A Guide to DCHA/DG Activities

Updated October 2008

CROSS-CUTTING SERVICES
(Program Areas 2.1-2.4)

DG Analytical Services
Democracy Fellows
Strategic Operations & Research Agenda (SORA)
Overseas Technical Assistance Contract (DG Bullpen)

IQCS FOR DG ANALYTICAL SERVICES

Program Areas 2.1-2.4 **DCHA/DG Contact:** Josh Kaufman (CTO)

IQCs	Award Number	Expiration
ARD, Inc.	DFD-1-00-04-00227-00	9/27/2009
Management Systems International (MSI)	DFD-1-00-04-00228-00	9/27/2009
Democracy International*	DFD-1-00-04-00229-00	9/27/2009

* This is a small business.

PURPOSE:
Missions and USAID/Washington units can use this contract for high-quality DG sector, sub-sector, and cross-sectoral assessment, program design, and evaluations. In addition, the contract can be utilized to provide research, public opinion surveys, and conference support.

POSSIBLE WORK AREAS:
The IQCs may be used for:

Core Program Support Analytical Services
Undertake DG and sub-sectoral assessments, e.g.,

- Full-scale DG sector assessments that include examination of all major functional components and areas of USAID interest;
- Single component or sub-sectoral DG assessments (e.g., rule of law, decentralization, elections and political processes, civil/military relations);
- Regional or multi-country DG assessments.

Develop DG strategies, e.g.,

- Long-term strategic plans, including strategic objectives and targets of opportunity, or incorporating DG strategies, principles, and approaches into an overall program portfolio;
- Regional level DG strategies, programs, and action plans;
- Agency-wide DG strategies, programs, and action plans.

Management for Results and Results Reporting (Especially Performance Measurement and Monitoring), e.g.,

- DG indicators at the strategic (Objectives), sectoral (Subject Areas), and activity (Implementation) levels;
- Data collection and analysis plans and methodologies to track achievement toward stated objectives;
- Refining candidate DG indicators to monitor progress and measure impact of its own programs and those of the Missions and Central Bureaus;
- The Agency's Annual Performance Plan and Annual Performance Review (as it relates to DG);
- Developing or revising performance plans, results frameworks and/or Annual Reports (or their functional equivalents), including objectives and indicators;
- Responding to Agency/U.S. government reviews of results reporting.

DG Program and Activity Designs, e.g.,

- Designing or redesigning stand-alone, multi-component, or single component DG programs or activities;
- Designing or redesigning programs or activities in other program sectors which have either a DG component or in which DG principles and strategies are to be incorporated;
- Special studies or specific information for program or activity designs or redesigns;
- Preparation of various design documents and requirements (e.g., concept papers, New Activity Designs, Activity Proposals, technical analyses, and activity protocols or authorizing documents);
- Design or redesign functional activities.

DG Evaluations, e.g.,

- Evaluations of programs and activities at various points during and following implementation including initial,
- mid-term, and final evaluations;

- Developing monitoring and evaluation plans for programs and activities;
- Developing a common evaluation methodology for use at all levels of the Agency.

Core Research and Development Services

Sector Operations Research Agenda, e.g.,

- Collection: Collecting new data and/or adapting existing data on USAID activities: inputs, outputs, outcomes and impacts. Collecting and/or adapting data on political, economic, social and other phenomena in USAID recipient and non-recipient countries;
- Research & Analysis: Performing research and analyses of both USAID and non-USAID data using state-of-the art qualitative and quantitative methods that may be applied either within a single country or across multiple countries;
- Reporting: Translating research findings from above analyses into reports that spell out practical, programmatic implications of the research for democracy assistance practitioners;
- Learning: Incorporating conclusions from the foregoing analyses and reports into the training and development of USAID/Washington and overseas personnel.

Research and Special Studies, e.g.,

- Developing indices to monitor DG programming;
- Reviewing secondary source research, including desk studies, evaluations, analyses of best practices, and syntheses of other sources of relevant materials;
- Conducting primary source research, for example via case studies, public opinion surveys, or general sectoral evaluations;
- Conducting cutting edge research in such areas as patronage, corruption or Islam and Democracy;
- Writing handbooks, manuals, and reference materials needed for program development, implementation, monitoring, and evaluation;
- Conducting studies pertaining to policy constraints, theoretical limitations, and systemic or sectoral problems.

Survey Research, e.g.,

- Undertaking surveys;
- Assessing the feasibility of survey research in a given context and providing general assistance to Missions interested in using survey data or undertaking surveys;
- Providing guidance on ensuring high quality and relevant research findings;
- Analyzing survey data, and analyzing the validity of other methodological approaches in a particular context;
- Developing training materials, workshops, and other pedagogical/information dissemination products in the field
- of survey research and methodology;
- Developing and/or expanding online and web-related capabilities in USAID to provide survey findings and data for further use by Missions and Central Offices.

USAID Training and Networking, e.g.,

- Developing and implementing a training program to increase the knowledge and skills of USAID personnel or that of cooperating partners or other donors;
- Providing fora for Mission and Bureau staff to exchange experiences and lessons learned. The fora could take a variety of forms, such as conferences, workshops, electronic distributions and video-conferencing;
- Facilitating workshops with USAID staff and cooperating agencies including PVOs, NGOs, universities, and consulting firms to discuss the Agency's DG programs and the potential role of these partners in its implementation;
- Facilitating workshops and conferences to discuss issues and problems of common interest to USAID, its partners, other donors, and others concerned about DG issues.

Grants Management

Funds may be made available on a grant basis for institutional capacity building which the contractor will administer. Participating organizations may be expected to provide a portion of their costs from their own resources. In this regard, the Contractor may be required to execute and/or administer grants under awarded task orders.

PRIME CONTRACTORS

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SUB-CONTRACTORS

To ARD Inc:

Academy for Educational Developmpent (AED)
Creative Associates International
Checchi & Company Consulting Inc.
Development and Training Services
International Science and Technology Institute, Inc.
Foundation for Election Systems
MetaMetrics
Social Science Research Council (SSRC)
The Asia Foundation, University of Maryland, University Research Corporation International (IRIS & CIDCM)

To MSI:

Center for Democracy Development and Rule of Law - Stanford Univ.
Center for Global Peace - American University
Center for Strategic and International Studies (CSIS)
Integration Technologies Group International
London Middle East Institute
LTL Strategies
Westat

MSI has resource institutions based in The Hague, Uganda, South Africa, Philippines, Fiji Islands, and Argentina.

To DI:

Charney Research
DPK Consulting
Institute for the Study of Diplomacy at Georgetown University
IFES
IT Shows
Planning and Learning Technologies, Inc.(Pal-Tech)

DEMOCRACY FELLOWS COOPERATIVE AGREEMENT

Program Areas 2.1-2.4 **DCHA/DG Contact:** Nils Mueller (CTO)

IQCs	Award Number	Expiration
World Learning	DFD-A-00-05-00230	9/26/2010

PURPOSE:

The Democracy Fellows Program (DFP) develops the talents and the career commitment of junior-, mid-, and senior-level democracy experts by providing them with essential field experiences in international democracy-building. The DFP is intended to help promote democratic institutions in developing countries and transitional or emerging democracies, while also helping to develop a cadre of U.S. 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 a specific field of democracy and governance, for example, 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 a 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 DCHA/DG. 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:

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Web: www.worldlearning.org/wlid/cssc/dfp

STRATEGIC OPERATIONS AND RESEARCH AGENDA

Program Areas 2.1-2.4 **DCHA/DG Contact:** Mark Billera
David Black

USAID has spent well over $9 billion over the past two decades to promote democratic governance in more than 100 countries. For the past few years, the annual investment in USAID democracy assistance programs has grown to about $1 billion dollars, and the median budget for such countries is now approximately $5 million. Given the growth of this relatively new field of development and the high foreign policy priority placed on democracy promotion, efforts are underway to establish a better analytical base on which to evaluate impact and make decisions regarding the type, mix, and sequencing of democracy and governance programs.

The Strategic and Operational Research Agenda (SORA) is a comprehensive long-term effort being undertaken by the Bureau for Democracy, Conflict and Humanitarian Assistance, Office of Democracy and Governance (DCHA/DG) to measure the impact and effectiveness of USAID democracy and governance assistance programs. SORA will provide the information needed by policy makers and practitioners to make the best possible investments in supporting democratic development and good governance. SORA combines a number of approaches and investigative methods developed with the help of some of the leading experts in this field.

