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DCHA/DG

USER'S GUIDE TO DG PROGRAMMING



An Overview: The Office of Democracy and Governance

User's Guide to DG Programming **Prepared by the Office of Democracy and Governance**

USAID Missions and the Washington-based Office of Democracy and Governance (DG) cadre have a noble and challenging mandate captured in **USAID's Vision Statement**: To accelerate the advance of democracy, prosperity and human well-being in developing countries. The Office of Democracy and Governance has a further defined mission statement to "advance the effectiveness of global USG efforts to promote the transition to, and consolidation of, democratic institutions, civic values and good governance, and directly impact broader USG stabilization and development objectives."

This *User's Guide to DG Programming* has been crafted to serve as a fundamental reference tool for USAID Missions and Bureaus to utilize in pursuit of advancing democracy and good governance. This Guide outlines the structure of the DG Office and the breadth of its technical expertise, as well as the funding and implementing mechanisms that may be accessed through the DG Office. The Office is committed to enhance policy, strategy and programmatic decision making by providing USAID and the broader DG development community state-of-the-art technical leadership.

The Agency's primary means of implementing DG programs in "presence" countries remains in USAID Missions. In well-defined circumstances, these mechanisms may also be used in "non presence" countries. Overall, the DG Office's support of missions is provided through an interlinked approach that involves technical leadership, vigorous field support, and direct program management.

The six Divisions of the DG Office are: 1) Rule of Law; 2) Elections and Political Processes; 3) Civil Society; 4) Governance; 5) Special Programs to Address the Needs of Survivors (SPANS); and 6) Strategic Planning and Research. The Program team manages the Office's outreach and communications including the Internet presence, coordinates substantive training for DG officers, and manages the Office's official reporting, budget and finance. Among the DG Office's technical tools are various assessment tools which assist in the formulation of country-specific strategies for promoting the "transition to, and consolidation of, democratic institutions, civic values and good governance." In addition to extensive DG assessments, new tools provide for sub-sector assessments such as the rule of law strategic framework and the role of labor-related issues in the foreign assistance framework. The *User's Guide to DG Programming* is intended to be a dynamic, virtual document. While a limited number of hard copies may be produced for special events, the Intranet will be the tool of choice for updates to this guide.

Defining our Strategic Direction:

Pursuing Excellence

Ensuring Relevance

Maximizing Leverage

Building Consensus

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*See page 79 for biographical information on DG Office staff.

** SPANS = Special Programs to Address the Needs of Survivors

*** Strategies = Strategic Planning and Research

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SECTORAL AND SUB-SECTORAL DESIGNATIONS

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

RULE OF LAW

There is growing recognition that promoting democratic governance rooted in the rule of law contributes to long-term, sustainable economic and social development. The rule of law is also a key component of democratic development and can help facilitate the empowerment of the poor and other vulnerable groups. In many states, the processes and institutions that are necessary to uphold the rule of law are incompletely evolved, ineffective, or may not even exist. The justice sector is part of the larger political context. Effective rule of law must reflect a holistic appreciation of country dynamics. The DG Office focuses its rule of law support on:

- Reforming legal frameworks
- Strengthening actors and institutions within and beyond the justice sector

ELECTIONS AND 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

CIVIL SOCIETY

A vibrant politically-active civil society is a crucial element of all democratic systems of good 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. The DG Office works with a variety of civil society organizations, including media, trade unions, business associations, faith-based organizations, and educational institutions. Key strategic priorities aim to:

- Strengthen the mediums through which citizens can freely organize and communicate with their government and with each other
- Strengthen a democratic political culture
- Mobilize constituencies for reform

GOVERNANCE

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 good governance support on:

- Anticorruption initiatives
- Public policy development and implementation
- Decentralization/local capacity-building
- Legislative strengthening
- Security sector reform

HOW TO ACCESS A DG IMPLEMENTING MECHANISM

Sample statements of work are available from DCHA/DG staff or on the web at <http://inside.usaid.gov/DCHA/DG/>

Accessing an indefinite quantity contract (IQC):

NOTE: There is no dollar value or time limit on delivery orders other than the IQC ceiling/period of performance.

1. To access an IQC, Missions prepare a statement of work (SOW) for a task order that briefly describes the purpose, background, objectives, desired tasks or activities, deliverables, evaluation or performance measures as appropriate, as well as a notional budget, time frame, and evaluation/selection criteria including weighting of each criteria. Missions should consider providing advance notice to IQC holders of their intention to request proposals.
2. The SOW must be shared with the DCHA/DG Contracting Officer's Technical Representative (COTR). The COTR must review the prospective task order requirements or statement of work and agree that it complies with the SOW for the basic contract before the task order contracting officer (CO) may begin the fair opportunity process.
3. For IQCs issued on or after September 30, 2003, thresholds of task order ceilings determine the process of fair opportunity to be followed. Missions should specify which threshold is being used in the Request for Task Order Proposal (RFTOP), and thus what page limits apply.
 - a. Task Orders (TO) up to \$100,000: All holders will be asked for proposals not to exceed a 2-page cost proposal and a 3-page technical proposal.
 - b. Task Orders between \$100,000 and \$2M: All holders will be asked for proposals not to exceed 2-page cost proposal and 10-page technical proposal. Past performance information may also be required but this is not part of the 10-page technical proposal limit.
 - c. Task Orders for more than \$2M: Two-page cost proposal and 10-page technical proposal may be used, but the CO may request whatever level of information s/he deems appropriate.
4. All IQC holders must be given a fair opportunity to be considered for task orders over \$2,500, unless the CO determines that one of the following exceptions to the fair opportunity requirements applies:
 - a. An urgent need exists, and seeking competition would result in unacceptable delays;
 - b. Only one contractor is capable at the level of quality required because the requirement is unique or highly specialized;
 - c. The task order must be issued on a sole source basis in the interest of economy and efficiency because it is a logical follow-on to an order already issued under the contract, provided that all awardees were given a fair opportunity to be considered for the original order;
 - d. To satisfy contract minimum award obligations; or
 - e. Small business set aside.
5. After review of the SOW by the DCHA/DG COTR, the Mission sends a formal request to its COTR to negotiate a task order under an IQC.

Accessing a grant or a Cooperative Agreement (CA):

NOTE: Proposed programs must fit within the scope of the activities funded by the central award. However, grantees and CAs may agree to extend their program in a given country or to initiate a program in a new country. Because grants and CAs are assistance instruments, USAID may not impose a particular activity, nor may it dictate which member of the CA shall implement a given program. Preferences, however, should be stated and will be forwarded to the CA by the Agreement Officer's Technical Representative (AOTR) along with the draft program description.

1. The Mission sends a draft program description to the DCHA/DG program contact who serves as the Agreement Officer's Technical Representative (AOTR). A notional budget should be attached.
2. If the existing grant or cooperative agreement program scope accommodates the proposed activity, the AOTR reviews the Mission program description with the grantee. With grantee agreement the AOTR responds to the Mission, a funds transfer is arranged, and an incremental funding action is scheduled. If the Mission program description cannot be accommodated in the program description of the existing grant or cooperative agreement, the AOTR assesses partner organization interest in the Mission program description and then, as necessary, requests negotiation of modification of the grant/cooperative agreement by the grants officer. This requires significantly more time.

Accessing an Associate Award under a Grant or Cooperative Agreement:

The Mission sends a draft program description to the DCHA/DG program contact who serves as the AOTR. If the existing grant or cooperative agreement program scope accommodates the proposed activity, the AOTR reviews the Mission program description, provides any comments or feedback and signs off on the award. The Mission then conducts the procurement action for the award.

Accessing a participating agency service agreement (PASA):

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

1. The Mission sends a draft statement of work (SOW) to the DCHA/DG program contact who serves as the AOTR.
2. After the DCHA/DG and PASA review, the Mission is notified of approval and sends a formal request to the appropriate contracting officer to negotiate a buy-in or incremental funding action, as appropriate.



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 (COTR)

IQCs	Award Number	Expiration
ARD, Inc.	DFD-I-00-04-00227-00	9/27/2009
Management Systems International (MSI)	DFD-I-00-04-00228-00	9/27/2009
Democracy International*	DFD-I-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 Private Voluntary Organizations (PVOs), Non Government Organizations (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		
<p>To ARD Inc: Academy for Educational Development (AED) The Asia Foundation, University of Maryland, University Research Corporation International (IRIS & CIDCM) Cecchi & Company Consulting Inc. Creative Associates International Development and Training Services Foundation for Election Systems International Science and Technology Institute, Inc. MetaMetrics Social Science Research Council (SSRC)</p>	<p>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.</p>	<p>To DI: Charney Research DPK Consulting IFES Institute for the Study of Diplomacy at Georgetown University IT Shows Planning and Learning Technologies, Inc.(Pal-Tech)</p>

DEMOCRACY FELLOWS COOPERATIVE AGREEMENT

Program Areas 2.1-2.4

DCHA/DG Contact: Sheron Moore (COTR)

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 (Operating Expense) budgets), via an Operating Year Budget (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.

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MEASURING AND IMPROVING THE EFFECTIVENESS OF DG ASSISTANCE

Program Areas 2.1-2.4

DCHA/DG Contact: Mark Billera
David Black
Margaret Sarles

USAID has spent nearly \$10 billion in over 100 countries to support democratization and good governance (DG). Beginning as small programs in human rights, justice, and elections over 20 years ago, annual funding in DG has grown to about \$1 billion per year for the last few years, with a median DG program of about \$5 million. Given the large investment in this sector of development, and its importance as a pillar of US foreign policy, the DG office in USAID has taken the lead in pressing for better evaluations, developing new methodologies for measuring effectiveness, and working with practitioners to improve democracy and governance programs.

In collaboration with academic experts and experienced practitioners, the DG office has undertaken a comprehensive, long-term plan to measure the impact and effectiveness of various approaches to democratic development and incorporate the findings into USAID programs through training and field support. Some of its products include:

Comparative evaluations in specific areas of democracy such as civil society development, elections, local government, and justice. These early studies in the 1980s and 1990s still provide insights into programming, but our knowledge of how to measure impact and effectiveness has moved the DG Office into new analytic and comparative approaches.

Indicators of change in democracy and governance has been a sustained and evolving program for the last decade, with the development of handbooks, support for research, and expert consultation. The DG office's commitment to good indicators integrates USAID's extensive field experience in measuring for results with advances in the democratic development academic literature.

Cross-national quantitative studies on DG effectiveness: In two highly-regarded studies in 2006 and 2007, a US academic group examined democratic patterns in 165 countries from 1990 to 2005, and found that USAID DG assistance has a significant, positive impact on democratic development. The studies concluded that in any given year an investment of \$10 million of USAID DG funding produces a five-fold (500%) increase in the amount of democratic change over what the average country would otherwise be expected to achieve. See <http://www.pitt.edu/~politics/democracy/democracy.html>.

National Academy of Sciences (NAS) study: Under a contract awarded in 2006, the NAS convened an expert commission which produced recommendations for improving evaluations of DG programs, including needed USAID institutional reforms, policy changes, and methodological innovations. This report can be accessed at http://www.nap.edu/catalog.php?record_id=12164.

NEXT STEPS: The Democracy and Governance Office is building on current research and recommendations to continue building its capacity to assess effectiveness and improve democracy programming. The cross-national studies helped identify hypotheses to test and provided critical information on indicators of democratic change. The NAS report outlined new techniques for vastly improving the monitoring and evaluation of new DG programs, 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.

Impact evaluation pilots: Based on the recommendations of the National Academy of Sciences (NAS) 2008 Report, this pilot initiative will help USAID better determine "what democracy assistance works and doesn't work under what circumstances." It aims to systematically incorporate the principles of good impact evaluations into USAID programming. These include project designs that provide for 1) clearly defined and measurable outcomes linked to democratic change; 2) quality baseline data that allow tracking processes of democratic change over time; 3) collection of baseline and outcome data in target and comparison groups; and 4) random assignment of target and comparison units where feasible.

The DG Office now has the capacity, with the addition of new Democracy Fellows and through consultants under a task order with Management Systems International (MSI), to provide evaluation assistance to missions at important stages of the project cycle: project planning and design; solicitation and selection of implementing partners; development of performance monitoring and evaluation plans; consultation on implementation issues related to the impact evaluation; and data analysis.

Other methodological improvements: Following the NAS report and earlier studies, the DG office will continue to improve indicators of democratic change and methods of improving causal analysis, drawing on academic experts and, for the first time, the wider donor community. It will also implement recommendations to more systematically incorporate field experiences, both successes and failures, and use state-of-the-art methodologies for better comparative analyses of past work.

Contributing to Agency change in support of better evaluations: The DG Office closely collaborates with the new Agency Evaluation Unit and will work for agency-wide changes in processes of planning and implementation that promote more effective DG evaluations.

For more information on these products, visit:

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

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OVERSEAS TECHNICAL ASSISTANCE CONTRACT (DG BULLPEN)

Program Areas 2.1-2.4

DCHA/DG Contact: Nils Mueller (COTR)

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 COTR 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

PRIME CONTRACTOR

Management Systems International (MSI)

Lynn Carter

600 Water Street, SW

Washington, DC 20024

Tel: (202) 484-7170

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Web site: www.msiworldwide.com



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; and 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; and 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; and 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; and working with non-state justice institutions to improve access to justice.

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

HUMAN RIGHTS AND RULE OF LAW COOPERATIVE AGREEMENT

Program Elements 2.1.1-2.1.4

DCHA/DG Contact: Keith Crawford (AOTR)

Cooperative Agreement	Award Number	Expiration
RIGHTS Consortium	DFD-A-A-00-09-00058-00	1/11/2014

PURPOSE:

DCHA/DG has awarded a “leader with associates award” cooperative agreement to Freedom House on behalf of the Rights Consortium. The RIGHTS Consortium brings together the formidable capabilities and geographical and substantive reach of three primary partners, Freedom House, the American Bar Association’s Rule of Law Initiative, and the National Democratic Institute for International Affairs.

Reflective of the need to cover the full range of rule of law challenges, the RIGHTS Consortium also includes associate partners who will also contribute their expertise in specific areas: The Center for the Administration of Justice at Florida International University (in the areas of police and justice sector reform), The Texas Regional Center for Policing Innovation at Sam Houston State University (police training on community policing), Global Rights (for reaching vulnerable populations in conflict and post-conflict environments), The Carter Center (for conflict mitigation and resolution in divided societies), The International Center for Not-for-Profit Law (for promotion and defense of civil society through legal frameworks); The Center for Victims of Torture (on issues of torture and strategic and tactical planning for reform); and The American Center for International Labor Solidarity (for labor laws, practice, and dispute mechanisms in line with international standards).

Together, they will enhance the Agency’s capacity to promote respect for human rights and the rule of law by providing access to NGOs with extensive human rights and rule of law expertise. Activities may aim to reform legal frameworks and/or strengthen actors and institutions within and beyond the justice sector, including but not limited to the judiciary, prosecutors, legal defense, investigators, civilian police, traditional authorities, civil society, and citizens.

