USAID
FROM THE AMERICAN PEOPLE

DCHA/DG

USER'S GUIDE TO DG PROGRAMMING

June 2007

PN-ADJ-300

OFFICE OF DEMOCRACY AND GOVERNANCE STAFF DIRECTORY*

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*See page 52 for biographical information on DG Office technical staff.

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*See page 52 for biographical information on DG Office technical staff.

AN OVERVIEW: THE OFFICE OF DEMOCRACY AND GOVERNANCE

USAID has identified *"building sustainable democracies"* as one of the Agency's four overarching goals. In 1994, the Center for Democracy and Governance was established to serve as the Agency's focal point for this critical area of sustainable development. During the Agency's 2002 reorganization, the Center was moved to the new Bureau for Democracy, Conflict, and Humanitarian Assistance and renamed the Office of Democracy and Governance. The primary purpose of the DG Office is to *"promote the transition to and consolidation of democratic regimes throughout the world."* The DG Office is organized in line with the Agency's four democracy-related objectives: *1) strengthening rule of law and human rights, 2) more genuine and competitive political processes, 3) increased development of a politically active civil society, and 4) more transparent and accountable government institutions.*

The Agency's primary means of implementing DG programs in "presence" countries remains USAID Missions. The DG Office assists missions by providing technical support, where appropriate, and mission friendly implementing mechanisms specifically targeted to DG programs. In well defined circumstances, these mechanisms may also be used to work in "non presence" countries. Overall, our support of missions is provided through an inter linked approach that involves technical leadership, field support, and direct program management.

This publication describes how USAID Missions and bureaus can contact staff in the DG Office and access the technical services it provides. It presents an overview of the DG Office, information on staff and current team assignments, and useful descriptions and contact information on each implementing mechanism, which missions and regional bureaus may access.

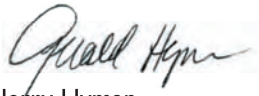
The DG Office maintains a professional staff of democratic development experts. They are assigned to technical divisions that parallel the four DG objectives (rule of law, elections and political processes, civil society, and governance) and that cross-cut the four objectives (strategic planning and research and program and information). An experienced senior advisor heads each division, which provides strategic direction and manages a number of implementing mechanisms that extend its technical work.

Upon request, the strategic planning and research division assists missions by performing on site DG sector and sub sector assessments, assisting in the formulation of country specific DG strategies, providing access to a common set of DG indicators, and supporting evaluations of DG programs. The division also manages mechanisms that cross cut the democracy and governance portfolio and addresses program initiatives that cross cut the Agency's other major sectors.

The program and information division oversees the development of DG Office programs, manages the office-wide response to crisis situations globally, directs the development of program documentation, writes and publishes an array of print and electronic publications, researches and compiles DG related technical information, coordinates substantive training for USAID DG officers, develops the DG Office's web presences, and plans the DG partner's conferences.

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

Sincerely,



Jerry Hyman
Former Director, Office of Democracy and Governance
Bureau for Democracy, Conflict, and Humanitarian Assistance

TABLE OF CONTENTS

Staff Directory 3
An Overview of the Office of Democracy and Governance 5
Table of Contents 7
Sectoral and Sub-sectoral Designations 8
How the DG Office is Organized 9
USAID Democracy and Governance Emphasis Areas 11
How to Access a DG Office Implementing Mechanism 12

Cross-cutting Services 15
IQCs for DG Analytical Services 17
ARD / MSI / DI
Democracy Fellows Cooperative Agreement 20
World Learning
Women in Politics Grant 21
Women's Campaign International
Survivors Funds 22
Manila Consulting, Inc.
Overseas Technical Assistance Contract 23
MSI
USIP Inter-Agency Agreement 24
USIP
Rule of Law 25
IQCs for Rule of Law: International Rule of Law Technical Assistance Services 27
Checchi / Chemonics / DPK / MSD / NCSC
Human Rights and ROL Cooperative Agreements 30
Rights Consortium
U.S. Department of Justice PASA 32
International Development Law Organization Grant 33
Elections and Political Processes 35
Consortium for Elections and Political Process Strengthening Cooperative Agreement II 37
IFES / IRI / NDI
IQCs for Elections and Political Processes 39
IFES / DI / CAII
Civil Society 41
Civil Society Strengthening Cooperative Agreements 43
AED / Pact
Global Labor Program Cooperative Agreement 45
Solidarity Center
Governance 47
IQCs for Deliberative Bodies 49
DAI / FMI / DA / MSI / SUNY
IQCs for Democratic Local Governance and Decentralization 51
ARD / DAI / PADCO / RTI / Urban Institute
IQCs for Anticorruption 54
ARD / C&A / DPK / MSI / PADCO
IQCs for Building Recovery and Reform Through Democractic Governance (BRDG) 57
ARD / Chemonics / DAI / MSI / Millenium/IP3

DCHA/DG Technical Publication Series 60
DCHA/DG Occasional Papers Series and Other Agency Publications 62
Biographical Sketches of DG Office Technical Staff 64
Directory of DG Office Implementing Partners 71

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. The publication Democracy and Governance: A Conceptual Framework also presents the strategic thinking underlying USAID's and the DG Office's worldwide involvement in these areas; ordering information is found on page 51.

RULE OF LAW

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

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

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 governance. It is through the advocacy efforts of civil society that individuals have a voice in formulating public policy, enhancing citizen oversight of public institutions, and improving public dialogue, with these organizations often acting as champions for less mainstream and controversial issues. The DG Office works with a variety of civil society organizations, including media, trade unions, business associations, faith-based organizations, and educational institutions to:

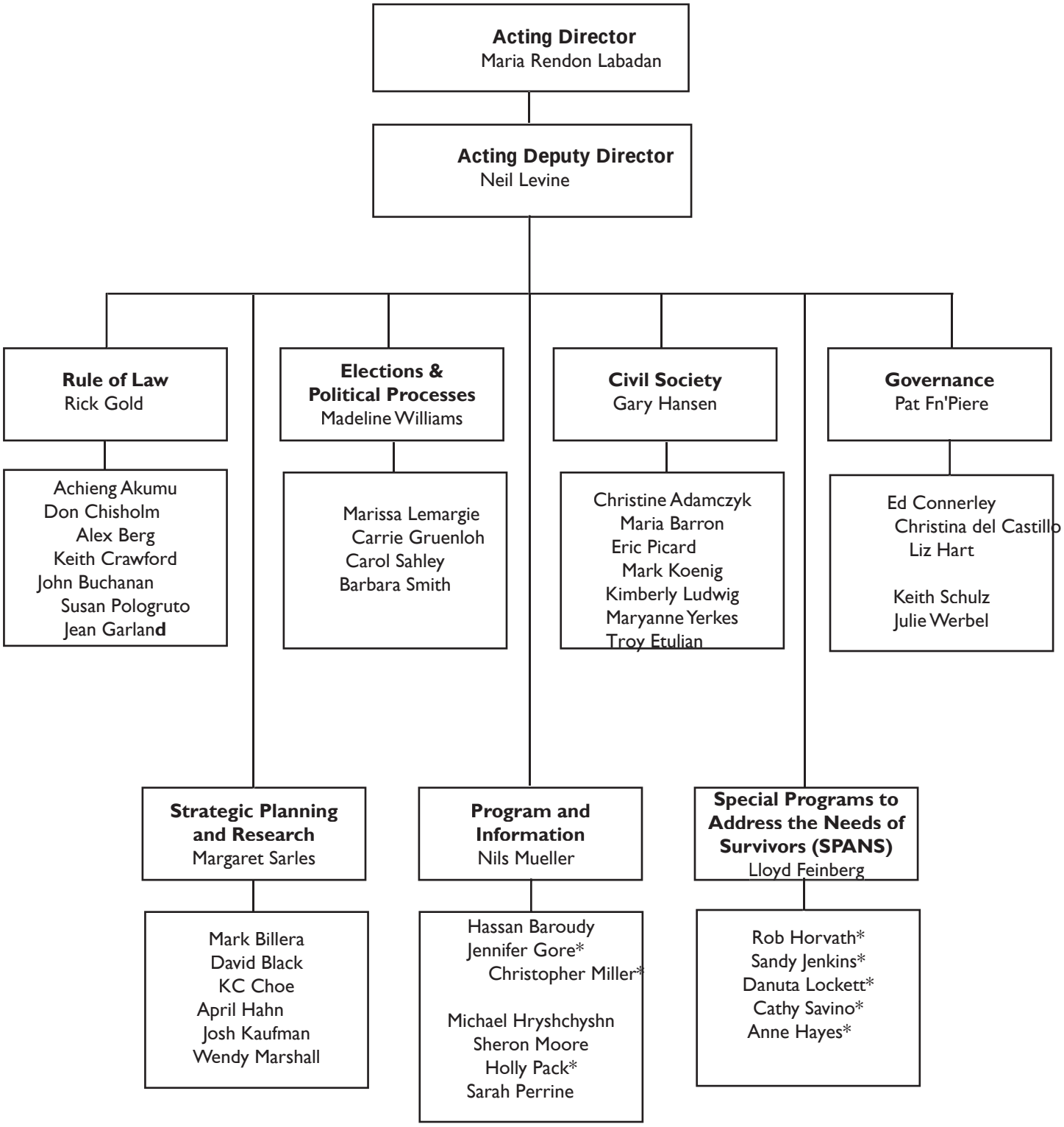
- Developing enabling environments
- Help groups become more effective and self-sufficient

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 governance support on:

