to Exceed
NXP Non-Expendable Property

O

OAS Organization of American States
OD Office Director
ODC Overseas Development Council
OE Operating Expenses
OECD Organization for Economic Cooperation and Development
OFDA Office of U.S. Foreign Disaster Assistance
OFPP Office of Federal Procurement Policy
OICD Office of International Cooperation and Development (USDA)
OMB Office of Management and Budget
OP Office of Procurement
OPAM Office of Procurement Administrative Memorandum
OPEC Organization of Petroleum Exporting Countries
OPIC Overseas Private Investment Corporation
OPM Office of Personnel Management
ORS Oral Rehydration Salts
ORT Oral Rehydration Therapy

OSDBU Office of Small and Disadvantaged Business Utilization
OT Overtime
OYB Operational Year Budget

P

PAHO Pan-American Health Organization
PASA Participating Agency Service Agreement
PCV Peace Corp Volunteer
PD&S Program Development & Support Funds
PIB Procurement Information Bulletin
PIC Public Information Center
PL 480 the Agricultural Trade, Development and Assistance Act (Food for Peace)
PM Person Months
PMCP Procurement Managers Certification Program
POP Office of Population (G Bureau)
POT Program Objective Team
POV Privately Owned Vehicle
PPC Bureau for Policy and Program Coordination
PSC Personal Services Contract
PSC Professional Services Council
PSC Product Service Code
PVC Office of Private and Voluntary Cooperation (BHR)
PVO Private and Voluntary Organization

R

RAMPS Revised Automated Manpower and Personnel System
RC Resource Code
RCO Regional Contracting Officer
RD Rural Development
REDSO Regional Economic Development Services Office
REOB Reobligation
RFA Request for Application
RFP Request for Proposal
RFQ Request for Quotation
RFTP Request for Technical Proposal
RHUDO Regional Housing and Urban Development Office
RIF Reduction in Force
RIG Regional Inspector General
RLA Regional Legal Advisor
RMO Regional Medical Officer
ROL Rule of Law
RRB Ronald Reagan Building
RSO Regional Security Officer
RSSA Resources Support Services Agreement

S

 SAC Senate Appropriations Committee
SBA Small Business Administration
SEED Support for Eastern Europe Democracy Act
SEL Statement of Earnings and Leave
SES Senior Executive Service
SF Standard Form

SFRC Senate Foreign Relations Committee
SFS Senior Foreign Service
SIC Standard Industrial Classification
SMA Separate Maintenance Allowance
SME Small and Microenterprise
SME Subject Matter Expert
SMG Senior Management Assignment Panel
SO Strategic Objective
SOT Strategic Objective Team
SSN Social Security Number

T

T&A Time and Attendance
TA Travel Authorization
TBA To Be Announced
TBD To Be Determined
TCN Third Country National
TDA Trade and Development Agency
TDY Temporary Duty
TIN Taxpayer Identification Number
T&M Time and Material
TN Technical Notification
TO Task Order

U - V

UN United Nations
UNDP United Nations Development Program
UNESCO United Nations Educational, Scientific, and Cultural Organization
UNHCR United Nations High Commissioner for Refugees
UNICEF United Nations Children's Fund
USAID United States Agency for International Development
USC United States Code
USDH U.S. Direct Hire
USG United States Government
USIA United States Information Agency (Washington, DC)
USIS United States Information Service (Overseas)
USRP United States Refugee Program
USTR United States Trade Representative
VA Veterans Administration
VOA Voice of America

W - X

WEC World Environment Center
WFP World Food Program (UN)
WHO World Health Organization
WID Office of Women in Development
*XA Office of External Affairs (LEG)

APPENDIX #3:

HANDY PHONE NUMBERS

14th Street Security Desk: 2-5211

DG OFFICE MANAGEMENT:

Team	Name	*Phone*
Executive	Jerry Hyman, Director	21501
Executive	William Yaeger, Deputy Director	25532

RULE OF LAW DIVISION:

Chief	Jose Garzon	25212
ROL Member	Patricia Alexander	21731
ROL Member	Keith Crawford	21471
ROL Member	Kate Somvongsiri	24227
ROL Member	Paul Scott	20444
ROL Member	Achieng Akumu	20304
ROL Member	Jenny Murphy	21839

ELECTIONS & POLITICAL PROCESSES DIVISION:

Chief	Michele Schimpp	25039
Elections	Carla Komich	20244
Elections	April Hahn	25457
Elections	Dana Beegun	24101
Elections	Luke Zahner	25139
Elections	Cathy Niarchos	21122
Elections	George Zarycky	20817
Elections	Madeline Williams	24723

CIVIL SOCIETY DIVISION:

Chief	Gary Hansen	21521
Civil Society	Joan Larcom	25637
Civil Society	Mary Ann Riegelman	21253
Civil Society	Carol Sahley	20608
Civil Society	Bob Groelsema	21735
Civil Society	Michaela Meehan	24246
Civil Society	Shanthi Kalathil	24485
Civil Society	Mark Koenig	21507

GOVERNANCE DIVISION:

Chief	Neil Levine	20121
Governance	Jerry O'Brien	24455
Governance	Keith Schulz	24219

Governance	Julie Werbel	21711
Governance	Ted Priftis	21684
Governance	Liz Hart	21159
Governance	Ed Connerley	24491
Governance	Pat Fn'Piere	20885
Governance	Mike Keshishian	24725

STRATEGIES DIVISION:

Chief	**Margaret Sarles**	**21416**
Strategies	Josh Kaufman	24234
Strategies	Andrew Green	25284
Strategies	David Black	20599
Strategies	Eric Kite	24554
Strategies	Wendy Marshall	20527

PROGRAMS & SPECIAL PROJECTS DIVISION:

Chief	**Michael Miklaucic**	**24042**
Program	Lennora Doores-Fendell	24295
Program	Alexa Courtney	25181
Program	Gene Ward	21079
Program	Fran Flynn	21892
Program	Sheron Moore	24209
Program	Tiffany Nielson	20597

Other Key Contacts in the DG Office:

SPANS	Lloyd Feinberg	25725
USAID Info Unit, Chief	**Peter Burke**	**661-5835**
Info Unit Member	Beata Czajkowska	661-5839
Info Unit Member	Pierce McManus	661-5828

APPENDIX #4:
BACKGROUND SKETCHES OF DG STAFF

Lastly, what makes the biggest difference in the DG Office is its people. Below is a sketch of our backgrounds, though everyone is not listed here. (updated June 13, 2003)

Jerry Hyman began serving as director of the DG Office in November 2002. He has a Ph.D. in anthropology and J.D. in law. Jerry 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 ENI region. Jerry originally joined the DG Office in 1994, where he served as the leader of the strategies team.

Bill Yaeger is deputy director of the DG Office. He joined the DG Office in 2002 after working for USAID in Bosnia, the Caucasus, and in regional offices in Central and South America. His assignments have included deputy mission director, deputy director of USAID's Office of Transition Initiatives, and senior advisor for policy and operations in USAID's Center for the Environment. Prior to joining USAID, Bill owned and managed his own companies, was controller and chief financial officer for a publicly-traded, financial-services holding company, and was an assistant professor in management at the University of Texas at Austin. He has undergraduate degrees in physics and philosophy and an M.B.A.

Patricia Alexander is a democracy specialist for the DG Office's rule of law division. Patricia joined USAID in 1988 as a Presidential Management Intern. She served in the Foreign Service from 1991 to 1996, first as a project development officer in Ecuador and then as a democracy officer in Ukraine where she was director of the Office of Democracy and Governance. Patricia then joined the USAID Bureau for Europe and Eurasia's rule of law division, where she served until July 2002. She was responsible for management of the division, inter-agency coordination on law and justice issues, and worked with the Kosovo, Bulgaria, and Russia missions. Patricia received a B.A. in political science from Bryn Mawr College in 1985 and an M.A. from the University of Minnesota's Humphrey Institute of Public Affairs in 1988. Her foreign languages include Spanish and Russian.