POSSIBLE WORK AREAS:

As viewed through the prism of the DCHA/DG Rule of Law Strategic Framework, the Rights Consortium offers programs in the following areas:

- 1. Order and Security:** Improving capacity to protect persons, property, and democratic institutions against criminal and other extralegal elements.
- 2. Legitimate Constitutions, Laws and Legal Institutions:** Developing constitutions, laws, and institutions derived from democratic processes and consistent with international human rights standards.
- 3. Strengthened Checks and Balances:** Strengthening judicial independence and improving transparency in judicial decision-making and administration, ethics and discipline for all actors in the justice system, and public respect for judicial decision-making.
- 4. Fairness:** Ensuring equal application of the law, procedural fairness, and the protection of basic human rights and civil liberties, and improving both the quantity and quality of justice available to citizens.
- 5. Effective Application of the Law:** Improving the consistent enforcement and application of the law by strengthening administrative systems capacities to carry out core functions and coordination among justice sector actors.

6. Rule of law established in post-conflict environments: Including emergency response to human rights violations, rebuilding core functions within the justice sector, and supporting mechanisms to deal with the legacy of past abuses such as tribunals, truth commissions, and restorative justice mechanisms.

LEADER AWARD:

The leader award consists of two parts: one to support DCHA/DG “Core” program activities including pilot programs and the other to support possible Department of State and other non-presence country activities. The leader agreement has an authorized funding level of \$1.5 million over a five-year life (see expiration date at top).

ASSOCIATE AWARDS:

Missions and Bureaus may negotiate and fund an associate award with no further competition, or separate cooperative agreements or grants to the partner organizations for work in rule of law and human rights. Associate award provisions are thereby loosely analogous to those for task orders under an IQC. There is no limit on the value of individual associate awards, nor a ceiling on the total value of associate awards that may be awarded over the effective life of the leader agreement. Associate awards may extend beyond the life of the lead award.

Missions and Bureaus interested in accessing the services of leader with associate award agreement should contact the AOTR for further details and guidance.

CONTACTING THE RIGHTS CONSORTIUM

Freedom House (lead organization/consortium point of contact)

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Web: www.freedomhouse.org

American Bar Association/Rule of Law Initiative (ABA/ROLI)

Michael Maya

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National Democratic Institute (NDI)

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Web: www.ndi.org

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 (COTR)

IQCs	Award Number	Expiration
Cecchi and Company Consulting, Inc.	DFD-I-00-04-00170-00	9/30/2009
Chemonics International Inc.	DFD-I-00-04-00171-00	9/30/2009
DPK Consulting	DFD-I-00-04-00173-00	9/30/2009
Management Sciences for Development, Inc.*	DFD-I-00-04-00175-00	9/30/2009
National Center for State Courts	DFD-I-00-04-00176-00	9/30/2009

Please note: The five RoL IQC awards are currently being modified and will reflect the new expiration date, increased ceiling, and date for activity performance.

* 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 \$300 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, 2012

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 COTR 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, Management Sciences for Development, Inc. (MSD) is in the small business category. Please contact the COTR or your contracts officer for more information.

PRIME CONTRACTORS		
<p>Checchi and Company Consulting Pat McPhelim and Tom Reynders 1899 L Street, NW Suite 800 Washington, DC 20036 Tel: (202) 452-9700 Fax: (202) 466-9070 E-mail: pmcphelim@checciconsulting.com; treynders@checciconsulting.com Web: www.checciconsulting.com</p>	<p>Chemonics International Inc. Peggy Ochandarena, Jennifer Burdett and Hillary Drew 1717 H Street, NW Washington, DC 20006 Tel: (202) 955-3300 Fax: (202) 955-3400 E-mail: roliqc@chemonics.com (primary address); pochandarena@chemonics.com; jburdett@chemonics.com; hdrew@chemonics.com Web: www.chemonics.com</p>	<p>DPK Consulting Bob Page and Jason Schwarz 605 Market St. Suite 800 San Francisco, CA 94105 Tel: (415) 495-7772 Fax: (415) 495-6017 E-mail: DPKRPage@aol.com; jschwarz@dpkconsulting.com Web: www.dpkconsulting.com</p>
<p>Management Sciences for Development, Inc.* Peter Dunkelberger and Bertra McGann 4301 Connecticut Avenue, NW Suite 140 Washington DC 20008 Tel: (202) 537-7410 Fax: (202) 537-5099 E-mail: pdunkelberger@msdglobal.com; bmcgann@msdglobal.com; rol@mscglobal.com Web: www.msdglobal.com *This firm holds the small business set aside.</p>	<p>National Center for State Courts Norma Parker, William Kaschak or Michael Sweikar 2425 Wilson Boulevard, Suite 350 Arlington, VA 22201 Tel: (703) 841-6917 or 6922 Fax: (703) 841-0206 E-mail: nparker@ncsc.org; wkaschak@ncsc.org msweikar@ncsc.org Web: www.ncsconline.org</p>	
SUB-CONTRACTORS		
<p>To Checchi: AMEG Conflict Management Group Intermedia Survey Institute Justice Management Institute Management Systems International National Conference of State Legislatures Pact, Inc. University of San Francisco</p>	<p>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</p>	<p>To MSD: American University Americans for Indian Opportunity CARANA Chemonics International Inc. Environmental Law Institute Ketchum Inc. Planitech Secure Source The Spangenberg Group University of New Mexico Walker and Company</p>

To DPK: CDR Associates Overseas Strategic Consulting		
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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 III

Program Elements 2.3.1-2.3.3

DCHA/DG Contact: Shally Prasad (AOTR)

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.

POSSIBLE WORK AREAS:

The CEPPS III Leader with Associates Cooperative Agreement III 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.

CEPPS Administration c/o International Republican Institute Colleen House 1225 Eye Street, NW Suite 700 Washington, DC 20005-5962 Tel: (202) 408-9450 Fax: (202) 408-9462 E-mail: chouse@iri.org		
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IQCS FOR ELECTIONS AND POLITICAL PROCESSES

Program Elements 2.3.1-2.3.3

DCHA/DG Contact: Carrie Gruenloh (COTR)

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.

PRIME CONTRACTORS		
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SUB-CONTRACTORS		
To Creative Associates: American Manufacturers Export Group The Asia Foundation Carr Swanson & Randolph, LLC Center for Strategic and International Studies Computer Frontiers, Inc. Greenberg, Quinlan, Rosner Research, Inc. Kroll Government Services Management Systems International Mud Springs Geographers Pa Consulting Group Pae Government Services, Inc. Paige International, Inc. Public International Law and Policy Group	To Democracy International: Charney Research Civic Action Strategies League of Women Voters The Pollworker Institute The QED Group RTI International	To IFES: AMIDEAST Aristotle Blue Force LLC The Carter Center Inter-Parliamentary Union (IPU) International Organization for Migration (IOM) IT Shows Lord Guernsey and Associates PACT Partners of the America Institute for Sustainable Communities (ISC) SUNY Center for International Development (SUNY/CID) USAFMC/The International Election Monitors Institute (IEMI)



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 Civil Society Organization (CSO) development.

CIVIL SOCIETY STRENGTHENING COOPERATIVE AGREEMENT

Program Elements 2.4.1 -2.4.3

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 second quarter of FY 09.

COMMUNICATION FOR CHANGE (C-CHANGE)

Program Element 2.4.2*

Global Health Contact: Gloria Coe (AOTR)

DCHA/DG Contact: Mark Koenig

EGAT/Environment Contact: Roberta Hilbruner

Cooperative Agreement	Award Number	Expiration
AED Consortium (C-CHANGE)	GPO-A-00-07-00004-00	9/24/2012

PURPOSE: Professional and financially viable local media and communications capacities are essential, in the long run, for bringing about sustained positive change in multiple areas of foreign assistance. Communication for Change (C-CHANGE) operates on two levels: (a) media-as-an-end: developing independent media/communications capacities generally as a DG objective to provide societies with more independent, pluralistic, and professional news and information; plus (b) media/communications-as-a-means: using media and other communications channels to disseminate development-related materials.

POSSIBLE WORK AREAS: C-CHANGE represents a cross-sector (and across USAID bureau) mechanism. DCHA/DG particularly encourages the development of independent media (as individual outlets and as a sector) to provide citizens and government officials alike with the news, information, and pluralistic discussions needed to ensure more informed citizen participation, democratic elections, accountable governments, and democratic decision-making. Developing sustainable media outlets and communications sector capacities may include the following illustrative activities:

- Training media professionals (journalists, editors and other specialized production staff);
- Support for developing media/communications business and management capacities;
- Provide and/or develop capacities for audience research and ratings;
- Develop media reporting capacities on d/g, health, education, environment, economic growth, and other development-related issues. (And also develop media financial capacities to support such specialty reporting); and
- Develop new electronic media – and potentially use new media capacities to promote networking on development-related issues.

CROSS SECTORAL APPROACH: AVOID STOVE-PIPING! Virtually any development program can include communications outreach components; but, all too often, diverse USAID activities fail to combine or coordinate their communications activities – reducing the overall sustainability and effectiveness of media development and/or communications outreach -- and even sometimes impeding development of non-state media sectors (e.g., when state-owned media are supported by media buys, while more independent media options also exist).

As a result, Global Health teamed with DCHA/DG and EGAT to create this combined mechanism, C-CHANGE, enabling the design and implementation of programs that develop more professional and self-sustaining local media and development communications capacities across all sectors:

- DG: develop more sustainable and professional news media; improve reporting capacities in such areas as election reporting, anti-corruption, local governance, etc.
- Health communications: develop more sustainable local media and communications capacities to provide information to citizens on how to reduce/treat: HIV/AIDS, malaria, water-borne diseases; improve nutrition and sanitation practices, etc.
- Education: use of community radio networks to spread literacy, general education, civic education, etc.
- Environment: develop local media and communications capacities to report/discuss best environmental conservation practices.
- EGAT/Economic Growth: develop improved economic and business reporting, agricultural extension, vocational training, etc.

*In addition to 2.4.2 Media Freedom and Freedom of Information, C-CHANGE may be used for cross-cutting synergies via health, environment, education, economic growth & other development communications.

GRANTEE/LEADER		
Academy for Educational Development (AED) Susan Zimicki and Carol Larivee 1825 Connecticut Avenue, NW Washington, DC 20009-5721 Tel: (202) 884-8825; (202) 884-8662 Fax: (202) 884-8442 Email: szimicki@aed.org ; clarivee@aed.org Web: www.c-changeproject.org		
Associates (DG): Buy-ins for communication support for civil society and governance will primarily occur through associate awards to:		
<i>US Based:</i> Internews Ohio University	<i>Regional Partners:</i> Centre for Media Studies, India New Concept Information Systems, India Social Surveys, South Africa Soul City, South Africa Straight Talk, Uganda	
The following Resource Partners will also work with C-CHANGE to support capacity building activities:		
The Catholic University of Peru Institut Supérieur des Sciences de l'Information et de la Communication (ISSIC) (Senegal) Kasetsart University (Thailand) Makerere University (Uganda) Tata Consulting (India) University of Capetown School of Business Witwatersrand University (South Africa)		

GLOBAL LABOR PROGRAM COOPERATIVE AGREEMENT

Program Element 2.4.1

DCHA/DG Contact: Kimberly Ludwig (AOTR)

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 American Federation of Labor and Congress of Industrial Organizations (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 AOTR 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.

GRANTEE

Solidarity Center
Ellie Larson and Mark Hankin
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Email: el Larson@solidaritycenter.org; mhankin@solidaritycenter.org
Web: www.solidaritycenter.org

NGO LEGAL ENABLING ENVIRONMENT PROGRAM COOPERATIVE AGREEMENT

Program Element 2.4.1

DCHA/DG Contact: Eric Picard (AOTR)
Rebecca Kinsey

Cooperative Agreement	Award Number	Expiration
International Center for Not-for-Profit Law (ICNL)	DFD-A-00-08-00332-00	09/29/2013

PURPOSE:

In September 2008, DCHA/DG launched the NGO Legal Enabling Environment Program (LEEP), a five-year cooperative agreement implemented by the International Center for Not-for-Profit Law (ICNL) through an Associate Award issued under DCHA/DG's Global Civil Society Strengthening Cooperative Agreement with Pact. The purpose is to support the enabling legal and regulatory environment that protects and promotes civil society and civic participation. LEEP offers:

- Technical assistance on legislation or regulations that (1) threaten to restrict the enabling environment, or (2) present an opportunity to advance favorable legal reform;
- Initiatives to strengthen local capacity to advance legal and regulatory reform through research fellowships, study tours, and other activities; and
- Targeted research to advance the analytic basis for reform.

POSSIBLE WORK AREAS:

LEEP offers both in-country and remote technical assistance. Under LEEP, ICNL will work with DCHA/DG, Regional Bureaus and Missions to develop appropriate annual work plans that identify and prioritize countries for technical assistance. Each fiscal year LEEP will be positioned to provide rapid response technical assistance for a small number of urgent, high priority situations not envisioned in the work plan. Illustrative activities include written analysis of NGO-related legislation, one to two trips by ICNL staff to conduct an assessment and/or provide technical assistance, and/or provision of a small grant to local partners to help advance NGO law reform.

LEEP is intended to provide limited technical assistance when Mission resources are unavailable, or when rapidly evolving situations require an immediate response that precludes normal Mission-based procurement, or when the scope and cost of the activity is so limited as to make Mission funding cumbersome and inefficient. In cases in which a Mission, Bureau, or other USG partner requests urgent assistance to undertake an activity more expansive than the limited interventions covered by LEEP or in excess of the DCHA/DG funding available for LEEP activities, DCHA/DG may be able to accommodate the activity when the party requesting the assistance agrees to transfer the funds to the core agreement. In all cases in which more extensive interventions are required, the Mission is encouraged to directly fund that assistance. DCHA/DG is available to offer guidance to Missions as needed.

GRANTEE

International Center for Not-for-Profit Law (ICNL) through Pact, Inc.

Douglas Rutzen and David Moore

1126 16th Street, NW Suite 400

Washington, DC 20036 USA

Tel: 202-452-8600

Fax: 202-452-8555

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Web: www.icnl.org



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 DELIBERATIVE BODIES

Program Element 2.2.1

DCHA/DG Contact: Keith Schulz (COTR)

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; and
- 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 COTR for more information.

