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DCHA/DG

USER'S GUIDE TO DG PROGRAMMING



AN OVERVIEW: THE OFFICE OF DEMOCRACY AND GOVERNANCE

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

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

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

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

The six Divisions of the DG Office are: 1) Rule of Law; 2) Elections and Political Processes; 3) Civil Society; 4) Governance; 5) Special Programs to Address the Needs of Survivors (SPANS); and 6) Strategic Planning and Research. The Program team manages the Office's outreach and communications including the Internet presence, coordinates substantive training for DG officers, and manages the Office's official reporting, budget and finance.

Among the DG Office's technical tools are various assessment tools which assist in the formulation of country-specific strategies for promoting the "transition to, and consolidation of, democratic institutions, civic values and good governance." In addition to extensive DG assessments, new tools provide for sub-sector assessments such as the rule of law strategic framework and the role of labor-related issues in the foreign assistance framework.

The *User's Guide to DG Programming* is intended to be a dynamic, virtual document. While a limited number of hard copies may be produced for special events, the Intranet will be the tool of choice for updates to this guide.

Defining our Strategic Direction:

Pursuing Excellence

Ensuring Relevance

Maximizing Leverage

Building Consensus

OFFICE OF DEMOCRACY AND GOVERNANCE STAFF DIRECTORY*

1300 Pennsylvania Avenue, NW Washington, DC 20523-3100
Telephone (202) 712-1892 and Fax (202) 216-3231

NAME	TECHNICAL DIVISION	PHONE (202)	EMAIL ADDRESS
Taft, Dorothy Douglas	Director	712-1067	dtaft@usaid.gov
Johnson, Catherine	Deputy Director	712-1501	cate@usaid.gov
Adamczyk, Christine	Civil Society	712-0345	cadamczyk@usaid.gov
Akumu, Achieng	Rule of Law	712-0304	aakumu@usaid.gov
Barron, Maria	Civil Society	712-0399	mbarron@usaid.gov
Berg, Alex	Rule of Law	712-5736	lberg@usaid.gov
Billera, Mark	Strategies	712-5139	mbillera@usaid.gov
Black, David	Strategies	712-0599	dblack@usaid.gov
Buchanan, John	Rule of Law	712-1842	jbuchanan@usaid.gov
Chisholm, Don	Rule of Law	502-1881	dchisholm@usaid.gov
Choe, Kyung (KC)	Strategies	712-1027	kchoe@usaid.gov
Colburn, P. Andrew	New Entry Professional	712-4227	pcolburn@usaid.gov
Connerley, Ed	Governance	712-4857	econnerley@usaid.gov
Crawford, Keith	Rule of Law	712-1471	kccrawford@usaid.gov
del Castillo, Christina	Governance	712-4508	cdelcastillo@usaid.gov
Denakpo, Allison	Program	712-5497	adenakpo@usaid.gov
Eichelkraut, Amanda	Program	712-4271	aeichelkraut@usaid.gov
Etulain, Troy	Civil Society	712-4285	tetulain@usaid.gov
Feinberg, Lloyd	SPANS**	712-5725	lfeinberg@usaid.gov
Fn'Piere, Pat	Governance	712-0885	pfnpiere@usaid.gov
Forrence, Sharon	Program		sforrence@usaid.gov
Garland, Jean	Rule of Law	712-5346	ggarland@usaid.gov
Gold, Rick	Rule of Law	712-5416	richard@usaid.gov
Gore, Jennifer	Program	712-0597	jgore@usaid.gov
Green, Shannon	Strategies	712-5219	shgreen@usaid.gov
Gruenloh, Carrie	Elections/Political Processes	712-0386	cgruenloh@usaid.gov
Hahn, April	Strategies	712-5457	ahahn@usaid.gov
Hall, Sean	Rule of Law	712-0585	seahall@usaid.gov
Hansen, Gary	Civil Society	712-1521	ghansen@usaid.gov
Hart, Liz	Governance	712-1159	ehart@usaid.gov
Hayes, Anne	SPANS**	712-1743	ahayes@usaid.gov
Henning, Michael	Elections/Political Processes	712-4723	mhenning@usaid.gov
Horvath, Rob	SPANS**	789-1500	rhervath@usaid.gov
Ilirjani, Altin	Elections/Political Processes	712-5783	ailirjani@usaid.gov
Jenkins, Sandy	SPANS**	789-1500	sjenkins@usaid.gov
Kaufman, Josh	Strategies	712-4234	joshuakaufman@usaid.gov
Keshishian, Mike	Governance	712-4725	mkesishian@usaid.gov
Kinsey, Rebecca	Civil Society	712-4152	rkinsey@usaid.gov
Koenig, Mark	Civil Society	712-1507	mkoenig@usaid.gov
Lemargie Lavaque, Marissa	Elections/Political Processes	712-1738	mlemargie@usaid.gov
Lockett, Danuta	SPANS**	789-1500	dlockett@usaid.gov
Ludwig, Kimberly	Civil Society	712-5507	kludwig@usaid.gov
McEnery, Tess	Elections/Political Processes	712-0658	tmcenery@usaid.gov
Moehler, Devra	Strategies	712-4554	dmoehler@usaid.gov
Moore, Sheron	Program	712-4209	shmoore@usaid.gov
Mueller, Nils	Program	712-1908	nmueller@usaid.gov

OFFICE OF DEMOCRACY AND GOVERNANCE STAFF DIRECTORY*

Picard, Eric	Civil Society	712-4016	epicard@usaid.gov
Pologruto, Susan	Rule of Law	712-1821	spologruto@usaid.gov
Prasad, Shally	Elections/Political Processes	712-0527	sprasad@usaid.gov
Sahley, Carol	Elections/Political Processes	712-0608	csahley@usaid.gov
Savino, Cathy	SPANS**	789-1500	csavino@usaid.gov
Schaberg, Lynne	SPANS**	789-1500	lschaberg@usaid.gov
Schulz, Keith	Governance	712-4219	keschulz@usaid.gov
Smith, Barbara	Elections/Political Processes	712-0541	bsmith@usaid.gov
Werbel, Julie	Governance	712-1711	jwerbel@usaid.gov
Yerkes, Maryanne	Civil Society	712-0915	myerkes@usaid.gov

*See page 70 for biographical information on DG Office staff.

** Special Programs to Address the Needs of Survivors

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SECTORAL AND SUB-SECTORAL DESIGNATIONS

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

RULE OF LAW

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

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

ELECTIONS AND POLITICAL PROCESSES

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

- Election planning and administration
- Political party development and political finance
- Domestic/international monitoring
- Voter education
- Women's and marginalized groups' political participation

CIVIL SOCIETY

A vibrant politically-active civil society is a crucial element of all democratic systems of good governance. It is through the advocacy efforts of civil society that individuals have a voice in formulating public policy, enhancing citizen oversight of public institutions, and improving public dialogue. The DG Office works with a variety of civil society organizations, including media, trade unions, business associations, faith-based organizations, and educational institutions. Key strategic priorities aim to:

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

GOVERNANCE

USAID assists young democracies to reform government structures and processes to make them more transparent, accountable, and participatory at all levels. Overall, the Agency's goal is to encourage new governments to see themselves as being responsible "to" the people, rather than being responsible "for" the people. The DG Office focuses its good governance support on:

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

HOW TO ACCESS A DG OFFICE IMPLEMENTING MECHANISM

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):

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.
 - a. 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.
 - b. Task Orders between \$100,000 and \$2M: All holders will be asked for proposals not to exceed 2-page cost proposal and 10-page technical proposal. Past performance information may also be required but this is not part of the 10-page technical proposal limit.
 - c. Task Orders for more than \$2M: Two-page cost proposal and 10-page technical proposal may be used, but the CO may request whatever level of information s/he deems appropriate.
4. All IQC holders must be given a fair opportunity to be considered for task orders over \$2,500, unless the CO determines that one of the following exceptions to the fair opportunity requirements applies:
 - a. An urgent need exists, and seeking competition would result in unacceptable delays;
 - b. Only one contractor is capable at the level of quality required because the requirement is unique or highly specialized;
 - c. The task order must be issued on a sole source basis in the interest of economy and efficiency because it is a logical follow-on to an order already issued under the contract, provided that all awardees were given a fair opportunity to be considered for the original order;
 - d. To satisfy contract minimum award obligations; or
 - e. Small business set aside.
5. After review of the SOW by the DCHA/DG CTO, the Mission sends a formal request to its CTO to negotiate a task order under an IQC.

