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USER'S GUIDE TO DEMOCRACY, HUMAN RIGHTS AND GOVERNANCE PROGRAMMING

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An Overview: The Center of Excellence on Democracy, Human Rights and Governance (DRG)

User's Guide to DRG Programming

On February 27, 2012, the USAID Administrator Rajiv Shah formally launched the agency's Center of Excellence on Democracy, Human Rights and Governance (hereafter "the DRG Center"). The launch occurred just over a year after then Secretary of State Hillary Clinton and USAID Administrator Rajiv Shah released the first-ever U.S. Quadrennial Diplomacy and Development Review (QDDR). The QDDR explicitly tasked USAID with establishing the DRG Center as the primary means of elevating and integrating democracy, human rights and governance within the agency's overall development portfolio.

USAID Missions and the Washington-based DRG Center have a noble and challenging mandate captured in USAID's Mission Statement: "To end extreme poverty and promote resilient, democratic societies while advancing our security and prosperity." The DRG Center has a further defined mission statement to "advance democracy, human rights and governance for the sake of political freedom, while contributing to socioeconomic progress and overall developmental resilience by integrating DRG across all sectors." The DRG Center organizes its work to achieve the three following strategic objectives: 1) Learn: Increase knowledge concerning the global advancement of DRG; 2) Serve: Improve the quality and impact of DRG technical assistance to the field; and 3) Influence: Elevate the role of DRG in key USAID, USG and multilateral strategies, policies and budgets. With a strong emphasis on rigorous learning, the DRG Center will promote and support evidence-based DRG programming.

This User's Guide to DRG Programming has been crafted to serve as a fundamental reference tool for USAID Missions and Bureaus to utilize in pursuit of advancing democracy, human rights and good governance. This Guide outlines the structure and breadth of the DRG Center's technical expertise, as well as the DC-based DRG cadre. The Guide catalogs the funding and implementing mechanisms that may be accessed through the DRG Center and other offices, and technical resources which inform DRG work. With a strong emphasis on rigorous evaluation and learning, the DRG Center is committed to promoting evidence-based policy, strategy and programming in the DRG sector.

The Agency's primary means of implementing DRG programs in "presence" countries remains in USAID Missions. In well-defined circumstances, these mechanisms may also be used in "non-presence" countries. Overall, the DRG Center's support of missions is provided through an interlinked approach that involves technical leadership, targeted field support, cadre development and training, and direct program management. Various training as well as assessment and programming tools are developed by the DRG Center to assist missions in analyzing and choosing appropriate strategies to address the DRG issues in their host countries, as well as implement Agency-wide policies.

The nine division that comprise the DRG Center are: 1) Civil Society and Media (CSM); 2) Cross-Sectoral Programs (CSP); 3) Elections & Political Transitions (EPT); 4) Empowerment & Inclusion (EI) 5) Global and Regional Policy (GRP); 6) Governance and Rule of Law (GRL); 7) Human Rights (HR); 8) Learning; and 9) Strategic Planning. There are also two permanent working groups within the DRG Center, the DRG Gender Working Group and the Training and Learning Division.

*The *User's Guide to DRG Programming* is regularly updated and accessible on the Center of Excellence on Democracy, Human Rights and Governance intranet site at http://inside.usaid.gov/drg.

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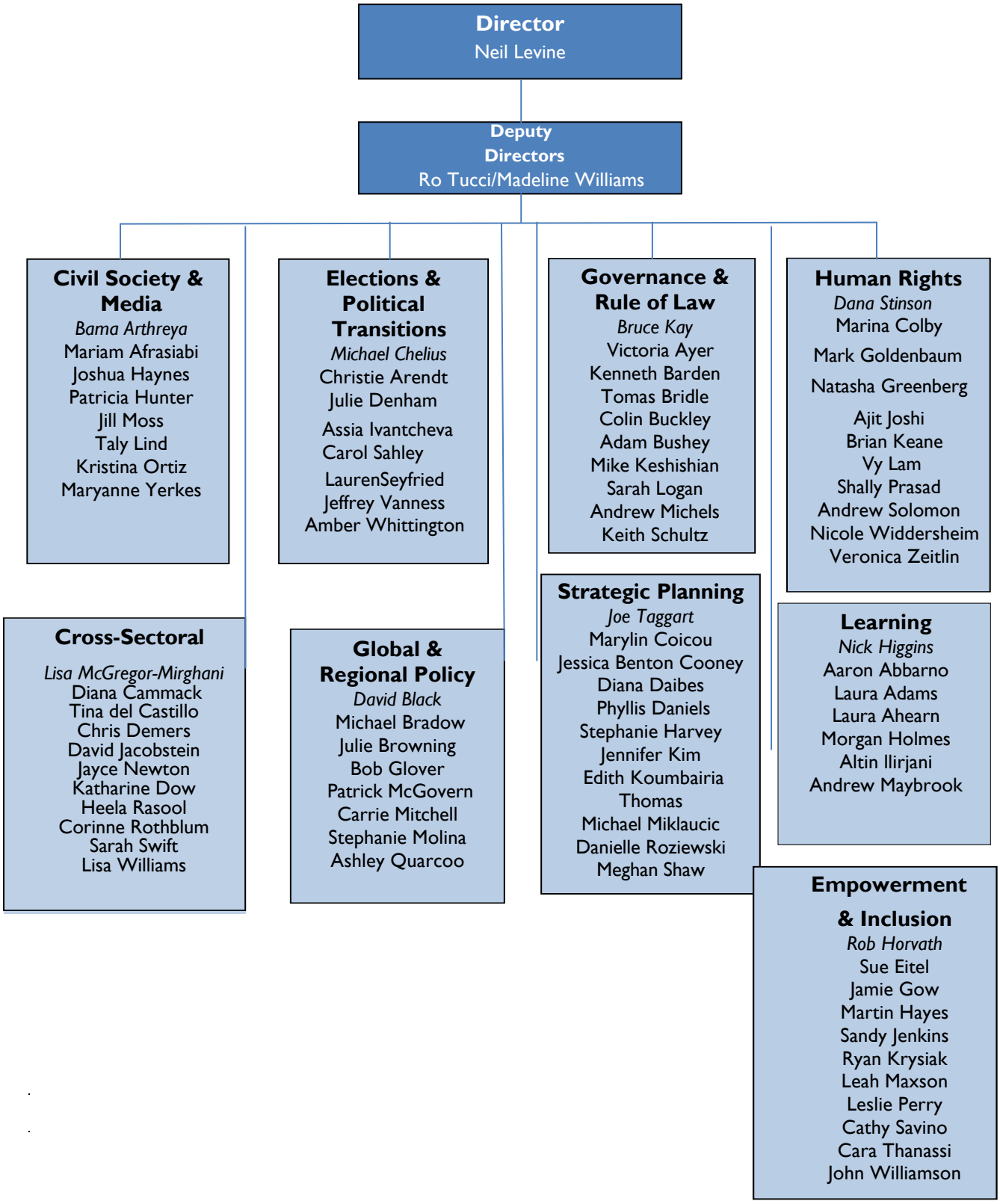
DRG CENTER

ORGANIZATION CHART



DRG CENTER TEAM AND WORKING GROUP DESCRIPTIONS

Civil Society & Media (CSM) Division

The CSM Division provides technical leadership and support on civil society (including youth, labor and media issues). The CSM Division generates comparative knowledge on effective approaches for strengthening civil society and independent media; pilots state-of-the-art approaches to civil society and media support; strengthens the agency's DRG staff through training and technical support; conducts assessments, strategy and program designs, and evaluations; and designs and manages a targeted portfolio of global programs. The CSM Division promotes innovations in the civil society, labor and media arenas (including the use of social media and other new media technologies) as a means for addressing development challenges, and represents USAID in international processes, networks and working groups.

Cross-Sectoral Programs (CSP) Division

The purpose of the CSP Division is to integrate DRG approaches and principles with other sectors. This entails developing guidance, tools, and training to build Agency capacity to integrate DRG principles, practices, and analytical tools across the Agency's development portfolio, and providing technical assistance to field missions to support the planning, assessment, design, implementation, and evaluation of integrated programs. The division also leads DCHA efforts to support the Local Solutions initiative's focus on strengthening partner country systems and improving the sustainability of development outcomes through an increased attention to partnering with host country governance and civil society institutions strategically.

Elections and Political Transitions (EPT) Division

The EPT Division provides leadership and technical assistance on political competition and consensus-building programs to USAID field Missions and Washington bureaus, other USG entities, and the broader DRG community. In doing so, the EPT Division conducts technical leadership on specific issues (including cutting-edge electoral issues) and delivers technical assistance to strengthen election administration, political parties, political finance, election monitoring and observation, voter education, and the political participation of women and marginalized groups. The EPT Division also manages the Elections and Political Processes Fund, which provides USAID Missions with funds for unanticipated electoral needs and innovative programs.

Empowerment and Inclusion (EI) Division

The Empowerment and Inclusion Division (EI) works globally to reduce risks to vulnerable populations and to reinforce the capacities of communities, local NGOs, and governments to provide services and protect and promote the human rights of populations traditionally absent from the development equation. EI assists these populations in gaining access to opportunities that support their full participation in family, community, and society. EI is at the forefront of developing innovative programming for children in adversity, including those in conflict situations, in setting orthopedic, rehabilitation, and assistive health technology standards in developing countries, in improving treatment and healing options for surivors of torture and trauma, and promulgating this programming both within USAID and globally.

Global and Regional Policy (GRP) Division

The GRP Division supports the development and implementation of evidence-based DRG policies, strategies, and budgets at the global, regional and country levels. The GRP Division leads the Center's efforts in supporting country-specific DRG assessments and strategies. The division also represents the DRG sector in the Governing Justly and Democratically (GJD) budget formulation and execution process, conducting analysis and advocacy to link global and country DRG funding with needs and opportunities as well as ensuring that budget levels are consistent with core policies and strategies. Finally, the division engages within USAID and in inter-agency arenas to forge an effective link between U.S. diplomacy, policy, and programs regarding the promotion of DRG. Given the cross-cutting nature of this work, the GRP Division will operate as an open team, actively soliciting input from Center staff (1) to facilitate Center-wide engagement on certain strategy, policy and budget matters, and (2) to facilitate the Center's country backstopping.

