

**USAID/Office of Transition Initiatives**  
**Operational Plan**

**FY 2006**

June 13, 2006

## **Please Note:**

The attached RESULTS INFORMATION is from the FY 2006 Operational Plan and was assembled and analyzed by the country or USAID operating unit identified on the cover page.

The Operational Plan is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

Related document information can be obtained from:  
USAID Development Experience Clearinghouse  
8403 Colesville Road, Suite 210  
Silver Spring, MD 20910  
Telephone: (301) 562-0641  
Fax: (301) 588-7787  
Email: [docorder@dec.cdie.org](mailto:docorder@dec.cdie.org)  
Internet: <http://www.dec.org>

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## **Program Performance Summary FY 2005: Program Performance Summary**

OTI's range of transition interventions occur in one of three operating environments. While each OTI program is designed specifically around the needs of the transition underway in a particular country, the three categories provide a useful means for thinking about the political and social environment and the types of activities.

**Transitions to Democracy:** Transitions to democracy occur when a seminal event, i.e. the sudden demise of autocratic rule or new elections, ushers in a democratic government after a long period of military or autocratic rule and offers the opportunity to sustain support for democracy until economic and social reforms can take hold. In Afghanistan and Iraq, OTI addressed citizens' pressing needs and began the process of creating and strengthening democratic institutions. Under the now closed-out Afghanistan program, OTI disbursed 734 small grants totaling \$50,607,174 from October 2001 to June 2005 to increase the Afghan government's responsiveness to citizens' needs, increase citizen awareness and participation in the democratic process, and increase the capacity of Afghan media. During FY 2005, the OTI Iraq program implemented 2,613 small grants totaling \$175,552,333. Through these grants, OTI worked with local and national governments to provide essential services and OTI supported citizens' groups working to improve social, political, and economic standards. In May 2005, the program focus shifted to emphasize the generation of short-term employment opportunities in several unstable areas. These activities focused on restoring essential services through labor-intensive projects that engaged large numbers of local residents. In FY 2005, OTI provided 1,435 small grants for short-term employment totaling \$129,309,753.

**Transitions to Peace:** Transitions to peace are openings that signal movement away from conflict and instability toward more stable, democratic governance. Typically, a window is a constitutive settlement, broadly defined as an agreement among political actors. The settlement may take the form of a peace agreement, an accord, or a new constitution. In these situations, OTI works to strengthen the chances of an agreement's success by identifying and addressing critical bottlenecks to it, and by increasing civil society's involvement in the negotiation process. Typical activities involve supporting forums and conferences organized for nongovernmental organizations to discuss and provide input to the peace process, and providing technical assistance to the development of national peace-building plans. In Sudan, for example, the conflict between Bor Dinka cattle herders of Jonglei and host Mundri communities of Western Equatoria has generated serious tension and violence in the region. In response, OTI grantee Joint Integration Return and Rehabilitation Support Team has hosted community level peace dialogues to facilitate the movement of and reintegration of Bor IDPs and their cattle. In Sri Lanka, OTI encourages support for a negotiated peace settlement by mobilizing different ethnic groups to inclusively and collaboratively address needs such as infrastructure rehabilitation. There is an explicit focus on linking communities with local government to foster greater trust and confidence in government institutions, particularly in targeted multi-ethnic communities prone to violence that is often mitigated and contained by partnerships between local and community leaders and state officials. OTI promotes peace and reconciliation themes through media campaigns and programs that encourage more balanced information dissemination, advocacy, dialogue and debate. These programs ensure accurate and balanced reporting; establish "safe spaces" where member of diverse communities can discuss or address problems of common concern; build the capacity of local communities to manage their own conflicts; and work with local partners to resolve specific conflicts through facilitated workshops and joint problem-solving. Other recent OTI programs targeting transitions to peace include Democratic Republic of Congo (DRC) and Burundi. In several instances of supporting transitions to peace, OTI was asked to establish a presence in a country that did not yet have a USAID Mission.