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

HOW THE DG OFFICE IS ORGANIZED



* Institutional Contrator

USAID COUNTRY AND REGIONAL PROGAMS WITH DEMOCRACY AND GOVERNANCE EMPHASIS AREAS FY 2004

DG EMPHASIS	AFR	ANE	LAC	E & E
Anti-corruption/ Government Transparency and Accountability	Ghana, Kenya, Madagascar, Malawi, Mali, Mozambique, Nigeria, REDSO-ESA, RCSA, Rwanda, Senegal, Sierra Leone, South Africa, Tanzania, Uganda, WARP, Zambia (18)	Afghanistan, ANE Regional, Bangladesh, Cambodia, East Timor, Jordan, Lebanon, Morocco, Nepal, Pakistan, Philippines, Sri Lanka (12)	Colombia, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, LAC Regional, Mexico, Nicaragua, Panama, Paraguay, Peru (17)	Albania, Armenia, Azerbaijan, Bulgaria, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Montenegro, Romania, Russia, Serbia, Ukraine (18)
Civil Society – General	AFR Regional, Angola, Benin, Burundi, DROC, Ghana, Guinea, Kenya, Liberia, Madagascar, Malawi, Mali, Namibia, Nigeria, REDSO-ESA, Rwanda, Senegal, Sierra Leone, Somalia, South Africa, Sudan, Tanzania, WARP, Zambia, Zimbabwe (28)	Afghanistan, ANE Regional, Burma, China, East Timor, Egypt, India, Iraq, Jordan, Lebanon, Nepal, West Bank and Gaza (12)	Colombia, Cuba, Ecuador, El Salvador, Guyana, Jamaica, LAC Regional, Paraguay (9)	Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Bulgaria, Central Asian Republics Regional, Croatia, Eurasia Regional, Europe, Regional, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Macedonia, Moldova, Montenegro, Romania, Russia, Serbia, Tajikistan, Turkmenistan, Ukraine, Uzbekistan (44)
Elections Assistance	AFR Regional, Angola, DROC, Kenya, Liberia, RCSA, Senegal, Somalia, Tanzania (9)	Afghanistan, Bangladesh, East Timor, Egypt, Indonesia, Iraq, Jordan, Mongolia, Nepal, Philippines, Sri Lanka, West Bank and Gaza (13)	Dominican Republic, Ecuador, LAC Regional (5)	Albania, Azerbaijan, Georgia, Macedonia, Montenegro, Kazakhstan, Kyrgyzstan, Romania, Russia, Serbia, Ukraine (14)
Human Rights	AFR Regional, Burundi, Malawi, Sierra Leone, Zimbabwe (6)	Afghanistan, Bangladesh, Cambodia, Egypt, Nepal (6)	Colombia, Ecuador, LAC Regional (3)	Georgia, Kazakhstan, Kyrgyzstan, Macedonia, Moldova, Montenegro, Russia, Serbia, Uzbekistan (11)
Labor	(0)	Bangladesh, Cambodia (2)	(0)	Bulgaria, Croatia, Eurasia Regional, Macedonia, Montenegro, Russia, Serbia (7)
Legal and Judicial Development	Burundi, Liberia, Malawi, Sierra Leone, South Africa (5)	Afghanistan, East Timor, Egypt, India, Indonesia, Iraq, Jordan, Mongolia, Nepal, Philippines, Sri Lanka, West Bank and Gaza (13)	Bolivia, Caribbean Regional Program, Colombia, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, LAC Regional, Mexico, Nicaragua, Peru (15)	Albania, Armenia, Azerbaijan, Bosnia and Herzegovina, Bulgaria, Eurasia Regional, Europe Regional Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Macedonia, Moldova, Montenegro, Romania, Russia, Serbia, Tajikistan, Turkmenistan, Uzbekistan (24)
Other Governance	AFR Regional, Angola, Benin, Ethiopia, Ghana, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Namibia, Nigeria, REDSO-ESA, Rwanda, Senegal, Sierra Leone, South Africa, Sudan, Tanzania, Uganda, Zambia (25)	Afghanistan, ANE Regional, Cambodia, East Timor, Egypt, India, Indonesia, Iraq, Jordan, Mongolia, Morocco, Nepal, Pakistan, Philippines, Sri Lanka, West Bank and Gaza, Yemen (21)	Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, LAC Regional, Mexico, Paraguay, Peru (14)	Armenia, Azerbaijan, Bosnia and Herzegovina, Bulgaria, Croatia, Central Asian Republics Regional, Eurasia Regional, Europe Regional, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Macedonia, Montenegro, Romania, Russia, Serbia, Uzbekistan, Tajikistan (24)
Political Party Support	AFR Regional, Angola, DROC, Ethiopia, Liberia, Mali, REDSO-ESA, Somalia (8)	Afghanistan, Bangladesh, Cambodia, East Timor, Iraq, Mongolia, Nepal (7)	Dominican Republic, Ecuador, Guatemala, Haiti (4)	Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Central Asian Republics Regional, Croatia, Eurasia Regional, Europe Regional, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Macedonia, Montenegro, Romania, Russia, Serbia, Tajikistan, Ukraine, Uzbekistan (24)

* Source: CDIE Annual Report Database Emphasis Coding Reports FY2004

HOW TO ACCESS A DG OFFICE IMPLEMENTING MECHANISM

Copies of current acquisition and assistance awards have been sent to all missions and contracting officers. Sample statements of work are available from DCHA/DG staff or on the web at
http://inside.usaid.gov/G/DG/

Accessing an indefinite quantity contract (IQC) issued before September 30, 2003

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

1. To access the IQCs, missions prepare a statement of work (SOW) for a task order that briefly describes the purpose, background, objectives, desired activities, deliverables, and/or performance measures as appropriate, as well as a notional budget and time frame.
2. The SOW is shared with the DCHA/DG cognizant technical officer (CTO) to ensure that the proposed activities are consistent with the IQC purpose and that the budget is within the existing award ceiling level. DCHA/DG may also offer substantive comments on the SOW for mission consideration.
3. Fair consideration as to which of the IQC firms will undertake the proposed activity is required. Section F of the contract specifies a three-tiered fair consideration process. The first tier is a review of past performance. Past performance information is available from DCHA/DG and on the Intranet at http://inside.usaid.gov/G/DG. The second tier is a review of proposed personnel and their availability. The third tier is a review of technical and cost proposals. Tier 2 and 3 documentation may be requested of the contractors if Tier 1 consideration is not decisive. If the mission determines that information at a tier, moving from 1-3, is sufficient to justify a fair consideration determination, there is no need to go to the next level, unless the proposed activities are $2 million or more. With requirements of $2 million or more, a Tier 3 review, managed by the mission's contracting officer, is required. If an awardee is selected based on a Tier 1 or Tier 2 review, a brief written justification is submitted to the mission contracting officer with the request to make the award.
4. After review of the SOW by DCHA/DG and determination of fair consideration, the mission sends a formal request to its contracting officer to negotiate a task order under the IQC.

Accessing an indefinite quantity contract (IQC) issued on or after September 30, 2003:

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 cognizant technical officer (CTO). The CTO 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.
   - Task Orders (TO) up to $100,000: All holders will be asked for proposals not to exceed a 3-page technical proposal and 2-page cost proposal.
   - 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.
   - 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 CTO, the mission sends a formal request to its COTO 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 CTO along with the draft program description.

1. The mission sends a draft program description to the DCHA/DG program contact who serves as the cognizant technical officer (CTO). A notional budget should be attached.
2. If the existing grant or cooperative agreement program scope accommodates the proposed activity, the CTO reviews the mission program description with the grantee. With grantee agreement the CTO 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 CTO 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 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 CTO.
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
(Agency Objectives 2.1-2.4)

- **DG Analytical Services**
- **Democracy Fellows**
- **Women in Politics**
- **Survivors Funds**
- **Overseas Technical Assistance Contract**
- **USIP Inter-Agency Agreement**

IQCS FOR DG ANALYTICAL SERVICES

Support Objectives 2.1-2.4 **DCHA/DG Contact:** Josh Kaufman (CTO)

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

*This is a small business.

PURPOSE:

Missions and USAID/W unites 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 subsectoral assessments, e.g.,

- Full-scale DG sector assessments that include examination of all major functional components and areas of USAID interest;
- Single component or subsectoral 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 that bring together USAID staff with cooperating agencies including PVOs, NGOs, universities, consulting firms, etc., 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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Web: www.democracyinternational.us

SUB-CONTRACTORS

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

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

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

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

DEMOCRACY FELLOWS COOPERATIVE AGREEMENT

Support Objectives 2.1-2.4 **DCHA/DG Contact:** Sarah Perrine (CTO)

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

PURPOSE:

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

POSSIBLE WORK AREAS:

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

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

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

GRANTEE

World Learning
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Fax: (202) 408-5397
E-mail: dem.fellows@worldlearning.org
Web: www.worldlearning.org/wlid/cssc/dfp

WOMEN IN POLITICS GRANT

Support Objectives 2.1-2.4 **DCHA/DG Contact:** Kyung (KC) Choe (CTO)

IQCs	Award Number	Expiration
Women's Campaign International	GDG-G-00-02-00006-00	11/31/2006

PURPOSE:

DCHA/DG has awarded a grant to Women's Campaign International (WCI) in support of its goal to increase women's political participation.

POSSIBLE WORK AREAS:

WCI partners with local women's groups, providing technical assistance and funding to support local action agendas.

WCI's grant allows it to work with a large array of women's groups, including but not limited to:

- Women's advocacy groups
- Women elected officials
- Women's professional organizations
- Women political party members

Technical assistance may encompass the following topics:

- Advocacy
- Coalition building
- Leadership training
- Message building
- Media relations
- Fundraising

GRANTEE

Women's Campaign International (WCI)
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Executive Director
Fels Institute of Government
University of Pennsylvania
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Fax: (215) 746-6451
E-mail: jms62@georgetown.edu
Web: www.womenscampaigninternational.org

SURVIVORS FUNDS

Support Objectives 932-005 **DCHA/DG Contact:** Lloyd Feinberg CTO)

Technical Support Contract	Award Number	Expiration
Displaced Children and Orphans Fund	DFD-M-00-00-24-00238	9/27/2007
Leahy War Victims Fund	DFD-M-00-00-24-00238	9/27/2007
Victims of Torture Fund	DFD-M-00-00-24-00238	9/27/2007

PURPOSE:

The Displaced Children and Orphans Fund (DCOF) provides financial and technical assistance for programs for the protection and care of especially vulnerable children without adequate family care. It gives priority attention to war-affected children and children living on the street. The Patrick J. Leahy War Victims Fund (LWVF) addresses the needs of people living with disabilities in conflict- affected countries. It focuses primarily on those who suffer from mobility-related injuries caused by unexploded ordnance (UXO), including anti-personnel landmines, as well as other direct and indirect causes of physical disability (including polio and other preventable diseases that might result from interrupted immunization campaigns). The Victims of Torture Fund (VTF) assists in the healing and rehabilitation of individuals and their families who suffer from the physical and psychological effects of torture.

POSSIBLE WORK AREAS:

The major portion of the DCOF funds are used to support programs and activities that provide direct assistance to vulnerable children. It also supports the design, implementation, and monitoring of programs that provide evidence based guidance and replicable models for future expansion and/or replication. The DCOF currently supports programs in 19 countries.

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. Assistance may include training and institutional capacity strengthening, facilities upgrading, materials provision, and support for national disabilities policy reform and public advocacy. In addition, the LWVF supports efforts to increase and expand social inclusion and access to economic opportunities for war victims and other people with disabilities. The LWVF currently supports program activities in 24 countries.

The VTF primarily supports programs that help heal the psychological and physical trauma caused by torture. Additionally, the Fund recognizes that communities, along with survivors, need to heal and recover. To this end, the Fund supports programs that affirm the dignity of the survivor by restoring his or her position as a functioning and contributing member of the family and the community. Currently, the Fund is ssupporting treatment programs that attend to the medical, psychological, and social needs of torture survivors and their families in 28 countries.

As part of its oversight and managerial responsibilities for the Funds, DCHA/DG maintains a technical support contract with Manila Consulting. This contract provides technical assistance and support for the Agency and for field missions that are interested in developing programs under the Funds.

CONTACT INFORMATION

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SPANS Technical Support Contract
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Web:
http://www.victimsoftorturefund.org
http//www.displacedchildrenandorphansfund.org
http://www.leahywarvictimsfund.org

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Danuta Lockett, Senior Technical Advisor, Victims of Torture Fund
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Lynne Schaberg, Senior Technical Advisor, Displaced Children and Orphans Fund
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OVERSEAS TECHNICAL ASSISTANCE CONTRACT

Support Objectives 2.1-2.4 **DCHA/DG Contact: Michael Miklaucic (CTO)**

Overseas Technical Assistance	Award Number	Expiration
Management Systems International	DFD-P-00-03-00094-00	9/11/2007

*The ceiling has been reached. The contract is being re-competed; the new contract will be announcement upon award.