Quantitative Studies: A prestigious U.S. academic team examined democratic patterns in 165 countries throughout the world from 1990 to 2004, finding that USAID democracy and governance (DG) assistance had a significant positive impact on democratic development. Specifically, the studies conclude that, in any given year, $10 million of USAID DG funding produces about a five-fold increase in the amount of democratic change over what the average country would otherwise be expected to achieve. More information is available at http://www.pitt.edu/~politics/democracy/democracy.html.

The National Academy of Sciences: The other major SORA initiative is a contract awarded in 2006 to the National Academy of Sciences (NAS) to convene an expert commission which has produced a report with recommendations for improving USAID evaluations of DG programs. The report includes a range of specific practical and policy recommendations that can be implemented by USAID. The report can be accessed at http://www.nap.edu/catalog.php?record_id=12164.

Next Steps: DCHA/DG will use the findings from the quantitative studies and the recommendations in the NAS report as the basis for new initiatives to improve DG evaluation. The quantitative studies have already identified hypotheses to be tested and confirmed in country case studies and new program designs. The NAS report outlines new techniques for vastly improving the monitoring and evaluation of new DG projects, better methodologies for retrospective case studies, and other means of collecting and analyzing data that will allow USAID to more reliably gauge impact and improve strategic planning and programming decisions.

For more information on SORA, visit
http://www.usaid.gov/our_work/democracy_and_governance/technical_areas/dg_office/sora.html.

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OVERSEAS TECHNICAL ASSISTANCE CONTRACT (DG BULLPEN)

Program Areas 2.1-2.4 **DCHA/DG Contact:** Nils Mueller (CTO)

Overseas Technical Assistance	Award Number	Expiration
Management Systems International (MSI)	DFD-P-00-03-00094-00	9/23/2009

PURPOSE:
The primary objective of this agreement is to increase DCHA/DG's capacity to support activities that promote democracy and good governance by USAID Field Missions and other operating units. The contractor will provide qualified DG specialists for short-term assignments around the world, giving DCHA/DG the ability to respond quickly to technical support needs.

POSSIBLE WORK AREAS:
The contractor will maintain a roster of DG specialists available on short notice for assignments around the world. These specialists will be knowledgeable about USAID methodologies and techniques for programming, contracting, implementation, democracy promotion, and have related skills and experience necessary to provide support to field Missions and non-presence posts. The specialists on the roster will be selected and maintained with the concurrence and approval of the CTO in DCHA/DG. When the services of a specialist are required for an assignment DCHA/DG will inform the contractor of the general nature of the assignment, the expected product or outcomes, the estimated times and places of travel, and the experience and skills required to complete the assignment successfully. Depending on the nature of the assistance sought, work assignments will vary as will the geographic location and duration of the work. In general, it is expected that the normal duration of a temporary assignment will be two to four work weeks. The contractor will provide logistical support, including travel arrangements and purchase of tickets, clerical and secretarial support, arrangements for meetings and appointments, equipment such as computers, communications services, and travel and salary advances.

Examples of typical assignments are:

- Prepare scopes of work for accessing DCHA/DG central contract and grant mechanisms for program implementation
- Revise and/or update strategic objective indicators
- Conduct or participate in updating field Mission DG sector assessments
- Assist Missions to incorporate democratic governance concepts and elements in other development sectors
- Participate in country sub-sector analyses such as in anticorruption, civil society development, local governance, judicial sector reform, or human rights programming
- Participate as a panel member for the technical review of proposed DG contracts
- Serve in an "acting" capacity for a Mission's democracy programs
- Conduct and participate in the evaluation of Mission democracy programs
- Provide technical assistance and advice to the line ministries of foreign countries
- Provide technical support and expertise to State Department, multinational organizations, and bilateral donors

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RULE OF LAW
Strengthening rule of law and respect for human rights
(Program Area 2.1)

The rule of law (ROL) sector is viewed through the prism of the DCHA/DG analytic framework: The Rule of Law Strategic Framework. Using this framework helps in systematically identifying the problems and weaknesses with rule of law in a country and suggests a range of potential programmatic approaches to problems in the rule of law.

The DG Office helps Missions undertake strategic analyses that link building rule of law with strengthening democracy. It supports efforts to strengthen five elements comprising the rule of law:

- Order and security;
- Legitimacy;
- Checks and balances;
- Fairness:
    - Equal application of the law;
    - Procedural fairness;
    - Protection of human rights and civil liberties;
    - Access to justice;
- Effective application.

Priority Areas with these elements:

Order and security: Establishing, rebuilding or expanding justice institutions; Crime prevention, community security and civilian policing; Disarmament, demobilization and reintegration process; Witness and court personnel protection programs.

Legitimacy: Constitutional drafting processes; Legal reform commissions and citizen mobilization; Harmonization of non-state customary or religious law with state-based law; Transitional justice mechanisms to address past abuses;

Checks and Balances: Establishing or strengthening independent judicial bodies; Upgrading or reforming judicial career processes; Improving working conditions for judicial personnel; Strengthening judicial administration, management and self-governance; Strengthening independent judicial and legal professional associations; Enhancing judicial professional development and access to the laws; Stimulating citizen support for judicial independence.

Fairness: Reforming and implementing procedural codes; Reforming administrative law; Improving transparent and efficient administration of justice system components; Expanding access to legal services; Improving the quality of private defense; Improving the accessibility of the state justice system: Supporting or expanding alternative dispute resolution; Increasing citizen awareness of human rights standards and issues**;** Strengthening human rights institutions; Working with non-state justice institutions to improve access to justice.

Effective Application: Improving investigative capacity of police and/or prosecutors; Enforcing judgments; Strengthening the implementation of administrative law and procedure.

IQCS FOR RULE OF LAW: INTERNATIONAL RULE OF LAW TECHNICAL ASSISTANCE SERVICES

Program Elements 2.1.1-2.1.4 **DCHA/DG Contact:** Susan Pologruto (CTO)

IQCs	Award Number	Expiration
Checchi and Company Consulting, Inc.	DFD-I-00-04-00170-00	7/15/2009
Chemonics International Inc.	DFD-I-00-04-00171-00	7/15/2009
DPK Consulting	DFD-I-00-04-00173-00	7/15/2009
Management Sciences for Development, Inc.*	DFD-I-00-04-00175-00	7/15/2009
National Center for State Courts	DFD-I-00-04-00176-00	7/15/2009

* This is a small business.

PURPOSE:

The purpose of these IQCs is to support transition to, and consolidation of the rule of law, and the promotion and protection of human rights throughout the world. Activities under these IQCs will improve and enhance the Agency's performance in facilitating the growth and sustainability of legal and judicial systems that promote a rule of law consistent with respect for human rights and market-based economies, commitment to legal equity, and democratic principles.

The Rule of Law IQC offers the following features:
One collective ceiling of $200 million to sufficiently accommodate growing demand for rule of law services
A larger pool of contractors from which Missions can select
New cost structures and "fair opportunity to be considered" requirements
Simplified proposal formats for activities under $2 million
Task order performance may continue through July 15, 2010

POSSIBLE WORK AREAS:

Activities under these IQCs will involve the following functional areas: (1) legal framework development, (2) justice sector institution reform, (3) access to justice, and (4) building constituencies for sectoral reform.

Legal Frameworks: Work in this area addresses a nation's legal framework: its constitution, organizational, procedural and substantive laws, and regulations. If these are inadequate, promoting the rule of law can become a futile endeavor. For example, many developing countries inherited legal structures from colonial powers. These structures are usually antiquated or inconsistent with contemporary social and economic realities. Often, constitutionally recognized human rights guarantees are not supported in the secondary laws that effectively govern sectoral operations. These operations are also impeded by laws defining basic organization in ways that entrench inefficiencies, facilitate or encourage corruption, and undermine institutional mandates. Outdated laws often inhibit commercial transactions, and prohibit the adoption of modern technologies and practices.

Justice Sector Institutions: In most countries, the justice sector is comprised of several interdependent institutions: the judiciary, prosecutors, investigators and the police, public defenders, and the private bar. In most developing and transition countries, justice sector institutions suffer from a lack of integration, uneven development, and often incompatible institutional mandates and traditions. In addition, lack of skills and knowledge to make new systems work as intended, along with informal practices, may further distort performance. The objective for work in this area is to assist institutions to make them more efficient and effective.