PRIME CONTRACTORS		
Development Alternatives, Inc. (DAI) Carmen Lane, Jeremy Kanthor and Shiranee Paul 7600 Wisconsin Avenue Bethesda, MD 20814 Tel: (301) 771-7911 Fax: (301) 771-7777 Email: carmen_lane@dai.com ; jeremy_kanthor@dai.com ;	Pal-Tech, Inc. (formerly Development Associates) Cherise L. Haskins, Paul Gunaratnam, and Jeanne Oliver 1000 Wilson Boulevard Suite 1000 Arlington, VA 22209 Tel: (703) 243-0495 Fax: (703) 243-0496 Email: chaskins@pal-tech.com ;	Financial Markets International (FMI)* Peter Levine 7735 Old Georgetown Road Suite 310 Bethesda, MD 20814 Tel: (301) 215-7840 Fax: (301) 215-7848 Email: plevine@fmi-inc.net Web: www.fmi-inc.net

shiranee_paul@dai.com Web: www.dai.com	pgunaratnam@pal-tech.com joliver@pal-tech.com Web: www.pal-tech.com	*This is a small business
Management Systems International (MSI) Joel Jutkowitz, Miguel Silva, and Emil Bolongaita 600 Water Street, SW Washington, DC 20024 Tel: (202) 484-7170 Fax: (202) 488-0754 Email: jjutkowitz@msi-inc.com ; msilva@msi-inc.com ; ebolongaita@msi-inc.com Web: www.msiworldwide.com	SUNY Center for International Development (SUNY/CID) James Utermark and Karen Glenski State University Plaza Albany, NY 12246 Tel: (518) 443-5124 Fax: (518) 443-5126 Email: jim.utermark@cid.suny.edu ; karen.glenski@cid.suny.edu Web: www.cid.suny.edu	
SUB-CONTRACTORS		
To DAI: The Asia Foundation Indiana University International Roll Call Metropolitan Consulting Corp National Conference of State Legislatures Social Impact	To Pal-Tech, Inc. (formerly Development Associates): Aurora Associates International, Inc. Research Triangle Institute University of Texas	To MSI: The Center for Legislative Development Congressional Management Foundation The Constitution Unit, University College of London Harvard University Kennedy School of Government The Inter-America Dialogue The Pacific Institute of Advanced Studies in Development and Governance Public Administration International Urban Institute
To SUNY/CID: Amex International, Inc. ARD, Inc. DPK Consulting Pact, Inc. State Legislature Foundation		

IQCS FOR DEMOCRATIC LOCAL GOVERNANCE AND DECENTRALIZATION

Program Elements 2.2.3

DCHA/DG Contact: Ed Connerley (COTR)

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.

PRIME CONTRACTORS		
<p>ARD, Inc. Ben Lawrence and Peter Clavelle P.O. Box 1397, Suite 300 159 Bank Street Burlington, VT 05401 Tel: (802) 658-3890 Fax: (802) 658-4247 Email: blawrence@ardinc.com; pclavelle@ardinc.com Web: www.ardinc.com</p>	<p>Research Triangle Institute (RTI) Gary Bland and Margaret Davide-Smith 3040 Cornwallis Road Research Triangle Park, North Carolina 27709 Tel: (919) 541-7361 Fax: (919) 541-6621 Email: 9703@rti.org Web: http://www.rti.org/page.cfm?nav=365</p>	<p>Development Alternatives Inc. Rebecca Lawrence and Lindsay Kurlak 7600 Wisconsin Ave Bethesda, MD 20814 tel. (301) 771-7879 (Lawrence) tel. (301) 771-7566 (Kurlak) Fax: (301) 771-7777 Email: Rebecca_lawrence@dai.com; Lindsay_kurlak@dai.com decentralization@dai.com Web: www.dai.com</p>
<p>PADCO - AECOM Dr. Deborah Prindle and Ms. Joy Benn 1025 Thomas Jefferson Street, NW Suite 170 Washington, DC 20007-5204 Tel: (202) 944-2691 (Prindle) Tel: (202) 944-2599 (Benn) Fax: (202) 944-2351 Email: deborah.prindle@aecom.com; joy.benn@aecom.com Web: www.aecominterdev.com</p>	<p>The Urban Institute Katharine Mark 2100 M Street, NW Washington, DC 20037 Tel: (202) 833-7200 Fax: (202) 466-3982 Email: ui-dlgiqc@urban.org Web: www.urban.org</p>	
SUB-CONTRACTORS		
<p>To ARD: Almy, Gloudemans, Jacobs and Denne BearingPoint The Maxwell School, Syracuse Univ. MetaMetrics, Inc.</p>	<p>To RTI: Aurora Associates International Carana Corporation DPK Consulting IRIS Center, University of Maryland Mercy Corps/ CMG</p>	<p>To DAI: Academy for Educational Development Carl Vinson Institute of Government Computer Frontiers De Angelis & Associates Electronic Data Systems</p>

<p>The QED Group, LLC</p>	<p>Pal-Tech, Inc. Overseas Strategic Consulting, Ltd. Worldwide Strategies</p>	<p>Corporation Jacobs and Associates The League of Women Voters Metropolitan Consulting Corporation National League of Cities PFK (non-U.S.) Social Impact Spectrum Media Valu Add Management Services VNG International (non-U.S.)</p>
<p>To PADCO- AECOM: ACDI/VOCA American Society for Public Administration American University Center for Global Peace The Asia Foundation Fire Lake Resources Georgia State University In*Sight Solutions LGI Development (non-U.S.) Mendez England & Associates Pact Partners for Democratic Change Planning and Learning Technologies Sister Cities Voxiva</p>	<p>To Urban Institute: Crimson Capital International City/County Management Association J.E.Austin Associates Management Systems International TCG International Training Resources Group</p>	

IQCS FOR ENCOURAGING GLOBAL ANTICORRUPTION AND GOOD GOVERNANCE (ENGAGE)

Program Areas 2.1-2.4

DCHA/DG Contact: Christina del Castillo (COTR)

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, for instance 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 at both lower and higher levels of government and the public sector (i.e., “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

PRIME CONTRACTORS		
<p>ARD, Inc. Aaron Chassy and Don Bowser 159 Bank Street, Suite 300 Burlington, VT 05401 Tel: (802) 658-3890 Email: achassy@ardinc.com Web: www.ardinc.com</p>	<p>Casals and Associates Inc. Michael Geertson and David Cohen 1199 North Fairfax Street, 3rd Floor Alexandria, VA 22314 Tel: (703) 920-5750 Email: mgeertson@casals.com ; dcohen@casals.com Web: www.casals.com</p>	<p>Chemonics International Inc. Scott N. Carlson and Bradford Johnson 1133 20th Street NW Washington, DC 20036 Tel: (202) 955-3300 Email: scarlson@chemonics.com; bjohnson@chemonics.com Web: www.chemonics.com</p>
<p>Development Alternatives, Inc. Jeremy Kanthor and Marianne Camerer 7600 Wisconsin Avenue, Suite 200 Bethesda, MD 20814 Tel: (301) 771-7600 Fax: (301) 771-7777 Email: Jeremy_Kanthor@dai.com Web: www.dai.com</p>	<p>Management Systems International Stacy Stacks and Bert Spector 600 Water Street, SW Washington, DC 20024-4288 Tel: (202) 484-7170 Email: sstacks@msi-inc.com; bspector@msi-inc.com Web: www.msiworldwide.com</p>	<p>The QED Group, LLC Larry Birch and Keith Henderson 1250 Eye Street NW, Suite 1100 Washington, DC 20005 Tel: (202) 521-1919 Web: www.qedgroupllc.com</p>
SUB CONTRACTORS (ICQS)		
<p>To Associates in Rural Development, Inc.: Bankworld Inc. BearingPoint, Inc. Contracting Assessment Researches (CAR) Cooperative League of the USA (CLUSA) Development & Training Services, Inc. (dTS) Diane Cromer Enterprises Financial Services Volunteer Corps (FSVC) Humphreys Consulting, LLC Institutional Reform and the Informal Sector (The IRIS Center) International Research & Exchanges Board (IREX) MetaMetrics Inc. World Learning for International Development</p>	<p>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, Ltd. 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)</p>	<p>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.</p>

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

Program Elements 2.2.2, 2.2.5*

DCHA/DG Contact: Pat A. Fn'Piere (COTR)

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 requirements 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.

CONTRACTORS		
<p>ARD, Inc. Olga P. Segars 1601 N. Kent, #800 Arlington, VA 22209 T: (703) 807-5700 F: (703) 807-0889 Email: OSegars@ardinc.com Web: www.ardinc.com</p>	<p>Chemonics International, Inc. Patrick Lohmeyer (IQCM) 1717 H Street, NW Washington, DC 20006 Tel: (202) 955-3300 Fax: (202) 955-7570 Email: BRDGIQC@chemonics.com plohmeier@chemonics.com Web: www.chemonics.com</p>	<p>Development Alternatives, Inc. Ann Hudock (IQCM) 7600 Wisconsin Avenue Suite 200 Bethesda, MD 20814 Tel: (301) 771-7600 Fax: (301) 771-7777 Email: ann_hudock@dai.com Web: www.dai.com</p>
<p>Management Systems International (MSI) William Rich 600 Water Street, SW Washington, DC 20024 Tel: (202) 484-7170 Fax: (202) 488-0754 Email: wrich@msi-inc.com Web: www.msiworldwide.com</p>	<p>Millennium/IP3 Partners Brian Hannon Waterfront Center 1010 Wisconsin Avenue, NW Suite 250 Washington, DC 20007 Tel: (540) 514-9294 Fax: (540) 899-9875 Email: hannon@earthlink.net Web: www.millenniumip3.com</p>	
SUB-CONTRACTORS		
<p>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</p>	<p>To Chemonics: Advocacy Institute Blue Force, LLC Booz Allen Hamilton, Inc. Charney Research Civic Action Strategies International Resources Group Internews Network The Kaizen Company L.T.Associates, Inc. MPRI, Inc. Pal-Tech, Inc. Partners for Democratic Change Public International Law & Policy Group The State University of New York/ Center for International Development The Urban Institute</p>	<p>To DAI: Academy for Educational Development Bannock Consulting, Ltd. BearingPoint, Inc. 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</p>

		Overseas Strategic Consulting, Ltd. Social Impact, Inc. Training Resources 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. The Louis Berger Group, Inc. LTL Strategies Mendez England & Associates National Center for State Courts Research Triangle Institute Segura Consulting, LLC Vision Latina, Inc.	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.

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 (COTR)
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 in 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 (COTR)

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 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 (COTR)

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 (COTR)

Technical Support Contract	Award Number	Expiration
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 (COTR)

Technical Support Contract	Award Number	Expiration
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***

**USAID/Egypt:
REDI IQC**

**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

REGIONAL DEMOCRACY INITIATIVES (REDI) IQC

Program Areas 2.1, 2.2, 2.4

USAID/EGYPT CONTACT: Jim Wright (COTR)

PURPOSE:

The purpose of this contract is to help USAID/Egypt and Regional Missions implement their Strategic Objectives in the areas of Civil Society, Governance and Justice. There are three Regional Democracy Initiatives (REDI) IQCs— in Civil Society, Governance and Justice. USAID/Egypt procured these IQCs in 2006 for use in its own DG programming as well as to provide opportunities for other missions and operating units to access these mechanisms. Missions in the Middle East/North Africa region have priority access, but these IQCs may also be used worldwide. The IQCs are available for orders until March/April 2011. A task order can go 3 years beyond end of IQC (in 2011) to 2014. The maximum length of time for any task order is 5 years, including any extensions.

POSSIBLE WORK AREAS:

CIVIL SOCIETY:

Strengthen Civil Society: The component seeks to 1) strengthen the legal and institutional environment necessary for civil society to act as agents for reform, articulate and represent their members' interests, engage in service delivery, advocate for issues which become part of the public agenda and are reflected in public policies, and 2) strengthen civil society capacity to impart civic knowledge and democratic values, and increase civic participation in political and civic life. Civil society includes a wide array of for-profit or non-profit organizations such as community based groups, professional and business associations, trade and labor unions, farmer associations, religious groups, youth groups, watchdog organizations, ethnic and home welfare groups, religious organizations and issue-based groups. Investments in non-formal and formal civic education to promote democratic values and processes, pluralism and public dialogue are also included in this component. Institutional interventions and assistance to organizations may pertain to any USAID programmatic or sectoral area, whether developmental, fragile, strategic, humanitarian or global issue/special concern.

Establish and Ensure Media Freedom and Freedom of Information: The component consists of establishing and ensuring independent media, such as (1) shaping the legal enabling environment through media law training and advocacy, (2) strengthening constituencies for reform by building the capacity of media CSOs, (3) boosting professional capacity through developing mid-career and university journalism training courses, and (4) enhancing business development and managerial skills in the media sector.

Promote and Support Anti-corruption Reforms: Activities whose primary emphasis is to promote governance institutions, processes and policies that are transparent and accountable across all development sectors, though assistance to achieve this goal may be delivered to non-governmental as well as governmental institutions. Assistance and support may be provided to independent audit agencies, anti-corruption commissions, procurement agencies, legislatures, line ministries, independent agencies, political parties, judicial actors, as well as civil society organizations, academia, press and the private sector. Activities may focus on civic education and advocacy for reform of laws and practices, or directly on improving accountability and transparency of governance processes.

IQC Holders: Chemonics, the Academy for Educational Development (AED), and Management Systems International (MSI).

GOVERNANCE:

Support Democratic Local Government and Decentralization: This component involves national and local-level support for democratic decentralization of political and financial authority, and effective, democratic and

accountable local governance. Technical assistance and training is provided to strengthen local government functions, including development of budgets, local revenue raising, provision of basic services, and community participation. Support might also include assistance to develop and/or strengthen municipal associations to provide local governments with a permanent vehicle to lobby for their interests before the national government.

Strengthen the Legislative Function/Legal Framework: Programs in this area seek to improve the way the legislature and legal framework work to uphold democratic practices. Programs focus on improving the framework of laws, including the constitution, codes, laws, and regulations; and the legislature's capacity to be responsive to the people it serves and hold the executive accountable.

Promote and Support Anti-Corruption Reforms: See description above.

IQC Holders: Chemonics, ARD, RTI (Research Triangle Institute), and PADCO/AECOM.

JUSTICE:

Strengthen the Justice Sector: Programs in this area support the increased independence, effectiveness, and efficiency of justice sector institutions, including the judiciary, the prosecutors' office, public defenders, the ombudsman's office, regulatory bodies, and public law schools and bar associations. In addition, this component may include support for private institutions, such as public interest law groups, legal assistance NGOs, alternative dispute resolution NGOs, and private law schools and bar associations.

Protect Human Rights: USAID works to improve due process, non-discrimination, and representation of all segments of society. Programs support (1) effective mechanisms to prevent the abuse of rights, including gender-based violence and exploitative child labor, and for remedies when rights are abused, and the ability, in practice, to use these mechanisms; (2) legal aid and street law and public defender programs, including support for human rights advocacy and legal services NGOs and support for official commissions, human rights ministries, and ombudsman offices.

Strengthen the Legislative Function/Legal Framework: Programs in this area seek to improve the way the legislature and legal framework work to uphold democratic practices. Programs focus on improving the framework of laws, including the constitution, codes, laws, and regulations; and the legislature's capacity to be responsive to the people it serves and hold the executive accountable.

Promote and Support Anti-Corruption Reforms: See description above.

IQC Holders: Chemonics, DPK Consulting, and the National Center for State Courts.