Governance and Rule of Law (GOV/ROL) Division

The newly combined GROL Division supports activities to improve the accountability, transparency and responsiveness of governing institutions, systems and processes. It also promotes legal and regulatory frameworks that improve order and security, legitimacy, checks and balances, and equal application and enforcement of the law. To this end, the GROL division's focus will not only be on work with governments but also on promoting citizen participation and engagement in governance and rule of law activities to build confidence and assure rights, privileges and obligations are equally accessible and fairly applied to all. The GROL Division will continue to cover the traditional governance and ROL subsectors. For governance, these include Legislative Strengthening, Decentralization and Local Governance, Anticorruption, Security Sector Reform, Policy Reform, and Public Administration. Areas of focus for ROL include legal frameworks, building human and institutional capacity within the justice sector, strengthening linkages between police, prosecutors and courts, creating constituencies for legal reform, and increasing access to justice, including through the use of customary justice systems.

Human Rights (HR) Division

The HR Division provides field support and technical leadership on human-rights issues to USAID senior staff, operating units, and other USG agencies. . It works in in close coordination with Missions, technical and regional advisers, other specialized funds and the similar HR initiatives of State department's bureau for Democracy, Human Rights and Labor (DRL). The division identifies and disseminates best practices in the protection and promotion of physical integrity (such as freedom from torture, arrest and slavery) and other civil and political rights that the DRG Center's team as whole works on (such as freedom of association and assembly, the right to vote, the right to a fair trial) . The HR division is the lead on the equal protection under the law, including protection for minorities and marginalized or vulnerable groups, such as the lesbian, gay, bi-sexual and trans-gender [LGBT] community. The HR Division supports USAID Missions and DRG officers through training and technical support, including assessments, strategy and program design, evaluations, and the provision of program funding and technical assistance. Other areas of special focus for the team are the empowerment of women, countering trafficking in persons, and implementing the Presidential Study Directive on preventing mass atrocities and genocide. These areas involve high-level inter-agency representation, as well as design of specialized training modules, assessment tools, and overall program development. Finally, the division manages the Human Rights Grants Program (HRGP) - a strategic tool used to help Missions address the arising human rights challenges that threaten development goals in their countries and regions

Learning (L) Division

The Learning Division oversees cutting-edge impact evaluations, conducts research and innovations in the DRG sector, maintains strong relations with the international academic community, manages the DRG Knowledge Nexus (an interrelated set of DRG communities of practice) across the agency's DRG membership, and provides methodological support to the Center's other divisions. In the short term, the purpose of the Learning Division is to manage knowledge and provide guidance regarding the most effective methods and programs for maximizing DRG impact with limited resources. In the medium term, the Learning Division's outcomes — which revolve around the creation, acquisition, dissemination and maintenance of knowledge — will enable USAID to reliably, efficiently and effectively improve democracy, human rights and governance in USAID recipient countries. In the long term, the Learning Division will enable the Center to influence agency and USG DRG policy through state-of-the-art knowledge of relevant social-science concepts and theories, rigorous analyses of empirical DRG program results, and advocacy in appropriate forums.

Strategic Planning (SP) Division

The Strategic Planning Division is a hybrid team that provides diverse support to all Center. The SP Division manages the Center's strategic planning, budget formulation and execution, and program implementation to support the Center's evidence-based technical leadership to Missions and the wider development community. The SP Division provides leadership to the Center in the areas of financial management, administration, and human resources; provides DRG training to development officers; and coordinates the Center's communication strategy in line with the goals of the Center and the DCHA Bureau, including (with the collaboration of the Learning Division) a DRG "community of practice" for DRG officers. The SP Divison will take the lead for the Center in coordinating with the PPL Bureau on issues related to the agency's DRG Policy Task Team.

Training and Learning (TL)

The goals of the Training Leadership Division is to support the development and delivery of quality and relevant training to the Democracy, Human Rights, and Governance (DRG) cadre, other USAID personnel and USG interagency partners and others deemed appropriate by the DRG Cetner. This includes developing training agendas, programs, identifying speakers and moderators, organizing content and delivering training and moderating programs. The TLT members are the link between teams, training participants, and other presenters, and must be fully engaged with their teams in the design and delivery of the training programs. The TLT will be chaired by the DRG Training Coordinator who will be responsible for providing the overarching training agenda and philosophical approach to training.

Gender Working Group (GWG)

The mission of the Gender Working Group (GWG) is to enable the DRG Center and DRG Officers in the field to promote and protect the human rights of women and girls, facilitate women's equal and meaningful participation in civic and political life, and better identify and address gender differences and inequalities as they relate to USAID's DRG work.

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Director

Neil Levine is the **Director** of the **DRG Center.** Neil has just returned to USAID from an assignment as Assistant Professor of Strategic Leadership at the National Defense University Eisenhower School for National Security and Resource Strategy, honing his passion for leadership, teaching and unlocking excellence.
Neil brings with him a long history and deep knowledge of democracy, human rights and governance programming. He served as Director of the Office of Conflict Management and Mitigation from 2008-2013 and as Chief of the Governance Division in the then Global Bureau Democracy and Governance Center from 2000-2007.
A veteran Latin Americanist, Neil was deputy director for USAID's Office of Central American Affairs from 1995-2000, and worked on Latin America issues on Capitol Hill for over a decade. He has Masters degrees from the National War College and Columbia University and a B.A. in International Studies from Earlham College.

Deputy Director

Rosarie Tucci serves as the **Deputy Director** in the DRG Center, focusing on human rights, vulnerable populations, and civil society engagement. Previously, she was the Senior Advisor for USAID's Deputy Administrator where she covered the inclusive development portfolio, focusing on developing the LGBT agenda and advancing efforts to combat trafficking in persons. Her experiences in the National Security Council and at the New York State Senate as a policy analyst on Women and LGBT issues provided a broad understanding of intergovernmental collaboration. Rosarie's research products include a UNICEF study on social inclusion of Dalits in India and a Fulbright in Bulgaria on the development of the Human Rights movement in a transitional democracy. She holds a bachelors degree from Boston College and a Masters in International Human Rights Law from the University of Nottingham in England.

Madeline Williams is the **Deputy Director in the DRG Center.** Madeline is a Foreign Service Officer with 20 years of development experience at USAID. She has served with USAID in the field witih three regions of the world including Africa, the Middle East, and Latin America. Her technical areas of interest and expertise include elections and political processes, civil-society strengthening, women's political participation, strategic planning and budgeting, program management, and evaluation and leadership development. Prior to joining the DRG Center in July of 2015, Madeline worked in the U.S. Global Development Lab on innovation and partnership development in sub-Saharan Africa and in the Policy, Planning and Learning Bureau where she spearheded professional development and training for Program and Project Development Officers. Madeline has a B.A. in International Relations from the University of Minnesota and studied her Master's degree in International Public Affairs at the Humphrey Institute of Public Affairs at the University of Minnesota.

Aaron Abbarno serves as the **Democracy Fellow in Comparative Politics and Democratization on the Learning Division**. Aaron brings to the DRG Center his substantive expertise in cross-national public opinion and political behavior, and methodological expertise in population-based surveys and survey experiments, field experiments, and non-experimental observational research. He supports the DRG Center and field Missions in identifying, planning, and realizing advanced learning activities. Aaron holds a Ph.D. in political science from the University of Pittsburgh. His scholarly research examines levels of civic engagement and public support for democratic principles, especially tolerance for minority rights, across countries at different stages of democratization. Between his academic fieldwork and evaluation of development programs, Aaron has work experience in Africa, Central Asia, Europe and Eurasia and Latin America.

Laura Adams is a **AAAS Science and Technology Policy Fellow** in the **Learning Division.** Previously, Laura was Director of the Program on Central Asia and the Caucasus and Academic Advisor to the M.A. program in Russian, East European and Eurasian area studies at Harvard University. She has 15 years of experience as a lecturer, researcher, and author on topics related to political sociology, sociology of culture, qualitative research design, non-fiction writing, international higher education development, and country expertise on Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan. She has been active for the last 10 years in building the field of Central Eurasian studies internationally through scholarly conferences and associations, and non-profit work in higher education development in the former Soviet Union.

Laura Ahearn serves as a **Senior Learning Advisor** and **AAAS Science and Technology Policy Fellow** with the **Learning Division**. Laura is an anthropologist with expertise in language and culture, focusing primarily in South Asia. She brings to the DRG Center expertise in both qualitative and quantitative methodologies, monitoring and evaluation, and research design. She holds a Ph.D. in anthropology from the University of Michigan and a B.A. in political philosophy from Williams College. Her research has been on literacy, love letters, marriage practices, gender, development, and social change in Nepal. She is the author of two books and the editor of the series Oxford Studies in the Anthropology of Language.

Mariam Afrasiabi is a **Senior Civil Society Adil Society and Media Division** and previously served as Democracy and Governance Advisor in USAID's Middle East Bureau working on the Near East Regional Democracy Program. She is an expert advisor and technical authority on complex and precedent-setting policy and program issues, develops policies, strategies, and plans for democracy, and democratic development, as well as projects for agency-wide application, with a focus on civil society. Mariam serves as COR for the CSO Sustainability Index (CSOSI), overseeing development of the report for over 70 countries. She also supports President Obama's Stand with Civil Society Initiative, with a focus on USAID's Civil Society Innovation Initiative and the Agency's work to support civil society in closed and closing political space. Mariam is one of USAID's main points of contact on civil society support related to organizational sustainability and mobilizing resources and technical assistance to respond to legal and regulatory threats to civil society and CSOs. Prior to joining USAID, Mariam served as Chief of Party at the Academy for Educational Development (now FHI360) on multiple civil society strengthening programs in repressive environments. Mariam attained her Master of Arts degree in International Relations at Syracuse University's Maxwell School of Citizenship and Public Affairs, with focuses of global security and the Middle East, and her Bachelor's degree from Wake Forest University, with double majors in Biology and Spanish.

Christie Arendt joined USAID for a one-year detail in October 2015 and currently serves as a **Democracy Specialist with the Elections and Political Transitions Division.** She has expertise in elections and politics in West Africa, election observation, gender representation, and women in politics. Before joining the DRG Center, Christie spent nine years at the State Department focused on political transition, democracy, and governance issues from the Office of West African Affairs. She supported elections in Nigeria (2011), DRC (2011), Senegal (2012), Togo (2013), Benin (2015), and Cote d'Ivoire (2015) both from Washington and our Embassies in the region. She also spearheaded an initiative to develop the first West African Regional Election Strategy and African Elections Toolkit for Embassies. Christie serves on the DRG Center's Gender Working Group. Christie holds a M.A. in International Affairs and is currently a Ph.D. Candidate in Comparative Politics at the George Washington University.