Access to Justice: In many countries, years of colonialism, authoritarianism, or brutal dictatorship have robbed individuals of any expectation of fair treatment by governmental institutions. Often there is little understanding or information about rights and how to use the justice system to defend them. Inadequate capacity of the courts and resulting case backlogs frequently mean that justice is both delayed and denied. Work in this area focuses on promoting equal access to justice to ensure that all individuals are able to seek and obtain redress for their grievances—be they with other private parties or with state officials or organizations.

Building Constituencies for Reform: Reform of the justice sector is a political process and requires political support to succeed. Despite the many complaints about justice systems, and the often very clear picture of what needs to be fixed, reform programs are often stymied by a lack of effective local backing. Vested interests, powerful opposition, or the sheer weight of inertia and fear of the unknown frequently prevent any but the most minimal advances. Like the particular problems, the political obstacles vary from country to country, but in all cases, the common challenge is to generate broader interest, coordinate the actions and concerns of a variety of political actors, reach consensus on a common plan of action, and maintain support through its implementation. Work in this area is focused on developing the political will necessary to carrying through with reforms. Specific tasks under these IQCs may include, but are not limited to the following:

- Justice sector assessments
- Justice sector strategy development
- Justice sector activity design
- Justice sector institutional analysis
- Justice sector planning
- Justice sector technical assistance
- Analysis of linkages between rule of law and economic growth objectives
- Judicial training
- Human rights training
- Other justice sector training
- Managing for results planning
- Financial analysis
- Legal analysis and research (in common and civil law systems, comparative legal systems, international law, labor law, constitutional law, business law, commercial law, law of associations, and general law)
- Auditing of justice-sector institutions
- Workshop and conference planning
- Publishing (e.g., monographs, studies)
- Procurement/logistics (e.g., computers and office supplies for courts)

Missions with an interest in using the IQCs should submit their scopes of work to the CTO for clearance to access the mechanism. The role of the IQC is to ensure that proposed task orders fall under the scope of work of the overall IQCs. The Mission's procurement office is responsible for issuing task orders upon obtaining such clearance.

Under the ROL IQC's, several fair opportunity (competition) exceptions are included in the contracts. One allows for a task order to be placed directly with any category of small or small disadvantaged business that received one of the IQC's. Among the ROL IQC contractors, MSD is in the small business category. Please contact the CTO or your contracts officer for more information.

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SUB-CONTRACTORS

To Checchi:
Conflict Management Group
Intermedia Survey Institute
Management Systems International
Justice Management Institute
National Conference of State Legislatures
Pact, Inc.
University of San Francisco
AMEG

To Chemonics:
Conflict Resolution, Research and Resource Institute
Development and Training Services, Inc.
Florida International University
Integrated Information Solutions, Inc.
International Development Law Organization
Management Sciences for Development, Inc.
Maximize Potential, Inc.
MetaMetrics, Inc.
National Judicial College Street Law, Inc.
Partners for Democratic Change

To MSD:
Chemonics International Inc.
American University
University of New Mexico
CARANA
Planitech
Environmental Law Institute
The Spangenberg Group
Americans for Indian Opportunity
Ketchum Inc.
Walker and Company
Secure Source

To DPK:
Overseas Strategic Consulting
CDR Associates

ELECTIONS AND POLITICAL PROCESSES
More genuine and competitive political processes
(Program Area 2.3)

Elections can be a primary tool to help force political openings and expand political participation. In recent years, elections have been a principal vehicle for democratization, as authoritarian governments have frequently fallen to democratic forces. Electoral campaigns also tend to foster political liberalization. For an election to be free and fair, certain civil liberties, such as the freedoms of speech, association, and assembly are required. Elections offer political parties and civic groups an opportunity to mobilize and organize supporters and share alternative platforms with the public. They also serve to encourage political debate.

Priority Areas: Impartial electoral frameworks, credible electoral administration, effective over-sight of electoral processes, informed and active citizenries, representative and competitive multi-party systems, inclusion of women and other disadvantaged groups, effective governance by elected leaders and bodies, election monitoring, voter education and effective transfers of political power.

CONSORTIUM FOR ELECTIONS AND POLITICAL PROCESSES STRENGTHENING II

Program Elements 2.3.1-2.3.3 **DCHA/DG Contact:** Shally Prasad (CTO)

Cooperative Agreement	Award Number	Expiration
CEPPS III	DFD-A-00-08-00350-00	9/30/2013

Purpose:
In 2008, DCHA/DG awarded a Leader with Associates Cooperative Agreement to the Consortium for Elections and Political Process Strengthening (CEPPS), a joint venture between IFES, the International Republican Institute (IRI), and the National Democratic Institute for International Affairs (NDI). All three organizations are leaders in the field of elections and political processes and possess a vast amount of experience and expertise. CEPPS III 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 a full array of activities in the field of elections and political processes. 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. The award was designed to allow for the initiation and implementation of short- and long-term activities without requiring a time-consuming competitive application process.

Work Areas:
The CEPPS III Leader with Associates Cooperative Agreement is designed to respond to immediate and long-term Mission and bureau needs related to assessments, strategy formulation, activity design, evaluation, and program implementation. Activities initiated under this award may promote any of the following ten objectives:

Objective 1: Impartial Legal Framework for Elections and Political Parties
Although not a sufficient condition, an impartial framework (i.e. constitutional provisions, laws, rules, regulations, and institutions which govern electoral and political processes) is a necessary condition for sustainable, credible electoral processes and representative, democratic political parties.

Objective 2: Credible Electoral Administration
Credible electoral administration requires an impartial, transparent, and competent electoral authority managing the elections, and sufficient resources to permit neutral administration. It also requires professional staff who are competent in key areas of electoral administration including registration, designating polling sites, drawing up voters' lists, tabulating votes, providing security, enforcing political finance rules, using computer hardware and software effectively, educating voters and adjudicating complaints if within the electoral authority's mandate.

Objective 3: An Informed and Active Citizenry
An informed and active citizenry is the driving force behind a genuine and competitive political process. It also helps build confidence in the system, and public acceptance of results. Free and fair elections require that all citizens understand the electoral system and political choices, and participate in political processes through party membership, voting, volunteer service, and membership in NGOs.

Objective 4: Effective Oversight of Electoral Processes
Monitoring electoral processes can reduce the opportunities and incentives for electoral fraud, identify shortcomings of the electoral process with the intention of facilitating genuine and competitive elections, and legitimize a peaceful transfer of power. Recognizing that Election Day comprises only one component of the electoral process, effective oversight of electoral processes includes sufficient pre/post-election monitoring.

Election monitors may include: political contestants who monitor violations of their supporters' political rights; nonpartisan citizen organizations; and international organizations which evaluate a country's electoral framework and administration compared to international standards and practices. The media can also serve a useful watchdog function during an electoral process if it has the capacity to produce credible and accurate reports about the preparations for, and the conduct of, elections. Monitoring of the electoral process -- by international organizations, domestic monitors, political party poll watchers or local media -- can lend confidence in the outcome of an election.

Objective 5: Increased Political Participation of Women & Historically Disenfranchised Groups

This objective promotes increased political participation of groups that have historically been excluded from fair participation. Illustrative examples of these groups include (but are not limited to) women, minorities, internally displaced persons (IDPs), and persons with disabilities. To ensure the inclusion of these groups, and others, in electoral activities, it is critical that electoral laws, administration and oversight are *non-discriminatory* and *non-exclusionary,* and that civil and political rights of politically marginalized groups are protected through effective enforcement. This objective aims not only to remove barriers to participation, but also to improve political participation and representation through targeted training, skills development and effective voter education. The goal is to strengthen the capacity of historically disenfranchised groups to participate in and influence decision-making bodies within political parties and government.

Objective 6: Consensus-building to promote peaceful agreement on democratic reform

This objective aims to develop processes for promoting peaceful agreement for democratic reform through broad-based participation in determining and negotiating changes to governing structures.

Objective 7: Representative and Competitive Multiparty System

A representative and competitive multiparty system consists of political parties which have internal democratic procedures, and broader institutional structures that are accountable, transparent, inclusive of sub-populations, and accepted by party members. Representative political parties serve many functions such as acting as an intermediary between the electorate and the elected; involving members of different ethnicities, religious beliefs or genders; developing platforms based citizen input; and ensuring effective communications between political party structures and constituencies.

Objective 8: Effective Transfer of Political Power

Genuine and competitive political processes require: the peaceful transfer of power between different individuals, groups, or political parties through established procedures; losing parties accepting the outcome of the election and the authority of newly elected officials; and public recognition of the legitimacy of the process. Newly elected officials must be prepared to fulfill their responsibilities and political parties must be prepared to assume a proper governance role.