Ed Connerley joined the DG Office as a RSSA and is a member of the governance division. He assumes primary responsibility for technical leadership, field support, and program management of USAID activities dealing with decentralization of governments and local government strengthening. Ed serves as CTO for the decentralization, participatory government, and public management indefinite quantity contract. Prior to joining the DG Office, Ed was associate professor and director of the International Management Development Institute, Graduate School of Public and International Affairs, University of Pittsburgh. His extensive developing country experience includes residency in Tanzania and Brazil, as well as short-term consulting assignments in approximately 35 countries.

Keith Crawford joined USAID in 1989 as a food aid advisor in the Africa Bureau where he was responsible for coordinating emergency and development food aid programs implemented by NGOs and UNDP. Later he became a democracy and governance specialist in the USAID Bureau for Europe and Eurasia. Prior to joining USAID, Keith served as an assistant district attorney in the Office of the District Attorney, Brooklyn, N.Y. At the DG Office, Keith serves on the rule of law division as cognizant technical officer of four cooperative agreements, which include the ABA/CEELI Regional Rule of Law Program, the Florida State Distance Learning Program, and the CEELI Institute. In addition, Keith serves as CTO for three rule of law IQCs (IRIS, MSD, and NCSC). He holds a B.A. from Old Dominion University and a J.D.from Howard University School of Law.

Beata Czajkowska is a senior research analyst at the DG Office Information Unit and performs backstopping duties for the E&E regional team. She holds a Ph.D. in comparative politics from the University of Maryland at College Park and a B.A. in political science from Rutgers University. Beata joined the DG Office in 1999. Her previous experience includes program coordination for the Center for the Study of Post-communist Societies at the University of Maryland and managing the journal *East European Politics and Societies*.

Lynne Doores-Fendell studied computer science technology at the University of the District of Columbia. Twentythree years of her 30 year federal government experience has been spent at USAID. For seven years, she served as technical information specialist in IRM, traveling to missions to train USAID direct hire and contract employees. She

spent the last 16 years as a program analyst in the Europe and Eurasia Bureau, providing program and management expertise. She has extensive experience in budget planning and information systems including NMS and Phoenix. She serves as the program analyst for the DG Office's Displaced Children & Orphan Fund and the Leahy War Victim Fund and the Victims of Torture Fund.

Lloyd Feinberg is funds manager for the Patrick J. Leahy War Victims, the Displaced Children and Orphans Funds, and the Victims of Torture Fund in the DG Office. He served as a Peace Corps volunteer in the Philippines from 1965 to 1968 and taught and managed development programs with NGOs and the World Bank in Nepal, Indonesia, Ethiopia, and Ecuador from 1969 to 1983. In 1984, he returned to the United States and has been with USAID since then, overseeing the Leahy War Victims and the Displaced Children and Orphans Funds since 1991.

Pat Fn'Piere, with the governance division, provides advice and assistance on policy implementation, multi-sector programming and other areas of governance, primarily public management, participatory processes, public-private interface, democratic decentralization, and legislative strengthening. She has worked in the international development field for the last 22 years as technical expert, project manager, trainer, and facilitator, providing assistance in over 25 countries worldwide. As manager of the Strategic Policy and Institutional Reform IQC and its predecessor project, Implementing Policy Change, Pat is a champion of effective host-country management of policy change. She has an M.A. degree in public administration.

Bob Groelsema earned his B.A. in history from Calvin College in Grand Rapids, Michigan. He received his M.A. in public and international affairs from the University of Pittsburgh with a focus on economic and social development, and his Ph.D. from Indiana University in political science and African studies. Prior to joining the DG Office, Bob worked in USAID's Bureau for Africa, Office of Sustainable Development, as a civil society specialist and DG technical backstop for West Africa. He has taken several oversees assignments including Peace Corps Zaire, United Nations Volunteers in the Philippines, and the National Association of Schools of Public Affairs and Administration in Guinea (Conakry). He serves on the civil society division.