HOW TO ACCESS A DG OFFICE IMPLEMENTING MECHANISM

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
Strategic Operations & Research Agenda (SORA)
Overseas Technical Assistance Contract**

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 (MSI)	DFD-I-00-04-00228-00	9/27/2009
Democracy International*	DFD-I-00-04-00229-00	9/27/2009

* This is a small business.

PURPOSE:

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

POSSIBLE WORK AREAS:

The IQCs may be used for:

Core Program Support Analytical Services

Undertake DG and sub-sectoral assessments, e.g.,

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

Develop DG strategies, e.g.,

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

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

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

DG Program and Activity Designs, e.g.,

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

DG Evaluations, e.g.,

- Evaluations of programs and activities at various points during and following implementation including initial, mid-term, and final evaluations;
- Developing monitoring and evaluation plans for programs and activities;
- Developing a common evaluation methodology for use at all levels of the Agency.

IQCS FOR DG ANALYTICAL SERVICES

Core Research and Development Services

Sector Operations Research Agenda, e.g.,

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

Research and Special Studies, e.g.,

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

Survey Research, e.g.,

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

USAID Training and Networking, e.g.,

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

IQCS FOR DG ANALYTICAL SERVICES

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

ARD Inc.

David Green

159 Bank Street; Suite 300

P.O. Box 1397

Burlington, VT 05402

Tel: (802) 658-3890

Fax: (802) 658-4247

dgreen@ardinc.com

www.ardinc.com

Management Systems International
(MSI)

Lynn Carter

600 Water Street, SW

Washington, DC 20024

Tel: (202) 484-7170

Fax: (202) 488-0754

LCarter@msi-inc.com

www.msiworldwide.com

Democracy International, Inc.
(DI)*

Eric Bjornlund

4802 Montgomery Lane

Suite 200

Bethesda, MD 20814

Phone: (301) 961-1660

Fax: (301) 961-6605

eric@democracyinternational.us

www.democracyinternational.us

SUB-CONTRACTORS

To ARD:

Academy for Educational

Development (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: Nils Mueller (CTO)

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

PURPOSE:

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

POSSIBLE WORK AREAS:

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

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

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

GRANTEE:

World Learning
Ellen Garrett
1015 15th Street, NW; Suite 750
Washington, DC 20005
Tel: (202) 408-5420
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)

Janet Sawaya

Executive Director

Fels Institute of Government

University of Pennsylvania

3814 Walnut Street

Philadelphia, PA 19104

Tel: (215) 746-6529

Fax: (215) 746-6451

E-mail: jms62@georgetown.edu

Web: www.womenscampaigninternational.org

STRATEGIC OPERATIONS AND RESEARCH AGENDA

Support Objectives 2.1-2.4

DCHA/DG Contact: Mark Billera
David Black

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

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

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

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

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

CONTACT INFORMATION:

Mark Billera
Strategies Team
Tel: (202) 712-5139
mbillera@usaid.gov

David Black
Strategies Team
Tel: (202) 712-0599
dblack@usaid.gov

OVERSEAS TECHNICAL ASSISTANCE CONTRACT

(DG BULLPEN)

Support Objectives 2.1-2.4

DCHA/DG Contact: Nils Mueller (CTO)

Overseas Technical Assistance Management Systems International (MSI)	Award Number DFD-P-00-03-00094-00	Expiration 9/30/2006
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PURPOSE:

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

POSSIBLE WORK AREAS:

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

Examples of typical assignments are:

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

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



RULE OF LAW

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

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

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

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

Priority Areas with these elements:

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

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

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

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

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

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

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

Checchi and Company Consulting
Pat McPhelim and Tom Reynders
1899 L St. NW, Suite 800
Washington, DC 20036
Tel: (202) 452-9700
Fax: (202) 466-9070
E-mail:
pmcphelim@chechiconsulting.com
treynders@chechiconsulting.com
Web: www.chechiconsulting.com

Management Sciences for
Development, Inc.*
Alfredo Cuellar, Jr. and Peter
Dunkelberger
4301 Connecticut Avenue, NW
Suite 140
Washington DC 20008
Tel: (202) 537-7410
Fax: (202) 537-5099
E-mail:
pdunkelberger@msdglobal.com
rol@msdglobal.com
Web: www.msdglobal.com

*This is a small business.

Chemonics International Inc.
Scott Carlson
1717 H St. NW
Washington, DC 20006
Tel: (202) 955-6889
Fax: (202) 955-3400
E-mail: scarlson@chemonics.com
Web: www.chemonics.com

National Center for State Courts
Peggy Ochandarena
2425 Wilson Boulevard; Suite 350
Arlington, Virginia 22201
Tel: (703) 841-5633
Fax: (703) 841-0206
E-mail: pochandarena@ncsc.dni.us
Web: www.ncsonline.org

DPK Consulting
Bill Davis
605 Market St.
San Francisco, CA 94105
Tel: (415) 284-4208
Fax: (415) 495-6017
E-mail: wdavis@dpkconsulting.com
Web: www.dpkconsulting.com

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

HUMAN RIGHTS AND RULE OF LAW COOPERATIVE AGREEMENTS

Support Objectives 932-001

DCHA/DG Contact: Keith Crawford (CTO)

Cooperative Agreement	Award Number	Expiration
RIGHTS Consortium	AEP-A-00-99-00016-00	9/30/2008

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 prepositions 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.

HUMAN RIGHTS AND RULE OF LAW COOPERATIVE AGREEMENTS

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 activities with their own funds.

Associate Award Activities—Missions/Bureaus fund all “associate” award activities.

RIGHTS CONSORTIUM

Freedom House (lead organization/consortium point of contact)

Lisa Davis

1301 Connecticut Ave., NW

6th Floor

Washington, DC 20036

Tel: (202) 747-7000

Fax: (202) 822-3893

E-mail: rights@freedomhouse.org

Web: www.freedomhouse.org

American Bar Association/Central and Eastern European Law Initiative (ABA/CEELI)

Angela Conway

740 15th Street, NW

Washington, D.C. 20005

Tel: (202) 662-1972

Fax: (202) 662-1597

E-mail: aconway@abacelli.org

Web: www.abanet.org/ceeli/

National Democratic Institute (NDI)

Scott Hubli

2030 M Street, NW

Fifth Floor

Washington, D.C. 20036

Tel: (202) 728-5500

Fax: (202) 728-5520

E-mail: shubli@ndi.org

Web: www.ndi.org



ELECTIONS AND POLITICAL PROCESSES

More genuine and competitive political processes (Agency Objective 2.2)

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, effective governance by elected leaders and bodies, election monitoring, voter education and effective transfers of political power.

CONSORTIUM FOR ELECTIONS AND POLITICAL PROCESS STRENGTHENING II

Support Objectives 932-002

DCHA/DG Contact: Carol Sahley (CTO)

Cooperative Agreement	Award Number	Expiration
CEPPS	DGC-A-00-01-00004-00	9/30/2008

Update:

This activity is being re-competed through a full and open competition. The current award (CEPPS II) will expire on September, 30, 2008.

Purpose:

In 2001, DCHA/DG awarded a cooperative agreement to the Consortium for Elections and Political Process Strengthening (CEPPS), a joint venture between IFES, the International Republican Institute (IRI), and the National Democratic Institute for International Affairs (NDI). All three organizations are leaders in 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 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.

Work Areas:

The current CEPPS II 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. Activities initiated under this award may promote any of the following objectives:

- **Credible electoral administration:** CEPPS II pursues the goal of building a sustainable indigenous capacity for 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:** CEPPS can assist countries in developing impartial electoral frameworks by offering technical assistance and support for legislators, election and other government officials, political parties and citizen groups in developing effective and impartial laws, regulations, constitutional provisions, and institutions that govern electoral processes. Activities may include election framework assessments, legislative drafting, dialogue on electoral reform, and technical assistance to local NGOs on electoral reform, among others.
- **An informed and active citizenry:** Approaches to promote this objective may include the following: civic education campaigns that prepare citizens to exercise their rights and responsibilities; voter education campaigns to inform citizens about the voting procedures and help citizens 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 civic engagement in governmental and political processes.
- **Effective oversight of electoral process:** CEPPS II 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 poll watching and the mobilization of informed get-out-the-vote workers. CEPPS II also supports domestic non-partisan monitoring initiatives by NGOs and helps them strengthen their capacities to conduct watchdog and policy advocacy activities between elections. Where appropriate, CEPPS II can organize international election assessments that address the entire election process.