Objective 9: Effective Governance by Elected Leaders and Bodies

Elected leaders must be able to govern effectively once they take office. Parties and their leaders at the national, regional and local level need to serve the public, rather than private interests. Legislative bodies need to develop technical skills, as well as rules of procedure and ways of operating which enhance their ability to develop legislation and to provide oversight of the executive branch. At the local level, mayors and councils need to be able to work together as well as perform their specific functions such that the local community benefits from democratically elected government.

Objective 10: Promoting Sustainable Local/Regional Organizations Engaged in Election Assistance

USAID aims to strengthen the capacity of indigenous local/regional organizations in developing countries to: 1) conduct elections related activities; and 2) provide technical assistance and training to other local organizations on elections and political processes. The rationale is that *strengthened* election-oriented organizations in developing countries will: 1) broaden the community of democracy promoters and advocates abroad; 2) demonstrate that USAID assistance leads directly to sustainable change among local organizations, without dependence on intermediary organizations; and 3) promote replication.

The Consortium for Elections and Political Processes Strengthening is a joint venture of the following three organizations: International Foundation for Electoral Systems (IFES), International Republican Institute (IRI), and National Democratic Institute for International Affairs (NDI). IRI is the administrative manager for CEPPS and as such, all communication regarding CEPPS should be sent to the office of CEPPS Director, Ms. Colleen House.

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IQCS FOR ELECTIONS AND POLITICAL PROCESSES

Program Elements 2.3.1-2.3.3 **DCHA/DG Contact:** Carrie Gruenloh (CTO)

IQCs	Award Number	Expiration
Creative Associates International, Inc.	DFD-I-00-05-00197-00	9/11/2010
Democracy International*	DFD-I-00-05-00198-00	9/11/2010
IFES	DFD-I-00-05-00225-00	9/11/2010

*This is a small business.

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:

- **Pre-election assessments:** Country-specific assessments which identify the needs and constraints of conducting free and fair elections.
- **Election administration**: Technical assistance to: a) election management bodies and other institutions that conduct elections and/or adjudicate electoral disputes; b) develop and strengthen election laws or the constitution; c) address problems identified in pre-election assessments. This includes providing commodities, poll-worker training, and voter and civic education.
- **Election monitoring**: Support for election monitoring may be provided prior to and/or during national or local elections. Training or technical assistance can be provided for domestic and international observation; indigenous civil society and political party poll-watching; "quick-counts" or other methods for monitoring the election process; information dissemination on electoral results, and monitoring and mitigating of election-related violence.
- **Political party development:** Support is provided to strengthen pluralism through political parties. Political party development activities provided through IQCs are governed by specific federal statutory language, as well as by USAID policy guidance regarding political party activities. Section 116e of the Foreign Assistance Act of 1961, while clearly allowing political party development activities to be funded as part of development assistance that "will encourage or promote increased adherence to civil and political rights," concludes with the following caveat: "none of these funds may be used, directly or indirectly, to influence the outcome of any election in any country." USAID's political party assistance policy set forth in ADS 200-203, as reissued in 2003, states that the goals of USAID's political party assistance are to: Develop and consolidate representative democracies; develop transparent political environments; establish viable democratic parties; and ensure conduct of free and fair elections. Two core principles govern USAID's political party assistance policy: 1) USAID programs support representative, multiparty systems; and 2) USAID programs do not seek to determine election outcomes. (Note: additional guidelines for political party assistance program, based on these core principles, are found in the policy at the following site: http://www.usaid.gov/policy/ads/200/200.pdf.)
- **Pre-and post-election institution building**: Support may be provided to legislatures as well as legislators, regional and/ or local government representatives to strengthen political processes and support new governments or coalitions. Training and/or technical assistance may be provided to support the facilitation of national dialogues and fora for consensus-building.
- **Voter and civic education:** Support for long and short-term programs covering the entire range of pre, post and interim-voter and civic education, including support for message development and various media transmissions, as well as research and evaluation. Support may also be provided to empower historically marginalized groups (such as women, youth, racial, ethnic, religious minorities, and IDPs) to participate and exercise their rights in electoral and political processes.
- **Technical leadership support:** Support for a range of activities that contribute to furthering state-of-the-art elections and political process programming.

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To Creative Associates:

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The Asia Foundation
American Manufacturers Export Group
Carr Swanson & Randolph, LLC
Center for Strategic and International Studies
Computer Frontiers, Inc.
Greenberg, Quinlan, Rosner Research, Inc.
Kroll Government Services
Mud Springs Geographers
Pa Consulting Group
Pae Government Services, Inc.
Paige International, Inc.
Public International Law and Policy Group

To Democracy International:

RTI International
League of Women Voters
The QED Group
Charney Research
Civic Action Strategies
The Pollworker Institute

To IFES:

International Organization for Migration (IOM)
Inter-Parliamentary Union (IPU)
USAFMC/The International Election Monitors Institute (IEMI)
SUNY Center for International Development (SUNY/CID)
Partners of the America Institute for Sustainable Communities (ISC)
PACT
AMIDEAST
IT Shows
Lord Guernsey and Associates
Aristotle
Blue Force LLC
The Carter Center

CIVIL SOCIETY
Increased development of a politically active civil society (Program Area 2.4)

It is through the advocacy efforts of civil society organizations that people are given a voice in the process of formulating public policy. Organizations, including human rights groups, professional associations, religious institutions, pro-democracy groups, environmental activist organizations, business associations, labor unions, media organizations, and think tanks, play a vital role in educating the public and the government on important local and national issues. Many civil society organizations take on controversial issues. They champion women's rights, ferret out government corruption and impunity, and spot light business practices that are exploitative of labor and the environment. Their presence and activities help assure that government and citizens comply with the rule of law.

Priority Areas: Strengthening the mediums through which citizens can freely organize and communicate with their government and with each other, particularly via support for independent media, democratic labor movements, and NGO legal enabling environments; strengthening a democratic political culture through support for civic engagement and civic education; and mobilizing constituencies for reform through CSO development.

CIVIL SOCIETY STRENGTHENING COOPERATIVE AGREEMENT

Program Elements 2.4.1 -2.4.2 **DCHA/DG Contact:** Gary Hansen

UDPATE: DCHA/DG is in the procurement stage of an award for a five-year leader with associate cooperative agreement whose purpose is to strengthen the strategic planning, design and implementation capabilities of civil society organizations. The award is expected to be finalized during the first quarter of FY 09.

GLOBAL LABOR PROGRAM COOPERATIVE AGREEMENT

Program Element 2.4.1 **DCHA/DG Contact:** Kimberly Ludwig (CTO)

Cooperative Agreement	Award Number	Expiration
Solidarity Center	DGC-A-00-02-00002-00	12/31/2009

Note: In 2002, USAID/DCHA/DG awarded the cooperative agreement "Global Trade Union and NGO Strengthening" to the Solidarity Center (also known as the American Center for International Labor Solidarity, or ACILS). In the past, these programs were administered by the AFL-CIO regional institutes. The institutes were then consolidated into the Solidarity Center, which now operates programs worldwide.

PURPOSE:
The Solidarity Center provides technical assistance to (1) promote the adoption and effective enforcement of core labor standards; (2) establish legal frameworks to protect and promote civil society; (3) increase citizen participation in policy processes, implementation, and oversight of public institutions; (4) increase institutional and financial viability of labor unions and labor NGOs; (5) enhance free flow of information; (6) strengthen democratic culture and gender equity; (7) support anti-sweatshop activities; (8) promote broad-based, equitable economic growth; (9) build human capacity through education and training; and (10) improve health through workplace and peer-to-peer health education and prevention. The center's work is based on three fundamental issues: adherence to core labor standards, gender integration, and the use of partnerships and communications technology to promote coalitions across civil society and national borders.

POSSIBLE WORK AREAS:
USAID and the Solidarity Center continue to focus their work on the role and participation of unions in promoting democratic governance, free and transparent elections, the rule of law, and broad-based economic growth strategies. Additional areas of focus include health issues (like HIV/AIDS), democratic-industrial relations, and human resource development.

The Solidarity Center is the lead organization of the cooperative agreement. DCHA/DG developed this leader-associate award mechanism to provide Missions and other U.S. government agencies with a pre-approved grant vehicle that allows for timely procurement of labor-related awards that fall within the scope of the leader award objectives. After the DCHA/DG CTO determines whether a proposed activity fits within the award objectives, the Mission may develop and implement its own independent grant or cooperative agreement with the Solidarity Center. These associate awards are managed by the Mission or Bureau. Awards can be extended for up to five years beyond the life of the leader award.