Bama Athreya is a **Senior Specialist, Labor and Employment Rights**. She has twenty years' experience on international labor rights issues, and has previously worked for the AFL-CIO Solidarity Center, International Labor Rights Forum, and International Labour Organization. She has developed and led multi-country projects in Latin America, sub-Saharan Africa and Asia on the rights of working women, on labor law implementation, on forced and child labor, and on ethical business practices. She has developed and led multi-stakeholder initiatives with global corporations on labor compliance, and has worked and written extensively on labor rights in US trade policy. She served as one of the founding Board members of the Sweatfree Purchasing Consortium, an entity serving state and city governments in the United States who have adopted legislative or executive commitments to ethical procurement. In 2009 she was appointed by Secretary of Agriculture Tom Vilsack to a special Consultative Group on Forced and Child Labor. She speaks French, Spanish, Chinese and Indonesian.

Victoria Ayer a **Senior Anti-corruption and Good Governance Advisor** with the **Governance and Rule of Law Division.** With more than a decade of experience advising and assisting civil society and political leaders in the Middle East, Southeast Asia, the Balkans and Africa in an effort to expand dialogue, ensure accountability and strengthen democratic practices, before joining USAID, Victoria served as a human rights lawyer for the United Nations with a focus on drafting and negotiating multilateral agreements. She has served as the Chief of Party for a multi-pronged anti-corruption project in Cambodia that included: successful passage of anti-corruption law; investigative journalism training; capacity building for an anti-corruption commission; and support for a locally-led petition effort that garnered signatures of 1 million+ citizens. She is a former US Congressional staffer with a wealth of practical experience in formal and informal politics. In the DRG Center, she backstops Ghana and serves as the focal point for Making All Voices Count: A Grand Challenge for Development, the Extractive Industry Transparency Initiative and the Open Government Partnership. She earned her B.A. in Political Science from Rice University and her law degree from Boston University School of Law.

Kenneth Barden is **a Senior Governance and Anticorruption Officer** on the **Governance and Rule of Law Division.** For several years, Ken was an independent consultant for several international development projects, including ones funded by USAID, the MCC, World Bank, UN, Asian Development Bank and others. Ken served as Team Leader for the USAID-administered MCC Threshold Indonesia Control of Corruption Project in Indonesia, working on anticorruption and judicial reform. Immediately prior to joining USAID, Ken was an advisor with the USAID Modernizing Financial Institutions project in the West Bank, where he led implementation of anti-money laundering and anticorruption activities. Ken's experience includes work in Eastern Europe, Central and Southeastern Asia, Oceania, the Middle East and Africa. He also has over 15 years of experience in municipal government. Ken holds a Juris Doctor from Indiana University, and a Bachelor's degree in Political Science from University of Indianapolis, as well as post-graduate work in Disaster Management from the University of Wisconsin and in International Humanitarian Law from the National Academy of Legal Studies and Research (NALSAR), in Hyderabad, India. He has written extensively on financial integrity and risk management issues and is a Certified Anti Money Laundering Specialist (CAMS), as well as a Certified Financial Crime Specialist (CFCS).

Jessica Benton Cooney is the **Communications Specialist** on the **Strategic Planning Division**. She serves as the strategic communication advisor for the outreach efforts of the DRG Center. This includes external/internal communications, product development, and multi-media (video, photography). Prior, she was the Communications Specialist in Liberia for the DAI Feed the Future Project, and the Education Development Center (EDC) Advancing Youth Project, both funded by USAID, as well as the United Nations Population Fund. Jessica was a Communications Officer for Pact in Washington, D.C., and served as the Web Data Manager for the USAID/Afghanistan website, while also backstopping the Department of Communication (DOC) at the USAID/Afghanistan Mission. Jessica also covered elections, politics, and the House as a Staff Writer and Production Editor for The Congressional Quarterly in Washington, D.C. She has her Master's degree in Human Rights from the London School of Economics and Political Science, and her Bachelor's in Political Science and Communications from Edgewood College in Madison, Wisconsin. She was also a United States Peace Corps Volunteer in El Salvador.

David Black is the **Global & Regional Policy Division Chief.** He has served overseas as the Democracy Office Director for USAID/Kosovo, and as the Senior Democracy Advisor for Ukraine, Belarus and Moldova with USAID/ Kyiv. He began his USAID career in 1994 in the E&E Bureau's Office of Democracy and Governance, and his previous work in DCHA/DRG includes a stint on the Civil Society & Media Division, serving as the Regional Coordinator for Europe & Eurasia, and leading an early initiative to improve evaluations of DRG 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.

Mike Bradow is the **Asia Regional Coordinator** within the DRG Center's **Global and Regional Policy Division.** In this capacity, he serves as a liaison to field missions, USAID/W regional and functional offices, the interagency and other external stakeholders on DRG policy priorities and programming in Asia. After joining USAID as a Foreign Service Officer in 2010, Mike worked in the Democracy & Governance Office in the USAID/Central Asian Republics regional mission and focused on local governance programming in Tajikistan, regional civil society and media initiatives and DRG evaluations. His previous work includes managing civil society, human rights and new media projects in both Latin America and the Caucasus for Freedom House, and also as a consultant to other USAID, State/DRL and OTI implementing partners. Mike received his BA in Political Science from Wake Forest University and a Masters in Public Policy from the University of Chicago.

Tomas Bridle is a **Democracy Fellow** with the **Governance and Rule of Law Division**. He leads a retrospective analysis of USAID's legislative strengthening programs and revision of the Agency's handbook for engagement with legislative institutions. He previously held senior positions with responsibility for design, management and evaluation of governance programs at DAI and the National Democratic Institute. His approach to governance is grounded in experience on US Congress and Senate legislative staff and political campaigns. He was an advisor to Czechoslovakia's president Vaclav Havel in 1991-92, and graduated with honors from UC Berkeley and the Columbia University School of International and Public Affairs.

Julie Browning serves as the **Senior Democracy and Governance Advisor for Afghanistan and Pakistan,** as a member of the **Global and Regional Policy Division**. Prior, she served as a Democracy Advisor for USAID's Afghanistan Democracy and Governance Office and as the Senior Democracy and Governance Advisor for the Middle East/Iraq Office. Julie provides strategic direction and technical guidance on democracy and governance programming broadly with a focus on electoral institutions and political representation at national and local levels. Beyond this she coordinates the bureau's technical inputs to these countries and plays a leading role in a number of related inter-agency fora. She has spent the past ten years as a consultant advising or managing human rights/refugee and governance programs for the UN High Commissioner for Refugees, The Asia Foundation, the Office of the High Representative, Associates in Rural Development and the American Refugee Committee within Jordan, Afghanistan and throughout the Balkans. Julie holds a Masters Degree in International Studies with an emphasis on International Politics and Human Rights from the University of Denver.

CPT Adam Bushey is a **Governance and Rule of Law expert** on the **Governance and Rule of Law Division**. CPT Bushey has worked on issues related to counter-insurgency, civilian-military operations, Rule of Law, and governance worldwide. At USAID, prior to joining the DRG Center, he has been assigned to the Performance Division of M/MPBP, the Office of General Council, and the Afghanistan-Pakistan Task Force. CPT Bushey also currently serves as a reserve JAG Officer in the Army. He coordinated the 86th Infantry Brigade's Rule of Law (ROL) and governance efforts in four provinces in RC-East, Afghanistan. He was awarded the U.S. Bronze Star Medal for meritorious service. CPT Bushey attained his undergraduate degree from Le Moyne College where he graduated Magna Cum Laude with a double major in political science and economics. Before and during law school, where he graduated with Honors, Mr. Bushey worked for the New York State Assembly.

Christina del Castillo currently serves as a **Governance Advisor** with the **Cross-Sectoral Programs Division.** Christina's areas of specialization include public sector governance, citizen participation and aid effectiveness. She provides technical guidance to USAID offices worldwide to incorporate good governance practices to strengthen host country systems, increase transparency and accountability, and decrease corruption. Previously, Christina served as DRG's Anticorruption Advisor, and before that she served in the 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 to local government and conduct research regarding democratic 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.

Michael Chelius is the **Elections and Political Processes Division Chief** and a USAID Foreign Service Officer with a Crisis, Stabilization, and Governance specialization. He has 15 years of experience working with host governments and international organizations and across the USG to support to high-profile political processes, post-conflict and political transition programs and institution building efforts in countries and territories including Timor Leste, Afghanistan, the West Bank and Gaza, Somalia, Sudan, South Sudan, Liberia, the Democratic Republic of Congo. He also has worked in Washington and on short-term field missions developing and supporting programs in many other countries. He recently completed a two-year assignment as the Eastern Congo Transition Office Director based in Kinshasa, working across USAID technical sectors and USG agencies to address the causes and consequences of conflict in eastern DRC. Prior to his Kinshasa assignment he served almost a year as the Libya Desk Officer in the Middle East Bureau. He has a M.A. in International Affairs from the Fletcher School for Law and Diplomacy.

Marina Colby serves as a **Senior Counter-Trafficking in Persons Fellow** working with the **Human Rights Division.** Marina works to advance USAID's Counter-Trafficking in Persons (C-TIP) Policy and related programs across the Agency's development sectors, including a new initiative called Supply Unchained that seeks to leverage innovation, technology and partnerships to counter human trafficking in global supply chains. She also works to coordinate C-TIP efforts within the interagency and with other donors and interested stakeholders around the world. Marina has more than 15 years of legislative and policy experience in the field of human rights, with specialized experience at the national and international levels promoting the rights of women, children, and workers. Most recently, Marina served as the Director of Public Policy and Government Relations at ECPAT-USA (Ending Child Prostitution and Trafficking), and as a member of ATEST (Alliance to End Slavery and Trafficking). Her advocacy focused on drafting/promoting federal and state anti-trafficking laws and policies, as well as transparency and corporate accountability in supply chains in relation to human trafficking. Marina has also served as a representative of the the International Labor Organization in Washington DC; a human rights liaison for the American Bar Association's Central European and Eurasian Law Initiative; and a policy analyst in the U.S. Department of Justice's Office on Violence Against Women. Marina has a Juris Doctor from the University of Wisconsin Law School.