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

Examples of typical assignments are:

- prepare scopes of work for accessing DCHA/DG central contract and grant mechanisms for program implementation
- revise and/or update strategic objective indicators
- conduct or participate in updating field mission DG sector assessments
- assist missions to incorporate democratic governance concepts and elements in other development sectors
- participate in country sub-sector analyses such as in anticorruption, civil society development, local governance, judicial sector reform, or human rights programming
- participate as a panel member for the technical review of proposed DG contracts
- serve in an "acting" capacity for a field mission's democracy programs
- conduct and participate in the evaluation of mission democracy programs
- provide technial 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
Fax: (202) 488-0754
E-mail: LCarter@msi-inc.com
Web site: www.msiworldwide.com

UNITED STATES INSTITUTE OF PEACE INTER-AGENCY AGREEMENT

Support Objectives 2.1-2.4 **DCHA/DG Contact:** Joshua Kaufman (CTO)

Agreement	Award Number	Expiration
United States Institute of Peace	DGC-T-00-05-00007-00	9/30/2007

PURPOSE:

DCHA/DG and The United States Institute of Peace (USIP) entered into an interagency agreement to conduct research and analysis about identifying strategies for improving prospects for meaningful political reform in the Arab world.

POSSIBLE WORK AREAS:

Focus areas of the research and analysis include:

- The institutional, constitutional, and legal reforms that Arab governments must undertake to promote effective opposition movements and parties;
- The internal reforms and strategies that opposition groups might undertake to both mobilize their respective constituencies and encourage more effective alliances or pact making, particularly between groups divided by ideological or identity conflicts; and
- New democracy promotion policies and strategies that U.S. democracy promoters might adopt to encourage more effective opposition in general, and more effective alliances between opposition groups in particular.

USIP CONTACT

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Web site: www.usip.org

RULE OF LAW
Strengthening rule of law and respect for human rights (Agency Objective 2.1)

Technical Division Chief
Rick Gold

Just as there are many ways of defining rule of law sector elements and problems, there are also numerous ways of developing rule of law programs. The DG Office supports work in rule of law in three areas:

- Improving outdated or otherwise inadequate legal frameworks and codifying human rights
- Strengthening justice-sector institutions
- Increasing citizens' access to justice

The relative importance of these factors in a given country depends upon its cultural and historical legacy and other contextually defined conditions.

Priority Areas: Legal reform, administration of justice, citizens' access to justice, respect for human rights, and constitutions and fundamental law.

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

Support Objectives 932-001 DCHA/DG Contact: **Susan Pologruto (CTO)**

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

*This is a small business.

PURPOSE:

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

The Rule of Law IQC offers the following features:

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

POSSIBLE WORK AREAS:

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

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

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

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

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

- **Building Constituencies for Reform**: Reform of the justice sector is a political process and requires political support to succeed. Despite the many complaints about justice systems, and the often very clear picture of what needs to be fixed, reform programs are often stymied by a lack of effective local backing. Vested interests, powerful opposition, or the sheer weight of inertia and fear of the unknown frequently prevent any but the most minimal advances. Like the particular problems, the political obstacles vary from country to country, but in all cases, the common challenge is to generate broader interest, coordinate the actions and concerns of a variety of political actors, reach consensus on a common plan of action, and maintain support through its implementation. Work in this area is focused on developing the political will necessary to carrying through with reforms.

Specific tasks under these IQCs may include, but are not limited to the following:

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

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

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

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

PRIME CONTRACTORS

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National Center for State Courts
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Web: www.ncsconline.org

SUB-CONTRACTORS

To Checchi

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

To MSD:

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

To Chemonics:

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

To DPK:

Overseas Strategic Consulting
CDR Associates

*This is a small business.

HUMAN RIGHTS AND RULE OF LAW COOPERATIVE AGREEMENTS

Support Objectives 932-001 **DCHA/DG Contact:** Keith Crawford (CTO)

Cooperative Agreement	Award Number	Expiration
RIGHTS Consorium	AEP-A-00-99-00016-00	8/31/2007

PURPOSE:

DCHA/DG has awarded two "leader with associates cooperative agreements" to non-governmental organizations to enhance the Agency's capacity to promote respect for human rights and the rule of law by providing accelerated access to NGOs with extensive human rights and rule of law expertise. The RIGHTS Consortium includes Freedom House as the lead organization with the American Bar Association's Central and Eastern European Initiative (ABA/CEELI) and the National Democratic Institute for International Affairs (NDI).

POSSIBLE WORK AREAS:

Both consortia offer programs in the following areas:

- Strengthening legal protections for human rights and gender equity in conformance with international standards
- Promoting the reform of judicial, legal, and regulatory frameworks (codes, laws, constitutions, etc.) that support democratic institutions and market-based economies
- Strengthening justice sector institutions, including the judiciary, prosecution, legal defenders, and civilian police
- Improving access to justice and the skills and knowledge necessary to use the justice system effectively, including legal literacy, legal, and alternative dispute resolution programs

Leader with Associates Cooperative Agreements: The two cooperative agreements are structured to offer USAID accelerated access to the expertise of the NGO partners. Awarded as "leader with associates" agreements, missions and bureaus may negotiate and award, with no further competition (and without the noncompetitive justification required by ADS 303), 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. In addition, DCHA/DG funding of the leader awards pre-positions resources for the quick mobilization of personnel when needed. For USAID Missions and bureaus, the cooperative agreements thus offer ready assistance in meeting urgent requirements for assessments, strategy formulation, activity design, and implementation start-up. The rapid response capability is expected to be especially useful in the programming of economic support funds and non-presence country activities.

The scope of activities that are eligible to be undertaken through either the leader or associate agreements is broad and meant to cover the complete spectrum of donor assistance activities in rule of law and human rights. Specifically, an activity that is consistent with the above stated purpose or work areas is eligible to be undertaken with the provisions of the new cooperative agreements.

The leader agreements have an authorized funding level of $4 million each and a five-year life (see expiration dates at top). There is no limit on the value of individual associate awards, nor 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 either of the two cooperative agreements should contact the CTO for further details and guidance.

Core Activities:
Leader Cooperative Agreements—DCHA/DG will fund core activities under the two leader cooperative

agreements to which missions and regional and other central bureaus may also wish to contribute. Core funds will be spent on four main areas: rapid response assistance in non-presence and priority presence countries; regional and inter-regional human rights and legal advocacy networks; development and dissemination of resource materials; and assessment and evaluation. Core funding is, unfortunately, very limited, and field missions may fund core ctivities with their own funds.

Associate Award Activities—Missions/bureaus fund all "associate" award activities.

RIGHTS CONSORTIUM

Freedom House (lead organization/consortium point of contact)
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American Bar Association/Central and Eastern European Law Initiative (ABA/CEELI)
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National Democratic Institute (NDI)
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Web: www.ndi.org

U.S. DEPARTMENT OF JUSTICE PASA

Support Objectives 932-001 **DCHA/DG Contact:** Patricia Alexander (CTO)

PASA	Award Number	Expiration
Department of Justice	AEP-P-00-96-00024	9/30/2006

PURPOSE:

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

POSSIBLE WORK AREAS:

Through its office for Overseas Prosecutorial Development, Assistance and Training, DOJ can offer a broad range of ROL support by drawing from its pool of administrative personnel and 8,000-plus attorneys, as well as other legal sector professionals. For example, DOJ can provide technical assistance and training to judges, prosecutors, and other justice sector personnel in such areas as basic legal and investigative skills, professional responsibility, case management, budgeting, and strategic planning. In addition, DOJ can offer more specialized assistance directed at addressing a variety of crime problems, including public corruption, fraud, money laundering, organized crime, and child exploitation. While the PASA emphasizes criminal justice assistance, it also enables USAID Missions to access DOJ's expertise in other areas, such as civil rights, commercial law, and environmental law.

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

This agreement must be accessed through the Office of Democracy and Governance. USAID Missions should contact the CTO to discuss the agreement. Please do not contact the DOJ directly.

INTERNATIONAL DEVELOPMENT LAW ORGANIZATION

Support Objectives 932-001 **DCHA/DG Contact:** Achieng Akumu (CTO)

Grant	Award Number	Expiration
Department of Justice	AEP-G-00-97-00031-00	9/30/2006

PURPOSE:

To support specific programs being developed by the International Development Law Organization (IDLO) which contribute to USAID objectives in the rule of law field.technical assistance and training, review laws and legislation, and make policy recommendations.

POSSIBLE WORK AREAS:

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

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

GRANTEE

International Development Law Organization (IDLO)
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00187 Rome, Italy
Tel: 39-06-697-9261
Fax: 39-06-678-1946
Web: www.idlo.org

ELECTIONS AND POLITICAL PROCESSES

More genuine and competitive political processes (Agency Objective 2.2)

Technical Division Chief
Madeline Williams

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 oversight of electoral processes, informed and active citizenries, representative and competitive multi-party systems, inclusion of women and other disadvantaged groups, and effective transfers of political power.

CONSORTIUM FOR ELECTIONS AND POLITICAL PROCESS STRENGTHENING II

Support Objectives 932-002 **DCHA/DG Contact:** Madeline Williams (CTO)

Cooperative Agreement	Award Number	Expiration
CEPPS	DGC-A-00-01-00004-00	6/2/2007

PURPOSE:

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

The purpose of this agreement is to strengthen and support democratic electoral and political processes by providing access to international and regional organizations that offer a full array of activities in this field. The emphasis is on long-term planning and sustainable development of electoral and political processes rather than event-driven, crisis-oriented activities centered on a single election. 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 cooperative agreement is designed to respond to immediate and long-term mission and bureau needs related to assessments, strategy formulations, activity design, and program implementation. The scope of this new award broadens the range of possible activities. Specifically, activities initiated under this award may promote any of the following objectives:

- **Credible electoral administration**: CEPPS will pursue the goal of building a sustainable indigenous capacity for developing credible electoral administration through approaches such as pre-election training and assessments; strengthening indigenous capacity at all levels of the process through training programs that ensure professionalism and sustainability; and facilitating international donor coordination that allows for effective assistance to reach defined targets in a timely manner.

- **Impartial electoral framework**: Technical assistance and support for legislators, election administrators, and other government officials, political parties, and citizen groups can be used to develop effective and impartial laws, regulations, constitutional provisions, and institutions that govern electoral processes. Assessments, legislative drafting, fora for public participation and dialogue on electoral reform, and technical assistance to local NGOs are illustrative examples of the avenues that CEPPS provides.

- **An informed and active citizenry**: Approaches to promote this objective may include civic education campaigns that prepare citizens to exercise their rights and responsibilities in a democratic society; voter education campaigns to inform citizens about the voting process, motivate them to vote, and help them distinguish between political competitors on the basis of substantive issues; training in citizen participation, policy advocacy, and watchdog activities to ensure effective public input in the political process; and capacity building of local NGOs to ensure sustainable and vibrant civil society engagement in governmental and political processes.

- **Effective oversight of electoral process**: CEPPS can employ comprehensive, long-term approaches to election oversight that link election monitoring with efforts to strengthen electoral complaint mechanisms, as well as regulatory and law reform efforts by political parties, electoral authorities, and

citizen groups. Election monitoring programs can be developed to improve the credibility of the electoral process and increase public confidence. Compliant mechanisms may be developed through political party pollwatching and the mobilization of knowledgeable get-out-the-vote workers. The consortium also will support domestic nonpartisan monitoring initiatives by NGOs and help them strengthen their capacities to conduct watchdog and policy advocacy activities between elections. Where appropriate, CEPPS can organize international election assessments that address the entire election process.

- **Representative and competitive multi-party system**: Political party strengthening programs can be used to develop substantive platforms that reflect citizen concerns and democratic structures within parties, based on public input. Assistance to political parties can be given at the national and/or sub-national levels to develop and implement strategic plans, professional secretariats with management and budgetary capabilities, internal communications, and pollwatching capabilities. CEPPS can provide confidential, individual consultations to all viable democratic parties in a country, multi-party fora and networks, and study missions to other countries. Training activities will be developed through consultations with individual parties and with the help of opinion polling and focus groups.