CONSORTIUM FOR ELECTIONS AND POLITICAL PROCESS STRENGTHENING II

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 poll watching capabilities. CEPPS II can provide 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 II 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 II 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 II 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 II 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 II 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 campaigns 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 a joint venture of the following three organizations:

**International Republican
Institute (IRI)
(Administrative Manager of
CEPPS)**
Colleen House
1225 Eye Street, NW, Suite 700
Washington, DC 20005
Tel: (202) 408-9450
Fax: (202) 408-9462
E-mail: chouse@iri.org
Web: www.iri.org

IFES
1101 15th Street, NW, Third
Floor
Washington, DC 20005
Tel: (202) 350-6700
Fax: (202) 350-6701
Web: www.ifes.org

**National Democratic Institute
for International Affairs (NDI)**
2030 M Street, NW, Fifth Floor
Washington, DC 20036
Tel: (202) 728-5500
Fax: (202) 728-5520
Web: www.ndi.org

IQCS FOR ELECTIONS AND POLITICAL PROCESSES

Support Objectives 932-002

DCHA/DG Contact: Michael Henning and Carrie Gruenloh

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

*This is a small business.

Purpose:

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

Possible Work Areas:

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

IQCS FOR ELECTIONS AND POLITICAL PROCESSES

PRIME CONTRACTORS

Creative Associates International, Inc.

Patrick Quirk
5301 Wisconsin Ave, NW
Washington, DC 20015
Tel: (202) 966-5804
Fax: (202) 363-1468
Web: www.caii.net

IFES

Michael Svetlik
1101 15th Street, NW, Third Floor
Washington, DC 20005
Tel: (202) 350-6700
Fax: (202) 350-6701
E-mail: msvetlik@ifes.org
Web site: www.ifes.org/

Democracy International

Eric Bjornlund
4802 Montgomery Lane , Suite 200
Bethesda, MD 20814
Tel: (301) 961-1660
Fax: (301) 961-6605
E-mail: eric@democracyinternational.us
Web: www.democracyinternational.us

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 2.4)

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

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

CIVIL SOCIETY STRENGTHENING COOPERATIVE AGREEMENTS

Support Objectives 932-003

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

Cooperative Agreement	Award Number	Expiration
Academy for Educational Development	AEP-A-00-01 00004-00	10/9/2008
Pact, Inc.	GEG-A-00-01-00005-00	10/9/2008

PURPOSE:

In 2001, DCHA/DG awarded two five-year leader with associate cooperative agreements to the Academy for Educational Development (AED) and Pact, Inc., in order to strengthen the planning and activity implementing capabilities of civil society organizations. Under the management of DCHA/DG's Civil Society Division, these awards have been extended through October 2008. Each recipient of the cooperative agreement represents a consortium of civil society partners, which combined offer Washington and Missions a full complement of implementing services and expertise related to civil society strengthening. Each award supports innovative approaches to civil society programming that are most likely to enhance local organizations' capacity to facilitate a country's transition to, or consolidation of, participatory democratic processes. Activities aimed at the five objectives listed below 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; instituting strategic planning, monitoring, and evaluation systems; compliance with generally acceptable accounting and auditing standards; and diversification of CSOs' 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.

CIVIL SOCIETY STRENGTHENING COOPERATIVE AGREEMENTS

With consent of either cooperator and the concurrence of DCHA/DG, additional cooperative agreements or grants (known as associate awards) that support the objectives described above may be negotiated and awarded separately by USAID Missions or Bureaus. Associate awards are awarded and signed without further competition. Each associate award shall contain a separate activity description fitting within the broader program description of the leader award, and each associate award includes its own 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 AED and Pact awards allow for:

- USAID approval of partners' annual work plans
- USAID designation of key positions and approval of key personnel
- USAID approval of monitoring and evaluation plans, and USAID involvement in monitoring progress towards program objectives

The value of associate awards granted over the life of this mechanism has exceeded \$150 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.

AED CONSORTIUM

Academy for Educational Development (AED)
Michael Kott and Kellie Burk
1825 Connecticut Avenue, NW
Washington, DC 20009
Tel: (202) 884-8241; (202) 884-8851
Fax: (202) 884-8442
Email: mkott@aed.org; kburk@aed.org
Web: www.aed.org

PACT CONSORTIUM

Pact, Inc.
David Hoffman
1200 18th Street, NW, Suite 250
Washington, DC 20036
Tel: (202) 466-5666
Fax: (202) 466-5669
Email: dhoffman@pacthq.org
Web: www.pactworld.org

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

With the Pact Consortium:
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
Solidarity Center
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
Solidarity Center

Award Number
DGC-A-00-02-00002-00

Expiration
9/30/2008

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

PURPOSE:

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

POSSIBLE WORK AREAS:

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

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

GRANTEE

Solidarity Center
Ellie Larson and Mark Hankin
888 16th Street, NW
Suite 400
Washington, DC 20006
Tel: (202) 974-8383; (202) 974-8344
Fax: (202) 974-8384
E-mail: elarson@solidaritycenter.org; mhankin@solidaritycenter.org
Web: www.solidaritycenter.org



GOVERNANCE
More transparent and accountable government institutions
(Agency Objective 2.2)

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

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

IQCS FOR DELIBERATIVE BODIES

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 (MSI)	DFD-I-00-04-00138	5/17/2009
SUNY/CID	DFD-I-00-04-00128	5/17/2009

*This is a small business

PURPOSE:

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

POSSIBLE WORK AREAS:

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

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

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

PRIME CONTRACTORS

Development Alternatives, Inc.
(DAI)

Carmen Lane, Jeremy Kanthor and
Shiranee Paul

7600 Wisconsin Ave.

Bethesda, MD 20814

Tel: (301) 771-7911

Fax: (301) 771-7777

E-mail: carmen_lane@dai.com

jeremy_kanthor@dai.com

shiranee_paul@dai.com

Web: www.dai.com

Development Associates (DA)

Christopher Embert

1000 Wilson Blvd, Suite 1000

Arlington, VA 22201

Tel: (703) 243-0495

Fax: (703) 243-0496

E-mail: cembert@pal-tech.com

Web: www.devassoc.com

Financial Markets International
(FMI)*

Peter Levine

7735 Old Georgetown Road

Suite 310

Bethesda, MD 20814

Tel: (301) 215-7840

Fax: (301) 215-7848

E-mail: plevine@fmi-inc.net

Web: www.fmi-inc.net

IQCS FOR DELIBERATIVE BODIES

PRIME CONTRACTORS, CONT.

Management Systems International (MSI)
Joel Jutkowitz, Miguel Silva, and Emil Bolongaita
600 Water St. SW
Washington, DC 20024
Tel: (202) 484-7170
Fax: (202) 488-0754
E-mail: jjutkowitz@msi-inc.com
msilva@msi-inc.com
ebolongaita@msi-inc.com
Web: www.msiworldwide.com

SUB-CONTRACTORS

To DAI:

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

To SUNY/CID:

ARD, Inc.
DPK Consulting
Amex International, Inc.
Pact, Inc.
State Legislature Foundation

SUNY Center for International Development
(SUNY/CID)
James Utermark and Karen Glenski
State University Plaza
Albany, NY 12246
Tel: (518) 443-5124
Fax: (518) 443-5126
E-mail: jim.utermark@cid.suny.edu
karen.glenski@cid.suny.edu
Web: www.cid.suny.edu

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

PURPOSE:

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

POSSIBLE WORK AREAS:

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

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

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

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

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

ARD, Inc.

Olga Segars and Peter Clavelle

P.O. Box 1397, Suite 300

159 Bank Street

Burlington, VT 05401

Tel: (802) 658-3890

Fax: (802) 658-4247

E-mail: osegars@ardinc.com

pclavelle@ardinc.com

Web: www.ardinc.com

Research Triangle Institute (RTI)

Gary Bland, Margaret Davide-Smith

3040 Cornwallis Road

Research Triangle Park, North

Carolina 27709

Tel: 919-541-7361

Fax: 919-541-6621

E-mail: 9703@rti.org

Web site:

<http://www.rti.org/page.cfm?nav=365>

Development Alternatives Inc.