Diana Daibes is a **Program Officer on the Strategic Planning Division**. She works primarily on budget, project design and monitoring and evaluation. Diana entered USAID as part of the Foreign Service Development Leadership Initiative (DLI) in 2009 and has served in Kenya and Mexico. She has worked for Mobility International USA (MIUSA), a disability inclusion organization based in Eugene, Oregon and MA'AN Development Center in the Palestinian Territories. She has also worked as a student development adviser at the Oregon Institute of Technology (OIT). Diana earned her Bachelor of Science in Management, with a dual focus in Marketing and Small Business Management and a Minor in International Relations at OIT and also obtained her Master's of Arts in International Studies, with a focus on International Development and Human Rights at the University of Oregon.

Phyllis Daniels currently works on the **Strategic Planning Division**as the **Financial Management Specialist.** Prior to this she worked as a Human Resources Assistant with the Human Resources Civil Service Personnel Division, Recruitment and Staffing Branch. Phyllis also served in the United States Army as a Financial and Personnel Specialist and was honorably discharged. She continued her civilian career in Human Resources Management. Phyllis has worked for the National Endowment for the Humanities, Peace Corps, and the Department of Commerce. She pursued her education at Northern Virginia Community College.

Chris Demers works on the **Cross-Sectoral Programs Division within the Center for Democracy, Human Rights and Governance**, which addresses Implementation and Procurement Refort and DRG Integration for the Center. Chris is familiar with the Public Financial Management Risk Assessment Framework, DRG considerations in that process, models for G2G assistance, and capacity building in PFM and Public Accountability. Chris also works closely with other offices in DCHA on resiliency through better governance. Before joining the Center, Chris worked in the Afghanistan Mission on public administration reform and local governance. Prior to USAID, Chris worked in the NGO community, including the International Bar Association, Norweigan Refugee Council and International Rescue Committee on governance, rule of law, and human rights programming. Chris holds a JD from the City University of New York and a BA from Georgetown University.

Julie Denham is a **Senior Advisor for the Elections and Political Transitions Division**. In this role, she assists USAID Missions around the world to design, implement and evaluate innovative and effective elections and political party programs. Julie is the co-chair of the Center's Gender Working Group and also serves as the COR for the Women in Power II learning activity. She is the DRG Center backstop for Haiti and co-backstop for Tunisia. From December 2014 -October 2015, she served as Acting EPT Division Chief. Prior to joining the Center in 2012, Julie was the Team Lead for Governance, Rule of Law and Security for USAID's Haiti Task Team, working closely with Haiti-based colleagues in the immediate aftermath of the 2010 earthquake to develop the overarching strategy for over $150 million in USG democracy assistance programming; traveling regularly to Haiti to assist with program design and procurement; and regularly representing USAID in consultations with other USG agencies and donors. Before joining USAID, Julie worked for 12 years at the National Democratic Institute (NDI), serving as a Washington, DC-based Senior Program Manager for elections and legislative strengthening programs in Nigeria, Sierra Leone and Guinea and as Resident Director for NDI's Algeria office from 2002-06. Julie holds a Master of Science in Foreign Service degree from Georgetown University and a B.A. from Smith College.

Katharine Dow is a **Democracy Officer in the Cross-Sectoral Programs Division** in USAID's DRG Center. Katharine leads DCHA/DRG in promoting and contributing to the development of the Integration Agenda, namely the mainstreaming of democracy, human rights and governance into Agency agriculture and food security programming, including the Feed the Future Presidential Initiative, at the strategic and programmatic level. Her role includes providing technical assistance to support integrated designs and local solutions; and leading DCHA/DRG knowledge management efforts in this space, including supporting communities of practice and evaluations of existing and new integrated programs. Ms. Dow has also served as a Foreign Service Democracy, Human Rights and Governance officer in Kenya, Afghanistan and Armenia. She has a B.A. in Sociology from the University of Minnesota and an M.A. in Conflict Transformation and Peacebuilding from Eastern Mennonite University.

Sue Eitel is a physical therapist and serves as the **Senior Rehabilitation Advisor** on the **Empowerment and Inclusion Division.** Her work focuses on supporting programs and activities under the Leahy War Victims Fund and Wheelchair Program. She has over 25 years of international experience working in/with physical rehabilitation programs in less resourced settings.

Bob Glover is a **Democracy Officer** on the **Global and Regional Policy Division.** Previously, Bob served as the Bamyan Provincial Reconstruction Team (PRT) lead in Afghanistan, covering the full range of Governance and Development programs and working with Afghan counterparts at provincial, municipal and district government as well as with Afghan civil society, implementing partners and national line ministers. Bob's previous work experience includes 10 years leading an NGO in conflict resolution and community development, 3 years in Higher Education successfully promoting public – private partnerships, and 10 years in agribusiness developing markets and value chains across Asia. Bob and his wife served as Peace Corps volunteers in the Moroccan Sahara where they worked with associations, cooperatives, municipal and regional government to promote opportunities for women in small business development and civil society. Bob, a Retired Colonel, Army Civil Affairs, is a graduate of the US Military Academy, West Point, and has an MBA from Tulane University. In Washington, Bob provides technical and strategy support to USAID missions in the Middle East and North Africa (MENA) advancing DRG policies and programs across the region – especially those like Libya undergoing significant political transition. Bob is conversational in Arabic and French.

Mark Goldenbaum is a **generalist on the Human Rights Division**. His role focuses on providing technical leadership and field support related to broad-based human rights programming, as well as contributing to the Center and Agency's atrocity prevention efforts. Mark has experience supporting the intersection between DRG, OTI, CMM and OFDA programming and working in the Interagency, and has implementation experience with conflict mitigation, independent media development, local governance, and youth programming. Mark has been with USAID since 2009 and is a civil servant (OE funded). Prior to USAID, Mark worked for two years with Internews Network (DC-based, but supporting field programs in the former Soviet Union) and five years in the field with Mercy Corps (in Tajikistan, Uzbekistan, Kyrgyzstan and Sudan). Mark was a Peace Corps Volunteer in Kazakhstan. He holds a Master's of Arts in International Relations from the Fletcher School of Law and Diplomacy at Tufts University and a Bachelor's degree in English from the University of Texas, Austin.

Jamie Gow is a **Technical Advisor on the Empowerment and Inclusion Division.** She joined USAID's Center on Children in Adversity in 2013 through the Global Health Fellows Program II. As a technical advisor for monitoring, reporting, and impact, she works on implementation of the U.S. Government Action Plan on Children in Adversity. Jamie brings six years of experience in youth development, both at the grassroots and policy levels. Additionally, Jamie has lived and worked in Latin America and has proficiency in spoken and written Spanish. She is on the board of GirlSportWorks, a non-profit organization with the mission of teaching life skills to girls through athletics. Jamie received her Bachelor of Arts in International Relations and Sociology from the Bucknell University and her Master of Public Health in global health program design, monitoring, and evaluation from the George Washington University.

Stephanie Harvey currently works as a **Management/Program Analyst** on the **Strategic Planning Division**. She studied Business Administration at Strayer University. Twenty three of her twenty nine year federal government experience has been spent with USAID. Prior to her time here, she joined the E3 Bureau in 2004 where she served as the Program Operations Assistant in the former WID office. In 2007, she served as the Program Analyst and has experience in budget planning and information systems, including Phoenix, GLAAS, and FACTS Info.

Martin Hayes is a **Senior Technical Advisor** for the **Displaced Children and Orphans Fund (DCOF)** on the **Empowerment and Inclusion Division**. DCOF's goal is to improve the safety, wellbeing, and development of vulnerable children, with particular attention to preserving and supporting appropriate family care. Martin's work includes supporting the development of new projects, providing technical support to implementing partners and developing and sharing technical resources with Agency and interagency partners.

Joshua Haynes is **USAID's Senior Innovation Advisor** for **Civil Society and Media**, leading USAID's work on the Civil Society İn novation Initiative (CSİI) and internet freedom. As a disruptor, innovator, visionary, and activator for good, Joshua has spent the past 15 years relating, ideating, and communicating complex structures and systems at the nexus of ICTs, digital technology, process design, internet freedom + governance, civil society and media, and human rights. Joshua was a Peace Corps Volunteer in Morocco and has degrees from Boston University and The Fletcher School at Tufts University. He speaks a number of languages including Arabic (Modern Standard and Maghrebi), French, German, and Spanish.

Nick Higgins serves as the **DRG Center's Learning Division Chief.** He is a Foreign Service Officer and has served in DRG positions in Georgia and Afghanistan and Program Officer positions in Georgia and India. Nick joined USAID in 2000, initially serving as a Presidential Management Intern in the Europe and Eurasia Bureau. He holds an MSc in Development Studies from the London School of Economics and a BA in Economics and Geography from the London School of Oriental and African Studies.

Morgan Holmes is an **Evaluation Specialist with the Learning Division**. Morgan helps Mission and Center colleagues identify opportunities for research and design impact evaluations, performance evaluations, surveys and other studies of high quality and usefulness. Previously on OTI's Afghanistan and Pakistan teams, she managed Stabilization programs and evaluations in those countries. Prior to joining USAID, she worked at the World Bank's Independent Evaluation Group and as an M&E consultant in the private sector, designing and conducting performance and impact evaluations of USAID, State, World Bank and DfID programs. Morgan also assisted in the start-up of the International Initiative for Impact Evaluation (3ie). Before specializing in M&E, Ms. Holmes worked for NDI and IRI implementing political party, civil society, and media strengthening programs. Morgan helped establish IRI's Iraq program, where she focused on civil society capacity building. She has managed programs in Afghanistan, the Czech Republic, the DRC, Indonesia, Iraq, Kenya, Pakistan, Peru, the Philippines, Slovakia, and Venezuela. She holds a BSc from Georgetown University's School of Foreign Service, and an MSc in Development Studies from the London School of Economics.

Rob Horvath is the **Empowerment and Inclusion Division Chief** and also serves as the **Interim U.S. Government's Special Adviser for Children in Adversity**. Under his leadership, the Empowerment and Inclusion Division coordinates USAID's work for vulnerable populations; including initiatives addressing survivors of torture and trauma, civilian victims of conflict, people with disabilities, and vulnerable children. The division also houses the Center on Children in Adversity. Under the guidance of the Special Adviser, the center coordinates the efforts of seven federal agencies and more than thirty departments working to implement the U.S. Government's Action Plan on Children in Adversity and the legislative mandates under U. S. Public Law 109-95: The Assistance for Orphans and Vulnerable Children in Developing Countries Act of 2005 (PL 109-95). Previously, Rob spent eleven years in Southeast Asia serving as USAID's Regional Grants Manager, an early childhood education volunteer, and Director of pre-service training with the Peace Corps. Prior to his work oversees, Rob worked for the State of Michigan's Department of Education and as a counseling therapist with the Christian Family and Mental Health Services. He has served in leadership roles with local and regional PTAs and is also a certified trainer for both the Virginia State and National PTA.