- **Effective transfer of political power**: CEPPS may be used to provide training or technical assistance for the development of skills for newly elected leaders or new political structures. In situations of transfers of power, CEPPS can offer rapid response assistance to political parties, legislative bodies, and citizen groups. Technical assistance, guidance, training, and other activities can also be used to promote political consolidation, coalition building, and constitutional reform.

- **Effective governance by elected leaders and bodies**: CEPPS programs strive to promote the development of competent, accountable, transparent, and responsive legislatures that are capable of representing the electorate, overseeing the executive, and participating in the development of laws and policies. Through member and staff training, institutional development and lawmaking projects, CEPPS provides assistance on rules of procedure, transparency, operations of party caucuses, role of the opposition, legislative ethics, committee functions, constituency relations, and oversight of executive agencies. Using this mechanism, lawmakers and public officials can be offered comparative information about the fundamentals of the democratic process for bill-drafting, as well as techniques for increasing citizen access to the legislative process through hearings, public comment periods, correspondence, and district and town meetings.

- **Increased participation of women and historically disenfranchised groups**: In all areas of programming, CEPPS may be used to solicit support from women and minorities and encourage their participation, including as experts, trainers, and election observers. Training can be offered to political candidates from underrepresented constituencies in order to help them develop strategies to build coalitions, reach out to voters, gather media support, and raise funds, as well to assist them in their roles as elected officials. CEPPS also works with underrepresented groups to help them build issue based and electoral coalitions; raise funds; organize advocacy, voter registration, and get-out-the-vote campaigns; and develop networks of candidates, organizations, and leaders from underrepresented groups, including women.

The Consortium for Elections and Political Processes Strengthening is made up of the following three organizations.

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IFES
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National Democratic Institute for International Affairs (NDI)
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IQCS FOR ELECTIONS AND POLITICAL PROCESSES

Support Objectives 932-002

DCHA/DG Contact: Carol Sahley [CTO]

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

*This is a small business

PURPOSE:

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

POSSIBLE WORK AREAS:

- **Pre-election assessments:** Country-specific assessments which identify the needs and constraints of conducting free and fair elections.

- **Election administration**: Technical assistance to election management commissions and institutions that conduct elections and adjudicate electoral disputs, technical assistance to develop and strengthen election laws or the constitution, and/or technical assistance to address problems identified in pre-election assessments. This includes providing commodities, poll-worker training, technical assistance to election management bodies, and voter and civic education.

- **Election monitoring**: Both prior to and during national elections, as well as key regional and local elections, support for domestic and international observations, indigenous civil society and political party poll-watching, quick counts and other methods for monitoring the election process, disseminating information and reporting on electoral results, and monitoring and mitigating of election-related violence.

- **Political party development**: Support to strengthen pluralistic democracy through political parties. Political party development work through IQCs is 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 assitance 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: USAID programs support representative , multiparty systems; and USAID programs do not seek to determine election outcomes. (Note: additional guidelines for political party assistance programs, 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 to legislatures as well as legislators, regional and/or local government representatives to strengthen the political process and support new governments or coalitions, as well as support in facilitating national dialogues and fora promoting consensus-building.

- **Voter and civic education**: support for long- and short-term programs covering the entire range of pre-, post-, and interim-election voter and civic education, including support for message development and various media transmissions, as well as research and evaluation.

IQCS FOR ELECTIONS AND POLITICAL PROCESSES

- **Political empowerment of marginalized groups**: Support for long- and short-term programs that build the capacity of historically disadvantaged and/or marginalized groups such as women, youth, racial, ethnic and/or religious minorities, as well as IDPs, to participate and exercise their rights in electoral and political processes.

- **Technical leadership support**: Support for a range of activities that contribute to furthering state-of the-art elections and political process programming.

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SUB-CONTRACTORS

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

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

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

CIVIL SOCIETY

Increased development of a politically active civil society (Agency Objective 2.3)

Technical Division Chief
Gary Hansen

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 spotlight 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: Encouraging the development of enabling environments and assisting groups to become financially viable and self-sufficient.

CIVIL SOCIETY STRENGTHENING COOPERATIVE AGREEMENTS

Support Objectives 932-003

DCHA/DG Contact: Maria Barron (CTO) - AED
Christine Adamczyk (CTO) - Pact, Inc.

Cooperative Agreement	Award Number	Expiration
Academy for Educational Development	AEP-A-00-01 00004-00	3/9/2008
Pact, Inc.	GEG-A-00-01-00005-00	3/9/2008

PURPOSE:

DCHA/DG has awarded two five-year leader with associate cooperative agreements to NGOs in order to strengthen the planning and activity implementing capabilities of civil society organizations. Each recipient or cooperator represents a consortium of civil society partners. The cooperative agreements are managed with DCHA/DG's civil society team. Each award supports innovative approaches that are most likely to enhance local civil society organizations' in facilitating a country's transition to, or consolidation of, participatory democratic processes. Activities aimed at five objectives will be carried out under each award.

POSSIBLE WORK AREAS:

- **Establishment of legal frameworks to protect and promote civil society**: Supporting enactment of laws safeguarding freedom of association (e.g., membership in labor unions); efficient and transparent NGO registration procedures; favorable taxation policies for the non-profit sector; freedom of information; efficient and transparent media licensing procedures; journalists; and rights of women and minorities.

- **Increased citizen participation in policy processes, implementation, and oversight of public institutions**: Supporting activities aimed at representing the interests and rights of citizens; articulating those interests to decision-makers; influencing policy decisions based on represented interests; oversight of government actions and expenditures; and exercising oversight to ensure government and citizen compliance with adopted policies.

- **Increased institutional and financial viability of civil society organizations (CSOs)**: Supporting introduction of democratic features in CSO management and policymaking; institute strategic planning, monitoring, and evaluation systems; comply with generally acceptable accounting and auditing standards; and diversify their resource bases through effective fundraising or revenue-generating techniques. Assisting institutional development of not-for-profit organizations such as human rights and advocacy groups, professional associations, trade unions, women's rights groups, environmental activist groups, business associations, media organizations, religious institutions, and centers of political and social policy analysis.

- **Enhanced free flow of information**: Assisting the institutional development of plural arrays of independent non-governmental sources of information including print, broadcast, and electronic media; access to public information; the Internet; legal rights; and unencumbered flow of information. Facilitating investigative reporting and strengthening financial and management capacities of indigenous media.

- **Strengthened democratic political culture and gender equity**: Supporting civic education, including adult education, in-school education for youth (K1-university level), use of media, and small grant-funded community development activities in promoting a gender-sensitive and broad-based democratic culture.

Leader with Associates Cooperative Agreement: Both recipients of the leader awards have been provided with "working capital" from the DG Office's core funds. This enables both partners to rapidly respond to bureaus' and field missions' requirements on a reimbursable basis. Examples of these types of activities might include civil society assessments, activity design and implementation, training, technical assistance, monitoring and evaluations, seminars and workshops, and sub-grants or contracts to indigenous technical service providers. These may be undertaken in both USAID presence and non-presence countries.

CIVIL SOCIETY STRENGTHENING COOPERATIVE AGREEMENTS

With consent of either cooperator and concurrence by DCHA/DG, additional CoAgs or grants known as associate awards may be negotiated and awarded separately by USAID Missions or Bureaus.

The associate awards may also be done without further competition or announcements to support the same objectives described above. Each associate award shall contain a separate activity description fitting within the broader program description of the leader award as well as separate budget and reporting requirements. Associate awards shall, however, be covered under the terms and conditions of the leader cooperative agreement award. Substantial involvement clauses included in associate awards must be consistent with those in the leader awards. The substantial involvement clauses in the two CoAgs are USAID's:

- Approval of partners' annual work plans
- Designation of key positions and approval of key personnel
- Approval of monitoring and evaluation plans and its involvement in monitoring progress towards program objectives

Anticipated value of the associate awards over the life of activity is estimated at $50 million. Although competition of associate awards is not required, bureaus and missions may review the past experience of each partner and members of their respective consortia.

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AFFILIATES

With the AED Consortium:
Management Systems International
Mercy Corps International
IFES
International Labor Rights Fund
International Research & Exchanges Board
International Center for Not-for-Profit Law
The Johns Hopkins University Center for Civil Society Studies
The Kettering Foundation
Search for Common Ground

PACT CONSORTIUM

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With the Pact Consortium:
The American Center for International Labor Solidarity
The Center for Civic Education
The Center for Private Enterprise
Children's Resources International, Inc.
Institute for Development Research
Internews
International Center for Non-Profit Law
International Republican Institute
National Democratic Institute for International Affairs
Research Triangle Institute
Union of Needletrades, Industrial and Textile Employees (UNITE)
World Education

GLOBAL LABOR PROGRAM COOPERATIVE AGREEMENT

Support Objectives 932-003 **DCHA/DG Contact:** Kimberly Ludwig (CTO)

Cooperative Agreement	Award Number	Expiration
Solidarity Center	DGC-A-00-02-00002-00	2/8/2007

Note: Through DCHA/DG, USAID has awarded the cooperative agreement to the American Center for International Labor Solidarity (Solidarity Center). In the past, these programs were administered by the AFL-CIO regional institutes. The institutes were then consolidated into the Solidarity Center, which 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. They are also focusing on health issues (including HIV/AIDS), democratic-industrial relations, and human resource development.

The Solidarity Center is the award's lead organization. USAID created a leader-associate award mechanism to speed up the procurement process, through a pre-approved grant vehicle. This enables the missions and other U.S. government departments and agencies, to add associate awards that address the same objectives as the pre-existing leader award, without taking the time to compete these programs. After the CTO in Washington has determined that the scope falls within the objectives of the leader award, the missions then manage these grants, set their terms, and can develop programming that includes affiliate organizations that are a part of the award. These awards can be extended beyond the five-year life of the leader award.

GRANTEE

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

Acting Technical Division Chief
Pat Fn' Piere

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 deliver basic services, the degree to which a government is able to carry out its functions at any level is often a key determinant of a country's ability to sustain democratic reform.

Priority Areas: Anticorruption initiatives, decentralization and local capacity-building, civil-military relations, public policy development and implementation, and legislative strengthening.

IQCS FOR DELIBERATIVE BODIES

Support Objectives 932-004

DCHA/DG Contact: Keith Schulz (CTO)

IQCs	Award Number	Expiration
Development Alternatives, Inc.	DFD-I-00-04-00129	5/17/2009
Development Associates	DFD-I-00-04-00135	5/17/2009
Financial Markets International*	DFD-I-00-04-00136	5/17/2009
Management Systems International	DFD-I-00-04-00138	5/17/2009
SUNY	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 subnational 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 subnational government bodies, and their constituents
- Clarifying role and responsibility definitions for parliamentary bodies vis-à-vis the executive and judicial branches of government, NGOs, and constituents
- Providing training to host country legislators and staff regarding best practices for policy formulation, the conduct of public meetings/hearings, and public policy mediation/negotiation
- Providing advisory services pertaining to the drafting, oversight, and implementation of laws, regulations, and ordinances consistent with a democratic government reform

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

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PRIME CONTRACTORS CONT.