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GOVERNANCE
More transparent and accountable government institutions
(Program Area 2.2)

Many citizens of developing countries recognize the intrinsic value of democracy (e.g., elections, human rights, and representation). However, they are also concerned with a government's ability to function. In general, governance issues pertain to the ability of government to develop an efficient and effective public management process. Because citizens lose confidence in a government that is unable to meet their basic security and service needs, the degree to which a government is able to carry out its responsibilities at any level is often a key determinant of a country's ability to sustain democratic reform.

Priority Areas: Legislative strengthening, public policy development and implementation, decentralization and local capacity-- anticorruption initiatives and security sector reform.

IQCS FOR DELIVERABLES BODIES

Program Element 2.2.1 **DCHA/DG Contact**: Keith Schulz (CTO)

IQCs	Award Number	Expiration
Development Alternatives, Inc.	DFD-I-00-04-00129	5/17/2009
Pal-Tech, Inc. (formerly Development Associates)	DFD-I-00-04-00135	5/17/2009
Financial Markets International*	DFD-I-00-04-00136	5/17/2009
Management Systems International (MSI)	DFD-I-00-04-00138	5/17/2009
SUNY/CID	DFD-I-00-04-00128	5/17/2009

*This is a small business

PURPOSE:

To improve the capacity and performance of legislatures, their members, and staff in realizing their representative, lawmaking, and oversight functions. This activity establishes a mechanism for Missions to assist host country legislatures to improve their deliberative processes so that they are more democratic, more transparent and accountable, better represent the public interest, and result in better monitoring of governmental performance.

POSSIBLE WORK AREAS:

Missions and Bureaus will be able to draw on these IQCs to develop general programs and specific activities to help national or sub-national legislatures become transparent and accountable as they improve their capacity to perform their democratic functions. Activities in these areas may include, but are not limited to:

- Conducting assessments of the operations of deliberative bodies, designing strategies to improve their operation and effectiveness within a democratic context, and carrying out evaluations of legislative assistance programs;
- Developing understanding and means of improving the democratic links between legislators and their districts, their elected sub-national government bodies, and their constituents;
- Clarifying role and responsibility definitions for parliamentary bodies vis-à-vis the executive and judicial branches of government, NGOs, and constituents;
- Providing training to host country legislators and staff regarding best practices for policy formulation, the conduct of public meetings/hearings, and public policy mediation/negotiation;
- Providing advisory services pertaining to the drafting, oversight, and implementation of laws, regulations, and ordinances consistent with a democratic government reform.

DCHA/DG has pre-positioned funds allowing for the rapid deployment of resources, including qualified technical personnel for reconnaissance, planning, and early implementation of assistance activities. Also, the IQCs include authorization for the management of a small grants program. Please contact the CTO for more information.

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SUB-CONTRACTORS

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The Asia Foundation
International Roll Call
Indiana University
Metropolitan Consulting Corp
National Conference of State Legislatures

To Pal-Tech, Inc. (formerly Development Associates):
Research Triangle Institute
University of Texas
Aurora Associates International, Inc.

To SUNY/CID:
ARD, Inc.
DPK Consulting
Amex International, Inc.
Pact, Inc.
State Legislature Foundation

To MSI:
Harvard University Kennedy School of Government
Urban Institute
Public Administration International
Congressional Management Foundation
The Constitution Unit, University College of London
The Center for Legislative Development
The Pacific Institute of Advanced Studies in Development and Governance
The Inter-America Dialogue

IQCS FOR DEMOCRATIC LOCAL GOVERNANCE AND DECENTRALIZATION

Program Elements 2.2.3 **DCHA/DG Contact**: Ed Connerley (CTO)

IQCs	Award Number	Expiration
ARD, Inc.	DFD-I-00-05-00121-00	6/30/2010
Development Alternatives, Inc.	DFD-I-00-05-00127-00	6/30/2010
PADCO-AECOM	DFD-I-00-05-00125-00	6/30/2010
Research Triangle Institute (RTI)	DFD-I-00-05-00128-00	6/30/2010
The Urban Institute	DFD-I-00-05-00129-00	6/30/2010

PURPOSE:

To provide decentralization/local governance strengthening technical assistance services. These contracts will provide decentralization, sub-national government strengthening, and public administration services. Two functional activities are included under these contracts: a) decentralization and participatory government and b) public management and administration.

POSSIBLE WORK AREAS:

Decentralization and Participatory Government: This activity has five objectives: (1) to increase participatory decision-making, transparency, accountability, and responsiveness at all levels of government by working with both state and non-state actors; (2) to increase citizen participation in local and national government decision-making; (3) to assist local governments to serve as counterweights to central state authorities and to participate in policy-making at regional and national levels; (4) to enhance the fiscal adequacy and probity of decentralized democratic governments; and (5) to enable local governments to influence their own destinies by promoting and sustaining local economic development.

Major components of this activity include, but are not limited to:

- Improvements in the design, implementation and monitoring of decentralization processes and decentralized governments;
- Improvement of administrative and technical skills of local authorities (to include local elected officials, government employees at all levels of government, and participating citizens);
- Establishment of practices and procedures to oppose and combat local government corruption;
- Insuring fiscal adequacy and probity of decentralized local governments;
- Development of strategies, programs, and practices that seek to increase citizen participation and empower participant citizens;
- Development of strategies, programs, and activities that optimize linkages between local governance and other sectoral areas of USAID's sustainable development strategy;
- Development of regional, national and/or sub-national associations of public officials and/or sub-national governments to serve as advocates for improved national policies concerning decentralization and local government;
- Provision of technical assistance and training to support planning and implementation of local economic development strategies;
- Strengthening of potential sub-national government support organizations, such as private consulting firms, professional associations, universities, non-governmental organizations, and training institutes; and
- Design and support of decentralized governance structures and processes under the difficult circumstances presented in failed, failing, and fragile states.

Public Management and Administration: The objective of this activity is to increase the capacity and performance of all levels of government (with specific focus on sub-national government agencies and elected officials) and NGOs to execute public management functions related to the provision and production of public goods and services. Providing technical assistance and training to increase the capacity and performance of public agencies, especially the capacity of sub-national governments to obtain, allocate and monitor resources will be emphasized.

Major components that may be required by citizen groups, units of host country governments, USAID Missions, USAID Regional Bureaus, U.S. government agencies and/or the Office of Democracy and Governance include, but are not limited to:

- Development of general programs and specific projects to address problems of administrative, financial, and political autonomy and transparency;
- Development of strategies for financing local government;
- Development of the capacities of local governments and supporting groups and organizations to plan, initiate and implement local economic development efforts;
- Advising on merit-based civil service;
- Training of host country public servants and participating citizens at all levels to design and operate sustainable, transparent finance and management systems;
- Clarification of roles and responsibilities for local governments vis-à-vis other levels of government, NGOs, and the private sector; and
- Information management and e-government to enhance transparency and accountability, to promote citizens' participation in local decision making and to improve public service delivery.

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To ARD:
BearingPoint
The Maxwell School, Syracuse Univ.
The QED Group, LLC
MetaMetrics, Inc.
Almy,Gloudemans, Jacobs and Denne

To RTI:
Aurora Associates International
Carana Corporation
Mercy Corps/ CMG
Development Associates, Inc.
DPK Consulting
IRIS Center, University of Maryland
Overseas Strategic Consulting, Ltd.