Patty Hunter is a **Senior Civil Society Adviser** in the **Civil Society and Media Division** in the DRG Center. Patty is the current AOR of two global instruments: the Global Civil Society LWA that aims at strengthening civic participation and media worldwide and the Global Legal Enabling Environment Program (LEEP II) that aims at enhancing the enabling environment for Civil Society Organizations She has been a foreign service officer since 2008. Patty worked in the Human Rights Office of the Latin America Bureau where she provided technical assistance on democracy, governance and security-related issues to several Latin American countries. She was part of the Haiti Task Force where she assisted in the design of Haiti's human rights, rule of law and child protection design plan after the earthquake. Patty served at USAID West Bank and Gaza where she worked on conflict mitigation between Israelis and Palestinians and as governance adviser to the Health team. Prior joining the Foreign Service, she worked three years for UNHCR and UNCTAD in Geneva and for UNHCR in Mexico. In Colombia, she worked at USAID, as a Foreign Service national, where she managed their human rights program for five years. Prior to that, she worked for the Colombian Congress, the private sector, and served as a constitutional law professor for many years. Patty is a Public International Lawyer with a Masters in Constitutional Law and Political Science from the Centro de Ciencias Politicas from Spain and a specialization in international human rights law from London School of Economics.

Altin Ilirjani serves at the **Technical Lead for the Learning Division in** the DRG Center. He supports the Center's Learning Agenda through research and innovations in the DRG sector, maintaining strong relations with the international academic community, and serving as the Practice Lead for DRG impact evaluations and survey research. Altin has a PhD with majors in comparative politics, research methods, and public policy. He has extensive research and policy experience including work for the World Bank Group in Washington DC, the Open Society Institute, the International Monetary Fund, the University of North Carolina, Duke University, the European University Institute, and the London School of Economics. For over 10 years, he served as the Principal Investigator of the National Election Studies in Albania and Serbia, part of an award-winning international research project based at the University of Michigan, and prior to joining USAID conducted extensive field research in Asia, Central East Europe, and Africa. His expertise includes impact evaluations and field experiments; survey research; political parties assistance; constitutional design and conflict resolution in divided societies; electoral institutions; civic education; behavioral studies; political economy of development and economic growth.

Assia Ivantcheva is the **Senior Adviser with the Elections and Political Transitions Division.** In the past, she has led DRG portfolios at USAID Missions in the context of turbulent political transitions such as USAID/Serbia and Montenegro, and the USAID Regional Mission in Kyiv, covering Ukraine, Belarus and Moldova. For three years Assia was also the Deputy and Acting Head of the Human Rights Department at OSCE's Office for Democratic Institutions and Human Rights in Warsaw, responsible for HR policy and programs across 57 participating states. At the DRG Center, she served as the Acting Division Chief for Human Rights between January and August 2015. She holds a Ph. D. in International Relations from the School of International Service at American University, a B.A. in History from Dartmouth College, and a M.A. in Arabic Studies from Sofia University.

David Jacobstein serves as a **Democracy Specialist in the Cross-Sectoral Programs Division** of the Center of Excellence on Democracy, Human Rights, and Governance, where he focuses on issues of local capacity development. Previously, he worked for Pact, a leading global capacity development organization, in a number of positions, most recently as Senior Program Manager for Governance. He contributed to the design and implementation of programs focusing on civil society advocacy, network analysis and strengthening, organizational development, decentralization, and community engagement in countries including Kenya, Nigeria, Ukraine, Tajikistan, and Malawi. He also conducted research into capacity areas of networks and using social network mapping to contribute to network strengthening, and developed training materials to assist Pact in introducing core DG concepts to its other program portfolios. He previously served Pact as Senior Program Manager for their Global Civil Society Strengthening LWA, managing a portfolio of awards to US and international partners of over $100 million in over 25 countries. In 2010, he was based in Mongolia to manage a community-engaged health program focused on communities near large mining operations. Prior to working with Pact, he worked on rule of law and access to justice issues for the American Bar Association in Eastern Europe and Asia.

Sandra Jenkins serves as the **Communications Specialist for the Vulnerable Populations Portfolio** housed within the **Empowerment and Inclusion Division**. In this role, she functions as editor, publications coordinator, and web-content provider. She previously worked in the Office of Health and as editor for the POPTECH contract, Office of Population.

Ajit Joshi is **USAID's Senior LGBT and Inclusive Development Advisor** in the Center of Excellence on Democracy, Human Rights and Governance. He provides technical assistance on programs and policies and training on human rights integration and leads inclusive development training efforts for USAID field staff, implementing partners, and external stakeholders with particular expertise in LGBT inclusion in addition to the wider range of social inclusion - social impact and safeguards, disability, LGBT, indigenous, CTIP, and gender. Under his leadership, USAID has made strides in LGBT inclusion, both in workplace policy and international development programming. His technical assistance, leadership, and training for USAID programs, ranging from Armenia, Guatemala, Georgia, Nicaragua, Colombia, Malawi, Mali, Vietnam, the regional USAID-UNDP Being LGBT in Asia, to raising the profile of LGBT persons in economic growth at the USOECD, have been recognized for team building, technical excellence and inclusion. For his courageous leadership in establishing USAID as a maverick and thought leader in inclusive development of LGBT people — both staff and program beneficiaries — he received the Agency's Distinguished Honor Award. His previous assignments were as a Senior Program Officer, Special Assistant to the Counselor to the Agency, Team Leader for NGO capacity-building, and Supervisory Democracy Specialist in the Africa Bureau, for which he earned USAID's Superior Honor Award. He has also received USAID's Superior Accomplishment Award for Special Acts and Suggestions and an Equal Employment Opportunity Award. He received a Master's Degree in international affairs from Columbia University, a Bachelor's Degree from Tufts University, and a Fulbright Fellowship (India). He has served on the Board of Governors of the Human Rights Campaign. He twice served as a board member on the USAID-State employee resource group, GLIFAA and was the driving force for Secretary Clinton recommending GLIFAA which was recognized by Out & Equal as 2009 ERG of the Year.

Bruce Kay is the **GROL Division Chief.** A Foreign Service Officer, Bruce has served as the director of Democracy, Human Rights and Governance Offices for USAID missions in the Middle East, Latin America and Eastern Europe, and has won accolades from USAID and the U.S. Department of State for his design and stewardship of US democracy and governance promotion efforts in three countries. From 2009-2012, Bruce served as Director of the Millennium Challenge Corporation's Threshold Program, overseeing a large portfolio of anti-corruption programs in Latin America, Eastern Europe and Asia. Bruce holds PhD, MA and BA degrees from the University of Michigan and the University of North Carolina at Chapel Hill, did doctoral and postdoc research in Peru, is published in academic journals and speaks fluent Spanish.

Brian Kean is **USAID's Adviser for Indigenous Peoples** issues, and sits with the **Human Rights Division**. Brian is spearheading efforts to ensure that U.S. development assistance is carried out in a way that recognizes and respects the rights of the world's indigenous peoples and ensures that they are partners in the design, implementation and evaluation of programs and projects that affect their lands, lives and livelihoods. Keane has over 20 years of experience working with indigenous communities in Africa, Asia, the Pacific and the Americas. As executive director of the international organization, Land is Life, he worked to ensure that indigenous peoples have a seat at the table in international policy-making processes regarding conservation, protection of biodiversity, development and climate change. While there, he worked extensively with indigenous women to design and implement development and conservation projects. He also worked with indigenous youth to develop networks to more effectively promote and protect indigenous peoples' rights.

Mike Keshishian is on the **Governance and Rule of Law Division.** He joined USAID in 1996. He is a Local Government and Decentralization Advisor which is jointly funded by DRG/G and EGAT Urban Programs. Mike lived in Armenia for five years where he worked onWorld Bank and USAID-funded projects. Mike speaks fluent German and proficient Armenian. He has a Master's degree in Urban Planning.

Jennifer Kim is the **Program Support Specialist for DCHA/DRG**. She supports the Center in onboarding new personnel and communications. Jen comes to DRG from the GH Bureau, where she supported the Office of Health Systems, the Health Systems Strengthening Ebola group, and the Senegal country team. Previous to USAID, she worked in refugee resettlement at the International Rescue Committee (IRC) in Silver Spring, where she performed direct casework and coordinated social services for refugees and asylees. She brings a passion and knowledge for the connection between information management and systems to service delivery. She is a graduate of Cornell University with a BA in Government. While at Cornell, she concentrated on migration and refugee issues while studying abroad in Morocco and interning with HHS/ORR.

Jennifer L. Kim is a **Human Trafficking Specialist** for the **Human Rights Division.** She previously worked in USAID's Asia Bureau Strategic Planning and Operations Office, where she was a Senior Program Analyst for Strategy, and also worked extensively on monitoring and evaluation and project design. Prior to this role, she worked in the Asia Bureau on the Nepal/Sri Lanka desk and in the program office of the Office of Development Partners, backstopping divisions that worked with private, bilateral, and multilateral partners. Prior to USAID, she lived in East Asia working for a faith-based NGO which focused on the needs of ethnic minority groups. She has a Master's degree from Johns Hopkins University, SAIS in International Affairs, focusing on European Studies, and a Bachelors in history from Princeton University.

Edith Koumbairia-Thomas supports the **Strategic Planning Division**. She volunteered for the American Red Cross, assisting in planning Network and Fundraising events. Edith did some consulting work with PATH, in the capacity of Program Support, translating technical documents in French. She co-backstopped the PEPFAR led-project by the HIV/TB team in Washington and the field Office in DRC. While at PATH, Edith utilized her creative, organizational, technical and interpersonal skills to assist in the planning of one of the largest "Stop TB Conference" held by the World Health Organization (WHO) in Washington DC. She holds a B.A and B.S in Economics and Finance from Central State University and an MBA in Water Resources from Albany State University. She is a native French speaker.