April Hahn joined the DG Office as a member of the elections and political process division. Prior to coming to the DG Office, she worked for over three years in the LAC Bureau on the Summit of the Americas. April has also been an international relations fellow for Earhart Foundation and the Institute for the Study of World Politics. April received a B.A. from the University of San Diego. She earned her M.A. and Ph.D. in international relations at the University of Virginia, where she studied issues of democratization with a focus on Latin America.

Gary Hansen earned 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 DG Office in 1995, where he serves as division chief for civil society.

Josh 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 DG Office, 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 a member of the strategic planning and research team, where he coordinates the ANE division and serves as the DG Office's point person on issues surrounding conflict. Josh also serves as CTO of the analytical services IQCs.

Bruce Kay serves as the Europe and Eurasia coordinator for the strategic planning and research division and is currently working on issues related to conflict warning and prevention. Before joining the DG Office in August 2001, Bruce worked as a consultant to the U.S. government on issues related to political violence and democratization. Bruce holds a B.A. degree from the University of Michigan and a Ph.D. in political science (comparative politics) from the University of North Carolina, Chapel Hill. His research and publications have focused on democratization, market and public sector reforms, and political violence.

Mike Keshishian earned his B.A. with a double major in cultural anthropology and history from the University of Maryland at their Munich, Germany, campus and the University of Texas at Austin. He received his M.S. in community and regional planning from UT Austin as well. Prior to joining the governance division of the DG Office, Mike worked for the USAID Europe and Eurasia's Office in the local government and urban development division. Before coming to Washington, Mike worked in Armenia and Georgia for five years for USAID and its contractors.

Eric Kite received B.A. degrees from the University of Missouri in political science and German and an M.A.from the Georgetown University School of Foreign Service. Eric joined the DG Office as a Presidential Management Intern in

1998 and serves on the strategic planning and research division as the Latin America/Caribbean coordinator.

Mark Koenig received his Ph.D. in political science from Columbia University in 1995. He taught comparative politics at Northwestern University from 1991 to 1994 and at the University of Maryland at College Park between 1994 and 1995. His research focuses primarily on the role of mass communications during democratic transitions, as well as in politics, including ethno-national politics. He worked 18 months in the USAID-supported ARD-Checchi Rule of Law consortium in 1994-95. Following this, Mark served over three years as the senior media advisor in USAID/Russia in Moscow. Mark joined the DG Office in October 2000 as a senior Democracy Fellow on the civil society division.

Joan Larcom manages civic education projects for the civil society division in the DG Office. She has a B.A. from Radcliffe College in English literature and a Ph.D from Stanford University in political anthropology. She taught anthropology and worked in the international division of an educational USAID contractor before joining USAID in 1990. Since then she has worked overseas in East and West Africa, Egypt, and Haiti.

Neil Levine is the chief of the governance division. Prior to joining the DG Office, Neil served as deputy director for the Office of Central American Affairs (LAC/CEN). He has a strong interest in countries in transition and worked closely in support of the LAC/CEN missions' programs to support implementation of the peace accords in El Salvador and Guatemala. From October 1998 through June 2000, he worked to develop the strategy, budget justification, and implementation of the post-Hurricane Mitch Hurricane Reconstruction programs in Central America. From 1993 to 1995, Neil served as the LPA congressional liaison officer for the Latin America Bureau and the DG Office. Before coming to USAID, Neil served on Capitol Hill for 10 years, first on the House Subcommittee on Western Hemisphere Affairs and then as legislative assistant for foreign affairs to Congressman Edward Feighan (OH). He has also worked as a research assistant at Human Rights Watch in New York. Neil has an M.A. in international affairs from the School of International and Public Affairs, and a certificate from the Institute for Latin American and Iberian Studies, Columbia University. He has a B.A. from Earlham College.

Wendy Marshall is the Africa coordinator for the strategic planning and research division. She manages the office's Africa team to ensure the needs of Africa missions are met. She has worked on DG strategy development, political party program development, and conflict analysis. She backstops Burundi, Liberia, Nigeria, Somalia, and Sudan. She manages the Democracy Fellows cooperative agreement and Women's Campaign International grant.