Joe Siegle

tel. 301-771-7873

Email: joe_siegle@dai.com

Jeremy Kanthor

tel. 301-771-7785

Email: jeremy_kanthor@dai.com

7600 Wisconsin Ave

Bethesda, MD 20814

Fax: 301-771-7777

Web: www.dai.com

PADCO - AECOM

Dr. Deborah Prindle and Ms. Joy

Benn

1025 Thomas Jefferson Street,

NW, Suite 170

Washington, DC 20007-5204

Tel: (202) 944-2691 (Prindle)

Tel: (202) 944-2599 (Benn)

Fax: (202) 944-2351

Email:

deborah.prindle@aecom.com

Email: joy.benn@aecom.com

Web: www.aecominterdev.com

The Urban Institute

Katharine Mark

2100 M Street, NW

Washington, DC 20037

Tel: (202) 833-7200

Fax: (202) 466-3982

E-mail: ui-dlgjic@urban.org

Web: www.urban.org

SUB-CONTRACTORS

To ARD:

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

To PADCO- AECOM:

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

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 Urban Institute:

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

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

IQCs FOR ENCOURAGING GLOBAL ANTICORRUPTION AND GOOD GOVERNANCE (ENGAGE)

DCHA/DG Contact: Christina del Castillo (CTO)

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

* Small Business Set-aside

PURPOSE

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

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

IQCs FOR ENCOURAGING GLOBAL ANTICORRUPTION AND GOOD GOVERNANCE (ENGAGE)

RANGE OF SERVICES

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

POSSIBLE WORK AREAS

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

IQCs FOR ENCOURAGING GLOBAL ANTICORRUPTION AND GOOD GOVERNANCE (ENGAGE)

PRIME CONTRACTORS

ARD, Inc.

Aaron Chassy and Don Bowser
achassy@ardinc.com
159 Bank Street, Suite 300
Burlington, VT 05401
Tel: (802) 658-3890
www.ardinc.com

Chemonics International Inc.

Scott N. Carlson and Bradford Johnson
scarlson@chemonics.com
bjohnson@chemonics.com
1133 20th Street NW
Washington, DC 20036
Tel: (202) 955-3300
www.chemonics.com

Management Systems International

Stacy Stacks and Bert Spector
sstacks@msi-inc.com
bspector@msi-inc.com
600 Water Street SW
Washington, DC 20024-4288
Tel: (202) 484-7170
www.msiworldwide.com

Casals and Associates Inc.

Michael Geertson and David Cohen
mgeertson@casals.com
dcohen@casals.com
1199 North Fairfax Street 3rd Floor
Alexandria, VA 22314
Tel: (703) 920-5750
www.casals.com

Development Alternatives, Inc.

Jeremy Kanthor and Marianne Camerer
Jeremy_Kanthor@dai.com
7600 Wisconsin Avenue, Suite 200
Bethesda, MD 20814
Tel: (301) 771-7600
Fax: (301) 771-7777
www.dai.com

The QED Group, LLC

Larry Birch and Keith Henderson
1250 Eye Street NW, Suite 1100
Washington, DC 20005
Tel: (202) 521-1919
www.qedgroupllc.com

IQCs FOR ENCOURAGING GLOBAL ANTICORRUPTION AND GOOD GOVERNANCE (ENGAGE)

SUBCONTRACTORS

IQCs

To Associates in Rural Development, Inc.:

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

To Chemonics International Inc.:

BlueForce International LLC, Electoral Reform International Services Ltd, Institute for Sustainable Communities, QED Group, LLC, Skol and Associates Inc., The Urban Institute, Vogl Communications, Inc.

To Management Systems International, Inc.:

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

To Casals and Associates, Inc.:

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

To Development Alternatives Inc.:

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

To QED Group, LLC (QED) - Small Business Set-aside:

Academy for Educational Development, East-West Management Institute, Institute for Public-Private Partnerships, International Law Institute, Partners for Democratic Change, The Borders Group, International City/County Management Association, International Research and Exchange Board, Millennium International Consulting, National Association of State Auditors, Comptrollers and Treasurers, National Judicial College, Spearman, Welch & Associates, WISKey USA, Inc.

KEY SUBCONTRACTOR (PILOT)

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

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

Support Objectives 932-004

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

IQCs	Award Number	Expiration
ARD, Inc.	DFD-I-00-05-00218-00	9/12/2010
Chemonics, Inc.	DFD-I-00-05-00219-00	9/12/2010
Development Alternatives, Inc.	DFD-I-00-05-00220-00	9/12/2010
Management Systems International (MSI)	DFD-I-00-05-00221-00	9/12/2010
Millennium/IP3*	DFD-I-00-05-00222-00	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

ARD, Inc.
Olga P. Segars
159 Bank St. Suite 300
Burlington, VT 05402
T: 802-658-3890
F: 802-658-4247
E-mail: OSegars@ardinc.com
Web: www.ardinc.com

Chemonics International, Inc.
Lisa Dickieson
1717 H St. NW
Washington, DC 20006
Tel: (202) 955-3300
Fax: (202) 955-7570
E-mail: BRDGIQC@chemonics.com
Web: www.chemonics.com

Development Alternatives, Inc.
Pamela Coffey
7600 Wisconsin Ave. Suite 200
Bethesda, MD 20814
Tel: (301) 771-7600
Fax: (301) 771-7777
E-mail: pamela_coffey@dai.com
Web: www.dai.com

Management Systems International
(MSI)
William Rich
600 Water Street, SW
Washington, DC 20024
Tel: (202) 484-7170
Fax: (202) 488-0754
E-mail: wrich@msi-inc.com
Web: www.msiworldwide.com

Millennium/IP3 Partners
Brian Hannon
Waterfront Center
1010 Wisconsin Ave., NW, Suite 250
Washington, DC 20007
Tel: (540) 514-9294
Fax: (540) 899-9875
E-mail: hannon@earthlink.net
Web: www.millenniumip3.com

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

SUB-CONTRACTORS

To ARD:

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

To MSI:

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

To Chemonics:

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

To Millennium/IP3:

BroadReach Healthcare, LLC
Center for Legislative Development of University of New York at Albany
Dalberg
DFI International Government Services
Foundation for a Civil Society
IBM
International Law Institute
International Research & Exchanges Board
The PBN Company
Spearman-Welch Associates
TMS Associates
Transnational Public Policy Advisors

Resource Institutions to Millennium/IP3:

Center on Democracy, Development, and the Rule of Law, Stanford
Institute for International Studies
Independent Journalism Foundation Scholastic, Inc.

To DAI:

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

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



**Special Programs to Address the Needs of Survivors (SPANS)
Social and Economic Services and
Protection for Vulnerable Populations
Agency Objective 3.3**

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

DISABILITY POLICY AND INITIATIVE

Support Objectives 936-3102

DCHA/DG Contact: Lloyd Feinberg
Agency Disability Coordinator

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

PURPOSE:

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

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

POSSIBLE WORK AREAS

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

This fund is coordinated and supported by the Office of Democracy and Governance, although most activities are implemented through Mission-managed grants and agreements. The Disability Fund is active over 26 countries worldwide. As part of its oversight and managerial responsibilities for the Fund, DCHA/DG maintains a technical assistance contract with Manila Consulting. This contract provides technical assistance and support for field Missions that are interested in developing programs under the Fund.

CONTACT INFORMATION:

Catherine Savino
Project Director
SPANS Technical Support Contract
Tel: (202) 789-1500
Fax: (202) 204-3042
csavino@usaid.gov
Lloyd Feinberg
Fund Manager
Tel: (202) 712-5712
Fax: (202) 204-3042
E-mail: lfeinberg@usaid.gov
Web: www.usaid.gov/about_usaid/disability/

DISPLACED CHILDREN AND ORPHANS FUND

Support Objectives 936-3102

DCHA/DG Contact: Lloyd Feinberg (CTO)

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

PURPOSE:

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

POSSIBLE WORK AREAS

Most DCOF activities are implemented through USAID Mission-managed grants and agreements. A major portion of these Congressionally-mandated funds are used to support programs and activities that provide direct assistance to vulnerable children. DCOF funds also support the design, implementation, and monitoring of programs that provide evidence-based guidance and replicable models for future expansion or replication. DCOF is currently active in 21 countries.

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

CONTACT INFORMATION:

Catherine Savino
Project Director
SPANS Technical Support Contract
Tel: (202) 789-1500
Fax: (202) 204-3042
E-mail: csavino@usaid.gov
Lloyd Feinberg
Fund Manager
Telephone: (202) 712-5712
Fax: (202) 204-3042
E-mail: lfeinberg@usaid.gov
Web: www.usaid.gov/our_work/humanitarian_assistance/the_funds/dcof/

VICTIMS OF TORTURE FUND

Support Objectives 936-3102

DCHA/DG Contact: Lloyd Feinberg (CTO)

Technical Support Contract

Technical Support Contract

Award Number

DFD-M-00-00-24-00238

Expiration

09/27/2009

PURPOSE:

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

The Fund works through non-governmental organizations overseas that (1) provide direct services to survivors, their families, and communities; (2) strengthen the capacity of country-based institutions in their delivery of services to survivors; and (3) increase the level of knowledge and understanding about the needs of torture victims. These programs include advocacy, training, technical assistance, and research.