Ryan Krysiak is a **Project Assistant for the Empowerment and Inclusion Division.** In this position, he manages an online database of division projects, arranges travel for consultants and staff, manages office functions, and assists with communications. Ryan received a B.A. in International Relations from the College of William and Mary and has worked with USAID since May 2013.

Vy Lam is a **Democracy Fellow on the Human Rights Division** who works on integrating Lesbian, Gay, Bisexual and Transgender and Intersex (LGBTI) concerns into USAID policies and programs. The work involves reforming operations, conducting field research, and developing data and analytics to support the advancement of the LGBT agenda in various development sectors. He is an interdisciplinary scientist with a background in microbiome physiology, radiopathology, viral immunology, cardiovascular diseases, and tissue engineering. Vy received his Ph.D. from University of Wisconsin, Madison where he studied the dynamics of vesicular stomatitis replication and its induction of immunity.

Taly Lind is a **Senior Civil Society and Media Advisor** in the **Civil Society and Media Division**. Taly manages the Global Civil Society LWA and the Global Legal Enabling Environment Program (LEEP II) and supports cross-cutting Youth programming. She has been a Foreign Service Officer since 2009. Most recently she was the Deputy Director of the Democracy and Governance Office in Egypt where she managed C-TIP and Countering Violence Against Women programs. She also served as a Program Officer in Morocco, developing a crossing-cutting CVE program for at-risk youth. Prior to joining USAID, she worked for Search for Common Ground in Jerusalem as the Chief of Party for Support to Local Initiatives for Non-Violent Conflict Resolution (NVCR) designing and managing conflict resolution and media projects with Palestinian NGOs in West Bank. Taly was also the Associate Producer for a documentary series (The Shape of the Future) about the Arab-Israeli Conflict. Taly holds an M.S. in Conflict Analysis and Conflict Resolution from George Mason University and a B.A. in International Relations from New York University. She speaks Hebrew and French.

Sarah Logan is a **Senior Adviser** on the **Governance and Rule of Law Division.** Her areas of interest and expertise include rule of law development, access to justice, and the role of civil society in the implementation of justice sector reforms. Sarah most recently served five years at the State Department in the Bureau for International Narcotics and Law Enforcement Affairs (INL), where she directed criminal justice reform and civilian policing programs in Kosovo and Albania. Prior to that she worked in the NGO sector. As an INL implementer, she directed a community policing program in the Russian Far East. With the Eurasia Foundation, she provided program development expertise in civil society and media programming, as well as assisting field offices in transitioning to sustainable local entities. She has served overseas in Kosovo, Kyrgyzstan, Georgia, and Armenia. In her early career, she worked in US refugee resettlement, and as a policy advocate in immigration and refugee issues. She has a BA from the University of Washington in Seattle in Russian Area Studies, and an MA in International Affairs from Columbia University.

Leah Maxson serves as a **Technical Advisor** for disability under the **Vulnerable Populations** portfolio within the **Empowerment and Inclusion Division**. In this role, she works to advance disability inclusion and further inclusive development programs and practices within the Agency and its missions. Leah also assists with the management of the DRG Disability funding program. Her assistance to the field includes reviewing mission orders and strategies to promote disability inclusion; helping to design disability inclusive projects and activities; linking missions with disability experts in their countries or regions; and providing general resources for all things disability.

Andrew Maybrook is a **DRG Technical Specialist** overseeing knowledge management, training and staff development initiatives. He is Supervisory Program/Project Development Officer with significant experience in the areas of governance, civil society, and organizational capacity building. Prior to working with the DRG Center, Andrew was Deputy Director of the Agency's Training Division (HCTM/CPDt). He also served in the Central Asia, Afghanistan, and Albania missions. Prior to USAID, Andrew worked in the field of leadership development and executive coaching for international corporations.

Patrick McGovern is the **Deputy Regional Coordinator for Africa** on the **Global Regional Policy Division.** Patrick works with DRG Center and Africa Bureau colleagues to ensure mission DRG needs and requests for support from Washington are met, represents regional/mission perspective in strategy and policy discussions, leads the DRG Budget Roundtable process for Africa, and represents DRG in internal, external, and inter-agency meetings on issues of relevance to the region. Prior to joining the GRP team, Patrick worked for USAID's Office of Civilian Response as a democracy specialist where he supported USAID missions in Afghanistan and Somalia, and worked in South Sudan as part of an interagency stabilization team. Patrick has also worked for UNDP, UNOPS, IFES, PAE, and the OSCE on DRG programs including elections, and disarmament demobilization and reintegration. Patrick received his graduate degree in International Affairs and Eastern Europe from Columbia University's School of International and Public Affairs, and his undergraduate degree in political science from the U.S. Naval Academy. He also served as a surface warfare officer in the U.S. Navy, serving in East Asia and the Persian Gulf.

Lisa McGregor-Mirghani is a **Democracy Officer** focused on Local Solutions and DRG Integration on the **Cross-Sectoral Program Division**. She is a Foreign Service Officer and previously served as the Local Capacity Team and Development Leadership Initiative Coordinator for USAID/East Africa. Prior to joining USAID, Ms. McGregor-Mirghani worked for 12 years as a private consultant to non-governmental organizations and local government in the areas of program design, project management, best practice research, evaluation, and fundraising. She also worked for 10 years in management and project implementation positions with CARE International, UNDP and the International Rescue Committee in Bangladesh, Thailand and the Sudan. Ms.McGregor-Mirghani has a Master's in International Affairs and a Master's in Urban Planning from Columbia

Carrie Mitchell is currently serving as the **Latin America Regional Coordinator** on the **Global and Regional Policy Division**. Carrie provides DRG support to the fifteen Missions in Latin America and the Caribbean, specifically backstopping Honduras, and represents the DRG office and USAID in strategy and budget discussions. Prior to joining DCHA/DRG, Carrie served in the Asia Bureau, providing support to the Central Asia Mission and the Bangladesh Mission. Carrie also served in USAID/Nicaragua in the Program Office and the Democracy Office, where she managed the elections program. Carrie holds a JD/MA from American University and a bachelor's degree in International Affairs and Russian from the George Washington University.

Stephanie Molina is the **Regional Coordinator for Europe and Eurasia**. This means that she is the primary point of contact for issues or questions on DRG issues for E&E countries, is the liaison with the E&E bureau on DRG, chairs the functional budget roundtables for the region, and provides technical support to E&E Missions. She is also the COR for the core task order for DRG Assessments under the Analytical Services IQC. In other words - if you are interested in a DRG Assessment, she's the one you call first! Stephanie has been with USAID for nearly 15 years. She began her USG career doing program evaluations at the State Department and USAID's respective Inspector General offices, and then joined the foreign service. In the foreign service she served primarily in the LAC bureau and Peru, working on monitoring and evaluation, civil society, elections, and anti-corruption/rule of law programs. In 2011, she came back to the LAC bureau to work on the democracy team in the regional technical office, and has been in the DRG Center since August 2013 as a civil servant in her current role. Stephanie has a Master's in Foreign Service from Georgetown, specializing in International Development, and a Bachelor's Degree in Government/ International Relations from Smith College. She is fluent in Spanish and has rusty, previously fluent French.

Jill Moss is DRG's Digital Media, ICT and Internet Freedom Fellow on the Civil Society and Media Division. In this role, she helps assess and design CSM programs, focusing specifically on the integration of information and communication technologies (ICT) in civil society and among independent media. While at USAID missions overseas, Jill also provides digital security and privacy support to indigenous journalists, activists and civil society groups. She is also a social media and social network analyst with the technical skills to leverage big data for visualization and evaluative work. Prior to becoming a Democracy Fellow, Jill was a member the Broadcasting Board of Governors' Internet Anti-Censorship Team -- a critical program for distributing US international broadcast elements (VOA, RFERL, RFA, MBN & OCB) into denied cyber environments. Jill is also a doctoral student studying strategic communication at George Mason University. Her research interests include ICT diffusion and adoption, business models for journalistic start-ups and mobile technology. In addition, she has taught journalism and radio news as an adjunct in the GMU Communication Department. Her pedagogical approach is based on 12 years reporting experience with the Voice of America. Jill started her career on Capitol Hill working as press secretary for her Nebraska Congressman. She's been involved in several political campaigns, and served as a United States Peace Corps volunteer from 1997 to 1999. She has a double-major B.A. in journalism and communication studies from the University of Iowa, and an M.A. in international education from GMU.

Jayce Newton is the **Integration Lead with the Cross-Sectoral Program Division** in DCHA's Center of Excellence on Democracy, Human Rights and Governance. Jayce is leading the effort to integrate DRG principles and approaches into strategy, design, and implementation. Prior to this role, Jayce served as a Foreign Service Officer at the USAID/RDMA and Afghanistan missions, working on conflict, human rights, and institution strengthening. Prior to USAID, Jayce worked in disaster relief, genocide prevention for Darfur, and anti-extremism in Morocco. He studied literature at the University of California Los Angeles and Conflict Management at George Washington University.

Kristina Ortiz is a **Program/Project Development Officer** in the **Civil Society and Media Division** where she is supporting the Global Alliance on Community Philanthropy and Youth programming. She is a new Foreign Service Officer who joined the agency in May 2015. Prior to joining USAID, Kristina worked on the implementation of a Food for Peace program in Madagascar and with capacity building at Creative Associates International. She also served as an Education volunteer and a Response volunteer for the Peace Corps in Madagascar. Kristina holds an M.A. in International Relations and International Economics with a concentration in International Development from Johns Hopkins School of Advanced International Studies and a B.A. in International Relations from San Francisco State University.

Leslie Perry joined the **Empowerment and Inclusion Division** within DCHA's Center of Excellence on Democracy Rights and Governance in September 2015 to help lead interagency efforts on implementation of the USG Action Plan on Children in Adversity, which supports a coordinated interagency response to address the needs of vulnerable children. Leslie has worked with USAID since 1993, managing country and regional public health and education programs in countries in Asia, the Near East, Africa, and countries of the former Soviet Union (Ukraine, Central Asian Republics). At the country level, she has led USAID efforts on interagency, donor and cross-sectoral coordination and advanced sector work on institutional development. Leslie has a Master's Degree in Public Health from the Columbia University School of Public Health.