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SUB-CONTRACTORS

To DAI:
Social Impact
The Asia Foundation
International Roll Call
Indiana Universlty
Metropolitan Consulting Corp
National Conference of State Legislatures

To FMI:
International City Management Association
U.S. Association of Former Members of Congress
University of North Carolina Political Science Department
Boston University Program in Legislative Drafting

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

To DA:
Research Triangle Institute
University of Texas
Aurora Associates International, Inc.

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

IQCS FOR DEMOCRATIC LOCAL GOVERNANCE AND DECENTRALIZATION

Support Objectives 932-004 **DCHA/DG Contact:** Ed Connerley (CTO)

IQCs	Award Number	Expiration
Associates in Rural Development	DFD-I-00-05-00121-00	6/30/2010
Development Alternatives Incorperated	DFD-I-00-05-00127-00	6/30/2010
Planning and Development Collaborative International	DFD-I-00-05-00125-00	6/30/2010
Research Triangle Institute	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.

IQCS FOR DEMOCRATIC LOCAL GOVERNANCE AND DECENTRALIZATION

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

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

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

To DAI:
Academy for Educational Development
Carl Vinson Institute of Government
De Angelis & Associates
Electronic Data Systems Corporation
Jacobs and Associates
Metropolitan Consulting Corporation
National League of Cities
PFK (non-U.S.)
Social Impact
Spectrum Media
The League of Women Voters
Valu Add Management Services
VNG International (non-U.S.)
Computer Frontiers

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

To Urban Institute:
International City/County Management Association
Management Systems International
Crimson Capital
J.E. Austin Associates
TCG International
Training Resources Group

IQCS FOR ANTICORRUPTION

Support Objectives 932-004 **DCHA/DG Contact:** Liz Hart (CTO)

IQCs	Award Number	Expiration
ARD, Inc.	DFD-I-00-03-00142-00	9/30/2008
Casals & Associates, Inc.*	DFD-I-00-05-00139-00	9/30/2008
DPK Consulting*	DFD-I-00-05-00141-00	9/30/2008
Management Systems International	DFD-I-00-05-00144-00	9/30/2008
PADCO	DFD-I-00-05-00143-00	9/30/2008

*This is a small business

PURPOSE:

The connections between public sector corruption and development run deep. Some of them are clear and direct: when political officials divert aid and investment capital to offshore bank accounts, poor nations become poorer. When political, bureaucratic, and judicial processes are put up for rent, it endangers civil liberties and property rights. It 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. For example, corruption can erode the legitimacy of government and undermine such democratic values as trust, tolerance, accountability, and participation. At the same time, corruption can increase the time, money, and uncertainty of doing business and thereby deter investment. It can also distort investment patterns by diverting private investment away from high corruption regions, and it creates incentives for public investment into complex projects where corruption can be hidden. Corruption can also reduce competition, lower compliance with construction, environmental, or other regulations, increase budgetary pressures on government, and nourish organized crime networks.

Some opening of political and economic systems and the growing understanding of the costs of corruption have allowed USAID and other USG agencies greater opportunities to engage in efforts to fight corruption around the globe. By supporting efforts by host government institutions, civil society organizations and the private sector, USAID seeks to promote greater transparency, accountability and broader participation in government. The U.S. Congress recognized the importance of anticorruption and good governance assistance by passing the Anti-Corruption and Good Governance Act of 2000 (P.L. 106-309). This law adds promotion of good governance as part of overall U.S. development assistance policy and authorizes an array of activities designed to combat corruption and improve transparency and good governance in developing countries of particular interest to the United States.

Consistent with these goals, the objective of this activity is to curb governmental corruption in both political and bureaucratic offices. This activity focuses on 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. It includes both administrative corruption and state capture. Governmental integrity support activities under this contract are expected to encompass the following functional areas: (a) public financial, administrative and regulatory measures that promote transparency and accountability; (b) civil society advocacy on behalf of governmental integrity; and (c) incorporation of anticorruption promotion into other sectoral/sub-sectoral areas, such as health and education, corporate governance, or into key aspects of democracy promotion, such as rule of law, legislative oversight or local government strengthening.

POSSIBLE WORK AREAS:

- Public administration reform, including sanction regimes
- Civil society advocacy (organizational development, advocacy strategies, managing relations with government)

IQCS FOR ANTICORRUPTION

- Complaint mechanisms and whistleblower protections
- Corruption in service delivery
- Corruption surveys and integrity workshops
- Local government transparency
- E-government reform
- Political party financing
- Financial management systems and audit
- Freedom of information legislation and access to information
- Government ethics regimes
- Inspector general/ombudsmen/anticorruption agencies
- Investigative journalism
- Legislative oversight
- Regulatory reform
- Open budget processes
- Privatization
- Public education campaigns
- Public procurement
- Public-private partnerships to combat corruption
- Rule of law institutions
- Tax and customs administration

In addition, the contractor shall award and administer, upon task order request, a small grants program to support indigenous nongovernmental organizations (NGOs) in pilot or experimental activities as well as provide institutional strengthening support, as appropriate, to the recipient NGOs.

PRIME CONTRACTORS

Associates in Rural Development, Inc.
Bradford P. Johnson and
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Box 1397, Suite 300
159 Bank Street
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Web: www.msiworldwide.com

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Web: www.casals.com

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Eweb: www.dpkconsulting.com

SUB-CONTRACTORS

To PADCO:
African Center for teh Constructive Resoltuion of Disputes
American Manufacturers Export Groups
American University - Washington College of Law
CARE-uU.S.
Child Welfare League of America
Ernst and Young
Federal Bar Assocation - Democracy Development Institute
Inter-American Dialogue Instituto Inter-Americano de Derechos Humanos
Fordham University Institute for Ethics and Economic Policy
Institute for Global Ethics
Internews
Institute for the Study of Civil Values
National Center for State Courts National Conference of State Legislators
PACT
Policy Studies Inc., - International Pace and Justic Center
Rutgers University - Local Democracy Partnership
Raoul Wallenberg Institute
Science Applications International Corporation
Seoul Municipal Government
The Spangenberg Group
Thomas Associates
TRAFFIC-US
World Education, Inc.
World Wildlife Fund-US

To ARD:
BearingPoint
World Learning
State University of New York International Development Group
QED Group

To MSI:
Deloitte Touch Tohmatsu
Checchi and Company Consulting
Center for International Private Enterprise

To C&A:
The Asia Foundation (TAF)
East West Management Institute (EWMI)
IFES

To DPK Consulting:
The Louis Berger Group
Counterpart International
DevTech Systems
International City-County Management Association (ICMA)
Overseas Srategic Consulting
Parker Whitfield & Company
Sibley International

RESOURCE/SPECIALIZED ORGANIZATIONS

To ARD:
Internews
Policy Studies, Inc. (PSI)
Institute of Internal Auditors (IIA)
University of California, Irvine Center for the Study of Democracy (CSD-UCI)

To MSI:
Ethics Resource Center
International Center for Journalism
The Urban Institute
International Procurement Consultants
Institute for Public-Private Partnerships
Public Strategies Group
e.magination
Heartlands International

To C&A:
Computer Sciences Corporation
Ethics Resource Center
European Institue of Public Administration
Government Accountability Project
Grant Thornton
Institute for Democratic Strategies
International Institute of the USDA Graduate School
Transnational Crime and Corruption Center at American Unviersity
University of Missouri School of Journalism

To DPK Consulting:
California Chamber of Commerce
California State International Relations Foundation
California State Association of Counties
California Little Hoover Commission on State Government Organization and Economy
California State Auditor
California Judges Association
Chicago-Kent College of the Law - Illinois Institute for Technology
Deltex Systems
Hastings College of the Law - University of California
Poder Ciudadano
Phelps-Stokes Fund
Institute of Internal Auditors
State University of New York at Albany
University Justice Programs Office - American University

IQCs FOR BUILDING RECOVERY AND REFORM THROUGH DEMOCRATIC GOVERNANCE (BRDG)

Support Objectives 932-004 **DCHA/DG Contact:** Pat Fn'Piere (CTO)

IQCs	Award Number	Expiration
Associates in Rural Development	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	DFD-I-00-05-00221-00	9/12/2010
Millennium/IP3*	DFD-I-00-05-00222-00	11/28/2010

*This is a small business

PURPOSE:

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

POSSIBLE WORK AREAS:

- Reinforcing legitimacy of state structure, policies, and functions: Ensuring that the entire society is engaged in building the state in such a way that institutions are rooted in that society and appropriate to it is fundamental to effective governance. Specific reforms may succeed or fail based on whether citizens judge that they are legitimate, i.e., that they are important and appropriate matters for the public agenda and that they are being executed in an acceptable manner. Services through this IQC will assist in establishing structures, policies, functions, and decision processes that are perceived as necessary and just by citizens.

- Public management: This IQC will assist governments to operate more efficiently and effectively and will assist governments and their citizens to incorporate democratic structures and principles into their systems of governance. Services will assist with policies and procedures to guide operations, including for ministries and executive offices, linkages between and among branches and levels of government, budget formulation, revenue flows, distribution and use of resources, civil service reforms, public/private partnerships, and working with citizens as customers of government.

- Strategic planning, policy, and institutional reform: Reforms often entail changed rules, roles, altered incentive structures, and unfamiliar ways of doing business. Reformers are commonly confronted by powerful interest groups with stakes in the status quo and yet they are frequently inexperienced at building coalitions of support and lack skills in negotiation and advocacy. Services will be provided to help designated policy planners and implementing managers develop and integrate analytical, technical, and political skills sets to build capacity to strategically manage policy reform processes (policy making, implementation, and enforcement). Services will support the reform of institutions (i.e., systems of rules), of policies, and of organizations. Services may improve processes of decision making and follow through required for effective implementation after laws have been passed or policies established.

IQCs FOR BUILDING RECOVERY AND REFORM THROUGH DEMOCRATIC GOVERNANCE (BRDG)

CONTRACTORS

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Web: http:/www.millenniumip3.com

SUB-CONTRACTORS

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

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

To Chemonics:
Advocacy Institute
Blue Force, LLC
Booz Allen Hamilton, Inc.
Charney Research
Civic Action Strategies
Development Associates

International Resources Group
Internews Network
The Kaizen Company
L.T. Associates, Inc.
MPRI, Inc.
Partners for Democractic Change
Public International Law & Policy Group
The State University of New York/ Center for International Development
The Urban Institute

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

IQCs FOR BUILDING RECOVERY AND REFORM THROUGH DEMOCRATIC GOVERNANCE (BRDG)

Sub-contractors 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.

DCHA/DG TECHNICAL PUBLICATION SERIES

Available electronically at: http://www.usaid.gov/our_work/democracy_and_governance/publications/dgtpindx.html

Alternative Dispute Resolution Practitioners Guide - March 1998 (PN-ACP-335)
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. While the primary focus is on the advantages and limitations of introducing ADR within rule of law programs, the guide also discusses how ADR can advance other development objectives.

Civil-military Relations: USAID's Role - July 1998 (PN-ACP-337)
This publication identifies areas in which USAID could contribute to civil-military relations programming, approaching the subject from a civilian vantage point and looking to broaden civil society participation. The report reviews past activities implemented with donor assistance and identifies current issues. Overall, the publication provides a better understanding of the contributions USAID can offer in this important field.

Handbook of Democracy and Governance Program Indicators - August 1998 (PN-ACR-211)
This handbook was prepared to help practitioners develop and manage their democracy and governance programs. It discusses the process of designing a performance monitoring system, offers some guidance on identifying performance indicators, and provides a number of illustrative examples (i.e., candidate indicators) which can be used to develop country-specific indicators for diverse democracy and governance programs. Although the primary audience is USAID democracy and governance officers and the organizations with which they work, the handbook may be of use to other development organizations.