Specific tasks under this IQC may include but are not limited to the following:

- DG sector assessments
- DG sector strategy development
- DG sector activity design
- DG sector institutional analysis
- DG sector technical assistance
- DG sector training
- Managing for results planning
- Financial analysis
- Information technology assessment
- Information technology development
- Workshop and conference planning
- Publishing (e.g., monographs, studies, success stories)
- Procurement and logistics (e.g., computers and office supplies)

HOW TO ACCESS THE IQCS

If you are interested in issuing a Task Order under one of these IQCs, please request clearance from the IQC COTR, Jim Wright, that the Statement of Work is within the scope, within the period of performance, and within the overall ceiling price. Mission's Contracting Officers can negotiate his/her own Task Orders receiving IQC COTR concurrence. COs must request a Task Order number from the Cairo Regional Office of Procurement (Dana Rose). Upon award, the CO must provide Cairo Procurement with an electronic copy of the Task Order and the Negotiation Memorandum.

For more information on these IQCs, please contact the COTR Jim Wright in USAID/Egypt, jwright@usaid.gov, and/or the Regional Contracting Officer, Dana H. Rose, drose@usaid.gov.

SUSTAINABLE URBAN MANAGEMENT II (SUM II)

Program Elements 2.2.1-2.2.5

DCHA/DG Contact: Mike Keshishian (COTR)

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); and India & Mozambique (multi-city local governance programs and urban planning)

POSSIBLE WORK AREAS:

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

- Expanded and Equitable Delivery of Urban Services and Shelter;
- Enhanced Effectiveness, Responsibility and Accountability of Local Government Organizations;
- Enhanced Environmental Management Practices, Pollution Control Systems and Tools;
- Improved Disaster Preparedness, Response and Recovery through Mitigation, Strategic Planning, Training, Hazard Identification and Awareness; and,
- 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

Program Areas 2.1-2.4

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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DCHA/DG CURRENT PUBLICATIONS

Civil Society

A Mobile Voice: The Use of Mobile Phones in Citizen Media (2008)

This publication explores the dynamics of the role of mobile phones in enhancing access to and creating information for citizen-produced media.

http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/Mobile_Voice_Citizen_Media.pdf

Approaches to Civic Education: Lessons Learned (2002)

This document reports on lessons learned from a research investigation into USAID's civic education programming.

http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/pnacp331.pdf

Civil Society Groups and Political Parties: Supporting Constructive Relationships (2004)

This paper deals with two broad sets of questions. First, what do we think we should be aiming for at the systemic level, in terms of the relationship between civil society and political parties? Second, in a given setting, what kinds of relationships, at the micro level (among individual organizations), can contribute to democratization?

http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/constituencies.pdf

The Enabling Environment for Free & Independent Media: Contribution to Transparent & Accountable Governance (2002)

This document identifies the main components of the legal environment that enable media to advance democratic goals.

http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/pnacm006.pdf

Media Sustainability Index for Middle East and North Africa (2005)

http://www.irex.org/programs/msi_MENA/index.asp

Mitigating Abusive Labor Conditions: Contemporary Strategies and Lessons Learned (2003)

This paper describes a sample of the existing anti-sweatshop programs, assesses the strengths and weaknesses of each, and provides a set of recommendations for future directions in combating sweatshops.

http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/pnacu630.pdf

The Role of Media in Democracy: A Strategic Approach (1999)

This strategic approach is intended to help USAID field staff make informed decisions with regard to programming media development activities. It analyzes a history of USAID involvement in this area and outlines lessons learned.

http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/pnace630.pdf

Elections and Political Processes

Managing Assistance in Support of Political and Electoral Processes (January 2000)

This publication helps democracy and governance field officers anticipate and effectively deal with the myriad of issues and challenges that arise with election assistance programs in changing environments. The practical manual guides users through defining the problem and assessing contextual factors; identifying stakeholders and their motives;

selecting options for assistance; linking those options to the mission strategy; and managing electoral assistance. It is suggestive rather than directive, in recognition that, while a certain “conventional wisdom” based on years of experience exists about elections programming, the multitude of variables precludes a “one size fits all” approach. The approaches suggested in this handbook are based on material gathered through a year-long assessment of electoral assistance activities carried out by USAID Missions and their partners over the past eight years.

http://pdf.usaid.gov/pdf_docs/PNACR213.pdf

**Transition Elections and Political Processes in Reconstruction and Stabilization Operations: Lessons Learned; A Guide for United States Government Planners (November 2007)
Office of the Coordinator for Reconstruction and Stabilization (S/CRS)**

This guide is a primer for USG officials so that decisions on elections and political parties are informed by best practices and lessons from roughly two decades of prior experience. The guide should inform strategic-level planning and on-the-ground implementation decisions. Unlike many other guides, it focuses on the election process *as well as* political parties and voters in pre-election, election-day, and post-election settings. Many of the standard lessons on elections and political processes do not apply, or apply differently, to elections in R&S environments. This guide attempts to capture those differences. It emphasizes how the ensemble of USG resources can best be brought to bear on the election process in R&S operations – which spans from the negotiations over a peace agreement to after the election event. The guide is organized into four sections. The first section presents policy considerations that commonly arise in transitional elections and political processes. The second section presents the elements of strategic planning. The third section highlights best practices in implementation. A final section highlights monitoring and evaluation.

<http://www.crs.state.gov/index.cfm?fuseaction=public.display&shortcut=471B>

USAID Political Party Development Assistance (April 1999)

The document provides a clearer understanding of the substance and breadth of USAID political party development assistance, the statutory and political constraints on such USAID-supported programming, the methods and approaches to political party assistance programming by the key implementing partners (IRI and NDI), and the limitations and possibilities for future political party development assistance around the world.

http://pdf.usaid.gov/pdf_docs/PNACR216.pdf

Governance

Anticorruption Program Brief: Anticorruption Agencies (2006)

This program brief is intended to assist DG Officers by outlining the critical questions around the establishment and workings of a host country’s anticorruption agency (ACA). The publication also provides substantive input on how the answers to those questions may affect the effectiveness of donor support for an ACA.

http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/ACA_508c.pdf

Decentralization and Democratic Local Governance Programming Handbook (May 2000)

This handbook serves as a practical guide to USAID officers who are faced with the task of developing program activities in the areas of decentralization and democratic local governance. Drawing on 15 years of USAID experience in democracy promotion and on four decades of municipal development work, this publication provides a conceptual framework; guidance for choosing successful programming strategies, for selecting entry points and tactics in program design and implementation, and for Mission monitoring and evaluation; and a discussion of key lessons learned and future programming issues. A revised version of this handbook will be available in 2009. http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/pnach300.pdf

USAID Anticorruption Strategy (January 2005)

This document outlines USAID’s strategy and approaches to addressing corruption and increasing transparency in the public sector. The Agency’s work reduces opportunities and incentives for corruption; supports stronger and

more independent judiciaries, legislatures, and oversight bodies; and promotes independent media, civil society, and public education. Corruption, defined as the abuse of entrusted authority for private gain, remains a tremendous obstacle to political, social, and economic development, and efforts to reduce it need to be more fully integrated across all sectors. Decreasing corruption is an important U.S. foreign policy objective. USAID's programs can help target the critical problem of corruption in all its manifestations.

http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/ac_strategy_final.pdf

USAID Handbook on Legislative Strengthening (February 2000)

This handbook is designed to assist USAID Missions in developing strategies to help legislatures function more effectively and to perform their functions more democratically. It explains the importance of legislatures in a democracy, describes factors that influence legislative behavior, and enumerates problems legislatures commonly face. It then presents an assessment framework that is designed to help USAID field officers pinpoint the weaknesses and understand the capabilities of their host-country legislatures. The paper identifies a number of assistance activities designed to address weaknesses and to capitalize on strengths discovered in the assessment. It concludes with guidance for implementing legislative programs and a presentation of emerging issues.

http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/pnacf632.pdf

Rule of Law

Alternative Dispute Resolution Practitioner's Guide (1998)

This guide is intended to help practitioners make informed decisions with regard to incorporating alternative dispute resolution (ADR) in rule of law programs and other conflict management initiatives. It is available on line at

http://pdf.usaid.gov/pdf_docs/PNACB895.pdf

Case Tracking and Management Guide (2001)

This manual provides practical guidance on successful court case tracking and management (CTM) improvement projects.

http://pdf.usaid.gov/pdf_docs/PNACM001.pdf

Guide for Promoting Judicial Independence and Impartiality (2002)

This guide promotes an understanding of judicial independence and assists USAID in the design and implementation of programs that strengthen it.

http://pdf.usaid.gov/pdf_docs/PNACM007.pdf

Guide to Rule of Law Country Analysis: The Rule of Law Strategic Framework (2008)

This guide provides a conceptual framework for analyzing challenges to the rule of law, as well as guidelines for conducting a justice sector assessment and for designing and prioritizing program interventions.

http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/ROL_Strategic_Framework_Sept_08.pdf

USAID Policy Guidance for Assistance for Civilian Policing (2005)

This guidance elaborates key points and legislative guidance, notification guidance, program guidelines and advice on implementation, and illustrative activities.

http://pdf.usaid.gov/pdf_docs/PDACG022.pdf

Using Administrative Law Tools and Concepts to Strengthen USAID Programming-coming soon

This guide introduces administrative law mechanisms and concepts and shows how administrative law can strengthen USAID's DG programming. For more information, contact Susan Pologruto at spologruto@usaid.gov.

Strategic Planning and Research

Deepening Our Understanding of the Effects of US Foreign Assistance on Democracy Building-Final Report (2008)

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.

Link to four page summary:

http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/SORA_pitt_vandy4pager_FINAL.pdf

Link to full study:

http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/SORA_FinalReport_June08_508c.pdf

Link to more information, including the database and an earlier study:

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

Improving Democracy Assistance: Building Knowledge Through Evaluations and Research (2008)

Through a contract awarded in 2006 to the National Academy of Sciences (NAS), an expert commission was convened and a report was produced 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.

Link to four page summary:

http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/SORA_Improving_Democracy_Assistance_Brief.pdf

Link to purchase full report:

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

SPANS

2006-2007 Displaced Children and Orphans Fund Portfolio Synopsis

The 2006-2007 Displaced Children and Orphans Fund (DCOF) Portfolio Synopsis provides general information on DCOF, its mandate, and its focus areas for the year, as well as detailed data on country programs and regional and global initiatives funding by DCOF.

http://pdf.usaid.gov/pdf_docs/PDACL943.pdf

2005-2006 Victims of Torture Fund Portfolio Synopsis

The 2005-2006 Victims of Torture Fund (VTF) Portfolio Synopsis provides information on 15 country programs, one global program, and one regional program funded by the Victims of Torture Fund.

http://pdf.usaid.gov/pdf_docs/pdach032.pdf

2004 War Victims Fund Portfolio Synopsis

The 2004 War Victims Fund (WVF) Portfolio Synopsis provides general information on War Victims Fund, including descriptions of its nine country, three regional, and two global programs. The publication also includes a description of the fund's programmatic challenges for the past year, as well as possible directions for future programming.

http://pdf.usaid.gov/pdf_docs/PDACA160.pdf

Other SPANS reports and program and country overviews can be accessed at:

http://www.usaid.gov/our_work/humanitarian_assistance/the_funds/pubs/index.html

The website provides access to a collection of more than 75 country and special-interest reports produced by the Displaced Children and Orphans Fund, the War Victims Fund, and the Victims of Torture Fund since their inception. These publications include in-depth analysis of country programs, as well as descriptions of best practices and lessons learned through Fund programming.

DCHA/DG TOOLS AND ASSESSMENTS

Cross-Cutting

The USAID Democracy and Governance Assessment Framework for Strategy Development

The Democracy and Governance Assessment Framework for Strategy Development provides a framework for constructing US government, in particular USAID, democracy and governance strategies. It is designed to help define a country-appropriate program to assist in the transition to and consolidation of democracy, by addressing the core democracy and governance problem(s) and identifying primary actors and institutions. To achieve this, the framework guides a political analysis of the country and incorporates what researchers and practitioners have learned from comparative experience; it also mandates a realistic look at existing constraints. The final product is a report that provides a set of strategic and programmatic recommendations and their likely impacts on democratic reform. The assessments feed directly into the Country Assistance Strategies, MSPs, and Op Plans as well as helping the Mission prioritize its DG investments for a 3-5 year period.

The DG Office fully funds these assessments and has conducted 78 since 2000. The assessment process entails sending a few experts in country, who work in close coordination with the Mission for a minimum of three weeks. For more information, contact Joshua Kaufman at joshuakaufman@usaid.gov.

Civil Society

Civil Society Assessment Tool

Constituencies for Reform: Strategic Approaches for Donor Supported Civic Advocacy Programs

This document provides guidance to donors in the development of civil society programs in support of promoting democracy and good governance. It outlines a five-step strategic logic for assessing the role of civil society and determining investment priorities for this sector. The first step entails an analysis of major obstacles to democratic political development. Step two is the formulation of a reform agenda to advance good governance. The third step involves a survey of civil society organizations which have interests corresponding with the reform agenda and thereby share a common concern in developing a basis for coalition-building. Step four concentrates on assessing what organizational capacities are needed to strengthen the advocacy role of civil society, and step five identifies what must be done to enhance the capacities and openness of host-country institutions and arenas in which civil society can effectively advance the reform process. For more information, contact Gary Hansen at ghansen@usaid.gov.

Enabling Environment Assessment Tool

NGO Sustainability Index

The NGO Sustainability Index is a key analytical tool that measures the progress of non-governmental organizations (NGOs) in the Europe and Eurasia (E&E) region. The NGO Sustainability Index draws on the expertise of NGO leaders in 29 countries and entities in E&E and highlights major developments and trends in the NGO environment. Seven different dimensions of the NGO sector are analyzed in the NGO Sustainability Index: legal environment, organizational capacity, financial viability, advocacy, service provision, NGO infrastructure and public image. In the Index, each of these dimensions is examined with a focus on the following questions: (1) What has been accomplished? (2) What remains a problem? (3) Do local actors recognize the nature of outstanding challenges? (4) Do the local actors have a strategy and the capacity to address these challenges? Scores are measured on a 1 to 7 scale, with 7 indicating a low or poor level of development and 1 indicating a very advanced level of progress. Each country report provides an in-depth analysis of the NGO sector along with comparative information regarding prior years' dimension scores encapsulated in easy-to-read charts. For more information, contact Rebecca Kinsey at rkinsey@usaid.gov.

Enabling Environment Assessment Tool

ICNL tools and guides

The International Center for Not-for-Profit Law (ICNL) offers several tools helpful to assessing the enabling environment for civil society organizations. "Safeguarding Civil Society in Politically Complex Environments" is an informative 26-page desk study produced by ICNL with USAID funding in 2007 (www.icnl.org/knowledge/ijnl/vol9iss3/special_1.htm). The article seeks to identify available strategies and tools to protect civil society and freedom of association in politically complex environments. This working document discusses use of the following strategies, tools, and mechanisms: (a) protective alliances and networks; (b) raising public awareness; (c) advocacy campaigning; (d) direct public action; (e) international diplomacy; (f) domestic litigation; (g) national and international human rights mechanisms; (h) legal triage; and (i) going underground. ICNL also provides a "Checklist for CSO Laws" on its website (www.icnl.org/knowledge/pubs/NPOChecklist.pdf) that outlines provisions that should be included in legislation governing civil society organizations (CSOs). The list is useful for assessing whether CSO legislation currently on the books or in draft form meets generally accepted international practices. For more information, contact Douglas B. Rutzen at ICNL at drutzen@icnl.org or contact Eric Picard at epicard@usaid.gov.