Ashley Quarcoo is a **Democracy Specialist with the Global and Regional Policy Division**, serving as Africa Regional Coordinator. Ashley returns to the DRG Center following two years at the State Department's Bureau of International Organization Affairs where she led U.S. Government efforts to provide performance and budget oversight over United Nations peace operations in Sudan and South Sudan. Prior to joining the State Department, Ashley served as Deputy Africa Coordinator in the DRG Center for nearly five years, providing policy advocacy and strategic planning support to missions in the region, and previously worked on rule of law and access to justice for the Carter Center in Liberia. Ashley received her undergraduate degree from Harvard University and a master's degree from the Woodrow Wilson School of Public and International Affairs at Princeton University. She was also Fulbright Scholar in South Korea and is moderately proficient in Mandarin and French. Ashley is mom to twin boys, and in her spare time, loves music and theater.

Heela Rasool is a **Crisis, Stabilization and Governance Officer** serving on the **Cross-Sectoral Programs Division**, focusing on health integration. She will be working to support missions and other USAID bureaus and operating units in the design, implementation and evaluation of programs to integrate DRG considerations and practices in the health sector. Heela's professional experiences include: program design and management; local capacity development; conflict mitigation; anti-corruption; fraud investigations; social accountability assessments; humanitarian needs assessments; procurement transparency; corporate ethics and compliance. She has worked in Afghanistan, India, Bangladesh, Nepal and Ethiopia.

Corinne Rothblum is a **Democracy Specialist** in the **Cross-Sectoral Programs Division.** Her primary focus is to support missions and other USAID bureaus and operating units in the design, implementation and evaluation of programs to (1) strengthen partner country systems' capacity to deliver more sustainable, accountable development outcomes; and (2) help integrate DRG principles and practices across USAID's socio-economic sectoral programming. Prior to joining USAID in 2011, Corinne spent six years with the Montgomery County, MD Department of Economic Development, where she conducted legislative and policy research and analysis, managed public-private partnerships and other special projects, and helped draft the County's biotechnology strategy. From 1995-2005, Corinne worked in the International Division of the International City/County Management Association (ICMA), where she designed and managed a range of programs to improve the effectiveness, transparency and responsiveness of local governments in Africa, Asia, the Caribbean, Eastern Europe, and the Middle East. Corinne has a Bachelors degree in International Relations from the University of Pennsylvania and a Masters degree in Urban and Regional Planning from the London School of Economics and Political Science.

Danielle Roziewski is a **Program Officer** on the **Strategic Planning Division in the DRG Center.** She originally joined USAID/Washington as a Presidential Management Intern (PMI) in 1994. After spending five years in the Bureaus for Management, PPC, and LAC, she served as Education Team Leader for USAID/Nicaragua. Dani conducted extensive evaluation work as an independent consultant before joining the International Youth Foundation (2008-15). She re-joined USAID/Washington in May 2015 as a Program Officer in the DRG Center's Strategic Planning Division. She has particular expertise in Latin America and Africa, organizational development, capacity building, youth issues, and qualitative evaluation. She is fluent in Spanish and Portuguese and has traveled to 45 countries.

Caroline Sahley joined USAID in 2002, and currently serves as a **Democracy Specialist in the Elections and Political Transitions Division**. Carol provides technical assistance to Missions in the design, implementation and evaluation of election and political party programs with a particular focus on Africa. She also serves as AOR for the Global Elections and Political Transitions LWA, implemented by CEPPS. Carol's main areas of interest include parallel vote tabulations, election observation, and electoral violence prevention. She previously served in the Civil Society Division, and has experience with civil society development and civic education. Carol also served as one of the drafters of USAID's 2013 Democracy, Human Rights and Governance Strategy. She holds a Ph.D. from the London School of Economics.

Cathy Savino works with the Vulnerable Populations portfolio housed within the **Empowerment and Inclusion Division**. This primarily includes funds related to the Displaced Children and Orphans, the Leahy War Victims, Victims of Torture, wheelchairs and disability. Under the leadership of Rob Horvath, the Vulnerable Populations' team can provide information on fund guidelines, accessing technical assistance and pending competitive procurements.

Keith Schulz is **a Democracy Specialist** in the **Governance and Rule of Law 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 Libya. Keith is also the DRG 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.

Lauren Seyfried is a **Program Analyst with the Elections and Political Transitions Division**. Lauren is a member of the DRG Center's Gender Working Group and the Women, Peace and Security Core team. Lauren is the Uganda Backstop for the DRG Center, and she is a member of the CAR COACT. Formerly a Presidential Management Fellow, Lauren served as a program officer in the Regional Development Mission for Asia in Bangkok, Thailand, a communications specialist in the Bureau for Management; and a program officer at USAID/Haiti. Lauren holds a Master's in Public Policy from Georgetown University and a Bachelor's degree in Political Science and Philosophy from Boston College.

Meghan Shaw is the **Travel and Admin Specialist for the DRG Center.** She ensures all travel for DRG staffers is completed, oversees DTRAMS, collects travel data, and any other travel/admin related tasks assigned. Prior to returning to DRG, Meghan earned a M.S. in Natural Resources and Environment Management (NREM) from Uni. of Hawaii: Manoa with a concentration in Land and Water Resource Management. While at UH, she was a teaching assistant for Applied Calculus for NREM and Fundamentals of Soil Science. Other experiences include previously working for the DRG Center as the Travel Specialist, a research and lab assistant in the Biology Department at Monmouth University, and volunteer experience at the National Aquarium in DC and Waikiki Aquarium. She holds a B.S. in Marine and Environment Biology and Policy with a minor in Public Policy from Monmouth University.

Andrew Solomon is a **Democracy Fellow** on the **Human Rights Division** where he serves as a transitional justice advisor. A subject matter expert in justice and security sector assistance, Andrew has extensive experience directing technical assistance activities, performing assessments, and conducting field-work throughout Europe, Central and South Asia, Africa, and the Middle East. His work is currently focused on developing technical tools to prevent and respond to mass atrocities and human rights abuses. Previously, Andrew drafted rule of law program management doctrine at State/INL through BlueLaw International and led evaluations of criminal justice programs in Afghanistan and Kosovo. He was also a Fellow at the Brookings Institution, where he formally advised the United Nations Secretary General's Representative on Internal Displacement. At ABA/CEELI, Andrew directed research and oversaw assessments. Andrew also worked in the legal departments of the Office of the High Representative in Bosnia and the United Nations High Commissioner for Refugees. In addition, he has participated in more than fifteen election observation missions in Europe and Eurasia for the OSCE and IFES. Andrew holds a J.D. from Catholic University, an M.A. from American University, and a B.A. from Temple University.

Dana Stinson serves as the **Human Rights Division Chief** in the DRG Center. She is a foreign service officer who joined the Center in August 2015 after serving in the Regional Development Mission in Asia (RDMA) where she led the Agency's regional efforts to promote human rights and counter-human trafficking in partnership with the member states of the Association of Southeast Asian Nations (ASEAN). Dana has extensive conflict and post conflict experience and has designed and implemented programming focused on sub-national governance, civil society and elections. She holds a Master's in Public Policy from the University of Maryland.

Sarah Swift serves at **Project Development Officer** within the **Cross-Sectoral Programs Division**. Prior to joining the DRG Center, she served within the Africa Bureau, working first as a Desk Officer for Liberia and Sierra Leone, and then within the Bureau's program office. Within the program office, she supported both CDCS development, and engaged substantially on regional programs, including as the backstop of the Agency's nascent African Union program. Prior to Africa bureau, she worked on Donor Coordination within the former bureau for Policy and Program Coordination. Sarah received an MPA in International Relations from the Woodrow Wilson School at Princeton University, and a Bachelor's Degree in Political Science and Peace Studies from Haverford College.

Joe Taggart serves as the **Strategic Planning Division Chief**, coordinating the Center's strategic planning and budgeting processes. Joe formerly served as the Senior Democracy and Governance Advisor for USAID/Caucasus/ Mission where he contributed to the development of DRG programs in Georgia including the period of Georgia's "Rose Revolution"; as the Officer-in-Charge for USAID's programs in Montenegro which included Montenegro's successful referendum for independence from Serbia; and as the Chief of the Democracy and Governance Office for USAID/Azerbaijan. Prior to joining USAID in 2001 Joe worked with a USAID DRG implementing partner in the Caucasus, served as a presidential political appointee in the Department of Agriculture as a senior liaison from Secretary Dan Glickman's office with state and local elected officials and as a Senior District Aide for Rep. Glickman (D-KS).

Cara Thanassi is a **Senior Human Rights Advisor** with the **Empowerment and Inclusion Division** in USAID/ DCHA's Center of Excellence on Democracy Human Rights and Governance. Prior to her current position, Cara was the Chief of USAID/Peru's Office of Democratic Initiatives (2010-2014) and also served as the Deputy Director in USAID/Colombia's Office of Internally Displaced and Vulnerable Populations (2006-2010). Before joining USAID, Cara worked for CARE USA, OXFAM America, and the U.S. Senate Foreign Operations Appropriations Subcommittee under the leadership of Senator Patrick Leahy (D-VT). She has a M.A. in International Affairs from Columbia University's School of International and Public Affairs and a B.A. from Amherst College.

Jeffrey Vanness serves as **Democracy and Governance Field Advisor with the Elections and Political Transitions Division** of USAID's Center of Excellence on Democracy, Human Rights and Governance. Jeff engages USAID field missions, other USG entities, and the broader democracy and governance community on issues related to elections, political competition, governance, and consensus building. He serves as AOR for USAID's most frequently utilized mechanism for DRG programming (the CEPPS III LWA award), co-trains USAID's Electoral Security course, and participates in decision-making for USAID's global Elections and Political Processes Fund. Primarily supporting USAID Missions (and non-presence activities) in Asia and the Middle East, Jeff co-manages the DRG portfolio in Libya. He also tracks emerging innovations in political processes such as crowdsourcing and election forensics. Prior to joining USAID in 2011 as Senior Governance Advisor for USAID/Bangladesh, he worked for the International Republican Institute (IRI) in Morocco, Bangladesh, and Timor Leste; for the Center for International Private Enterprise (CIPE) in Washington; and for the Organization for Security and Cooperation in Europe (OSCE) in Kosovo. He began his career as a legislative aide to two members of the U.S. Congress and later worked on political campaigns in his native Tennessee. Jeff studied international affairs at George Washington University and earned a master's degree from the Massachusetts Institute of Technology.