Democracy and Governance: A Conceptual Framework - November 1998 (PN-ACR-210)
This publication describes the DG Office's approach to democracy and governance assistance programs. It does so by presenting the strategic thinking underlying the DG Office's and USAID's worldwide involvement in the areas of rule of law, elections and political processes, civil society, and governance. This framework is also meant to set the foundation for other DG Office technical publications exploring specialized democracy and governance sector subject matter.

A Handbook on Fighting Corruption - February 1999 (PN-ACR-212)
This handbook presents a framework to assist USAID Missions develop strategic responses to public corruption. The framework sets out root causes of corruption, identifies a range of institutional and societal reforms to address them, and introduces a methodology for selecting these measures. It also describes anticorruption work carried out by USAID and other organizations.

USAID Political Party Development Assistance - April 1999 (PN-ACR-216)
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.

The Role of Media in Democracy: A Strategic Approach - June 1999 (PN-ACR-214)
This paper presents the four basic steps to developing a strategy for media sector support: defining the problem, finding targets of opportunity, assessing the feasibility of activities, and evaluating USAID's comparative advantage in carrying out these activities. It also outlines a 'menu of options' for media programming which should be chosen on the basis of country context.

Managing Assistance in Support of Political and Electoral Processes - January 2000
(PN-ACR-213)
This publication helps democracy and governance field officers anticipate and effectively deal with the myriad 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.

USAID Handbook on Legislative Strengthening - February 2000 (PN-ACR-215)
The handbook is designed to assist USAID Missions in developing strategies to help legislatures function more effectively and to perform their functions more democratically and representatively. 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.

Decentralization and Democratic Local Governance Programming Handbook - May 2000
(PN-ACP-339)
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.

Conducting a DG Assessment: A Framework for Strategy Development - November 2000
(PN-ACP-338)
This handbook provides a framework for constructing donor, in particular USAID, democracy and governance (DG) strategies. It is not a step-by-step manual on how to develop a strategy, but a guide for how to undertake the assessment process that informs the final product. This framework incorporates what researchers and practitioners have learned from comparative experience.

Case Tracking and Management Guide - September 2001 (PN-ACP-336)
This manual provides practical guidance on successful tracking and management (CTM) improvement projects. Using this manual, rule of law officers can make better-informed decisions about CTM system improvement interventions, oversee the design of programs that achieve results, and ensure and plan - to the extent possible - for long-term sustainability that would enable these programs to enhance the rule of law.

Guidance for Promoting Judicial Independence and Impartiality - January 2002 (PN-ACM-007)
The focus of this guide is judicial independence as a means toward achieving the goal of impartial decision-making. Without advocating any specific model of governance arrangement, the issues surrounding judicial independence are presented and guidance is given to USAID and other donors on the design and implementation of programs that effectively strengthen judicial independence.

Approaches to Civic Education: Lessons Learned - June 2002 (PN-ACP-331)
This document reports on lessons learned from a multi-part research investigation into USAID's civic education programming. In order to better understand how and under what conditions civic education contributes to the development of a more active and informed democratic citizenry, USAID initiated the study to measure the impact of both adult and school-based civic education programs on participants' democratic behaviors and attitudes.

Money in Politics Handbook: A Guide to Increasing Transparency in Emerging Democracies - November 2003 (PN-ACR-223)
This is the first publication by USAID on the topic of political finance in emerging democracies. Its purpose is to increase understanding by USAID field staff, host-country political leaders, civil society organizations, and the media of the sometimes obscure and sensitive topic of political finance. It also creates awareness of the issues and benefits of open finances and suggests some practical technical assistance options that encourage the use of disclosure as a methodology for strengthening national democratic political processes.

DCHA/DG OCCASIONAL PAPERS SERIES

Available electronically at: http://www.usaid.gov/our_work/democracy_and_governance/publications/occpapers.html

Understanding Representation: Implications for Legislative Strengthening - November 2000 (PN-ACR-217)
This short report presents highlights from the Second International Conference on Legislative Strengthening. It addresses a number of dominant themes and issues which emerged - either from presenters or from those many conference participants who commented from the floor - in the conference sessions. Accordingly, it discusses (a) how legislatures can better reach out to constituents, civil society, and marginalized groups, (b) the manner in which globalization has influenced legislatures and legislative development, (c) a range of donor and service provider considerations, and (d) alternative approaches to legislative programming.

Participation, Consultation, and Economic Reform in Africa: Economic Fora and the EG-DG Nexus - October 2001 (PN-ACR-218)
This occasional paper examines four economic forum experiments in Africa: the Ugandan National Forum, the National Economic Forum (Ghana), the National Economic Development and Labor Council (South Africa), and the Tripartite Negotiating Forum and the National Economic Consultative Forum in Zimbabwe. Through these four examples, the paper explores the connections between economic growth and development, and USAID's efforts to pursue those connections.

The Enabling Environment for Free and Independent Media: Contribution to Transparent and Accountable Government- January 2002 (PN-ACN-945)
This document identifies the main components of the legal environment that enable media to advance democratic goals. Interactions between the legal and media sectors significantly shape the degree of professional independence enjoyed by newspapers and broadcasters, allowing media to provide more accurate information to citizens and elites alike. Thus, a basic understanding of the most pertinent laws, enforcement and judicial practices, administrative processes, ownership structures, and other aspects of the enabling environment can help in the design of more effective strategies for developing free media. This, in turn, reinforces more broadly the effectiveness of democratic institutions.

Achievements in Building and Maintaining the Rule of Law: MSI's Studies in LAC, E&E, AFR, and ANE - November 2002 (PN-ACR-220)
This publication is a summary of regional syntheses produced by USAID's Office of Democracy and Governance. These syntheses look at achievements in the rule of law arena across Africa, Asia and the Near East, Latin America and the Caribbean, and Europe and Eurasia during the 1990s.

Approaching Education from a Good Governance Perspective: USAID Resource Guide for Joint DG/Education Programs - August 2003 (PN-ACR-222)
This resource guide is a joint effort of USAID's Office of Democracy and Governance and Office of Education, responding to the need to promote greater policy and program linkages between the Agency's democracy and governance (DG) and education sectors. The specific goals of this DG and education resource guide are to raise awareness among education sector professionals at USAID about the role of the DG sector in shaping education policies and programs; to raise awareness among USAID DG professionals about education as an important DG issue; and to provide frameworks and best practice examples to help guide joint programming among USAID education and DG staff.

Mitigating Abusive Labor Conditions: Contemporary Strategies and Lessons Learned - November 2003 (PN-ACU-630)
Growing concern in the United States has given life to a number of diverse and experimental approaches to mitigate abusive labor conditions, often referred to as "sweatshops," in the apparel industry both in the United States and overseas. 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.

DCHA/DG OCCASIONAL PAPERS SERIES

Civil Society Groups and Political Parties: Supporting Constructive Relationships - March 2004 (PN-ACU-631)
Many of us working in the United States on democracy assistance tend to consider civil society organizations and political parties, and support for them, separately. But reality remains much more complex, and the nature of existing relationships in the countries we work in and the effects of democracy assistance on those relationships matter for our larger democracy and governance goals. They deserve explicit examination, and 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, can contribute to democratization?

OTHER AGENCY PUBLICATIONS

Weighing in on the Scales of Justice: Strategic Approaches for Donor-Supported Rule of Law Programs - April 1994 (PN-ABG-033)
The document draws on assessments of donor-supported rule of law programs in Argentina, Colombia, Honduras, the Philippines, Sri Lanka, and Uruguay. It also presents criteria for assessing whether a country's environment is conducive to rule of law reform and a framework for rule of law strategy design.

Constituencies for Reform: Strategic Approaches for Donor-Supported Civic Advocacy Programs - March 1996 (PN-ABS-544)
This CDIE-sponsored study analyzes the role of civil society in promoting democratic transitions. It includes information and analysis from civil society assessments conducted in Bangladesh, Chile, El Salvador, Kenya and Thailand. It also evaluates strategies for strengthening civil society and provides guidance in regards to sequencing interventions.

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- Please reference the document title and document identification number.
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- All other institutions and individuals may purchase documents. Do not send payment. When applicable, reproduction and postage costs will be billed.
- Orders may be sent via Fax to (301) 588-7787, Attn: USAID DEC; E-mail orders to <docorder@dec.cdie.org>

BIOGRAPHICAL SKETCHES OF DG OFFICE TECHNICAL STAFF

Updated May 15, 2006

Jerry Hyman began serving as director of the DG Office in November 2002. He has a Ph.D. in anthropology and J.D. in law. Jerry taught anthropology, sociology, and economic development at the college level, and also practiced law. He joined USAID in 1990, and founded the DG program in the E&E region. Jerry originally joined the DG Office in 1994, where he served as the leader of the strategies team.

Maria Rendon Labadan is the deputy director of the DG Office. She previously served as a democracy officer in Cairo, Egypt and Jakarta, Indonesia overseeing civil society, rule of law, and local governance programs. She worked in the former Europe Bureau and R&D Bureau in the early 1990s and in Sri Lanka as a graduate intern. She holds a PhD in political science, with a specialty in Latin America, and prior to joining USAID she taught at the university level.

* * * * *

Christine Adamczyk joined the civil society division 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 an M.Sc. from University of Michigan.

Achieng Akumu is a member of the rule of law division. She earned her B.A. in political science and international studies from Russell Sage College in New York and a J.D. from Syracuse University College of Law in New York. Before joining the DG Office, Achieng worked on legislative strengthening programs for the National Democratic Institute for International Affairs in Namibia and Southern Africa, consulted for UNDP and the World Health Organization/Regional Office for Africa on health projects, and has a combined 12 years of experience working for the New York State legislature and the U.S. Congress.

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

Hassan Baroudy joined USAID in December 2005 and serves as a DG Field Advisor for the new DG Crisis Response Team (CRT). Prior to joining the DG Office, he worked as an International Development Consultant on various short term and long term projects in and around Washington D.C. Most recently he spent over a year and half in Iraq on a USAID Local Governance project. Hassan's career also includes service for over two years as a Peace Corps Volunteer in Niger, West Africa and then employment for Peace Corps Headquarters' Africa Region for over 5 years in Washington D.C. He received his MA from Johns Hopkins SAIS in Conflict Management and International Economics.

Maria Elena Barrón joined USAID in 2001 when she began her career as a Presidential Management Fellow on the Latin America and Caribbean Bureau's Democracy and Human Rights Team managing activities in civil society, local governance, human rights, violence prevention, anti-trafficking in persons, torture victim assistance, election/political processes, and national-level democracy surveys. Her civil society work focusing on women, indigenous, and Afro-descendents earned her a place on the Civil Society Team in the DG Office in 2006. Maria graduated with a Bachelor's from Syracuse University and a Master's from Carnegie Mellon University. She also served as a Peace Corps Volunteer in Togo, West Africa and worked as a United Nations Intern in the Office of Sustainable Development and a UN Special Rapporteur for the Asia-Pacific Region High-Level Forum on City Informatization. In addition Maria was a Fellow for the Government of Peru researching Information, Communication Technology

and Innovation, a research fellow for a small business development center in northern Israel promoting Arab-Jewish partnerships, and a Housing and Urban Development Fellow working with local government in Pittsburgh. She speaks Spanish and French and has traveled to more than forty countries.