Labor Assessment Tool

The Role of Labor-Related Issues in the Foreign Assistance Framework

This technical paper presents a conceptual framework for analyzing labor-related issues in the context of development and diplomacy objectives, in order to provide strategic guidance for achieving priority Foreign Assistance Framework (FAF) objectives in a particular country or region. An Assessment Guide and Programming Handbook are also currently under development; the Guide uses the conceptual framework to guide strategic country-based labor sector assessments which can assist Missions and Embassies in developing effective program approaches in the labor sector, while the Handbook offers specific programmatic options and best practices related to the strategic recommendations of the country assessments. For more information, contact Kimberly Ludwig at kludwig@usaid.gov.

Media Assessment Tool

Media Sustainability Index (MSI)

Annual Media Sustainability Indexes are now available for a total of 77 countries in Eastern Europe (since 2002), North Africa and the Middle East (since 2005), and sub-Saharan Africa (beginning 2007-2008). Each annual country index provides a comprehensive measurement of all key objectives required for the development of independent, professional, and sustainable media systems. The index evaluates a total of 38 factors, which are summed up under five major objectives: (1) Legal Enabling Environment; (2) Professional Journalism; (3) Plurality of News Sources; (4) Business Management; and (5) Supporting Institutions. MSI facilitates measurement of year-to-year progress, or reversals, of media systems, providing detailed analyses of key strengths and weaknesses in each country. MSI is thus useful for identifying potential assistance needs and for tracking the general health of the independent media sector. For more information, contact Mark Koenig at mkoenig@usaid.gov

Media Assessment Tool

The Role of Media in Democracy: A Strategic Approach

This guide outlines a menu of implementation options for media programming that can be selected for adaptation to country context and available resources. The guide describes potential actors involved in media programming, weaknesses that may require attention, and strategies for strengthening the independent media sector. Illustrative activities include: journalism training; building country capacity for training media professionals; strengthening business capacities of media or capital infusions to media enterprises; media law reform and advocacy; supporting development of media sector CSOs; and more. For more information, contact Mark Koenig at mkoenig@usaid.gov.

Youth Assessment Tool

Youth and Extremism Assessment Module

This tool is intended to facilitate the collection and analysis of data related to the nexus between youth and extremism. The tool may be used within the context of a country-specific cross-sectoral youth assessment or as a stand-alone data collection instrument. It consists of targeted questions meant to focus attention on key variables and issues, and proceeds in five steps: (1) Lays the basis for a general profile of the at-risk youth population (nature, level, and geographical location of the threat); (2) Seeks to understand the motivations that may prompt youth to join, or become loosely affiliated with, radicalized groups and organizations; (3) Develops an understanding of the conditions that shape the ability of organizations to recruit, organize and operate among the youth and how these steps take place; (4) Assesses the main trends that may be affecting the scope and nature of the extremism threats to youth; and (5) Provides guidelines for strategy development, based on the results of the analysis conducted in steps 1 through 4. For more information, contact Christine Adamczyk at cadamczyk@usaid.gov.

Elections and Political Processes

Political Party Assessment and Evaluation Methodologies – (upcoming)

Over the next two years, the EPP Division will be engaged in a process of developing new tools for political party programs. It will develop an assessment framework which can be useful for identifying program development needs and an evaluation methodology for identifying the impact of USAID assistance on effective political party development. The EPP Division will engage external consultants to assist in the development of such tools and field-test these tools in appropriate USAID recipient countries. To further advance the field of political party development, EPP will conduct analysis of trends across the globe and identify best practices in political party development. For more information, contact Michael Henning at mhenning@usaid.gov or Shally Prasad at sprasad@usaid.gov.

USAID Political Party Assistance Policy (PD-ABY-359)

USAID's Political Party Assistance Policy was created in 2003. Support for political parties overseas remains a long-term interest of the United States. Assistance in strengthening political parties--both in government and in opposition--is one important way the United States can support democratization in transitional societies. The goals of USAID's Political Party Assistance are to: 1) development and consolidate representative democracies; 2) develop transparent political environments; 3) establish viable democratic parties; and 4) ensure conduct of free and fair elections. The two guiding principles governing USAID's assistance policy are: USAID programs support representative multi-party systems and USAID programs do not seek to determine election outcomes. For additional details on policy guidelines, prohibited activities, exceptions and implementation guidance, please refer to http://pdf.usaid.gov/pdf_docs/PDABY359.pdf. For more information, please contact Michael Henning at mhenning@usaid.gov.

Governance

Joint Statement on Security Sector Reform, 2009

In early January, USAID, the Department of State, and the Department of Defense issued a joint statement on Security Sector Reform (SSR). This paper responds to a gap in current foreign assistance approaches to security and development. U.S. security assistance programs have sometimes focused too exclusively on providing equipment and training to security forces. However, forces enhanced through traditional assistance can better carry out their responsibilities if the institutional and governance frameworks necessary to sustain them are equally well-developed and equipped. Similarly, development assistance has generally excluded security-related assistance. Yet, development cannot thrive without basic security. The increasingly complex threats facing our partners and our own nation urgently require that we address the linkages among security, governance, development, and conflict in more comprehensive and sustainable ways.

In addition to building professional security forces, SSR supports the establishment of relevant legal and policy frameworks; enhanced civilian management, leadership, oversight, planning and budgeting capacities; and improved coordination and cooperation among security-related and civil institutions.

The paper identifies key principles and recommendations for joint activity. It will be followed by Agency-specific implementation guidelines. For more information, contact Julie Werbel at jwerbel@usaid.gov.

Managing Policy Reform: Concepts and Tools for Decision-Makers in Developing and Transitioning Countries, Brinkerhoff and Crosby, 2002

This book offers concepts and tools on how to achieve policy change and reform through democratic governance by improving the effectiveness of policy implementation, strategies to increase the implementation feasibility of reform, and fostering stronger links between democratic governance and policy management. It includes tools for designing managing, and influencing policy reforms in government, donor agencies, NGOs, civil society groups and the private sector. For more information, contact Pat A. Fn'Piere at pfnpiere@usaid.gov.

USAID Corruption Assessment Handbook – May 2006

The purpose of this handbook is to provide USAID Missions and their implementing partners with an integrated approach and set of practical tools to conduct tailored corruption assessments efficiently, but at a level detailed enough to produce targeted and prioritized recommendations for programming. The framework supports an assessment of in-place anticorruption initiatives—their achievements, deficiencies, sustainability, and the obstacles they have faced—as well as identifying other corruption vulnerabilities and identifying and prioritizing responses. This assessment approach builds upon a body of international experience in assessing and acting against corruption. For more information, contact Liz Hart at ehart@usaid.gov or Christina del Castillo at cdelcastillo@usaid.gov.

USAID Program Brief: Anticorruption Agencies – November 2006

This publication is the first in a series of Anticorruption Program Briefs that serve USAID Missions and implementing partners by providing clear, concise guidance and lists of external resources regarding anticorruption and transparency programming options. This program brief on Anticorruption Agencies (ACAs) is intended to assist the field by outlining the critical questions around the establishment and workings of a host country's ACA. Since the 1990s, more than 30 countries have established some form of anticorruption agency or commission as a key tactic in their efforts to fight corruption. USAID Missions and other international donors are faced with many questions as they provide advice and assistance to host country governments on their efforts to combat corruption. The document also provides substantive input on how the answers to those questions may affect the effectiveness of donor support for an ACA. For more information, contact Liz Hart at ehart@usaid.gov or Christina del Castillo at cdelcastillo@usaid.gov.

USAID Program Brief: Anticorruption and Policy Integrity - May 2007

As part of USAID's technical leadership on security sector reform issues, this program brief discusses the issues surrounding police corruption and offers programmatic guidelines and tools for addressing police corruption. The program brief is designed to "unpack" police corruption contextually, and to identify specific concerns that - in light of the societal role and special powers of the police - should be considered when developing programmatic responses. For more information, contact Julie Werbel at jwerbel@usaid.gov.

Website on Implementing Policy Change

This website contains a series of documents written as part of USAID's Implementing Policy Change (IPC) program, which provided technical assistance in developing countries around the world to improve policy implementation and democratic governance. These documents include case studies, short technical notes that describe management tools and approaches, working papers, articles and research on efforts to strengthen the ability and capacity of democratically elected governments to pursue critical political, economic, social, and

administrative changes and reforms in their country. These documents contain a wealth of knowledge regarding how to manage change in development contexts.

http://www.usaid.gov/our_work/democracy_and_governance/publications/ipcindex.html

Rule of Law

Guide to Rule of Law Country Analysis: The Rule of Law Strategic Framework

This is a tool that provides a conceptual framework for conducting a justice sector assessment, and for prioritizing program interventions. For more information, contact Gary Hansen at ghansen@usaid.gov.

BIOGRAPHICAL SKETCHES OF DG OFFICE STAFF

Director

Dorothy Douglas Taft has served as **Director of the Office of Democracy and Governance** since October 2007. Over the previous 12 years, Ms. Taft served as Chief and Deputy Chief of Staff for the U.S. Commission on Security and Cooperation in Europe (the Helsinki Commission). With the Commission's focus on the policies and practices of 56 countries of Europe, Eurasia and the Caucasus, and the mandate of the Organization for Security and Cooperation in Europe (OSCE), Ms. Taft gave particular attention to the promotion of the rule of law, civil society and democratic institutions, and protection of basic human rights. Ms. Taft served as a Professional Staff Member for the Western Hemisphere Subcommittee of the U.S. House of Representatives Foreign Affairs Committee during 1993-1994, and as Legislative Assistant to Rep. Christopher Smith (NJ) from 1985-1993. A native of Birmingham, Alabama, she studied history and graduated with Honors, earning her Bachelor of Arts degree from Old Dominion University (Norfolk, Virginia).

Deputy Director

Cate Johnson joined USAID in 1994 and currently serves as **Deputy Director of the Office of Democracy and Governance**, where she assists the Director in all aspects of senior management. She served in both USAID/Caucasus and USAID/Romania as Office Director for democracy programs, and in this capacity worked in all four sub-sectors of DG promotion. Cate has a strong background in health and nutrition, has academic expertise in conflict resolution, and oversaw the child welfare and family health portfolios in Romania. She has worked in all four geographic regions and speaks Spanish, Romanian, and German. From 1995-2000, Cate served as Program Officer for USAID's Women's Legal Rights initiative, where she helped launch USAID's first efforts to curtail human trafficking and gender-based violence. Prior to joining USAID, Cate lived and worked in low-income community settings in both Latin America and Africa, where she conducted research in food security and maternal child health for UNICEF, Cornell University, the University of Malawi, and Tufts University. Cate holds a Ph.D. from Tufts University in International Nutrition, and will soon complete a Graduate Certificate in World Religions, Diplomacy, and Conflict Resolution from George Mason University. She has served on the faculty at Cornell University, Tulane University, and The George Washington University.

Civil Society

Gary Hansen joined the Office of Democracy and Governance in 1995 and currently serves as the **Chief of the Civil Society (CS) Division**. He secured a B.S. in Political Science at the University of Oregon, a M.A. at the Graduate School of Public and International Affairs at the University of Pittsburgh, and a Ph.D. in Political Science at the University of California, Berkeley. Gary joined USAID in 1981, working in the Science and Technology Bureau and then in the Evaluation Unit in the Bureau for Policy and Program Coordination. Gary's geographical expertise is Asia. His country backstop in the DG Office is Indonesia, and he speaks Indonesian. He was a Ford Foundation staff member in Indonesia and later Fulbright Research Fellow in Indonesia. Gary 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.

Christine Adamczyk joined the Civil Society Division in 2005 after managing democracy, education and health programs in Dominican Republic, Egypt, El Salvador, India, Paraguay, and Peru. She is working on civic education and NGO projects in the DG Office. Christine, a career Foreign Service Officer, earned her B.A. from Michigan State and M.S. from University of Michigan.

Troy Etulain joined USAID in July 2007 as a **Senior Advisor for Independent Media Development** with a global purview. His regional expertise includes the Former Soviet Union (FSU), Southeast Asia and East Africa.

Troy speaks Russian at a professionally proficient level, intermediate German as well as some French and Spanish. Since joining USAID, Troy has focused on especially challenging programming environments, including Somalia, Burma, Sudan, Rwanda and others. His DG country backstops are Kazakhstan, Uzbekistan and Tajikistan. Prior to joining USAID, Troy spent more than two years as Internews Network's Country Director to Tajikistan on projects ranging from founding community radio stations to training and equipping private TV stations. Troy has a Master's Degree in International Economic Development from the Fletcher School of Law and Diplomacy and a Bachelor's degree in both English and International Relations from Georgetown University. While at Georgetown, he interned in the White House Press Office. From 1996-98 Troy served as a Peace Corps Volunteer in a village in the Russian Far East. Immediately prior to joining USAID, Troy covered Georgia and Armenia for Bloomberg News.

Rebecca T. Kinsey joined USAID Civil Society Division in 2007 as a **Democracy Specialist and Presidential Management Fellow**. Becky works on the division's labor-related programming, provides technical support for NGO legal-enabling environments, manages COTR responsibilities for two cooperative agreements, including the division's Global Civil Society Strengthening Leader With Associates (LWA), and assists with division-level budgeting and programming. Her backstopping duties for the DG Office are the Dominican Republic and Haiti, countries in which she previously worked with the Peace Corps and the Pan-American Development Foundation. She is fluent in Haitian Creole and Spanish. Prior to USAID, Becky was a research consultant at the World Bank and the Center for Democracy and Civil Society, where her focus was on governance and anti-corruption. She holds a Bachelor of Arts from the University of Virginia and a Master of Public Policy from Georgetown University and has over five years of experience in the international development field. She is USAID-certified in Evaluation (2008) and as a CTO (2008).

Mark C. Koenig works in the Civil Society Division as a **Senior Advisor for Independent Media Development**. His expertise is focused on independent media development, including media professionals, media business development; media law; supporting media-sector NGOs; and development communications. Dr. Koenig's USAID working groups include Civil Society and Global Health Communications. Before coming to the DG Office in 2000, he was a Visiting Professor of Comparative Politics at Northwestern University (1991-94) and University of Maryland at College Park (1994-95). His teaching/research have focused on the role of mass communications in politics, especially during democratic transitions; the dynamics of ethno-national conflict; and introductory political science. In 1994-95, Dr. Koenig served as ARD Project Manager in the ARD-Checchi Rule of Law Consortium, implementing USAID-supported rule of law programs throughout Russia, Ukraine, Central Asia, and Caucasus regions. He also served as Media Program Manager/Advisor at USAID/Russia (1997-2000). Dr. Koenig has a Ph.D. in Political Science, Columbia University, 1995; was a Fulbright Scholar at Moscow State University Journalism Department (14 months, 1987-88); and has a MA in International Relations, Johns Hopkins SAIS, 1978. His regional USAID field support is extensive work throughout Eastern Europe, Eurasia, Middle East, and Africa. Dr. Koenig has provided LAC direct field support in Dominican Republic and Haiti only. He is fluent in Russian, French, and Italian.