To DAI:
Academy for Educational Development
CarlVinson Institute of Government
De Angelis & Associates
Electronic Data Systems Corporation

To PADCO- AECOM:
Georgia State University
ACDI/VOCA
American Society for Public Administration
American University Center for Global Peace
In*Sight Solutions
LGI Development (non-U.S.)
Mendez England & Associates
Pact
Partners for Democratic Change
Planning and Learning Technologies
Sister Cities
The Asia Foundation
Fire Lake Resources
Voxiva
Worldwide Strategies

To Urban Institute:
International City/County Management Association
Management Systems International
Crimson Capital
J.E.Austin Associates
TCG International
Training Resources Group
Jacobs and Associates
Metropolitan Consulting Corporation
National League of Cities
PFK (non-U.S.)
Social Impact
Spectrum Media
The League of Women Voters
Valu Add Management Services
VNG International (non-U.S.)
Computer Frontiers

IQCS FOR ENCOURAGING GLOBAL ANTICORRUPTION AND GOOD GOVERNANCE (ENGAGE)

Program Areas 2.1-2.4 **DCHA/DG Contact:** Christina del Castillo (CTO)

IQCs	Award Number	Expiration Date
ARD, Inc.	DFD-I-00-08-00067-00	3/13/2013
Casals and Associates, Inc.	DFD-I-00-08-00069-00	3/13/2013
Chemonics International Inc.	DFD-I-00-08-00070-00	3/13/2013
Development Alternatives Inc.	DFD-I-00-08-00071-00	3/13/2013
Management Systems International, Inc. (MSI)	DFD-I-00-08-00072-00	3/13/2013
QED Group, LLC (QED) *	DFD-I-00-08-00073-00	3/13/2013

* Small Business Set-aside

PURPOSE

The connections between public sector corruption and development run deep. Some of them are clear and direct: when political officials divert aid and investment capital to offshore bank accounts, poor nations become poorer. When political, bureaucratic, and judicial processes are put up for rent, it endangers civil liberties and property rights. Corruption erodes the quality of public services and access to those services. Political and economic benefits flow to a limited number of individuals, while the costs are extracted from society at large -- often from the poor and powerless. While the tangible and immediate damage can be significant, other detrimental impacts are intangible, collective, and long-term in nature. Corruption can erode the legitimacy of government and undermine democratic values like trust, tolerance, accountability, and participation. Corruption can increase the time, cost, and uncertainty of doing business and thereby deter investment, or skew investment toward high-return sectors or white elephant projects whose main beneficiaries are contract winners and those who receive kickbacks, not the public as a whole. Corruption can also reduce competition, lower compliance with construction, environmental, or other regulations, increase budgetary pressures on government, and nourish organized crime networks.

The objective of ENGAGE is to provide USAID and its partner countries with the broad range of technical assistance, assessments and other resources necessary to develop and implement appropriate and meaningful strategies to curb corruption in economic, political and social service sectors. USAID defines corruption as "the abuse of entrusted authority for private gain." Thus, the activities under ENGAGE address unilateral abuses by governmental officials such as embezzlement and nepotism, as well as abuses linking public and private actors such as bribery, extortion, influence peddling, and fraud, and at both lower and higher levels of government and the public sector (i.e., both "administrative" and "grand" corruption). The activities under this IQC address three broad areas: 1) public financial, administrative and regulatory measures that promote transparency, accountability and effective governance; 2) civil society advocacy on behalf of governmental integrity, implementation of anticorruption programs and/or oversight of public functions and authorities; and 3) incorporation of anticorruption promotion into other sectoral/sub-sectoral areas, such as health and education, natural resource management, corporate governance, or into key aspects of democracy promotion, such as rule of law, legislative oversight or local government strengthening.

RANGE OF SERVICES

Activities may be carried out with regard to a given sector (e.g., democracy and governance, health, environment, education, economic growth), or across several sectors. The list of possible activities is indicative, not necessarily exhaustive.

POSSIBLE WORK AREAS

- Public administration reform
- Administrative and legal sanction regimes
- E-Government reform
- Transparent budget making and implementation
- Procurement reform
- Financial management systems
- Audit institutions and internal control regimes
- Government ethics regimes
- Regulatory reform
- Tax and customs administration
- Inspector General/Ombudsmen/Anticorruption Agencies
- Complaint mechanisms and whistle-blower protections
- Legislative oversight
- Anticorruption legislation (e.g. criminalization of bribery, FOIA, etc.) & other relevant legal frameworks
- Justice sector reform
- Decentralization and transparency in local government
- Political finance reform and regulation
- Oversight and transparency regimes for electoral commissions
- Financial disclosure regimes
- Transparent privatization processes
- Procurement reform
- Tax and customs collections
- Corporate governance and codes of ethics
- Extractive industry transparency
- Financial disclosure and conflict of interest regimes
- Civil society advocacy, anticorruption programming and oversight of government (organizational development, advocacy and oversight strategies, coalition building, managing relations with government)
- Open budget processes and budget oversight
- Freedom of information legislation and access to information
- Investigative journalism and other media strengthening
- Public education campaigns
- Corruption surveys, user surveys and report cards and dissemination of results
- Local government transparency
- Participatory budgeting
- Community oversight of service delivery
- The development and dissemination of anticorruption strategies, activities and lessons learned
- Programs to address corruption in public service delivery
- Public-private partnerships to combat corruption
- Survey techniques and corruption measurement
- Measurement and evaluation of anticorruption impact
- Approaches designed specifically to address the challenge of corruption in fragile states and reconstruction settings

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SUB CONTRACTORS

IQCs

To Associates in Rural Development, Inc.:
Bankworld Inc., BearingPoint, Inc., Contracting Assessment Researches (CAR), Cooperative League of the USA (CLUSA), Diane Cromer Enterprises, Development & Training Services, Inc. (dTS), Financial Services Volunteer Corps (FSVC), Humphreys Consulting, LLC, International Research & Exchanges Board (IREX), Institutional Reform and the Informal Sector (The IRIS Center), MetaMetrics Inc., World Learning for International Development

To Casals and Associates, Inc.:
AMIDEST, The Asia Foundation (TAF), Boston University, Claro & Associates, Inc., Commonwealth Trading Partners, EAM, Inc./Mosley & Associates, EDF Consulting, Inc., The Emergency Group, Enterprise Solutions, Inc., Eurasia Foundation, International Decision Strategies, Inc., International Foundation for Electoral Systems (IFES), Mendez England & Associates, Pact International, UHY Advisors, Vanderbilt University, World Resources Institute (WRI)

To Chemonics International Inc.:
Alfa XP Web Software Company LLC, BlueForce International LLC, Electoral Reform International Services Ltd, Institute for Sustainable Communities, QED Group, LLC, Skol and Associates Inc., The Urban Institute, Vogl Communications, Inc.

To Development Alternatives Inc.:
Computer Frontiers, East-West Management Institute, Global Business Solutions, Global Integrity, Innovative Resources Management, Internews Network, Jacobs & Associates, Michael Borish & Company, Social Impact, Zogby International

To Management Systems International, Inc.:
American Institutes for Research, Camris International, Inc., Center for International Private Enterprise, Checchi and Company Consulting, Inc., Emerging Market Group, Ltd., The Gallup Organization, Heartlands International, Ltd., International Center for Journalists, International Development Business Consultants, LLC, International Organization for Migration, JE Austin Associates, Inc., PA Government Services Inc., Partners of the Americas, Police Foundation, SEGURA Consulting, LLC, University Research Company, LLC, Voxina, Inc.

To QED Group, LLC (QED) - Small Business Set-aside:
Academy for Educational Development, East-West Management Institute, Institute for Public-Private Partnerships, International Law Institute, Partners for Democratic Change, The Borders Group, International City/County Management Association, International Research and Exchange Board, Millennium International Consulting, National Association of State Auditors, Comptrollers and Treasurers, National Judicial College, Spearman, Welch & Associates, WISeKey USA, Inc.

KEY SUBCONTRACTOR (PILOT)

These IQCs are part of a Key Subcontractor Pilot introduced by the Office of Acquisition and Assistance. Prior to issuing any task order under these IQCs, Contracting Officers/Negotiators must address the Key Subcontractors provision in Section H.21 Some contractors did not propose any Key Subcontractors and therefore are exempt from this requirement.

IQCS FOR BUILDING RECOVERY AND REFORM THORUGH DEMOCRATIC GOVERNANE (BRDG)

Program Elements 2.2.2, 2.2.5* **DCHA/DG Contact:** Pat A. Fn'Piere (CTO)

IQCs	Award Number	Expiration
ARD, Inc.	DFD-I-00-05-00218-00	9/12/2010
Chemonics, Inc.	DFD-I-00-05-00219-00	9/12/2010
Development Alternatives, Inc.	DFD-I-00-05-00220-00	9/12/2010
Management Systems International (MSI)	DFD-I-00-05-00221-00	9/12/2010
Millennium/IP3*	DFD-I-00-06-00028-00	11/28/2010

*This is a small business.

PURPOSE:

To provide services for governance and state building; provide government, civil society and private sector group support for policy reform and implementation; respond to fragile state as well as transformational state needs, and possible demands by Millennium Challenge Account threshold countries. These contracts will provide direct support to ministries and executive offices, with particular attention to transition settings. BRDG IQCs will provide services to promote democratic governance across all sectors and include security sector reform assistance. All work under these IQCs will promote principles of accountability, transparency, and responsiveness in the way services are designed and delivered.