Dana Beegun joined the DG Office as a democracy specialist in June 2004. Prior to coming to USAID, she worked as program manager for IFES programming in the Balkans and with Freedom House and the National Democratic Institute for International Affairs. As recipient of the Paterson International Fellowship, she worked in Poland for the Foundation for Education for Democracy and with a Croatian NGO working with refugees from Bosnia. She holds a M.A. in International Affairs with concentrations in human rights and Eastern European studies from the University of Denver and a B.A. in political science and European history from the University of California at Davis.

Louis-Alexandre Berg is a Presidential Management Fellow in the DG office's rule of law division, where he covers the Middle East and Africa. Prior to joining USAID, he worked with the UN 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, Hebrew, and Arabic.

Mark Billera joined the DG Office in June 2005 to work in the strategic planning and research division. He splits his time between SORA—research evaluating the effectiveness of USAID democracy assistance—and issues related to Africa. 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 joined USAID in 1994, working in the DG Office of the Europe and Eurasia Bureau before spending four years as the Democracy Advisor at the USAID Regional Mission to Ukraine, Moldova and Belarus. Later he served as the DG Office Director in USAID/Kosovo. In DCHA/DG, he was a member of the Civil Society division prior to joining the Strategic Planning and Research division. David received a B.A. in International Relations from Colgate University and an M.A. in International Relations from the Maxwell School at Syracuse University

Kyung (KC) Choe joined the strategic planning and research division in 2004 as a Presidential Management Fellow (PMF). She serves as the ANE deputy coordinator and manages the Women's Campaign International grant. Prior to joining the DG Office, KC worked on SE Asian economic governance and judicial reform programs at the Kenan Institute of Private Enterprise in Washington DC. She also spent five years in Africa and Asia working on grassroots community development and environmental capacity-building programs respectively. KC received an M.S. in international development management from American University and a B.S. in foreign service from Georgetown University.

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

Alexandra Courtney joined the DG office in October 2004 as a Presidential Management Fellow with the program division. She was educated at Yale University in sociology and international studies and received her M.A. in violence, conflict and development from the University of London's School of Oriental and African Studies. She has conducted qualitative research in East Africa as a Fulbright researcher, evaluating the role and impact of female parliamentarians in Tanzania. She has also done field research in Eritrea, exploring the reintegration into society of female fighters. Alexandra has experience working in the United Nations' diplomatic community as a policy associate for the United Nations Association. She hails originally from Arlington, Texas.

BIOGRAPHICAL SKETCHES OF DG OFFICE TECHNICAL STAFF

Keith Crawford joined USAID in 1989 as a food aid advisor in the Africa Bureau where he was responsible for coordinating emergency and development of food aid programs implemented by NGOs and UNDP. Later he became a democracy and governance specialist in the USAID Bureau for Europe and Eurasia. Prior to joining USAID, Keith served as an assistant district attorney in the Office of the District Attorney, Brooklyn, N.Y. In the DG Office, Keith serves on the rule of law division as cognizant technical officer of the Human Rights and Rule of Law cooperative agreements. He holds a B.A. from Old Dominion University and a J.D.from Howard University School of Law.

Natalija Djurickovic is a Senior Rule of Law Advisor dedicated to the Europe and Eurasia Bureau. She obtained her J.D. at the American University Washington School of Law in 1994. From 1995 to 2000, she worked in private practice as a criminal defense attorney representing clients in the Federal and State courts of Maryland. She has litigated over 150 criminal felony trials in the state and federal courts of the State of Maryland. In 2000, she joined the United Nations High Commissioner for Refugees as a legal adviser in Bosnia-Herzegovina. She remained in that post for 3 years. Her portfolio of responsibilities included creation of a property law implementation plan for the return of property to refugees and displaced persons. Her last post prior to joining USAID was as a Senior Prosecutorial Reform Adviser for the Office of the High Representative in Bosnia-Herzegovina. She has also worked in Serbia and Jordan on democracy and governance issues for International Relief and Development.

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

Karly Fisk serves on the program team as the Project Manager over the Pal-Tech contract. Prior to coming to the DG Office, she worked at Counterpart International, a non-profit international development organization. Karly holds a B.S. in political science and international development from Brigham Young University.

Pat Fn'Piere serves on the governance division and provides technical assistance on policy implementation, multi-sector programming and other areas of governance, primarily public management, participatory processes, public-private interface, democratic decentralization, and legislative strengthening. She has worked in the international development field for over twenty years as a technical expert, project manager, trainer, and facilitator, providing assistance in over 25 countries worldwide. She is the CTO for the Building Recovery and Reform through Democratic Governance IQCs. She has an M.A. degree in public administration.

Gloria Jean Garland is a Senior Rule of Law / Human Rights Expert assigned to the DG rule of law division. She earned a B.S. in journalism, a B.A. in French, and a J.D. from the University of Colorado in Boulder, followed by an LL.M. in international and comparative law from the Free University of Brussels, Belgium. She was a trial lawyer for ten years in private practice in California focusing on labor and employment law 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 Euopean 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.

Andrew Green is a Democracy Fellow working with the strategies division on SORA to integrate research design into the evaluation of past and ongoing DG programs. He holds a Ph.D. in Political Science from the University of Illinois at Urbana-Champaign and a B.S. in Finance from Indiana University. Previously he was the assistant director and researcher at the Johns Hopkins Center for Civil Society Studies; a visiting assistant professor of comparative politics, foreign policy, and research design at Illinois and the University of Southern California; a research post-doc at the USC Center for International Studies; and a second VP at The Northern Trust Bank in Chicago. His research focuses on the linkage between civil society and democratic development, particularly how organizations are able to shape public policy.

BIOGRAPHICAL SKETCHES OF DG OFFICE TECHNICAL STAFF

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

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

Elizabeth Hart serves as senior anti-corruption advisor for the DG office governance division. She was previously a Democracy Fellow in the DG Office from 1996 to 1999, working on civil society, DG strategies, and the linkages between democracy and economic growth. She then served as democracy and governance advisor in the USAID Nigeria mission until June 2003. She has international work experience in Africa, where she has researched government-business relations and stakeholder participation in economic reform. She has a B.A. in political science from Whitman College, and an M.A. and Ph.D. in politics from Princeton University.

Rob Horvath received his M.A. in counseling and B.A. in human resource development (with a specialization in youth and adult services). He has over 15 years of international project development, management, and assessment experience in both public and private sectors. In addition to five years with the Peace Corps in Thailand (two as a volunteer, and three on staff), Rob worked for a U.S. immigration program assisting the emigration of Vietnamese refugees and immigrants to the United States, and the Michigan Department of Education as a vocational rehabilitation counselor. He started working with USAID in 1994, initially as a PSC managing a regional grant portfolio in southeast Asia, and most currently assisting in the development and oversight of the Survivors Fund.

Michael Hryshchyshyn serves as the Senior Advisor for Democracy and Governance issues within the Operations and Response Division focusing on strengthening fragile states through interventions targeting democracy and governance deficiencies in crisis environments or those states most vulnerable to crisis. Prior to joining USAID in September 2005, his focus was devoted primarily to the Balkans having served as the Director of Democratization and subsequently as the Political Director of the Organization for Security and Cooperation in Europe (OSCE) Mission to Bosnia and Herzegovina. Previous assignments include Senior Advisor to the Office of the High Representative, Chief of Staff of the United Nations Transitional Administration for Eastern Slavonia and Executive Officer of the Office of the Political Advisor, United States European Command. Michael holds a B.A. in liberal arts and a M.B.A in institutional administration.

Sandy Jenkins serves as the communications specialist for the Displaced Children and Orphans Fund, Leahy War Victims Fund, and the Victims of Torture Fund technical support contract. She has previous USAID experience working as the editor for the Office of Population's POPTECH contract and as project manager of the Office of Health and Nutrition's administrative support contract.

Shanthi Kalathil is a senior Democracy Fellow in the DG Office's civil society division. She specializes in the areas of independent media development and civil society, with particular respect to the ANE region and fragile states. Prior to becoming a Fellow, Shanthi was an associate at the Carnegie Endowment for International Peace in Washington, D.C., where she focused on the political impact of media in authoritarian and transitioning countries. Shanthi holds a B.A. from U.C. Berkeley and an M.Sc. from the London School of Economics and Political Science.

Josh Kaufman received a B.A. in politics from Brandeis University and an M.A. in international affairs (with a focus on democratization and U.S. foreign policy) from George Washington University. Prior to joining the DG Office, Josh worked on the Rule of Law Initiative at the U.S. Institute of Peace, at NDI, and at the Academy for Educational Development, administering technical training for NIS officials. Josh is a member of the strategic planning and research division, where he coordinates the ANE division and serves as the DG Office's point person on issues surrounding conflict. Josh also serves as CTO of the analytical services IQCs.

BIOGRAPHICAL SKETCHES OF DG OFFICE TECHNICAL STAFF

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

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

Danuta Lockett holds a Ph.D. in human development and psychology, an M.A. in education, and B.A. in sociology. She has experience working in human rights, conflict prevention, mitigation, and recovery. She is the senior advisor to the Victims of Torture Fund.

Kimberly Ludwig returned to the DG Office in 2005 as Civil Society Specialist and Senior Labor Advisor. Prior to this, she spent three years with the International Labor Office in Geneva 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 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.

Wendy Marshall is the Africa Coordinator and member of the Strategies and Research Division. As Africa Coordinator, she manages the Office's Africa Team and backstops Sudan. She provides additional support to Africa missions conducting DG assessments and developing strategic plans. She is also the technical lead for the Office on the USG interagency democracy and governance policy processes as they relate to Africa. Her particular focus is on post-conflict and fragile states, for which she has developed strategic plans and programs including political party, local government, rule of law, and public administration assistance.

Michael Miklaucic was educated at the University of California, London School of Economics, and Johns Hopkins SAIS. He joined USAID in 1996 as rule of law advisor in the DG Office. Prior to joining USAID, Michael worked in non-governmental organizations on democracy and human rights in the Arab world, legal reform and training for development, global security issues, and elections and political party development in Haiti. In 2002, Michael left USAID on a detail to serve as deputy to the ambassador at large for war crimes issues at the Department of State. He returned to the DG Office in October 2003, serving as program officer of the Program and Information Division.

Sheron Moore is the financial management specialist. She studied accounting at Strayer University. Twenty years of her 31 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.

Catherine Niarchos, a career USAID Foreign Service Officer, is the Rule of Law Division Chief, within the Office of Democracy and Governance in USAID/Washington. She previously served as Rule of Law Team Leader in

USAID/Honduras. Before joining USAID, she worked as a staff attorney in the U.S. federal court system and as a litigator in private practice in New York and Los Angeles. She also served as Director General for Human Rights and Senior Human Rights Officer for the OSCE Mission to Bosnia and Herzegovina, and as Senior Operations Officer for IOM during the Southeast-Asia refugee crisis. She holds a B.S.F.S. from Georgetown University, School of Foreign Service, a J.D. from the University of California, Hastings College of the Law, and an LL.M. from Columbia Law School.

Holly Pack is a member of the program team. She graduated August, 2005 from Brigham Young University with a degree in International Studies with an emphasis in Development and a minor in Latin American Studies. Holly worked with a non-profit organization, HELP-International, in El Salvador the summer of 2001 working in the areas of micro-credit and volunteer opportunities.