The Fund is coordinated and supported by the Office of Democracy and Governance, although most activities are Mission-managed grants and agreements.

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

CONTACT INFORMATION:

Catherine Savino

Project Director

SPANS Technical Support Contract

Tel: (202) 789-1500

Fax: (202) 204-3042

E-mail: csavino@usaid.gov

Lloyd Feinberg

Fund Manager

Telephone: (202) 712-5712

Fax: (202) 204-3042

E-mail: lfeinberg@usaid.gov

Web: www.usaid.gov/our_work/humanitarian_assistance/the_funds/vot/

WAR VICTIMS FUND

Support Objectives 936-3102

DCHA/DG Contact: Lloyd Feinberg (CTO)

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

PURPOSE:

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

POSSIBLE WORK AREAS

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

This fund is coordinated and supported by the Office of Democracy and Governance, although most activities are implemented through Mission-managed grants and agreements. The LWVF is active in 20 countries worldwide. As part of its oversight and managerial responsibilities for the Fund, DCHA/DG maintains a technical assistance contract with Manila Consulting. This contract provides technical assistance and support for Field Missions that are interested in developing programs under the Fund.

CONTACT INFORMATION:

Catherine Savino

Project Director

SPANS Technical Support Contract

Tel: (202) 789-1500

Fax: (202) 204-3042

E-mail: csavino@usaid.gov

Lloyd Feinberg

Fund Manager

Telephone: (202) 712-5712

Fax: (202) 204-3042

E-mail: lfeinberg@usaid.gov

Web: www.usaid.gov/our_work/humanitarian_assistance/the_funds/lwvf/

WHEELCHAIR INITIATIVE

Support Objectives 936-3102

DCHA/DG Contact: Lloyd Feinberg (CTO)

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

PURPOSE:

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

POSSIBLE WORK AREAS:

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

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

CONTACT INFORMATION:

Catherine Savino

Project Director

SPANS Technical Support Contract

Tel: (202) 789-1500

Fax: (202) 204-3042

E-mail: csavino@usaid.gov

Lloyd Feinberg

Fund Manager

Telephone: (202) 712-5712

Fax: (202) 204-3042

E-mail: lfeinberg@usaid.gov

Web: www.usaid.gov/our_work/humanitarian_assistance/the_funds/lwvf/wheelchairs.html

DCHA/DG CURRENT PUBLICATIONS

Civil Society

Approaches to Civic Education: Lessons Learned (2002)

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

http://www.usaid.gov/our_work/democracy_and_governance/publications/dgtpindx.html#pnacp331

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Elections and Political Processes

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

This publication helps democracy and governance field officers anticipate and effectively deal with the myriad issues and challenges that arise with election assistance programs in changing environments. The practical manual guides users through defining the problem and assessing contextual factors; identifying stakeholders and their motives; selecting options for assistance; linking those options to the mission strategy; and managing electoral assistance. It is suggestive rather than directive, in recognition that, while a certain "conventional wisdom" based on years of experience exists about elections programming, the multitude of variables precludes a "one size fits all" approach. The approaches suggested in this handbook are based on material gathered through a year-long assessment of electoral assistance activities carried out by USAID Missions and their partners over the past eight years.

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

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

This guide is a primer for USG officials so that decisions on elections and political parties are informed by best practices and lessons from roughly two decades of prior experience. The guide should inform strategic-level planning and on-the-ground implementation decisions. Unlike many other guides, it focuses on the election process *as well as* political parties and voters in pre-election, election-day, and post-election settings. Many of the standard lessons on elections and political processes do not apply, or apply differently, to elections in R&S environments. This guide attempts to capture those differences. It emphasizes how the ensemble of USG

DCHA/DG CURRENT PUBLICATIONS

resources can best be brought to bear on the election process in R&S operations – which spans from the negotiations over a peace agreement to after the election event. The guide is organized into four sections. The first section presents policy considerations that commonly arise in transitional elections and political processes. The second section presents the elements of strategic planning. The third section highlights best practices in implementation. A final section highlights monitoring and evaluation.

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

USAID Political Party Development Assistance (April 1999)

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

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

Governance

Decentralization and Democratic Local Governance Programming Handbook (May 2000)

This handbook serves as a practical guide to USAID officers who are faced with the task of developing program activities in the areas of decentralization and democratic local governance. Drawing on 15 years of USAID experience in democracy promotion and on four decades of municipal development work, this publication provides a conceptual framework; guidance for choosing successful programming strategies, for selecting entry points and tactics in program design and implementation, and for Mission monitoring and evaluation; and a discussion of key lessons learned and future programming issues. A revised version of this handbook will be available by Fall 2008. http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/pnach300.pdf

USAID Anticorruption Strategy (January 2005)

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

http://inside.usaid.gov/anticorruption/pubs/ac_strategy_final.pdf

USAID Handbook on Legislative Strengthening (February 2000)

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

http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/pnac632.pdf

Rule of Law

Alternative Dispute Resolution Practitioner's Guide (1998)

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

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

DCHA/DG CURRENT PUBLICATIONS

Case Tracking and Management Guide (2001)

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

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

Guide for Promoting Judicial Independence and Impartiality (2002)

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

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

USAID Policy Guidance for Assistance for Civilian Policing (2005)

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

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

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

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

Strategies

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

A prestigious U.S. academic team examined democratic patterns in 165 countries throughout the world from 1990 to 2004, finding that USAID democracy and governance (DG) assistance had a significant positive impact on democratic development. Specifically, the studies conclude that, in any given year, \$10 million of USAID DG funding produces about a five-fold increase in the amount of democratic change over what the average country would otherwise be expected to achieve.

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

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

Through a contract awarded in 2006 to the National Academy of Sciences (NAS), an expert commission was convened and a report was produced with recommendations for improving USAID evaluations of DG programs. The report includes a range of specific practical and policy recommendations that can be implemented by USAID.

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

SPANS

2005-2006 Displaced Children and Orphans Fund Portfolio Synopsis

The 2005-2006 Displaced Children and Orphans Fund (DCOF) Portfolio Synopsis provides general information on DCOF, its mandate, and its focus areas for the year, as well as detailed data on 18 country programs and one regional program funding by DCOF.

http://pdf.usaid.gov/pdf_docs/pdacf598.pdf

2005-2006 Victims of Torture Fund Portfolio Synopsis

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

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

DCHA/DG CURRENT PUBLICATIONS

2004 War Victims Fund Portfolio Synopsis

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

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

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

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

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

DCHA/DG TOOLS AND ASSESSMENTS

Cross-Cutting

The USAID Democracy and Governance Assessment Framework for Strategy Development

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

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

Civil Society

Civil Society Assessment Tool

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

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

Enabling Environment Assessment Tool

NGO Sustainability Index

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

Enabling Environment Assessment Tool

ICNL tools and guides

The International Center for Not-for-Profit Law (ICNL) offers several tools helpful to assessing the enabling environment for civil society organizations. "Safeguarding Civil Society in Politically Complex Environments" is an informative 26-page desk study produced by ICNL with USAID funding in 2007 (www.icnl.org/knowledge/ijnl/vol9iss3/special_1.htm). The article seeks to identify available strategies and tools to protect civil society and freedom of association in politically complex environments. This working document discusses use of the following strategies, tools, and mechanisms: (a) protective alliances and networks; (b) raising public awareness; (c) advocacy campaigning; (d) direct public action; (e) international diplomacy; (f) domestic

DCHA/DG TOOLS AND ASSESSMENTS

litigation; (g) national and international human rights mechanisms; (h) legal triage; and (i) going underground. ICNL also provides a "Checklist for CSO Laws" on its website (www.icnl.org/knowledge/pubs/NPOChecklist.pdf) that outlines provisions that should be included in legislation governing civil society organizations (CSOs). The list is useful for assessing whether CSO legislation currently on the books or in draft form meets generally accepted international practices. For more information, contact Douglas B. Rutzen at ICNL at drutzen@icnl.org or contact Eric Picard at epicard@usaid.gov.