Kimberly Ludwig returned to the DG Office in 2005 and currently serves as the **Senior Civil Society and Labor Advisor in the Civil Society Division**. She assists the Division in the design, implementation, and monitoring and evaluation of labor programs, manages the Agency's Global Labor Program Cooperative Agreement with the American Center for International Labor Solidarity, manages the contract for analytic work with ARD on the role of labor in foreign assistance, coordinates the Agency's labor portfolio with other USG agencies including the Departments of State and Labor, and designs and conducts training programs for USAID and State Department staff on labor and civil society topics. Kimberly's primary geographical expertise is in Africa. Her country backstops in the office are Kenya, Zambia and Southern Africa. Prior to 2005, she spent three years with the United Nation's International Labor Office in Geneva, Switzerland, in the department of Policy Integration. She was previously a Democracy Fellow with the DG Office in 2001, working on civil society strategies and technical support. Before joining the DG Office, she worked with USAID- and National Science

Foundation (NSF)- funded projects studying political participation and political transitions in Africa, with the USAID/DG program in Zambia, and as a technical consultant for the Southern Africa Barometer project. She received her B.A. from the University of Southern California and her M.A. and Ph.D. in Political Science from Michigan State University, where she was also a Foreign Language and Area Studies Fellow in African Studies. Kimberly was certified as a CTO in 2005, and is a member of the Agency's Workforce, Employment and Labor (WEL) cross-sectoral working group.

Eric Picard, Democracy & Governance Officer, joined CS in April 2007. He earned an M.A. in International Relations and Economics from the School of Advanced International Studies (SAIS), Johns Hopkins University and a B.S. from the U.S. Merchant Marine Academy, Kings Point. Prior to joining the DG office, he held the following positions: Bureau for Asia & the Near East (Desk Officer for Sri Lanka & Nepal; Desk Officer for Pakistan; Donor Coordination & Outreach Advisor); Bureau for Democracy, Conflict and Humanitarian Assistance (Food for Peace Officer; Team Leader for Local NGO Strengthening Initiatives); Bureau for Policy and Program Coordination (Policy Advisor for Donor Coordination); and the Office of Acquisition & Assistance (Contract Negotiator/Administrator, Transportation Division). In addition, Eric participated in numerous trainings, including the FEI Emerging Leadership Training Program 2004, the DG Officers Conference in 2000, and the DG training for NEPs in 2007. Prior to joining USAID and obtaining his Masters degree, he worked in the private sector in the maritime industry, both ashore and afloat.

Maryanne Yerkes joined the DG office in October 2004 and currently serves as a **Democracy Officer in the Civil Society Division**. Her areas of expertise include civil society and post-conflict reconstruction, youth and conflict, and civic education. The countries she backstops are Nigeria and Guinea. In addition to her regular work, which includes providing technical leadership on civil society issues, assisting Missions in designs, assessments, and evaluations of civil society programs, Maryanne also engages in interagency working groups on issues such as reconstruction and stabilization. Prior to joining USAID, Maryanne worked with and consulted for various non-governmental organizations and research institutes focused on peace building and development, including the United States Institute of Peace, Pax Christi International, and Oxfam America. She also completed a fellowship in the Balkans focused on transitional justice. Maryanne holds an M.A. in International Peace and Conflict Resolution from American University and a B.A. in International Studies and French from the University of North Carolina at Chapel Hill. She speaks French fluently and has some competency in Spanish and Bosnian/Serbian/Croatian.

Asta Zinbo joined USAID in October 2008 and currently serves as a **Democracy Specialist with the Civil Society Division**. From 2000 to 2008, she was based in Sarajevo as Director of Civil Society Initiatives with the International Commission on Missing Persons (ICMP) where she designed and managed programming in the Balkans to empower civil society groups to better advocate to clarify the fate of persons missing from the 1990s conflicts and address the rights of surviving relatives. This included grant making, capacity building, inter-ethnic network building, and transitional justice activities. From 1997 to 2000, Ms. Zinbo was Deputy Director of Freedom House's Budapest regional office where she managed a portfolio of activities supporting civil society development in 14 Central and Eastern European (CEE) countries under the "DemNet" Regional Networking Project funded by USAID. Prior to that, Ms. Zinbo worked at the German Marshall Fund of the United States in Washington DC, managing grant making in the areas of advocacy, human rights, citizen participation and independent media under the Political Development in CEE program. She holds a master's degree in international affairs from the Georgetown School of Foreign Service in Washington, DC, and a bachelor's degree in political science and French from the University of Michigan, Ann Arbor.

Elections and Political Processes

Michael Henning joined USAID in 1994. He has been the **Chief of the Elections & Political Processes (EPP) Division** since August 2007. This division supports elections administration, political party strengthening, and other political processes issues. The division manages several central contracts and grants, including the large

CEPPS mechanism, as well as the EPP Fund which has totaled over \$27 million since FY06. The division has eight full time staff and a couple of “adjunct” members from other divisions and bureaus. Prior to joining DCHA/DG, Mr. Henning served as the Director of the Democracy Office at USAID/Bosnia from 2002-2006 and in the Philippines from 1997-2000, and also worked in ANE/EA, PPC/DEM, EE/DGST and F/EAP. He speaks Bosnian, Filipino, and French and his regional specializations are East Asia and Eastern Europe & Eurasia. Mr. Henning has served as the USAID representative to the Governing Board of the American Foreign Service Association since 2006. He has an M.A. in International Relations from the Maxwell School at Syracuse University and a B.A. from Georgetown University.

Carrie Gruenloh joined USAID as an institutional contractor through AED in 2004, became a civil service officer in 2005 and currently serves as a **Democracy Specialist and East Africa Regional Coordinator with the Elections and Political Processes division**. She provides field support on issues related to elections and political processes, manages the relationship between USAID and specific implementers, designs training programs for Foreign Service officers and other staff, and assists the division in the development and implementation of its research agenda, monitoring, and evaluation. Carrie is the CTO for the Elections and Political Processes IQC. Her geographical expertise includes East Africa, with some experience in Western Africa and the Great Lakes region, and in Eastern Europe and the Balkans. Her country backstops in the DG Office include Sudan and non- and limited-presence East African countries. Carrie speaks Hungarian fluently. Prior to joining USAID, Carrie worked as a field employee and consultant for NGOs such as ORT International, Mercy Corps International, World Learning, and AED to build capacity of civil society organizations in Eastern Europe and the Balkans. She has also worked in peace-building and conflict mitigation. Carrie holds a B.A. in International Studies from Bradley University and a Master’s degree in International Development from the University of Pittsburgh. Carrie is part of the DG Training working group and the AFR-DCHA Sudan Team.

Altin Ilirjani joined the **Elections and Political Processes Division as a Democracy Fellow** in January 2008. He assists the division in enhancing its assessment methodology to evaluate and assess the results of elections and political party development programs cross nationally. Altin is finishing his Ph.D. from the University of North Carolina at Chapel Hill (expected in 2008), where he specialized in comparative politics and research methodology. Altin has also completed a Ph.D. in public policy and political economy of post-communism from the Central European University in Budapest. He served as a visiting scholar at Duke University, 2001-2002; at the International Monetary Fund, 2000-2001; and at the European University Institute in Florence, 1999-2000. His expertise includes areas of democratic institutions, electoral institutions and processes, constitutional design and conflict resolution in divided societies; political parties, public opinion and survey research in new democracies; program evaluation methodologies; and international political economy. He served as the principal investigator of the 2005 Albanian Election Study, part of the Comparative Study of Electoral Systems project of the University of Michigan, and has conducted survey research in Hungary, Cyprus, Turkey, Kosovo, and Macedonia.

Marissa Lemargie Lavaque joined USAID in 2003 and currently serves as a **Democracy and Governance Specialist with EPP**. She manages several election and political party programs in Africa and is the coordinator for the division’s EPP Fund that supports democratic breakthroughs and addresses critical elections related assistance gaps in a wide range of countries around the world. Marissa’s geographical expertise includes Latin America and Africa. She backstops Cote d’Ivoire, Mauritania, Sahel non-presence countries and the West Africa Regional Mission. Marissa also represents DCHA/DG on the IDP Task Force. From 2003 to early 2007, she served as the Colombia Desk Officer in the Latin America Bureau where she worked on counternarcotics, assistance to IDPs, and the design and implementation of the a demobilization and reintegration program. She speaks Spanish at an advanced level. Prior to joining USAID, Marissa began her U.S. government career with the Department of State in 2001 where she worked as a Foreign Affairs Specialist in the Bureau of Intelligence and Research. Her primary focus was monitoring the humanitarian security situation and the refugee/IDP crisis in Afghanistan and Iraq. During her tenure at the State Department, she also served as the acting political officer in U.S. Embassy in Niger and was detailed to the U.S. Mission to the United Nations. Marissa holds an Honors B.A.

in Anthropology from Washington State University and a Masters in Development Studies from London School of Economics and Political Science.

Tess McEnergy joined USAID in 2007 as a **Democracy Specialist and Presidential Management Fellow in the Elections and Political Processes Division**. Tess has technical expertise in civil military coordination in elections activities, and her regional expertise includes Europe and Eurasia. Tess has served extensively in the field at the USAID/Georgia Mission, where she crafted the Mission's Election Assistance Plan, served on its DG assessment team, and organized the Embassy's election observations missions. Tess graduated from the Maxwell School at Syracuse University with a Masters in Public Administration and a Certificate in Advanced Security Studies from the University's Institute for Security and Counterterrorism. She earned her BA in political science from Guilford College. Tess and several Maxwell School colleagues produced a capstone project, *The Role of Donors in Civil Society Democracy Promotion*, for the Civil Society Division shortly before Tess began working in the DG office. Tess has also worked as a North Atlantic Treaty Organization (NATO) Defense Policy Officer at the State Department, a Parliamentary Researcher for Labour MP Martin Linton in the UK Parliament, and as a field campaign coordinator.

Shally Prasad is a **Democracy Officer and currently works in the Elections and Political Processes Division**. She started working for USAID in 1999 as a Democracy Fellow, where she spent nearly 4 years at the Mission in Indonesia. After joining the Foreign Service in 2003, she worked at the Mission in Jordan as a DG Officer for two years. She backstops Iraq for all democracy programming, manages Middle East Partnership Initiative (MEPI)-funded elections programs in the Middle East, and is actively involved in the inter-agency process. She also serves as team leader for the Election and Political Processes Division's new research and evaluation initiative. Prior to joining USAID, Ms. Prasad actively worked in the NGO sector on women's rights issues in India. She spent approximately six years on the development and management of an India-based NGO called WARLAW—which provides legal services to survivors of domestic abuse and dowry death. In 1995, she co-authored a book entitled “Kali's Yug: Empowerment, Law and Dowry Death” which was published in India, and published several other articles on issues of violence against women in India after she returned to the United States. Ms. Prasad's regional expertise areas include South Asia, South East Asia and the Middle East. She speaks Hindi and some Indonesian. Ms. Prasad holds a Master of Public Policy and Bachelor of Arts in Public Policy from the University of Michigan.

Caroline Sahley joined USAID's Office of Democracy and Governance in 2002, and currently serves as a **Democracy Officer in the Elections and Political Processes Division**. Carol provides technical assistance to Missions in the design and implementation of election and political party programs, with a particular focus on Latin America and the Caribbean, and Europe and Eurasia. Her current responsibilities also include managing a global election and political process cooperative agreement. Carol's geographic expertise includes the Andean region and Europe and Eurasia, in addition to experience in several African countries. Her DG Office country backstops are Bolivia and Peru, and she speaks fluent Spanish. Prior to joining EPP, Carol served three years as a Senior Democracy Fellow in the Civil Society Division, where she worked on civil society programming and led an inter-office initiative to assess the links between governance and food security. Prior to joining USAID, Carol was an associate with the International NGO Training and Research Center (INTRAC) where she undertook numerous assignments overseas on issues relating to civil society development and urban poverty alleviation. She holds a BA in Political Science from the University of Florida, and a Ph.D. from the London School of Economics and Political Science.

Barbara Smith joined USAID in 2001 as a Program Manager for the Office of Transition Initiatives (OTI) and currently serves as a **Democracy Specialist with the Elections and Political Processes Division** in the Office of Democracy and Governance. She serves as an advisor for USAID/DG Field Officers in the design, implementation and evaluation of elections and political processes programs, and provides DC-based assistance in design and management of global EPP research projects. Barbara's geographical expertise includes Asia, the Near

East and Central and Eastern Europe. Her country backstop in the DG Office is currently Afghanistan, although she has previously served as backstop for the Philippines, Sri Lanka and Iraq. She speaks German fluently, and has a basic knowledge of Spanish and French. After working for USAID from 2001 to 2003, Barbara spent from mid-2003 through mid-2005 working on elections and political processes for the Asia Foundation in Afghanistan, before returning to USAID Washington in 2005 to begin work with USAID's Office of Democracy and Governance. Prior to joining USAID in 2001, Barbara served as a Spokesperson for UNHCR in Bosnia and Herzegovina. From 1997 to 1999 she worked for the Organization for Security and Cooperation in Europe (OSCE) on media development and elections. Other professional experience includes working at the U.S. Department of State's Foreign Service Institute in 1996 and at the Texas State House of Representatives in 1994 and 1995. Barbara holds a B.A. from the University of Texas at Austin and an M.A. from Texas State University.

Governance

Nils Mueller, Chief of the Governance Division, has been with the DG Office since June 2007 after serving two years as a Program Officer in USAID/Senegal. Prior to joining the Governance Division, he was the Program Officer for the DG Office. In Dakar, he led an effort to mainstream DG into all the Mission's other key sectors. While with DCHA/DG, he helped conduct a DG assessment in the DRC which, in addition to the traditional sectoral analysis, helped the Mission examine the impact of conflict on the DG sector. He also provided recommendations on DG mainstreaming to USAID/Liberia as part of a TDY to Monrovia. Nils is the CTO for a number of activities, including the DG Bullpen, the Illicit Power Structures project, the Democracy Fellows program, and the task order that is planning and executing the worldwide DG Officers conference and the revision of the DG training strategy. He is the Senegal, Ethiopia, and Guinea Bissau backstop for the Office. Prior to joining USAID, he worked in Abt Associates Inc.'s International Urban Development practice and with Oxfam America. He holds a Master's in Public Affairs from the Woodrow Wilson School at Princeton University and B.A. in International Relations and French from Tufts University. He is fluent in French.