Susan Pologruto joined USAID in 2003 as a Presidential Management Fellow (PMF). She served as the CMM and DG backstop in DCHA/PPM before formally joining the DG Office's program team in May 2005. Currently, Susan is responsible for providing policy, program, budget, and personnel guidance. Prior to joining USAID, Susan worked with refugees applying for asylum and monitored trafficking in persons cases. She's 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.

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

Caroline Sahley joined the elections and political processes division in October 2005, where her current responsibilities include backstopping elections and political party development-related issues in the LAC and E&E regions. Previously, she spent three years as a Democracy Fellow in the divil society division in the DG Office. Prior to joining USAID, Carol was an associate with INTRAC and undertook consulting assignments in Peru, Ethiopia and Central Asia. She holds a BA from the University of Florida, and a Ph.D. from the London School of Economics and Political Science.

Margaret Sarles is chief of the strategic planning and research division. Prior to joining the DG Office, she headed up the democracy and human rights team for USAID's Bureau for Latin America and the Caribbean (1995-2002). She has taught at The American University, Rutgers University, Lafayette College, and in Brazil at Ponitificia Universidad Catolica and Getulio Vargas Foundation. Margaret was chair of Latin American and Caribbean studies at the Foreign Service Institute (1988-1995). She also worked in LAC's Agriculture and Rural Development Office (1981-88), focusing on institution-building in agricultural research, extension, and higher education, and she retains a lively interest in political economy questions. Margaret began her career in development with three years in the Peace Corps in Brazil. Margaret received her Ph.D. from Duke University in political science.

Cathy Savino has an M.P.H in international public health from Emory University and a B.A. in social work. She has worked on issues related to the Displaced Children and Orphans Fund and the Leahy War Victims Fund for the past 12 years as director of a technical support contract. Prior to USAID, her experience includes work in international health at the American Public Health Association, and long-term assignments in Morocco, Panama, and Thailand.

Lynne Schaberg received her Ph.D. in social psychology from the University of Michigan. Before beginning her work with the Displaced Children and Orphans Fund, she worked in PPC on issues related to education, gender and disability.

BIOGRAPHICAL SKETCHES OF DG OFFICE TECHNICAL STAFF

Keith Schulz spent three years as the senior technical advisor for a USAID-funded legislative strengthening program with the Palestine Legislative Council in West Bank/Gaza and one year in Cambodia as a legal advisor for The Asia Foundation's program with the National Assembly's Center for Legal Research and Documentation. He has a law degree and worked for five years as a legislative counsel for the California State Legislature. Prior to this, Keith was a law clerk to U.S. District Court Judge Robert Broomfield in Phoenix, Arizona. Keith received a B.A. from Tufts University and an M.A. in international public policy from George Washington University. He serves as the legislative strengthening advisor on the governance division.

Angana Shah joined the rule of law division in October 2004 as a DG Fellow. She received her J.D. from the University of Michigan Law School in 1993 and a B.A. from the University of Michigan in English and Economics in 1990. Prior to joining USAID, Ms. Shah served as a technical expert on judicial reform projects in the Balkans and Former Soviet Union. Her experience encompasses USAID projects as well as World Bank rule of law initiatives. She was an ABA/CEELI liaison in Bulgaria, where she initiated ongoing alternative dispute resolution, judicial reform, and commercial law projects. Prior to working in rule of law, Ms. Shah practiced for several years with Hunton & Williams in Washington, DC and Bangkok, Thailand, and served as a judicial clerk for a federal bankruptcy judge in Los Angeles.

Barbara Smith joined the DG Office in September 2005 as a Democracy Specialist. From July 2003 to July 2005, she served as an Assistant Representative and Director of Elections for the Asia Foundation in Afghanistan. Prior assignments include serving as a program manager for USAID's Office of Transition Initiatives, as spokesperson for United Nations High Commissioner for Refugees in Bosnia and Herzegovina, and as a program officer for the Organization for Security and Cooperation in Europe. Barbara holds an M.A. in Politica Science and a B.A. in Government.

Julie Werbel is a senior Democracy Fellow charged with standing up the Agency's security sector reform (SSR) program. Prior to her current position, she was a Principal at a Washington, DC-based defense consulting firm where she conducted analyses and designed strategies in support of the Office of the Secretary of Defense (OSD). In particular, she designed and developed the Africa Center for Strategic Studies, a Department of Defense (DOD) program that educates senior African civilian and military leaders in democratic defense management. Julie's career also includes service in the U.S. Department of State and the Peace Corps as well as work in the corporate world. She earned an M.A. from the Fletcher School of Law and Diplomacy and a bachelor's degree from Cornell University.

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

Maryanne Yerkes joined USAID in October 2004 as a Democracy Fellow in the DG office's civil society division. Her areas of expertise include civil society and post-conflict reconstruction, youth and conflict, and civic education. Prior to coming to USAID, Maryanne worked with and consulted for various non-governmental organizations and research institutes focusing on peacebuilding and development, including the United States Institute of Peace, Pax Christi International and Oxfam America. In 2001 she was awarded a David L. Boren fellowship from the National Security Education Program and spent fifteen months in the former Yugoslavia conducting research on transitional justice and post-conflict reconstruction issues. She holds an MA in international peace and conflict resolution from American University and a BA in international studies and French from the University of North Carolina at Chapel Hill.

DIRECTORY OF DG OFFICE IMPLEMENTING PARTNERS

Academy for Educational Development	**Page 43**	**Democracy International**	**Page 17, 39**
1825 Connecticut Ave, NW Washington, DC 20009 www.aed.org	Tel: (202) 884-8000 Fax: (202) 884-8400	4802 Montgomery Ln., Ste 200 Bethesda, MD 20814 www.democracyinternational.us	Tel: (301) 961-1660 Fax: (301) 961-6605
American Bar Association/CEELI	**Page 30**	**Development Alternatives, Inc.**	**Page 49, 51, 57**
740 15th Street, NW, 8th Floor Washington, DC 20005 www.abanet.org/ceeli/	Tel: (202) 662-1000 Fax: (202) 662-1597	7250 Woodmont Ave., Suite 200 Bethesda, MD 20814 www.dai.com	Tel: (301) 718-8699 Fax: (301) 718-7968
American Center for Int'l Labor Solidarity	**Page 45**	**Development Associates**	**Page 49**
1925 K Street, NW, Suite 300 Washington, DC 20006 www.solidaritycenter.org	Tel: (202) 778-4500 Fax: (202) 778-4525	2300 Wilson Blvd., Suite 300 Arlington, VA 22201 www.devassoc.com	Tel: (703) 276-0677 Fax: (703) 276-0432
ARD, Inc.	**Page 17, 51, 54, 57**	**Financial Markets International**	**Page 49**
159 Bank Street, Suite 300 Burlington, VT 05401 www.ardinc.com	Tel: (802) 658-3890 Fax: (802) 658-4247	7735 Old Georgetown Rd. Suite 310 Bethesda, MD 20814 www.fmi-inc.net	Tel: (301) 215-7840 Fax: (301) 215-7838
Casals & Associates, Inc.	**Page 54**	**Freedom House**	**Page 30**
1199 North Fairfax St., 3rd Floor Alexandria, VA 22314 www.casals.com	Tel: (703) 920-1234 Fax: (703) 920-5750	1301 Connecticut Ave., NW 6th Floor Washington, DC 20036 www.freedomhouse.org	Tel: (202) 747-7000 Fax: (202) 822-3893
Checchi and Company Consulting	**Page 27**	**IFES**	**Page 37, 39**
1899 L Street, NW, Suite 800 Washington, DC 20036 www.checchiconsulting.com	Tel: (202) 452-9700 Fax: (202) 466-9070	1101 15th St., NW, 3rd Floor Washington, DC 20005 www.ifes.org	Tel: (202) 828-8507 Fax: (202) 452-0804
Chemonics International, Inc.	**Page 27, 57**	**International Develop-ment Law Organization**	**Page 33**
1133 20th Street, NW, Suite 600 Washington, DC 20036 www.chemonics.com	Tel: (202) 955-3300 Fax: (202) 955-3400	Via di San Sebastianello, 16 00187 Rome, ITALY www.idlo.org	Tel: 39 06-697-9261 Fax: 39 06-678-1946
Creative Associates International, Inc.	**Page 39**	**International Republican Institute**	**Page 37**
5301 Wisconsin Ave., NW Suite 700 Washington, DC 20015 www.caii-dc.com	Tel: (202) 966-5804 Fax: (202) 363-4771	1225 Eye Street, NW, Suite 700 Washington, DC 20005 www.iri.org	Tel: (202) 408-9450 Fax: (202) 408-9462
DPK Consulting	**Page 27, 54**	**Management Sciences for Development**	**Page 27**
605 Market Street, Suite 800 San Francisco, CA 94105 www.dpkconsulting.com	Tel: (415) 495-7772 Fax: (415) 495-6017	4455 Connecticut Ave., NW Suite A100 Washington, DC 20008 www.msdglobal.com	Tel: (202) 537-7410 Fax: (202) 537-5099

DIRECTORY OF DG OFFICE IMPLEMENTING PARTNERS

Manila Consulting, Inc.	**Page 22**	**U.S. Institute of Peace**	**Page 24**
1300 Pennsylvania Ave. NW North Tower, Suite 700 Washington, DC 20004	Tel: (202) 789-1500 Fax: (202) 789-1601 www.cessi.net	1200 17th Street, NW Washington, DC 20036 www.usip.org	Tel: (202) 457-1700 Fax: (202) 429-6063
Millennium/IP3	**Page 57**	**The Urban Institute**	**Page 51**
Waterfront Center 1010 Wisconsin Ave., NW Suite 250 Washington, DC 20007 www.millienniumip3.com	Tel: (540) 899-6285 Fax: (540) 899-9875	2100 M Street, NW Washington DC, 20037 www.urbaninstitute.org	Tel: (202) 833-7200 Fax: (202) 466-3982
MSI	**Page 17, 23, 49, 54, 57**	**Women's Campaign International**	**Page 21**
600 Water Street, SW Washington, DC 20024 www.msiworldwide.com	Tel: (202) 484-7170 Fax: (202) 488-0754	1 Presidential Blvd., Suite 209 Bala Cynwyd, PA 19004 www.womenscampaigninternational.org	Tel: (610) 660-6110 Fax: (610) 660-6113
National Center for State Courts	**Page 27**	**World Learning**	**Page 20**
2425 Wilson Blvd., Suite 350 Arlington, VA 22201 www.ncscoline.org	Tel: (703) 841-0200 Fax: (703) 841-0206	1015 15th Street, NW, Suite 750 Washington, DC 20005 www.worldlearning.org	Tel: (202) 408-5420 Fax: (202) 408-5397
National Democratic Institute	**Page 30, 37**		
2030 M Street, NW, 5th Floor Washington, D.C. 20036 www.ndi.org	Tel: (202) 728-5500 Fax: (202) 728-5520		
Pact, Inc.	**Page 43**		
1200 18th St., NW, Suite 350 Washington, DC 20036 www.pactworld.org	Tel: (202) 466-5669 Fax: (202) 466-5666		
PADCO	**Page 51, 54**		
1025 Thomas Jefferson St. NW Suite 170 Washington, DC 20007 www.padco.aecom.com	Tel: (202) 337-2326 Fax: (202) 944-2350		
Research Foundation of SUNY	**Page 49**		
Center for Int'l Development, State University Plaza, SUNY Albany, NY 12246 www.rfsuny.org	Tel: (518) 443-5124 Fax: (518) 443-5126		
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