Labor Assessment Tool

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

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

Media Assessment Tool

Media Sustainability Index (MSI)

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

Media Assessment Tool

The Role of Media in Democracy: A Strategic Approach

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

Youth Assessment Tool

Youth and Extremism Assessment Module

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

DCHA/DG TOOLS AND ASSESSMENTS

Elections and Political Processes

Political Party Assessment and Evaluation Methodologies – (upcoming)

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

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

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

Governance

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

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

USAID Corruption Assessment Handbook – May 2006

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

USAID Program Brief: Anticorruption Agencies – November 2006

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

DCHA/DG TOOLS AND ASSESSMENTS

USAID Program Brief: Anticorruption and Policy Integrity - May 2007

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

Website on Implementing Policy Change

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

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

Rule of Law

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

It is a tool that provides a conceptual framework for conducting a justice sector assessment, and for prioritizing program interventions. For more information, contact Rick Gold at richard@usaid.gov.

BIOGRAPHICAL SKETCHES OF DG OFFICE STAFF

Director

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

Deputy Director

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

Civil Society

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

Eric Picard, Democracy & Governance Officer, joined the Civil Society Division in April 2007. He earned an M.A. in International Relations and Economics from the School of Advanced International Studies, Johns Hopkins University and a B.S. from the U.S. Merchant Marine Academy, Kings Point.

Prior to joining the DG office, he held the following positions: Bureau for Asia & the Near East (Desk Officer for Sri Lanka & Nepal; Desk Officer for Pakistan; Donor Coordination & Outreach Advisor); Bureau for Democracy, Conflict and Humanitarian Assistance (Food for Peace Officer; Team Leader for Local NGO Strengthening Initiatives); Bureau for Policy and Program Coordination (Policy Advisor for Donor Coordination), and the Office of Acquisition & Assistance (Contract Negotiator/Administrator, Transportation Division). In addition, Eric participated in numerous trainings, including the FEI Emerging Leadership Training Program 2004, the DG Officers Conference in 2000, and the DG training for NEPs in 2007. Prior to joining USAID and obtaining his Masters degree, he worked in the private sector in the maritime industry, both ashore and afloat.

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

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

Kimberly Ludwig returned to the DG Office in 2005 and currently serves as the **Senior Civil Society and Labor Advisor** in the Civil Society Division. She assists the Division in the design, implementation, and monitoring and evaluation of labor programs, manages the Agency's Global Labor Program Cooperative Agreement with the American Center for International Labor Solidarity, manages the contract for analytic work with ARD on the role of labor in foreign assistance, coordinates the Agency's labor portfolio with other USG agencies including the Departments of State and Labor, and designs and conducts training programs for USAID and State Department staff on labor and civil society topics. Kimberly's primary geographical expertise is in Africa. Her country backstops in the office are

Kenya, Zambia and Southern Africa. Prior to 2005, she spent three years with the United Nation's International Labor Office in Geneva, Switzerland, in the department of Policy Integration. She was previously a Democracy Fellow with the DG Office in 2001, working on civil society strategies and technical support. Before joining the DG Office, she worked with USAID- and NSF- funded projects studying political participation and political transitions in Africa, with the USAID/DG program in Zambia, and as a technical consultant for the Southern Africa Barometer project. She received her B.A. from the University of Southern California and her M.A. and Ph.D. in Political Science from Michigan State University, where she was also a Foreign Language and Area Studies Fellow in African Studies. Kimberly was certified as a CTO in 2005, and is a member of the Agency's Workforce, Employment and Labor (WEL) cross-sectoral working group.

Troy Etulain joined USAID in July 2007 as a **Senior Advisor for Independent Media Development** with a global purview. His regional expertise includes the Former Soviet Union (FSU), Southeast Asia and East Africa. Troy speaks Russian at a professionally proficient level, intermediate German as well as some French and Spanish. Since joining USAID, Troy has focused on especially challenging programming environments, including Somalia, Burma, Sudan, Rwanda and others. His DG country backstops are Kazakhstan, Uzbekistan and Tajikistan. Prior to joining USAID, Troy spent more than two years as Internews Network's Country Director to Tajikistan on projects ranging from founding community radio stations to training and equipping private TV stations. Troy has a Master's Degree in International Economic Development from the Fletcher School of Law and Diplomacy and a Bachelor's degree in both English and International Relations from Georgetown University. While at Georgetown, he interned in the White House Press Office. From 1996-98 Troy served as a Peace Corps Volunteer in a village in the Russian Far East. Immediately prior to joining USAID, Troy covered Georgia and Armenia for Bloomberg News.

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

Elections and Political Processes

Michael Henning joined USAID in 1994. He has been the **Chief of the Elections & Political Processes Division** since August 2007. This division supports elections administration, political party strengthening, and other political processes issues. The division manages several central contracts and grants, including the large CEPPS mechanism, as well as the EPP Fund which has totaled over \$27 million since FY06. The division has eight full time staff and a couple of "adjunct" members from other divisions and bureaus. Prior to joining DCHA/DG, Mr. Henning served as the Director of the Democracy Office at USAID/Bosnia from 2002-2006 and in the Philippines from 1997-2000, and also worked in ANE/EA, PPC/DEM, EE/DGST and F/EAP. He speaks Bosnian, Filipino, and French and his regional specializations are East Asia and Eastern Europe & Eurasia. Mr. Henning has served as the USAID representative to the Governing Board of the American Foreign Service Association since 2006. He has an M.A. in

International Relations from the Maxwell School at Syracuse University and a B.A. from Georgetown University.

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

Barbara Smith joined USAID in 2001 as a Program Manager for the Office of Transition Initiatives (OTI) and currently serves as a **Democracy Specialist** with the Elections and Political Processes Division in the Office of Democracy and Governance. She serves as an advisor for USAID/DG Field Officers in the design, implementation and evaluation of elections and political processes programs, and provides DC-based assistance in design and management of global EPP research projects. Barbara's geographical expertise includes Asia, the Near East and Central and Eastern Europe. Her country backstop in the DG Office is currently Afghanistan, although she has previously served as backstop for the Philippines, Sri Lanka and Iraq. She speaks German fluently, and has a basic knowledge of Spanish and French. After working for USAID from 2001 to 2003, Barbara spent from mid-2003 through mid-2005 working on elections and political processes for the Asia Foundation in Afghanistan, before returning to USAID Washington in 2005 to begin work with USAID's Office of Democracy and Governance. Prior to joining USAID in 2001, Barbara served as a Spokesperson for UNHCR in Bosnia and Herzegovina. From 1997 to 1999 she worked for the Organization for Security and Cooperation in Europe (OSCE) on media development and elections. Other professional experience includes working at the U.S. Department of State's Foreign Service Institute in 1996 and at the Texas State House of Representatives in 1994 and 1995. Barbara holds a B.A. from the University of Texas at Austin and an M.A. from Texas State University.

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

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

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

Tess McEnergy (in draft)

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

Governance

Patricia Fn'Piere came to USAID in 1990 and currently serves as the **Acting Chief of the Governance Division**. She oversees delivery of technical leadership, field support and cadre development services in anticorruption, local governance, legislative strengthening, security sector reform and policy reform/public administration. Pat is Co-Chair of a US Government Interagency Sub-Policy Coordinating Council on Training, Exercises, and Experiments which plans for and prepares the interagency for reconstruction and stabilization operations. She is directing the development of guidance for state-building and democratic governance work in post conflict countries. She has championed effective management of change and democratic governance in the international development field for over twenty years as manager, technical expert, trainer, and facilitator, providing assistance worldwide. Prior to moving to USAID she worked on community development and health systems and at USDA on development management and training. Most of Pat's work has been done in Africa with some experience in all the other regions. Her country backstops in the DG Office are Mali, South Africa and Djibouti. She has a Master's degree in Public Administration.

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

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

Elizabeth Hart is a **Senior Anti-Corruption Advisor** for the DG Office Governance Division. She coordinates the development and testing of DCHA/DG's anticorruption assessment methodology and is overseeing new Anticorruption Program Briefs on extractive industry transparency, addressing corruption in the judiciary and addressing corruption in post-conflict settings. Liz has led anticorruption trainings and mainstreaming workshops and provides other temporary duty (TDY) support on

anticorruption issues, and she represents USAID in interagency and international fora on the UN Convention Against Corruption and the OECD Development Assistance Committee Anticorruption Task Team. She started with USAID in 1996 as a Democracy Fellow in the DG Office working on civil society, DG strategies, and the linkages between democracy and economic growth and then was democracy and governance advisor in the USAID Nigeria Mission from 1999 to 2003. Liz's most extensive international experience has been in Africa; she has lived in Ghana and Nigeria, researched government-business relations and stakeholder participation in economic reform around the continent, and conducted assessments and provided other TDY support in more than 20 African countries. She also has conducted assessments and workshops in Asia and Latin America and speaks French (under extreme duress). She has a B.A. in political science from Whitman College, and an M.A. and Ph.D. in Politics from Princeton University.