**Transitional Political Crises:** A third scenario for OTI intervention involves a political crisis in which a transition has first stalled and then begun to unravel. In this scenario, OTI sees the potential to prevent or mitigate what could turn into violent conflict by shoring up democratic institutions and supporting the momentum for positive political change. OTI typically achieves this objective by supporting forums and public meetings at which key issues can be debated and works with civil society and independent media to enhance democracy. For example, in Venezuela, with a society sharply divided over fundamental issues, OTI's program is intended to provide an opportunity for political leaders and civic leaders to

discuss their differences in neutral space.

Responding to transitional political crises poses particular challenges. Unlike transitions to democracy or from war to peace, there is frequently no discernable event - a peace accord or an election - to mark the start of a political crisis. Moreover, not every political crisis is serious enough to warrant OTI's involvement. OTI, in collaboration with USAID regional bureaus and field missions, must determine when a transitional crisis has begun and how OTI can best respond.

Other Program Elements: OTI works closely with the Agency's geographic bureaus and field missions to coordinate objectives and activities that support a country's transition. In Sri Lanka, for example, OTI's program is fully integrated in the USAID Mission's strategic plan, and the Mission is using its own funds to compliment assistance. In Afghanistan, OTI was an integral part of the Agency's program, along with the Asia and the Near East bureau and the Office of U.S. Foreign Disaster Assistance in FY 2005. In Iraq, OTI managed a budget of approximately \$166,328,229 of Iraq Relief and Reconstruction Funds. OTI's programs can also be funded by Economic Support Funds allocated by the Department of State, International Disaster and Famine Assistance funds and special supplementals. When appropriate, geographic bureaus and field missions transfer funds to OTI to carry out activities in the field.

**FY 2006 Program****SO: 965-001 Political transitions successfully advanced in priority, conflict-prone countries****Establish & Ensure Media Freedom & Freedom Of Information**

Establish & Ensure Media Freedom & Freedom Of Information: Due to the nature of transition programming, geographic location and programmatic direction of OTI activities are unpredictable and vary according to country needs and foreign policy priorities. In countries in which media freedom and freedom of information have been determined as key transition needs, OTI will seek to establish and support independent media and access to unbiased information. Specific activities may include: providing technical and financial assistance to media outlets to improve quality and impartiality of broadcasts; financing broadcasts to rural areas in indigenous languages and using the broadcasts to encourage participation in community projects and political processes; financing native language news programs; renovating local radio and television stations to give communities mass-media infrastructure. The number and scale of these types of projects will depend on the country in question and priorities established by local communities.

Principal contractors and grantees, major subs: Associates in Rural Development, Inc. (ARD), Casals and Associates, Chemonics International, Creative Associates International, Inc. (CAII), Development Alternatives Inc. (DAI), Education Development Center (EDC), Internews Network, Pact, Inc., Planning and Development Collaborative, Inc. (PADCO).

**Mitigate Conflict and Support Peace**

Mitigate Conflict and Support Peace: Due to the nature of transition programming, geographic location and programmatic direction of OTI activities are unpredictable and vary according to country needs and foreign policy priorities. On average each year, OTI operates in approximately 10 countries transitioning from conflict to peaceful democratic governance. Activities will likely consist of: training community leaders to be more responsive to constituents; providing vocational training to youth, especially ex-combatants, to give them skills for rebuilding their communities; conducting small-scale infrastructure rehabilitation projects with an emphasis on projects that promote reconciliation and use labor from local communities; supporting start-up and capacity building of local non-governmental organizations (NGOs); organizing meetings and trainings for local government leaders, NGOs, and community members. The number and scale of these types of projects will depend on the country in question and priorities established by local communities.

Principal contractors and grantees, major subs: Associates in Rural Development, Inc. (ARD), Casals and Associates, Chemonics International, Coalition for International Justice, Creative Associates International, Inc. (CAII), Development Alternatives Inc. (DAI), Freedom House, International Organization for Migration (IOM), International Republican Institute (IRI), National Democratic Institute (NDI), Pact, Inc., Planning and Development Collaborative, Inc. (PADCO), UN Office of the High Commissioner for Human Rights, Woodrow Wilson International Center for Scholars (WWICS).

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## **Results Framework**

**965-001 Political transitions successfully advanced in priority, conflict-prone countries**  
**Program Title: Office of Transition Initiatives**