Ed Connerley joined the Office of Democracy and Governance in 2001. He is a member of the Governance Division and serves as **Senior Advisor for Decentralization and Local Governance**. Ed provides technical leadership, field support and program management services in support of USAID field programs in support of governmental decentralization and local government strengthening. He is also a member of the Office Africa Team and serves as country backstop for Mozambique and Angola. Ed speaks Portuguese, Spanish and Swahili, in descending order of competency. His career includes previous service with USAID/Washington (1982-87), several years of university teaching and short-term international development consulting assignments in approximately 40 countries. He holds a B.A. in Economics from the University of Nebraska and an MPA and Ph.D. in Public Administration from the University of Southern California.

Christina del Castillo joined USAID in 2004 and currently serves as an **Anticorruption Advisor with the Governance Division**. She provides technical guidance and assistance on governance programs to increase transparency and accountability in the public sector to decrease corruption. Christina speaks Spanish and her geographical focus is primarily Latin America. Her country backstops in the DG Office are Nicaragua and Guatemala. From July 2004 to July 2006, Christina served as a desk officer in USAID's Latin America and Caribbean Bureau, Office for Central America and Mexico. Prior to joining USAID she was a Presidential Management Fellow in the International Affairs Office of the National Oceanic and Atmospheric Administration. Christina served as a Peace Corps Volunteer in Guatemala where she provided technical assistance in municipal development and also conducted graduate research regarding citizen participation in a post-conflict environment. She has a B.A. in Political Science from California State University, San Marcos and an M.P.A. in International Development from Rutgers University.

Patricia Fr'Piere came to USAID in 1990 and has been with the Office of Democracy and Governance since its inception in 1994. She is directing the development of guidance for state building and democracy and governance work in post conflict countries and leading development of DCHA's strategy for preparing and training personnel

for engagement in reconstruction and stabilization operations. She is Co-Chair of the US Government Interagency Sub-Policy Coordinating Council on Training, Education, Exercises, and Experiments which plans for and monitors preparation of U.S. government personnel for interagency reconstruction and stabilization operations. She has championed effective management of change and democratic governance in the international development field for over twenty-five years as manager, technical expert, trainer, and facilitator. Most of her field work has been in Africa with some experience in all other regions; her country backstops in the DG Office are Mali, South Africa and Djibouti. Prior to moving to USAID she worked on community development and health systems and at the U.S. Department of Agriculture on development management and training. She has a master's degree in public administration.

Elizabeth Hart is a **Senior Anti-Corruption Advisor for the Governance Division**. She coordinates the development and testing of DCHA/DG's anticorruption assessment methodology and is overseeing new Anticorruption Program Briefs on extractive industry transparency, addressing corruption in the judiciary and addressing corruption in post-conflict settings. Liz has led anticorruption trainings and mainstreaming workshops and provides other temporary duty (TDY) support on anticorruption issues, and she represents USAID in interagency and international fora on the UN Convention Against Corruption and the Organization for Economic Co-Operation and Development (OECD) Development Assistance Committee Anticorruption Task Team. She started with USAID in 1996 as a Democracy Fellow in the DG Office working on civil society, DG strategies, and the linkages between democracy and economic growth and then was democracy and governance advisor in the USAID Nigeria Mission from 1999 to 2003. Liz's most extensive international experience has been in Africa; she has lived in Ghana and Nigeria, researched government-business relations and stakeholder participation in economic reform around the continent, and conducted assessments and provided other TDY support in more than 20 African countries. She also has conducted assessments and workshops in Asia and Latin America and speaks French (under extreme duress). She has a B.A. in political science from Whitman College, and an M.A. and Ph.D. in Politics from Princeton University.

Mike Keshishian joined USAID in 1996. He is a **Local Government and Decentralization Advisor** and is jointly funded by DCHA/DG/G and EGAT Urban Programs. Mike works on decentralization and local government reform projects, mainly in the former Soviet Union and Eastern Europe, but he also recently started working in other parts of the world. Mike speaks fluent German and proficient Armenian. He has a Master's degree in Urban Planning.

Keith Schulz has worked for USAID since 2000 and is currently a **Senior Governance Advisor in the Governance Division**, where he focuses on legislative strengthening issues. He provides technical advice and assistance on governance programs in general and more specifically evaluates, assesses, monitors, designs, and trains on legislative strengthening programs and strategies. Keith has extensive experience working in the Middle East, Africa, Eastern Europe and Asia and currently backstops Egypt, West Bank/Gaza and Cambodia within the DG Office. Keith is also the DG Office's liaison to the House Democracy Assistance Commission of the U.S. Congress. Prior to working for USAID, Keith spent three years as the senior technical advisor for a USAID-funded legislative strengthening program with the Palestinian Legislative Council in West Bank/Gaza and one year in Cambodia as a legal advisor to the Cambodia National Assembly's Center for Legal Research and Documentation. Keith also worked for five years as a legislative counsel for the California State Legislature and, before that, as law clerk to United States District Court Judge Robert Broomfield in Phoenix, Arizona. He has a law degree from the University of San Diego, School of Law, where he was Lead Articles Editor of the San Diego Law Review, a B.A. from Tufts University, and a Master's Degree in International Policy and Practice from The George Washington University. Keith also attended McGill University in Montreal.

Julie Werbel is USAID's **Senior Security Sector Reform (SSR) Advisor**. She joined the DCHA/DG Governance Division in August 2004. She provides technical assistance and advice on security sector governance, rule of law, policing, defense, and civil-military relations to foreign governments, USAID Missions, and the US

interagency. She served as an advisor to the US Security Coordinator for Middle East Peace in Jerusalem and has conducted SSR, fragile state, and governance assessments in Africa, Asia and Latin America. She speaks French. Previously, Ms. Werbel was a Principal at DFI Government Services, a Washington, DC-based defense consulting firm. At DFI, she conducted analyses for the Office of the Secretary of Defense (OSD) relating to political-military strategy, peacetime military engagement, civil-military relations, NATO enlargement, and stability operations. Ms. Werbel also served as the Program Manager and Director of Participant Affairs for the Africa Center for Strategic Studies (ACSS), a DoD regional center that she designed and helped to establish. Her career includes service with the Peace Corps and U.S. Department of State and business research for the New York-based Conference Board. She has worked in more than two dozen countries on four continents. She earned an M.A. in Law and Diplomacy from the Fletcher School of Law and Diplomacy and a Bachelor's degree from Cornell University.

Programs

John Wiebler is the **Program Team leader**, serving on an interim basis under a WAE appointment. John is a retired Foreign Service Officer who has for the past seven years been doing private consulting, including short-term contracts with USAID Missions in Ukraine, Moldova, Afghanistan, Kosovo and Democratic Republic of the Congo. John entered the Foreign Service in 1980 as an intern, followed by overseas assignments to Botswana, Zaire, Morocco, Zambia and Nepal. He concluded his direct-hire work for the Agency in 2001 as Acting Deputy Director and Program Officer of the Office of Democracy and Governance. He possesses a MA in Economics and a Bachelor's degree in Business Administration, both from the University of Iowa. His second language is French.

Phyllis Daniels served in the United States Army from 1980 to 1994 as a Financial and Personnel Specialist and was honorably discharged. She continued her civilian career in Human Resources Management. Phyllis worked for the National Endowment for the Humanities for six years, Peace Corps for five years, and the Department of Commerce for two years. In 2007, Phyllis joined USAID as a Human Resources Assistant with the Human Resources Civil Service Personnel Division, Recruitment and Staffing Branch. She currently works on the **Program Team as the Financial Management Specialist**. She pursued her education at Northern Virginia Community College.

Allison Denakpo joined the Office of Democracy and Governance in 2007 as a **Program Assistant**. She has a Bachelor's degree in Political Science, with a concentration in History, African and Middle Eastern Politics, as well as a minor in Administration of Justice (with a focus on Terrorism and Criminal Law) from the University of Pittsburgh. Allison is fluent in French and has extensive experience living and working abroad, specifically in Africa. Allison has spent time working in the Consular Section of the American Embassy in Lomé, Togo. Before coming to the DG office she worked as an Administrative Assistant for the Environment Group (Clean Energy, Ecosystem Services, and Forestry & Management Services) at Winrock International. In the DG Office, Allison backstops both the Governance and Civil Society divisions. She is also the country backstop for Burundi.

Amanda J. Eichelkraut joined the DG Program Team as a Presidential Management Fellow in 2008. As the **Program Analyst**, Amanda serves as the strategic communications and outreach lead for the office, and assists with the budget, operational planning and performance reporting process. She also provides support for the office's training and professional development strategy. She backstops Jordan and co-backstops Lebanon. Prior to USAID, Amanda worked for the U.S. Department of Labor, Employment and Training Administration as a workforce development specialist and national liaison to business and industry partners. She served as an AmeriCorps VISTA volunteer, and also has experience in community and issue campaign organizing, voter registration and elections, communications, and legislative advocacy. Amanda received a Masters degree in Urban Planning and Policy with a specialization in economic development from the University of Illinois at Chicago, and a Bachelors degree in Urban and Regional Planning from the University of Illinois at Urbana-Champaign. She also attended the University of Sheffield, England.

Sharon Forrence joined USAID in 2008 as a **Training Specialist within the Program Division**. She assists with the design and implementation of major training events for USAID's Office of Democracy and Governance and supports the Office in developing and implementing a new strategic training plan. Sharon has worked in the Philippines and on short term projects in South and Southeast Asia, East and Southern Africa. She has extensive experience in training design and facilitation for humanitarian relief and development assistance organizations and other government agencies. Sharon has focused on staff wellbeing and critical incident response and she has provided crisis intervention support to field staff. Previously, Sharon worked at Peace Corps, with Youth For Understanding International Exchange and in the Philippine Refugee Processing Center (Bataan, Philippines). She has a B.A. from Boston College and an M.S.W. from Catholic University.

Jennifer Gore joined the DG Office in 2007 as a **Program Assistant**. She backstops the Strategic Planning and Research and the Rule of Law Divisions. Her country backstops include Ecuador and Panama. Jennifer received a Bachelor's degree in International Affairs, with a concentration in International Development and a focus in Africana Studies, from The George Washington University, Elliott School of International Affairs. While at GWU, Jennifer served as an intern in the Washington office of Congressman Michael C. Burgess. She also worked at the Army Research Institute. Jennifer is fluent in Spanish and is learning Italian. She served in AmeriCorps, working in a bilingual school (Bancroft Elementary) in the District of Columbia. Jennifer spent a semester abroad in Madrid, Spain and participated in a cultural exchange program in Morocco. Prior to joining the DG Office, Jennifer worked at the Law Offices of Woodley & McGillivray (labor and employment law) as a legal assistant.

Alda Kauffeld joined the DG Office in 2008 as the **Program Task Manager**. She backstops the Elections and Political Processes Division Team. Alda received a Bachelor's Degree in English Teaching from the University of Arts and Languages in Tirana, Albania. She is fluent in Albanian (mother tongue), English and Italian. Alda was part of the Crisis/International Development work for about 5 years with numerous NGOs working in Albania. She then joined the UN Program in Albania working as a Program Assistant with the World Bank. She has also served as a Reports Officer with UNHCR and also as a Program Officer with WFP before, during and after the Kosovo Crisis. Alda and her family were posted overseas with USAID/Kenya from 2003-2004 and then USAID/Sri Lanka from 2004-2007. Alda worked as Community Liaison Officer in both Embassies. Her main duties involved preparation for newcomers, country briefings, newsletter editing, housing assignments and many other duties which had a direct impact on the level of the morale in the Embassy. In 2007, she was nominated as CLO of the Year by Ambassador Robert Blake.

Sheron Moore is the **Office's Financial Management Specialist**. She studied accounting at Strayer University. Twenty years of her thirty-three year federal government experience has been spent with USAID. She joined DG Office in 1995, where she served as the Secretary. In 2001, she served as the Financial Analyst for the DG Office. She has experience in budget planning and information systems, including NMS and Phoenix.

Rule of Law

Gary Hansen, Acting Chief for the Rule of Law Division (*see biography under Civil Society*)

L. Achieng Akumu joined USAID in 2003 and currently serves as the **Senior Rule of Law Advisor with the Rule of Law Division (RoL)**. She assists the Division in the development and implementation of research, monitoring, and evaluation of RoL activities; conducts assessments and evaluations of Mission's RoL activities; develops strategies, designs programs and performance monitoring plans for RoL activities; strengthens liaisons between USAID with relevant U.S. government agencies, donors and implementers; and designs training programs for Foreign Service officers and other staff on rule of law topics including informal justice systems. Achieng's geographical expertise includes Africa, Southern Asia and limited experience in the Colombia and Jamaica. Her country backstops in the DG Office are Liberia and Sierra Leone. She speaks French and Swahili. From April 2007 to July 2007, Achieng was detailed to the Africa Bureau, Office of Sustainable Development, CPG where she

conceptualized and developed the Scope of Work for the Africa Regional ROL Status Review. Prior to joining USAID, Achieng worked for National Democratic Institute as Chief of Party of a Legislative Strengthening Program in Namibia and as a regional program officer in southern Africa. She has also worked as legislative attorney for the New York State Assembly on South African issues, and for Members of Congress from the U.S. House of Representatives as Legislative Director. Achieng has also consulted for UNDP, CEDPA and the World Health Organization/Africa on legal reform and health initiatives. Achieng holds a B.A. from Russell Sage College, a diploma from Universite de Besancon (France) and a J.D. from Syracuse University College of Law.

Louis-Alexandre Berg is a **Rule of Law Advisor**, where he covers the Middle East and Africa. Prior to joining USAID, he worked with the U.N. Development Program in Sierra Leone to build capacity in the justice sector. He has conducted research for the U.S. National Security Council on security and rule of law in post-conflict environments. He has also worked on peace-building, conflict resolution, and regional security programs in the Middle East with several NGOs, including Search for Common Ground and Seeds of Peace. Alex holds a B.A. from Brown University and an M.P.A. in Public Policy and International Affairs from Princeton University. He speaks French, Spanish, and Arabic.

John Buchanan joined USAID in 2007 as the **Senior Police Advisor in the Rule of Law Division**. He is the only police advisor in the agency and provides support and consultation to USAID/Washington staff and Missions around the world. John participates in assessments, develops concepts for police development and helps frame assistance to police as part of comprehensive rule of law or cross sectoral programming. During his career, he has carried out assignments for the Department of Justice and USAID in nine countries across Africa, Central America and the Caribbean. In early 2007, John retired from his position as an Assistant Police Chief of the Phoenix Police Department after a 33 year police career. His law enforcement experience includes a wide variety of operational and administrative assignments from the line to the executive level in a large, urban environment. John holds a bachelor's degree in Journalism from the University of Arizona and a Master's Degree in Criminal Justice from Arizona State University.