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

Julie Werbel is USAID's **Senior Security Sector Reform (SSR) Advisor**. She joined the DCHA/DG Governance Division in August 2004. She provides technical assistance and advice on security sector governance, rule of law, policing, defense, and civil-military relations to foreign governments, USAID Missions, and the US interagency. She served as an advisor to the US Security Coordinator for Middle East Peace in Jerusalem and has conducted SSR, fragile state, and governance assessments in Africa, Asia and Latin America. She speaks French. Previously, Ms. Werbel was a Principal at DFI Government Services, a Washington, DC-based defense consulting firm. At DFI, she conducted analyses for the Office of the Secretary of Defense (OSD) relating to political-military strategy, peacetime military engagement, civil-military relations, NATO enlargement, and stability operations. Ms. Werbel also served as the Program Manager and Director of Participant Affairs for the Africa Center for Strategic Studies (ACSS), a DoD regional center that she designed and helped to establish. Her career includes service with the Peace Corps and U.S. Department of State and business research for the New York-based Conference Board. She has worked in more than two dozen countries on four continents. She earned an M.A. in Law and Diplomacy from the Fletcher School of Law and Diplomacy and a Bachelor's degree from Cornell University.

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

Program

Nils Mueller, Team Leader of the Program Office in DCHA/DG, holds a Master's in Public Affairs from the Woodrow Wilson School at Princeton University, where he studied democracy promotion, good governance, and post-conflict nation-building. He has been in USAID's Foreign Service for 3.5 years and has been working in the development field for more than seven years. He returned to Washington and the DG Office in June 2007 after serving two years as a Program Officer in USAID/Senegal, where he led an effort to mainstream DG into all the Mission's other key sectors. He recently participated on a DG assessment team in the DRC which, in addition to the traditional sectoral analysis, helped the Mission examine the impact of conflict on the DG sector. Within the DG Office, his team is responsible for managing the procurement, budget, reporting, staffing, training, and outreach and communication portfolios. He is the CTO for a number of activities, including the DG Bullpen, the Illicit Power Structures project, the Democracy Fellows program, and the task order that is planning and executing the worldwide DG Officers conference and the revision of the DG training strategy. Nils is the Senegal, Ethiopia, and Guinea Bissau backstop for the Office. He is fluent in French.

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

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

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

Sharon Forrence joined USAID in 2008 as a **Training Specialist** within the Programs division. She assists with the design and implementation of major training events for USAID's Office of Democracy and Governance and supports the Office in developing and implementing a new strategic training plan. Sharon has worked in the Philippines and on short term projects in South and Southeast Asia, East and Southern Africa. She has extensive experience in training design and facilitation for humanitarian relief and development assistance organizations and other government agencies. Sharon has focused on staff wellbeing and critical incident response and she has provided crisis intervention support to field staff. Previously, Sharon worked at Peace Corps, with Youth For Understanding International Exchange and in

the Philippine Refugee Processing Center (Bataan, Philippines). She has a B.A. from Boston College and an M.S.W. from Catholic University.

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

Rule of Law

Richard (Rick) Gold joined USAID in 1980. He currently serves as **Chief of the Rule of Law Division**. Rick guides the Division's technical excellence, technical backstopping and training activities and assures collaboration with other donors and U.S. government agencies. He is a member of teams backstopping Mexico, Venezuela, and Egypt. He co-leads the DCHA working group on Backstop 76. From 2004-2007, Rick was Director of the Democracy and Governance Office in USAID/Egypt. He served 15 years as a USAID Democracy Officer, Program Officer and Food for Peace Officer in Egypt, Philippines, Mali, Morocco and Senegal. During his 13 years in Washington, he worked for the Food for Peace Office, the Eurasia Office and the Strategic Budgeting Office of the Program and Policy Coordination Bureau. Prior to joining USAID, Rick worked with the Foreign Trade Division of the Bureau of the Census and the Food Policy Office of the Department of State. Rick attended the Executive Leadership Seminar and is a certified CTO. He is trained in supervising CTOs, managing projects, supervising project managers, managing food aid and coordinating refugee assistance. He speaks French fluently and is conversant in Moroccan and Egyptian Arabic. Under USAID's long-term training program, Rick received a Mid-Career Master of Public Affairs from Harvard University's Kennedy School of Government. He also received a Master of Public and International Affairs from the University of Pittsburgh and a Bachelor of Arts from Brandeis University.

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

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

L. Achieng Akumu joined USAID in 2003 and currently serves as the **Senior Rule of Law Advisor** with the Rule of Law division. She assists the Division in the development and implementation of research, monitoring, and evaluation of ROL activities; conducts assessments and evaluations of Mission's ROL activities; develops strategies, designs programs and performance monitoring plans for ROL activities; strengthens liaisons between USAID with relevant U.S. government agencies, donors and implementers; and designs training programs for Foreign Service officers and other staff on rule of law topics including informal justice systems. Achieng's geographical expertise includes Africa, Southern Asia and limited experience in the Colombia and Jamaica. Her country backstops in the DG Office are Liberia and Sierra Leone. She speaks French and Swahili. From April 2007 to July 2007, Achieng was detailed to the Africa Bureau, Office of Sustainable Development, CPG where she conceptualized and developed the Scope of Work for the Africa Regional ROL Status Review. Prior to joining USAID, Achieng worked for National Democratic Institute as Chief of Party of a Legislative Strengthening Program in Namibia and as a regional program officer in southern Africa. She has also worked as legislative attorney for the New York State Assembly on South African issues, and for Members of Congress from the U.S. House of Representatives as Legislative Director. Achieng has also consulted for UNDP, CEDPA and the World Health Organization/Africa on legal reform and health initiatives. Achieng holds a B.A. from Russell Sage College, a diploma from Universite de Besancon (France) and a J.D. from Syracuse University College of Law.

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

Louis-Alexandre Berg is a **Rule of Law Advisor** 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 U.N. Development Program in Sierra Leone to build capacity in the justice sector. He has conducted research for the U.S. National Security Council on security and rule of law in post-conflict environments. He has also worked

on peace-building, conflict resolution, and regional security programs in the Middle East with several NGOs, including Search for Common Ground and Seeds of Peace. Alex holds a B.A. from Brown University and an M.P.A. in Public Policy and International Affairs from Princeton University. He speaks French, Spanish, and Arabic.

Don Chisholm joined USAID in 2007 as a **Democracy Fellow** and is a member of the Rule of Law division. As USAID's liaison to the U.S. federal judiciary and as a staff member of the U.S. Judicial Conference's International Judicial Relations Committee, he ensures close coordination between USAID and the U.S. federal judiciary when the judiciary supports USAID's Rule of Law efforts abroad. In addition, he supports the technical work of the Rule of Law Division and helps to backstop Mexico. He speaks Spanish fluently. Prior to joining USAID, he worked as either the Chief of Party or Deputy Chief of Party on USAID-financed Rule of Law projects in Kosovo, Peru, and El Salvador. He served as a Peace Corps Volunteer in Honduras and as a judge advocate in the US Army. As a judge advocate, he both prosecuted and defended felony cases, including a death penalty case. He holds a B.A. and a J.D. from the University of Notre Dame.

Gloria Jean Garland joined USAID in 2006 and currently serves as the **Senior Rule of Law/Human Rights Expert** with the Rule of Law division. She provides field support to USAID Missions in the assessment and design of rule of law and human rights programs; conducts research, monitoring, and evaluation; designs training programs for Foreign Service officers and other staff on rule of law topics including human rights; and serves as the USG representative on the DAC human rights task team. Jean's geographical expertise includes Latin America and the Caribbean, with earlier experience in Central and Eastern Europe. Her country backstops in the DG Office are Colombia, Guyana, Haiti and Jamaica. She speaks French fluently and Spanish well. She was previously a trial lawyer for ten years in private practice in California and then joined the USAID Mission in Bratislava, Slovakia as a Commercial Law/Rule of Law advisor from 1994 to 1996. She subsequently established and then headed the Central European office of the International Center for Not-for-Profit Law (ICNL) in Budapest for three years, was an adjunct professor at Central European University, and then moved to the European Roma Rights Center (ERRC) where she served as Legal Director for three years. Prior to rejoining USAID in May 2006, she served as a consultant for the Council of Europe and the OSCE, designing and implementing human rights and anti-discrimination training programs. Jean holds a B.S. in journalism, a B.A. in French, and a J.D. from the University of Colorado in Boulder, as well as an LL.M. in International and Comparative Law from the Free University of Brussels.