POSSIBLE WORK AREAS:

- Reinforcing legitimacy of state structure, policies, and functions: Ensuring that the entire society is engaged in building the state in such a way that institutions are rooted in that society and appropriate to it is fundamental to effective governance. Specific reforms may succeed or fail based on whether citizens judge that they are legitimate, i.e., that they are important and appropriate matters for the public agenda and that they are being executed in an acceptable manner. Services through this IQC will assist in establishing structures, policies, functions, and decision processes that are perceived as necessary and just by citizens.
- Public management: This IQC will assist governments to operate more efficiently and effectively and will assist governments and their citizens to incorporate democratic structures and principles into their systems of governance. Services will assist with policies and procedures to guide operations, including for ministries and executive offices, linkages between and among branches and levels of government, budget formulation, revenue flows, distribution and use of resources, civil service reforms, public/private partnerships, and working with citizens as customers of government.
- Strategic planning, policy, and institutional reform: Reforms often entail changed rules, roles, altered incentive structures, and unfamiliar ways of doing business. Reformers are commonly confronted by powerful interest groups with stakes in the status quo and yet they are frequently inexperienced at building coalitions of support and lack skills in negotiation and advocacy. Services will be provided to help designated policy planners and implementing managers develop and integrate analytical, technical, and political skills sets to build capacity to strategically manage policy reform processes (policy making, implementation, and enforcement). Services will support the reform of institutions (i.e., systems of rules), of policies, and of organizations. Services may improve processes of decision making and follow through required for effective implementation after laws have been passed or policies established.

* BRDG applies primarily to Program Elements 2.2.2 and 2.2.5 and secondarily to the other governance elements. It can be provide services across all of the good governance elements and other sectors' elements when governance reform is a key objective of the program.

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SUB-CONTRACTORS

To ARD:

The Asia Foundation
Bankworld, Inc.
Centre for Development and Population Activities
Crown Agents Consultancy, Inc.
Democracy International
Development & Training Services, Inc.
DynCorp International
Integration Technologies Group, Inc.
Maxwell School, Syracuse University
MetMetrics Inc.
The QED Group, LLC
The Services Group, Inc

To MSI:

American University, School of Public Service
Center for Strategic and International Studies
Emerging Markets Group, Ltd.
J. E. Austin and Associates, Inc.
LTL Strategies
The Louis Berger Group, Inc.
Mendez England & Associates
National Center for State Courts
Research Triangle Institute
Segura Consulting, LLC
Vision Latina, Inc.

To Chemonics:

Advocacy Institute
Blue Force, LLC
Booz Allen Hamilton, Inc.
Charney Research
Civic Action Strategies
Development Associates
International Resources Group
Internews Network
The Kaizen Company
L.T.Associates, Inc.
MPRI, Inc.
Partners for Democratic Change
Public International Law & Policy Group
The State University of New York/ Center for International Development
The Urban Institute

To Millennium/IP3:

BroadReach Healthcare, LLC
Center for Legislative Development of University of New York at Albany
Dalberg
DFI International Government Services
Foundation for a Civil Society
IBM
International Law Institute
International Research & Exchanges Board
The PBN Company
Spearman-Welch Associates
TMS Associates
Transnational Public Policy Advisors
Resource Institutions to Millennium/IP3:
Center on Democracy, Development, and the Rule of Law, Stanford Institute for International Studies
Independent Journalism Foundation Scholastic, Inc.

To DAI:

Academy for Educational Development
BearingPoint, Inc.
Bannock Consulting, Ltd.
Center for Global Development
Center for Institutional Reform and the Informal Sector
Center for Strategic and International Studies
Computer Frontiers, Inc.
DPK Consulting, Inc.
Duke University Center for International Development
Electoral Reform International Services
Enterprise Resources Group, Inc.
Grant Thornton, LLP
International Research and Exchanges Board
King's College London
LTG Associates, Inc.
Mercy Corps
Overseas Strategic Consulting, Ltd.
Social Impact, Inc.
Training Resources Group, Inc.

Technical assistance (including assessments, feasibility studies, options papers and evaluations), training services, applied research, study tours, workshops, conference organization and hosting, purchase of commodities, and award and management of grants will support USAID's programs during their design, implementation, and evaluation stages. Activities will assist governments, quasi-governmental organizations, non-governmental organizations, interest groups, private sector organizations, U.S. government agencies and/or units of USAID.

SPECIAL PROGRAMS TO ADDRESS THE NEEDS OF SURVIVORS (SPANS)
Social and Economic Services and Protection for Vulnerable Populations (Program Area 3.3)

SPANS programs are targeted to reduce the risks and reinforce the capacities of communities, local non-governmental organizations, and governments to provide services and protection for vulnerable groups.

DISABILITY POLICY INITIATIVE

Program Area 3.3

DCHA/DG Contact: Lloyd Feinberg
Agency Disability Coordinator

Technical Support Contract	Award Number	Expiration
Technical Support Contract	DFD-M-00-00-24-00238	09/27/2009

PURPOSE:
USAID is committed integrating people with disabilities into its programs and activities and to building the capacity of disability organizations that advocate for and offer services on behalf of people with disabilities. This commitment is reinforced by the USAID disability policy and extends from the design and implementation of USAID programming to advocacy for and outreach to people with disabilities.

USAID's policy on disability is to avoid discrimination against people with disabilities in programs which USAID funds and to stimulate an engagement of host-country counterparts, governments, implementing organizations and other donors in promoting a climate of nondiscrimination against and equal opportunity for people with disabilities. The USAID policy ensures that people with disabilities are included at every level, as administrators, partners, and beneficiaries.

POSSIBLE WORK AREAS
USAID's disability funds are used to support programs and activities to address the needs of people with disabilities, including protecting the rights and increasing the independence and full participation of people with disabilities in programs related to health, education, economic growth, political participation, and humanitarian aid. The Funds' focus is on reducing barriers for people with disabilities in existing USAID programs. The Fund also supports the development and implementation of training for USAID staff and its partners overseas to promote the full inclusion and equal participation of people with disabilities in countries where USAID is present.

This fund is coordinated and supported by the Office of Democracy and Governance, although most activities are implemented through Mission-managed grants and agreements. The Disability Fund is active over 30 countries worldwide. As part of its oversight and managerial responsibilities for the Fund, DCHA/DG maintains a technical assistance contract with Manila Consulting. This contract provides technical assistance and support for field Missions that are interested in developing programs under the Fund.

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DISPLACED CHILDREN AND ORPHANS FUND

Program Area 3.3 **DCHA/DG Contact:** Lloyd Feinberg (CTO)

Technical Support Contract	Award Number	Expiration
Technical Support Contract	DFD-M-00-00-24-00238	09/27/2009

PURPOSE

Established in 1988, the Displaced Children and Orphans Fund (DCOF) provides care, support, and protection for the special needs of children at risk, including orphans, unaccompanied minors, children affected by armed conflict, and children with disabilities. Programs center on strengthening the capacity of families and communities to address the physical, social, educational, economic, and emotional needs of children in crisis. The program aims to preserve the family structure; promote the growth and development of vulnerable children; and develop community structures to care, support, and protect vulnerable populations.

POSSIBLE WORK AREAS

Most DCOF activities are implemented through USAID Mission-managed grants and agreements. A major portion of these Congressionally-mandated funds are used to support programs and activities that provide direct assistance to vulnerable children. DCOF funds also support the design, implementation, and monitoring of programs that provide evidence-based guidance and replicable models for future expansion or replication. DCOF is currently active in 24 countries.

As part of its oversight and managerial responsibilities for the Fund, DCHA maintains the Special Programs Addressing the Needs of Survivors (SPANS) technical assistance contract with Manila Consulting, Inc. This contract provides technical assistance and support for Field Missions that are interested in developing programs under the Fund.

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VICTIMS OF TORTURE FUND

Program Area 3.3 **DCHA/DG Contact:** Lloyd Feinberg (CTO)

Technical Support Contract	Award Number	Expiration
Technical Support Contract	DFD-M-00-00-24-00238	09/27/2009

PURPOSE:
The Victims of Torture Fund primarily supports programs that help heal the psychological and physical trauma caused by torture, recognizing that communities, along with survivors, need to heal and recover.

The Fund works through non-governmental organizations overseas that (1) provide direct services to survivors, their families, and communities; (2) strengthen the capacity of country-based institutions in their delivery of services to survivors; and (3) increase the level of knowledge and understanding about the needs of torture victims. These programs include advocacy, training, technical assistance, and research.
The Fund is coordinated and supported by the Office of Democracy and Governance, although most activities are Mission-managed grants and agreements.