Keith Crawford, a **Democracy Specialist for the USAID Office of Democracy and Governance**, Rule of Law Division, joined the Agency in 1989. Among other things, he oversees two cooperative agreements: 1) the CEELI Institute, a regional rule of law training center located in Prague, Czech Republic, that provides training for judges, lawyers and policy makers; and 2) the Rights Consortium (Freedom House, ABA, and NDI), which supports rule of law and human rights activities. With expertise in the Europe and Eurasia region and language competency in Finnish, Keith provides field support and technical assistance to USAID Missions world wide; serves as a rule of law trainer to Democracy and Governance Officers and others; and assists the rule of law division with the development of technical leadership publications and best practices. He has participated in numerous democracy and governance and rule of law workshops sponsored by USAID, the World Bank, and think tanks like the Carnegie Endowment. Most recently Keith attended the March 2008, Indicators of Safety and Justice Work Shop at Harvard University. Prior to joining USAID he served, among other things, as an Assistant District Attorney in the Office of the District Attorney, Brooklyn, N.Y., and worked in a private law practice in Norfolk, Virginia. Keith holds a B.A. from Old Dominion University and a J.D. from Howard University School of Law.

Gloria Jean Garland joined USAID in 2006 and currently serves as the **Senior Rule of Law/Human Rights Expert with the Rule of Law division**. She provides field support to USAID Missions in the assessment and design of rule of law and human rights programs; conducts research, monitoring, and evaluation; designs training programs for Foreign Service officers and other staff on rule of law topics including human rights; and serves as the USG representative on the Development Assistance Committee's (DAC) human rights task team. Jean's geographical expertise includes Latin America and the Caribbean, with earlier experience in Central and Eastern Europe. Her country backstops in the DG Office are Colombia, Guyana, Haiti and Jamaica. She speaks French fluently and Spanish well. She was previously a trial lawyer for ten years in private practice in California and then joined the USAID Mission in Bratislava, Slovakia as a Commercial Law/Rule of Law advisor from 1994 to 1996. She

subsequently established and then headed the Central European office of the International Center for Not-for-Profit Law (ICNL) in Budapest for three years, was an adjunct professor at Central European University, and then moved to the European Roma Rights Center (ERRC) where she served as Legal Director for three years. Prior to rejoining USAID in May 2006, she served as a consultant for the Council of Europe and the OSCE, designing and implementing human rights and anti-discrimination training programs. Jean holds a B.S. in journalism, a B.A. in French, and a J.D. from the University of Colorado in Boulder, as well as an LL.M. in International and Comparative Law from the Free University of Brussels.

Sean Hall, a Democracy and Governance Foreign Service Officer, joined USAID in 1997 as a personal services contractor for USAID/Ghana and subsequently joined the Foreign Service in 1999. He currently is assigned to the Rule of Law Division. In his present capacity, Sean co-coordinates DG office assistance in the Africa region, focusing on budgeting, operation plan review, and coordinating technical assistance. He also is the DG Office's liaison to the Millennium Challenge Corporation (MCC). He assists the Office of Development Partners and MCC in the review and design of Threshold Country Programs. Sean has served in Ghana (where he also provided DG program support to Liberia), Tanzania, and Afghanistan as Democracy and Governance Team Leader, and in Barbados as General Development Officer managing a regional trade and economic growth program. Prior to joining USAID, Sean was in the public relations business and he served as a Peace Corps Volunteer in the Central African Republic living in a remote village working on agro-forestry projects. During his time there, the country held its first multi-party elections, which were severely flawed and marred by violence. This sparked his interest in democracy and governance. Sean holds an M.A. in International Affairs from American University and a B.S. in Business Administration from Ohio Northern University.

Susan Pologruto joined USAID in 2003 as a Presidential Management Fellow, and she currently serves as a **Rule of Law Advisor**. Susan manages the Rule of Law Indefinite Quantity contract, focuses on gender issues, and covers the Asia/Near East region. Her country backstops in the DG Office are China, Burma, East Timor, and Mongolia. From December 2003 to May 2005, Susan served as the Conflict Management and Mitigation (CMM) and DG backstop in DCHA/PPM, where she provided policy, program, and budget guidance. Prior to joining USAID, Susan worked with refugees applying for asylum and monitored trafficking in persons cases. She has worked with various population groups including people affected by HIV/AIDS, violent/sexual crimes, and mental illness. Susan received both a J.D. and an M.S.W. from the University of Pennsylvania, and a B.A. in Women's Studies from Rutgers University.

Special Programs to Address the Needs of Survivors (SPANS)

Lloyd Feinberg joined USAID in 1983 as a Project Development Officer and later managed a global Child Survival program in the Office of Health. He currently is **Division Chief of the SPANS Program**, which addresses issues of orthopedics and physical rehabilitation, child welfare and protection, and the treatment and healing of victims of torture. He also serves as USAID's Disability Coordinator. Prior to joining USAID, Lloyd served as a Peace Corps Volunteer in the Philippines. He also taught school and later did field research and served as a technical consultant in Nepal. He also served as Country Representative in Ethiopia, Ecuador and Indonesia for an international NGO, and later managed a major World Bank human resettlement program in Indonesia. He lived and worked overseas for over thirteen years.

Anne Hayes joined USAID in December 2006 as an Investing in Women in Development (IWID) Fellow and is working as a **Disability and Gender Specialist**. In this position, she assists USAID to: 1) better implement the USAID disability policy with a special emphasis on gender; 2) develop best practices, trainings and tools to help USAID Missions and Washington Offices better integrate people with disabilities into their current and future programs and activities; and 3) work closely with international and host-country NGOs and DPOs, other relevant U.S. agencies as well as donors to improve coordination on disability-related efforts. Anne has worked in disability and advocacy issues in Africa, Asia, Europe, Latin America and the Caribbean as well as within the United States. She speaks Spanish fluently and has a working knowledge of Portuguese. Prior to receiving the fellowship, Anne

worked the several disability related organizations including Center for International Rehabilitation (CIR), as the International Coordinator for the International Disability Rights Monitor International (IDRM) and Landmine Survivors Network and participated extensively in NGO efforts related to the United Nations Convention for the Rights of People with Disabilities since its inception and served as a Steering Committee member of the International Disability Caucus (IDC). Anne also worked in democracy and human rights issues while at American University's Center for Global Peace, National Democratic Institute for International Affairs (NDI) and the Organization of American States (OAS). Anne has a Master's degree in International Education Development with an emphasis on inclusive education policies for vulnerable groups from The George Washington University and an undergraduate degree in Spanish and Latin American Studies from the University of Kansas.

Rob Horvath joined USAID in 1992 as a personal services contractor in the Regional Development Mission Asia, in Bangkok, Thailand. In Asia, he oversaw the Agency's regional grants program in Thailand, Laos, Vietnam, and Cambodia. In 1999, Rob moved to a DC-based position in program design, management, monitoring and evaluation with the Leahy War Victims Fund, addressing mobility and accessibility needs of people with disabilities in conflict affected and post-conflict countries. Rob serves as a member of agency's disability team and was lead drafter of recently adopted policy directives on agency inclusive development practices and procedures. Prior to joining USAID, Rob served as both a volunteer and director of pre-service training for Peace Corps/Thailand as well as with the office of vocational rehabilitation for the State of Michigan, Department of Education. His geographic expertise is S.E. Asia. He holds an M.A. in counseling psychology and a B.S. in Human Resource Development and is a certified trainer with both the Virginia State and National Parent/Teacher Associations.

Sandra Jenkins began working with the SPANS contract, DCHA/DG, in 1998. She currently serves as the **Communications Specialist** for the contract, functioning as editor, publications coordinator, and web-content provider. Sandra began working with USAID in 1991, on an Office of Health and Nutrition contract; she assumed the position of project manager of the contract in 1995. From 1997-1998, she worked as editor for the POPTech contract, Office of Population. Sandra holds a B.A. in Theatrical Design from the University of Virginia. She has extensive experience in editing and design for publication and the web, and has earned professional certificates in Editing and Publications Management from The George Washington University's College of Professional Studies. She expects to receive an M.A. in the History of Decorative Arts in December 2008 through her combined studies at New York University, Parsons: The New School for Design, and the Corcoran College of Art and Design.

Danuta Lockett is the **Senior Advisor to the Victims of Torture Fund**. She has experience in human rights, conflict prevention, mitigation and recovery in Africa, Latin America and Asia. Danuta holds a Doctorate in Human Development and Psychology, a Master's in Education and Bachelor's degree in Sociology and speaks Spanish.

Cathy Savino joined USAID as a contractor with the Office of Health and Nutrition, eventually, working solely on the Displaced Children and Orphans Fund and the Leahy War Victims Fund. Prior to USAID, her experience includes work at the CDC, and the American Public Health Association. She has an M.P.H in International Public Health from Emory University.

Lynne Schaberg has worked at USAID for the past 4 years. The first two years were spent in the Bureau for Policy and Program Coordination where she was the Policy Advisor for Education, Gender and Disability. The latter two years have been with the Displaced Children and Orphans Fund. Prior to USAID, she was a research scientist at the University of Michigan, primarily investigating the impact of culture on cognition.

John Williamson has been **Senior Technical Advisor for DCOF** since 1997. In addition to advising on issues concerning children affected by armed conflict, children in institutions, or on the street, he also provides technical support on programming for children affected by AIDS. He is one of the organizers of the Better Care Network, the Children and Youth Economic Strengthening Network, and the Washington Network for Children and Armed

Conflict. He has helped author various publications and articles on children affected by HIV/AIDS and child soldiers. Previously, he worked as a consultant for UNICEF, USAID, and UNHCR; was a staff member of Christian Children's Fund 1990-1993; and of UNHCR 1980-1990. He has a Master's degree in Social Welfare from the University of California, Berkeley, and a Bachelor's degree in Sociology from Oklahoma State University.

Strategic Planning and Research

Joshua Kaufman joined USAID in 1996 and currently serves as **Division Chief of the Strategic Planning and Research (SAR) Division**. In this role Josh manages the office's regional coordinators that serve as the primary office liaisons with DG Officers, USAID and State Regional Bureaus and F. DG/SAR also manages a long-term project designed to improve the state of the art in performance measurement and evaluation for DG programs. Josh is the Office's main liaison with F when it comes to developing DG policy, strategy, program, and budget priorities. Josh has also served as the Office's ANE regional coordinator (2000-2007) as well as the E&E Coordinator (1998-2000). Prior to that Josh managed the Office's Information Unit. Josh has a Master's Degree in International Affairs from The George Washington University and a Bachelors degree in Politics and Peace and Conflict Studies from Brandeis University.

Mark Billera joined the Office of Democracy and Governance in 2005 to work in the Strategic Planning and Research Division. He is the **Regional Coordinator for Africa** and a contributor to SORA—a set of research initiatives to evaluate the effectiveness of USAID democracy assistance. He has worked and conducted research in Cameroon. Mark has an A.B. in political science and economics from Duke University. He has an M.A. and is finishing his Ph.D. in political science from the University of California, Los Angeles.

David Black has served with USAID since 1994, including four years as the Senior Democracy Advisor for Ukraine, Belarus and Moldova based in Kyiv, Ukraine, and a year as the Democracy Office Director for the USAID/Kosovo Mission based in Pristina. He currently is a member of the Strategic Planning and Research Division in DCHA/DG where he is the **Regional Coordinator for Europe & Eurasia** and manages a set of research initiatives to improve evaluation of democracy assistance programs. He speaks Russian and has lived and studied extensively in the Europe and Eurasia region. He holds a B.A. from Colgate University and an M.A. in International Relations from the Maxwell School at Syracuse University.

Shannon Green joined USAID in 2004 as a Presidential Management Fellow and currently serves as the **Middle East Coordinator in the Strategic Planning and Research division**. In this position, she provides interagency leadership in DG strategic planning and budgeting for the Middle East and provides technical support to USAID Missions in the Near East and to the new Middle East Bureau. From August 2004 to February 2008, Shannon served in the Office of Strategic Planning and Operations in the Bureau for Asia and the Near East (ANE), specializing in strategic and operational planning, budget formulation, and performance management. In that capacity, she provided program support to ANE's regional offices and Missions in the Near East, South Asia, and East Asia. During that time, Shannon also had the opportunity to do three substantive details that expanded her knowledge and expertise – one to the Nepal desk in USAID, another to the Pakistan and Afghanistan desks at the Department of Defense, and the last in the State Department's Bureau for Population, Refugees and Migration. Shannon has been trained in crisis response and in program planning, management, and evaluation. Shannon holds an M.A. in International Peace and Conflict Resolution from American University and B.A. degrees in Political Science and History from the University of Georgia.

April Hahn joined USAID in 2000 and currently serves as the **Regional Coordinator for Latin America and the Caribbean on Strategic Planning and Research Division**. Her geographical experience includes Latin America, Asia and Middle East. Her country backstops in the DG Office are Cuba and Ecuador. She has working knowledge of Spanish. From 2002 to 2007, April served as the Asia and Near East Coordinator on the Election and Political Process Division and as backstop for Afghanistan and Pakistan. April holds a Ph.D. from the University of Virginia in International Relations.

Ashley J. McCants joined USAID in 2009 as a Presidential Management Fellow and Democracy Specialist. She currently serves as **Deputy Regional Coordinator for Africa in the Strategic Planning and Research Division**. Prior to joining USAID, she worked with the Carter Center in Liberia on improving access to justice in rural areas, and she has conducted field research on election administration in Ghana, Sierra Leone, and Sudan. She is particularly interested in the relationship between conflict and transitions to democracy. She holds a Bachelor of Arts from Harvard University and a Master of Public Affairs from the Woodrow Wilson School of Public and International Affairs at Princeton University. She was a Fulbright Scholar in South Korea and is proficient in Mandarin Chinese and French.

Devra C. Moehler is a **World Learning Democracy Fellow** and an Assistant Professor of Government at Cornell University. Moehler served as a field consultant to Uganda for the National Academy of Sciences project on improving evaluation of USAID democracy assistance programs. Moehler studies comparative politics with a focus on democratization, democracy and governance promotion, political communication and knowledge, political behavior, constitution-making, and African politics. She is the author of *Distrusting Democrats: Outcomes of Participatory Constitution-Making* (2008, University of Michigan Press). Her current research employs a randomized field experiment to investigate how mass media can facilitate good governance and democratic development. Moehler received a Ph.D. degree in political science from the University of Michigan and a B.A. in development studies from The University of California, Berkeley.

Jennifer Ragland joined USAID in 2002 as a **Presidential Management Fellow** and currently serves as the **Asia Coordinator in the Strategic Planning and Research Division**. Jennifer served in the Office of Middle East Affairs from 2004 to 2008 where she was charged with providing program support to USAID's regional and select country programs in the Middle East and coordinating USAID's participation in the Middle East Partnership Initiative. During this time, Jennifer served at a Provincial Reconstruction Team in southern Afghanistan and was later detailed to USAID's Office of Military Affairs, where she worked on civil-military training. Jennifer started at USAID in the Europe and Eurasia Bureau (2000-2002). Prior to joining USAID, she worked at the International Research & Exchanges Board (IREX) where she managed civil society programs. Jennifer graduated from the University of Georgia with a bachelor's degree in Political Science and Russian language minor and received her master's degree in Public Administration and International Relations from Syracuse University.

Sarles, Margaret, In draft.

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