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

Special Programs to Address the Needs of Survivors (SPANS)

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

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

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

John Williamson has been **Senior Technical Advisor for DCOF** since 1997. In addition to advising on issues concerning children affected by armed conflict, children in institutions, or on the street, he also provides technical support on programming for children affected by AIDS. He is one of the organizers of the Better Care Network, the Children and Youth Economic Strengthening Network, and the Washington Network for Children and Armed Conflict. He has helped author various publications and articles on children affected by HIV/AIDS and child soldiers. Previously, he worked as a consultant for UNICEF, USAID, and UNHCR; was a staff member of Christian Children's Fund 1990-1993; and of UNHCR 1980-1990. He has a Master's degree in Social Welfare from the University of California, Berkeley, and a Bachelor's degree in Sociology from Oklahoma State University.

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

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

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

Anne Hayes joined USAID in December 2006 as Investing in Women in Development (IWID) Fellow and is working as a **Disability and Gender Specialist**. In this position, she assists USAID to: 1) better implement the USAID disability policy with a special emphasis on gender, 2) develops best practices, trainings and tools to help USAID Missions and Washington Offices better integrate people with disabilities into their current and future programs and activities, 3) works closely with international and host-country NGOs and DPOs, other relevant U.S. agencies as well as donors to improve coordination on disability-related efforts. Anne has worked in disability and advocacy issues in Africa, Asia, Europe, Latin America and the Caribbean as well as within the United States. She speaks Spanish fluently and has a working knowledge of Portuguese. Prior to receiving the fellowship, Anne worked the several disability related organizations including Center for International Rehabilitation (CIR), as the International Coordinator for the International Disability Rights Monitor International (IDRM) and Landmine Survivors Network and participated extensively in NGO efforts related to the United Nations Convention for the Rights of People with Disabilities since its inception and served as a Steering Committee member of the International Disability Caucus (IDC). Anne also worked in democracy and human rights issues while at American University's Center for Global Peace, National Democratic Institute for International Affairs (NDI) and the Organization of American States (OAS). Anne has a Master's degree in International Education Development with an emphasis on inclusive education policies for vulnerable groups from The George Washington University and an undergraduate degree in Spanish and Latin American Studies from the University of Kansas.

Strategic Planning and Research

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

David Black has served with USAID since 1994, including four years as the Senior Democracy Advisor for Ukraine, Belarus and Moldova based in Kyiv, Ukraine, and a year as the Democracy Office Director for the USAID/Kosovo Mission based in Pristina. He currently is a member of the Strategic Planning and Research Division in DCHA/DG where he is the **Regional Coordinator for Europe & Eurasia** and manages a set of research initiatives to improve evaluation of democracy assistance programs. He

speaks Russian and has lived and studied extensively in the Europe and Eurasia region. He holds a B.A. from Colgate University and an M.A. in International Relations from the Maxwell School at Syracuse University.

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

Kyung (KC) Choe joined DCHA/DG in 2004 as a Presidential Management Fellow and currently serves as the **Asia Regional Coordinator** with the Strategic Planning and Research division. KC's geographical expertise is Asia with experience in the Middle East and West Africa. Prior to joining the DG Office, KC managed a USAID-funded program on strengthening economic governance in Southeast Asia from 2002-2004. She also spent five years in Africa and Asia working on grassroots community development with the Peace Corps and environmental capacity-building programs with the U.S.-Asia Environmental Partnership, a USAID partnership program, respectively. KC holds an M.S. in International Development Management from American University and a B.S. in International Politics from the School of Foreign Service at Georgetown University. She speaks Korean, Twi, and basic Spanish.

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

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

Devra Moehler (in draft)

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American Bar Association/CEELI 740 15 th St. NW Washington, DC 20005 T: 202-662-1972 F: 202-662-1597 www.abanet.org/ceeli	25	Democracy International, Inc. 4802 Montgomery Lane Suite 200 Bethesda, MD 20814 T: 301-961-1660 F: 301-961-6605 www.democracyinternational.us	12, 32
ARD, Inc. 159 Bank St. Suite 300 Burlington, VT 05402 T: 802-658-3890 F: 802-658-4247 www.ardinc.com	12, 44, 47, 51	Development Alternatives, Inc. 7600 Wisconsin Ave. Bethesda, MD 20814 T: 301-771-7600 F: 301-771-7777 www.dai.com	42, 44, 47, 51
Casals & Associates, Inc. 1199 North Fairfax St. 3 rd Floor Alexandria, VA 22314 T: 703-920-1234 F: 703-920-5750 www.casals.com	47	Development Associates, Inc. 1000 Wilson Blvd. Suite 1000 Arlington, VA 22209 T: 703-243-0495 F: 703-243-0496 www.devassoc.com	42
Checchi and Company Consulting, Inc. 1899 L St. NW Suite 800 Washington, DC 20036 T: 202-452-9700 F: 202-466-9070 www.checchiconsulting.com	22	DPK Consulting 605 Market St. Suite 800 San Francisco, CA 94105 T: 415-284-4208 F: 415-495-6017 www.dpkconsulting.com	22
Chemonics International, Inc. 1717 H St. NW Washington, DC 20006 T: 202-955-3300 F: 202-955-3400 www.chemonics.com	22, 47, 51	Financial Markets International 7735 Old Georgetown Rd. Suite 310 Bethesda, MD 20814 T: 301-215-7840 F: 301-215-7848 www.fmi-inc.net	42
		Freedom House 1301 Connecticut Ave. NW 6 th Floor Washington, DC 20036 T: 202-747-7000 F: 202-822-3893 www.freedomhouse.org	25

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<p>International Republican Institute (IRI) 1225 Eye St. NW Suite 700 Washington, DC 20005 T: 202-408-9450 F: 202-408-9462 www.iri.org</p>	30	<p>PADCO-AECOM 1025 Thomas Jefferson St. NW Suite 170 Washington, DC 20007 T: 202-337-2326 F: 202-944-2351 www.aecominterdev.com</p>	44
<p>Management Sciences for Development, Inc. 4301 Connecticut Ave. NW Suite 140 Washington, DC 20008 T: 202-537-7410 F: 202-537-5099 www.msglobal.com</p>	22	<p>The QED Group 1250 Eye St. NW Suite 1100 Washington, DC 20005 T: 202-521-1900 F: 202-521-1901 www.qedgroupllc.com</p>	47
<p>Management Systems International (MSI) 600 Water St. SW Washington, DC 20024 T: 202-484-7170 F: 202-488-0754 www.msi-inc.com</p>	12, 18, 42, 47, 51	<p>Research Triangle Institute (RTI) 3040 Cornwallis Road Research Triangle Park, NC 27709 T: 919-541-7361 F: 919-541-6621 www.rti.org/page.cfm?nav=365</p>	44
<p>Millennium/IP3 Partners Waterfront Center 1010 Wisconsin Ave. NW Suite 250 Washington, DC 20007 T: 540-514-9294 F: 540-899-9875 www.millenniumip3.com</p>	51	<p>Solidarity Center 888 16th St. NW Suite 400 Washington, DC 20006 T: 202-974-8383 F: 202-974-8384 www.solidaritycenter.org</p>	38
<p>National Center for State Courts 2425 Wilson Blvd. Suite 350 Arlington, VA 22201 T: 703-841-5633 F: 703-841-0206 www.ncsconline.org</p>	22	<p>SUNY Center for International Development (CID) State University Plaza Albany, NY 12246 T: 518-443-5124 F: 518-443-5126 www.cid.suny.edu</p>	42
<p>National Democratic Institute (NDI) 2030 M St. NW 5th Floor Washington, DC 20036 T: 202-728-5500 F: 202-728-5520 www.ndi.org</p>	25, 30	<p>The Urban Institute 2100 M St. NW Washington, DC 20037 T: 202-833-7200 F: 202-466-3982 www.urban.org</p>	44

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**U.S. Agency for International Development
Bureau for Democracy, Conflict and Humanitarian Assistance
Office of Democracy and Governance
1300 Pennsylvania Avenue, NW**

Washington, DC 20523-3100

Tel: (202) 712-1892

Fax: (202) 216-3231

Internet: http://www.usaid.gov/our_work/democracy_and_governance

Intranet: <http://inside.usaid.gov/G/DG/>