Jenny Murphy joined the DG Office as a RSSA from the Department of Agriculture and covers the Latin American region for the rule of law division. She graduated from the University of Virginia with a B.A. in foreign affairs (Latin American concentration) and Spanish. She also earned her J.D. from the Washington College of Law at American University. Prior to joining the DG Office, she worked at the U.S. Securities and Exchange Commission, Office of International Affairs, international law firms and consulting firms such as BearingPoint, where she advised U.S. and international clients on compliance with securities regulations and other related issues.

Jerry O'Brien served as director of international programs at the Ethics Resource Center (ERC) for six years. In that capacity, he worked to establish NGOs in developing countries focusing on organizational ethics in business and government as well as values education programs. The International Department of ERC provides organizational and technical assistance as well as staff training and project support to ethics NGOs in Colombia, Russia, South Africa, South Korea, Turkey, and United Arab Emirates. Jerry has also served as a consultant to the World Bank and other U.S. and international organizations. He holds a B.A. in French and Italian and an M.B.A. from the University of Connecticut. Jerry is currently working with the DG Office's governance division, specializing in anti-corruption.

Ted Priftis serves on the governance division of the DG Office. Prior to joining, he spent 10 years with USAID's E&E democracy and governance division, providing support to field missions on local government in the form of assessments, project monitoring, and project design. Ted has also worked for the Cooperative Housing Foundation (CHF), an organization providing implementation and consultancy services to the larger donor community, where he focused on urban issues and the incremental development and absorption of informal urban settlements in developing countries. Ted spent eight years with CHF on project implementation in Colombia and Panama.

Carol Sahley joined the civil society division of the DG Office as senior Democracy Fellow in 2002. She received her Ph.D. from the Development Studies Institute of the London School of Economics and Political Science. Prior to joining the DG Office, she worked for the International NGO Training and Research Center (INTRAC) as interim program manager of a civil society program in Central Asia. She has also conducted research on NGO responses to urban poverty in Ethiopia and Peru, as well as on small enterprise development in Africa at INTRAC. Carol has also served as executive director for a renewable energy advocacy organization in Ohio. Her developing country

experience includes short-term assignments in Africa, Latin America, and the former Soviet Union.

Michele Schimpp has worked on USAID democracy programs since 1991. She returned to work at the DG Office after spending four years in Haiti as the deputy chief in the democracy office managing local government, civil society, and rule of law programs. Before joining USAID in 1994, Michele supervised a multi-sectoral team of researchers for the Academy for Educational Development under contract to CDIE, as well as researched, analyzed, and produced reports on diverse issues related to democracy and governance, including *USAID and Elections Support* and *USAID and Democratic Development*. In addition to Haiti, she has lived, worked, and studied in the Dominican Republic, Peru, and Nicaragua. She now serves as the elections and political processes division director. Michele received her B.A. in international affairs from the George Washington University and M.A. in Latin American studies from the University of California at Berkeley.

Keith Schulz spent three years as the senior technical advisor for a USAID-funded legislative strengthening program with the Palestine Legislative Council in West Bank/Gaza and one year in Cambodia as a legal advisor for The Asia Foundation's program with the National Assembly's Center for Legal Research and Documentation. He has a law degree and worked for five years as a legislative counsel for the California State Legislature. Prior to this, he was a

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law clerk to U.S. District Court Judge Robert Broomfield in Phoenix, Arizona. Keith received a B.A. from Tufts University and an M.A.in international public policy from George Washington University. Keith serves as the legislative strengthening advisor on the governance division.

Paul Scott joined the DG Office in September 2002 after being a senior rule of law advisor in the E&E Bureau for nearly three years. Before joining E&E, he was a USAID career foreign service officer, serving as a regional legal adviser in West and East Africa (1979-88), Indonesia and the South Pacific (1988-1993) and Russia (1993-95). He has B.A. degrees in French and political science, a J.D. from the University of Akron, Ohio, and an L.L.M. in international law from George Washington University. He serves on the rule of law division as the technical backstop for rule of law programming in the E&E region.