As part of its oversight and managerial responsibilities for the Fund, DCHA maintains a technical assistance contract with Manila Consulting. This contract provides technical assistance and support for Field Missions that are interested in developing programs under the Fund.

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WAR VICTIMS FUND

Program Area 3.3 **DCHA/DG Contact:** Lloyd Feinberg (CTO)

	Award Number	Expiration
Technical Support Contract		
Technical Support Contract	DFD-M-00-00-24-00238	09/27/2009

PURPOSE:
The Leahy War Victims Fund (LWVF) focuses on the needs of civilian victims of conflict in developing countries with the primary objective of expanding access to affordable and appropriate prosthetic/orthotic services. Established in 1989, the program has slowly expanded beyond the provision of essential orthopedic services and related medical, surgical, and rehabilitation assistance to include programs that work to enable amputees and other people with disabilities to regain accessibility to mainstream educational, recreational, and economic opportunities.

POSSIBLE WORK AREAS
The LWVF is concerned with the provision of orthopedic services and devices to ensure unassisted mobility for civilian war victims and other persons with disabilities in post-conflict countries. Assistance may include training and institutional capacity strengthening, facilities upgrading, materials provision, and support for national disabilities policy reform and public advocacy. In addition, programs include support for increasing the social and economic opportunities of these survivors.

This fund is coordinated and supported by the Office of Democracy and Governance, although most activities are implemented through Mission-managed grants and agreements. The LWVF is active in 16 countries worldwide. As part of its oversight and managerial responsibilities for the Fund, DCHA/DG maintains a technical assistance contract with Manila Consulting. This contract provides technical assistance and support for Field Missions that are interested in developing programs under the Fund.

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WHEELCHAIR INITIATIVE

Program Area 3.3 **DCHA/DG Contact:** Lloyd Feinberg (CTO)

	Award Number	Expiration
Technical Support Contract		
Technical Support Contract	DFD-M-00-00-24-00238	09/27/2009

PURPOSE:
The goal of the Wheelchair Fund is to improve the mobility of people with mobility-related disabilities, which can lead to advances in their overall health. Grantees currently work in many facets of wheelchair provision: in researching better, more durable chairs, in appropriate cushions and seating, in training to prescribe and fit wheelchairs, in testing and developing international standards.

POSSIBLE WORK AREAS:
Funds are used to support programs that improve access to, availability and sustainability of, appropriate wheelchair programs in the developing world. At a broad level, programs contribute to the full and equal participation of people with disabilities in social and economic life. At an implementation level programs aim for, but are not limited to: introducing wheelchairs that are suitable and appropriate for use in developing countries and that are adaptable and fitted to the needs and requirements of each individual; develop and/or increase the capacity of national programs to produce and repair wheelchairs; strengthen human resource capacity to prescribe, fit, and train users; and develop and/or introduce new technologies that are appropriate for local conditions.

This fund is coordinated and supported by the Office of Democracy and Governance, although most activities are implemented through Mission-managed grants and agreements. The Wheelchair Fund is active in 8 countries worldwide. As part of its oversight and managerial responsibilities for the Fund, DCHA/DG maintains a technical assistance contract with Manila Consulting. This contract provides technical assistance and support for Field Missions that are interested in developing programs under the Fund.

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DG-RELATED MECHANISMS HELD IN OTHER USAID BUREAUS OR MISSIONS*

EGAT:
SUM II
LAC/RSD:
Americasbarometer

*This is not an exhaustive list of DG-related mechanisms held in other bureaus or Missions. It will continue to be updated in future versions of the DG User's Guide.

SUSTAINABLE URBAN MANAGEMENT II (SUM II)

Program Elements 2.2.1-2.2.5 **DCHA/DG Contact:** Mike Keshishian (CTO)

IQCs	Award Number	Expiration*
ARD, Inc.	EPP-I-00-04-00035-00	09/30/2009
Louis Berger Group	EPP-I-00-04-00027-00	09/30/2009
PADCO-AECOM	EPP-I-00-04-00026-00	09/30/2009
Research Triangle Institute (RTI)	EPP-I-00-04-00037-00	09/30/2009
The Urban Institute	EPP-I-00-04-00037-00	09/30/2009

PURPOSE:

Sustainable Urban Management II (SUM II) provides field-driven short, medium, and long-term advisory and technical assistance services to Missions and bureaus in four functional areas: 1) expanded and equitable delivery of urban services; 2) more effective, responsive, and accountable local governance; 3) urban environmental management; and 4) improved finance and credit systems. Examples of Mission use of SUM II: Jamaica and Haiti (disaster recovery); Morocco (urban infrastructure upgrading); Ukraine and Serbia (municipal budget reform); India & Mozambique (multi-city local governance programs and urban planning)

POSSIBLE WORK AREAS:

SUM II activities are represented within the following five functional areas:

1. Expanded and Equitable Delivery of Urban Services and Shelter;
2. Enhanced Effectiveness, Responsibility and Accountability of Local Government Organizations;
3. Enhanced Environmental Management Practices, Pollution Control Systems and Tools;
4. Improved Disaster Preparedness, Response and Recovery through Mitigation, Strategic Planning, Training, Hazard Identification and Awareness; and,
5. Improved Finance and Credit Systems through Program Design and Technical Support.

This IQC supports activities in these functional areas on a worldwide basis.

Public Management and Administration: The objective of this activity is to increase the capacity and performance of all levels of government (with specific focus on sub-national government agencies and elected officials) and NGOs to execute public management functions related to the provision and production of public goods and services. Providing technical assistance and training to increase the capacity and performance of public agencies, especially the capacity of sub-national governments to obtain, allocate and monitor resources will be emphasized.

*The ordering end date for task orders under this IQC is 09/03/2009. However, task orders issued before the ordering period ends may go up to three years beyond that end date. A task order issued on 09/30/2009 could therefore have an end date of 09/03/2012.

LAC REGIONAL MECHANISM: AMERICASBAROMETER

LAC Contact: Eric Kite

Cooperative Agreements	Award Number	Expiration
Vanderbilt University	598-A-00-06-00061	3/31/2014

PURPOSE:
Vanderbilt University can conduct Americasbarometer Democracy and Governance Surveys in Latin America and Caribbean countries and conduct regional analyses. Country reports and, when requested, "oversampling" reports can be prepared that compare results from areas with USAID-programs to the rest of the country.

POSSIBLE WORK AREAS:
The AmericasBarometer series of surveys are of great interest to political and social scientists, Latin Americanists, government officials and interested citizens. The surveys gather data and analyze citizen views on a broad range of important democracy issues, including social capital, political tolerance, local government, corruption, crime, courts, the legislature and the executive. They also include a wide range of behavior variables, including citizen participation and electoral behavior among others. The effort, which began in a limited way in the 1970s, is directed by Dr. Mitchell Seligson, Vanderbilt University Centennial Professor of Political Science and Fellow of Vanderbilt's Center for the Americas. The following countries are included in the 2008 AmericasBarometer: Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, Venezuela, Canada and the United States.

Public Access to AmericasBarometer Data, Surveys and Reports
All of the AmericasBarometer reports are available to the public on-line in English and Spanish at www.americasbarometer.org. The survey data can also be analyzed publicly, at no charge through the same website, with the hopes that students and professionals around the world will conduct additional research and statistical analysis. Several major university libraries (e.g., Vanderbilt, Harvard, Princeton and Yale) serve as data repositories for some or all of the Americasbarometer data. Published studies have been deposited in libraries throughout the world.

USAID Cooperation with Vanderbilt University
USAID has supported the AmericasBarometer surveys for over 10 years. While the surveys' primary goal is giving the hemisphere's citizens a voice on democracy issues, they also help guide USAID programming, alert policymakers throughout the region to potential problem areas, and inform citizens about democratic values and experiences in their countries relative to regional trends. USAID officers use the AmericasBarometer findings to prioritize funding allocation and guide program design. The surveys are also often employed as an evaluation tool, by comparing results in specialized "oversample" areas with national trends. In March 2006, USAID signed a Cooperative Agreement with Vanderbilt University that supports the surveys through 2012. The Agreement is managed out of USAID's Bureau for Latin America and the Caribbean (LAC), and contributes about $1 million per year from USAID Missions in the region, LAC Bureau and Democracy Bureau for survey work in USAID-presence countries.

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