Kate Somvongsiri holds an M.A. in international affairs (with a concentration in human rights) from Columbia University and a B.A. in letters from the University of Oklahoma. She has previous experience working for a local NGO in Thailand providing assistance to, and promoting the rights of, Burmese refugees and migrant workers; serving as a water/sanitation and community development volunteer in Peace Corps/Nepal; and working for Columbia University's Center for the Study of Human Rights. She has also interned at the State Department in the Bureau of Democracy, Human Rights, and Labor as well as the Foreign Service Institute. She joined the DG Office as a PMI and is currently on the rule of law division. She is CTO for a grant to the International Development Law Organization (IDLO) and the IFES Law Group Consortium. Kate covers the ANE region for the rule of law division.

Gene Ward is a Senior Democracy Advisor and author of the DG Office's Money in Politics Handbook. He received his Ph.D. from the University of Hawaii while a degree scholar at the East-West Center. Gene is a former member of the Hawaii House of Representative, where he served from 1990 to 1998, half of that time as minority leader. Prior to entering elected politics, he worked ten years as the founder and executive director of a Hawaiian non-profit organization that was the first in the nation to put the unemployed and under-employed into their own small businesses. Before joining the elections and political processes division, Gene was a program coordinator for the International Republican Institute in Indonesia. He has extensive developing country experience including residency in Malaysia and Malawi, where he served as Chief Technical Advisor with the United Nations. Gene also has 12 years of short-term consulting experience as an entrepreneurship specialist with the United Nations while serving in the legislature. He was a translator-interpreter in the U.S. Army in Vietnam and is a former Peace Corps volunteer (North Borneo).

Madeline Williams joined USAID in 1993 as a PMI and serves as democracy specialist for the DG Office on the elections and political processes division. She has worked on DG issues for USAID's Africa Bureau, Haiti Task Force, and LAC Bureau. Madeline was the deputy office chief at USAID/Peru for over three years and also the special assistant to the administrator for the LAC Bureau. Prior to working with USAID, she completed a fellowship with International Foundation for Education and Self-Help (IFESH) in Burkina Faso. She received a B.A. in international relations from the University of Minnesota and an M.A. in public affairs from the Hubert H. Humphrey Institute of Public Affairs at the University of Minnesota.

APPENDIX #5:
YAEGER'S SEVEN PRINCIPALS OF DEVELOPMENT

Based on the individual experiences of the DG Office Deputy Director, William Yaeger, there are seven "Principals of Development" that DG Officers should be aware of:

1. **Clear purpose**.
    Direct every program with the intension of achieving a clearly defined and attainable goal.
2. **Adequate resources**.
    If financial and human resources are not sufficient to achieve the desired result, the program will surely fail.
3. **Strategic.**
    Programs should create real and significant change that is significant; that is, have impact on people daily lives.
4. **Market knowledge.**
    We are in the business of selling ideas and changing mentalities. We need to know how and what people think, their incentives, and what other ideas and practices we compete with.
5. **Simplicity**.
    Clear and uncomplicated plans and communications ensure understanding by implementers and beneficiaries.
6. **Technical knowledge.**
    We can be effective only to the degree we have the required technical knowledge to design and implement development programs.
7. **Flexibility.**
    Circumstances change with the result that sometimes windows of opportunity open and sometimes expectations of desired program   outcomes become infeasible. Activities are merely means to program goals and can be changed.

One Final Note:

Again, welcome to the DCHA/DG office, but realize this is only a primer to a whole wealth of information you will need to know to be a DG professional. Like others before you, ask a lot of questions, and learn a lot of acronyms, and it will all come naturally. And for all of your still unanswered questions after reading this DG Office Primer, please do not hesitate to contact Tiffany Nielson at X20597, cube 3.10-062A, or e-mail her at tnielson@usaid.gov. Other than your Division Chief, she is your best point of contact in the DG Office.