Amber Whittington joined USAID in 2015 and currently serves as the **Elections and Political Processes Fund Manager in the Elections and Political Transitions Division.** Amber oversees the application process for Missions applying to the EPP Fund. Amber's main areas of interest are democracy and good governance consolidation, and civil society strengthening in Africa. She previously served as the Director of Operations for the Senate Foreign Relations Committee. At that time, she oversaw scheduling, hearing coordination, personnel, and overall administration for the democratic staff. Amber also served in the House of Representatives where she conducted Congressional outreach to diaspora communities.

Nicole Widdersheim joined the **Human Rights Division** as a **Human Rights Advisor** in January 2014 and is the **Fund Manager for the Human Rights Grants Program**. She also backstops work on Atrocity Prevention. Recently, Nicole has served as the USAID Office of Transition Initiative (OTI) Country Representative in Cote d'Ivoire, Mali and Haiti and as USAID Protection Officer in Darfur, Sudan. She can support missions in working with local partners and organizations. She can support designing small grant components within larger programs, and designing human rights, humanitarian and community stability programming. She has conducted PPRs and other assessments of USAID and partner programming. She has experience managing large contractors and working with wide variety of sub-contractors and government partners. Being field-based for the bulk of her career, she is adept at working in insecure and fast-paced environments with many stakeholders with which to coordinate and many security protocols to follow. She has represented OTI in the agency working groups on operating in Non-Permissive Environments and Preventing Atrocities. She also has experience in managing and implementing emergency reconstruction, media programming, workforce development, elections and transitional justice programs. Short assignments have included work in Ethiopia, Rwanda, Bosnia and Afghanistan. She has a MA in Human Rights and Political Theory from University of Essex, UK and is conversational in French and familiar with Arabic.

Lisa E. Williams serves as a **Senior Governance Fellow** in USAID's Bureau for Democracy, Conflict and Humanitarian Affairs and the International Institute for Education (IIE). She has pioneered policy and program research in international development, notably on conflict prevention, peacebuilding, security sector reform and accountability and democratic governance with the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC). With USAID, she is unpacking models for tackling governance challenges in social sectors to achieve better development outcomes, a key directive in USAID's Democracy, Human Rights and Governance Strategy. This involves embedding applied political economy analysis in the Agency to help create more adaptive, integrated programming. On the international level, Lisa has played a pivotal role in advancing donor agendas on conflict prevention and peace building, security sector reform, governance, accountability and human rights, brokering donor agency agreements on common policies, enhancing learning with leading experts from a range of countries and improving development practice. She recently spearheaded a multi-stakeholder study on aid, accountability and democratic governance which provides initial evidence on ways to improve support to accountability systems around social sectors, largely in service delivery, and in resource mobilization and sustainable finance options, e.g. budgeting and taxation, notably in Mali, Mozambique, Uganda and Peru. She holds a Master's degree in Security and Development from the Fletcher School of Law and Diplomacy at Tufts University and a Bachelor's degree in Journalism from the University of North Carolina at Chapel Hill (UNC-CH). Her fluency in French and working Spanish help her pursue a passion for building trusting partnerships to support countries on their own development journey.

John Williamson is **Senior Technical Advisor** for the **Displaced Children and Orphans Fund (DCOF),** part of the **Empowerment and Inclusion Division**. DCOF supports programs for especially vulnerable children, especially those who are outside of family care or at high risk of losing family care. This includes children in residential care, on the street, separated by armed conflict or disaster, former child soldiers, or otherwise without adequate family care. For DCOF, he assesses situations involving such children, identifies relevant interventions, and assesses projects. He is one of the organizers of the Better Care Network and the Washington Network for Children and Armed Conflict. He has written or collaborated in writing publications on alternative care, child soldiers, children affected by HIV/AIDS, and psychosocial issues among conflict-affected populations. He has a master's degree in social work.

Maryanne Yerkes currently serves as a **Senior Civil Society and Youth Advisor** on the **Civil Society and Media Division,** and is a DCHA Youth Point of Contact. Her areas of expertise include civil society development, youth engagement, civic participation/education, and cross-sectoral programming/integration. She is the technical lead for the Global Development Alliance on Community Philanthropy and for the Center's Youth and DRG Research and Learning Project; and serves as DCHA's representative on the steering committee for USAID's global cross-sectoral youth program YouthPower. She recently led an intra-agency pilot program focused on exploring how serious games (educational computer and mobile games) can strengthen development programs. Prior to joining USAID, Maryanne worked with various non-governmental organizations and research institutes focused on peace building and development, including the United States Institute of Peace, Pax Christi International, and Oxfam America. She also completed a fellowship in the Balkans focused on transitional justice. Maryanne holds an M.A in International Peace and Conflict Resolution from American University and a B.A. in International Studies and French from the University of North Carolina at Chapel Hill. She speaks French fluently and has working knowledge of Spanish.

Veronica Zeitlin is a S**enior Counter-Trafficking and Gender Adviser** in the DRG Center. Highlights of her counter-trafficking in persons (C-TIP) work at USAID include coordinating the development of the Agency's C-TIP Policy, which was launched at the White House in February 2012, managing the C-TIP Campus Challenge, an initiative to raise awareness and inspire activism to combat trafficking on university campuses around the world, providing technical assistance to USAID missions to design, manage, and evaluate counter-trafficking field programming, and developing and conducting Agency-wide C-TIP training. Prior to joining USAID, Ms. Zeitlin worked at the State Department's Office to Monitor and Combat Trafficking in Persons, where she monitored human trafficking in 23 countries though frequent in-country assessments and collaborated with foreign government officials and civil society activists to combat it. Before working at State, Veronica managed women's political participation projects in Africa at the National Democratic Institute and was a human rights consultant based in Senegal for USAID, UNICEF, and Refugees International. Prior to transitioning to the public sector, Veronica practiced law at Hughes Hubbard & Reed in New York. She holds a B.A. in Anthropology and from Columbia University and a J.D. from the University of Virginia.

BIOGRAPHIES—REGIONAL DRG TECHNICAL EXPERTS

Africa

Kellie Burk is a **Research and Communications Analyst in the Conflict, Peacebuilding and Governance Division in the Africa Bureau** in Washington. Kellie is the Africa regional coordinator for Counter Trafficking in Persons (C-TIP), and supports programming in the areas of governance, civil society, and countering violent extremism. Prior to joining USAID in 2009, Kellie managed civil society programming with the Academy for Educational Development (AED), and was senior researcher on the USAID Africa Bureau Information Center (ABIC) project. She previously worked at the World Bank and IFES in Washington, and began her career with HSBC Equator Bank in the U.S. and East Africa. Kellie has an MA in International Relations with concentrations in African Studies and international economics from the Johns Hopkins School of Advanced International Studies (SAIS), and a BA in French and English from Tufts University. Kellie can be reached at kburk@usaid.gov

Amy Hamelin is the **Division Chief for Conflict, Peacebuilding and Governance Division in the Africa Bureau.** She oversees a dozen subject-matter experts who manage regional programs and advise USAID Missions in sub-Saharan Africa on democracy, human rights, governance, conflict mitigation, and civil-military relations, as well as countering violent extremism, human trafficking, and transnational organized crime. With over 19 years of experience in international development and democratization, Amy joined USAID in 2014, most recently working in USAID/West Africa on program design for conflict early warning and response. Previously, she was a PSC with USAID/Liberia and USAID/Pakistan for which she designed and managed political party, civil society and elections programs. Amy previously worked with the National Democratic Institute (NDI) in Washington in a range of positions including Deputy Director of the Southern and East Africa team and in Afghanistan, Bangladesh, and Pakistan. She also supported the elaboration of development strategies and managed international election observation missions for The Carter Center. She began her career as a Peace Corps Volunteer in Mali. Ms. Hamelin holds a Bachelors and a Masters in International Relations conferred by The American University and Yale University, respectively. Amy can be reached at ahamelin@usaid.gov.

Ross Herbert is a **Democracy Fellow in the Africa Bureau of USAID**. He provides advice and support to missions on a variety of democracy and governance related themes, including media support, elections and governance. He supports the USAID Ebola task force and missions in Southern and coastal West Africa. Prior to joining USAID, he spent nine years as head of governance programs at the South African Institute of International Affairs, where he led diverse research, publishing and civil society training initiatives on politics and development. He has been a consultant to the World Bank, EU, World Economic Forum and OECD. Ross co-authored a book on the African Peer Review Mechanism, wrote 12 book chapters on African issues and led reviews of governance in six African countries. He spent seven years as a journalist covering African politics for the Johannesburg-based Independent Newspaper Group. He is a PhD candidate at Johns Hopkins School of Advanced International Studies. Ross can be reached at rherbert@usaid.gov.

Tess McEnery is a **Democracy, Human Rights and Governance (DRG) Specialist in the Conflict, Peacebuilding and Governance Division in USAID's Africa Bureau.** She has technical expertise in elections and political transitions, political violence issues, and the development of theories of change. She works regularly with a wide range of USAID, inter-agency, and implementing partner stakeholders in order to provide technical support, strategy development, and policy recommendations to Africa Bureau leadership and constituent USAID Missions. Tess previously spent 8 years in USAID's DRG Center, coordinating elections and political transitions assistance for sub-Saharan Africa. She has managed some of USAID's largest DRG implementing mechanisms and funds, served as a Master Trainer, and led USAID's electoral conflict initiative. Prior to working on Africa, Tess focused on DRG issues in Eastern Europe, and she has worked in places as diverse as Kosovo and Sierra Leone. Tess previously worked as a North Atlantic Treaty Organization (NATO) Defense Policy Officer and Georgia Desk Officer at the State Department. Tess holds an M.P.A from the Maxwell School at Syracuse University, and she earned her BA in Political Science from Guilford College. Tess can be reached at tmcenery@usaid.gov.

Tara Thwing is a **Democracy & Governance Specialist in USAID's Bureau for Africa, Conflict, Peacebuilding and Governance Division.** She provides advice and support to Africa Bureau leadership and to USAID Missions in Africa on a range of democracy and governance subsectors and efforts in strategic planning, monitoring, and evaluation of democracy and governance programs. She works regularly with the State Department and other interagency counterparts to represent the democracy and governance interests of USAID's Africa Missions. Tara previously spent three years in USAID's Bureau for Management focusing on performance management and monitoring and evaluation at the Agency and interagency level. Prior to joining USAID in September 2008, Tara worked as a Project Manager with development consulting firm Management Systems International, and as a Legal Assistant on immigration matters for Lichtman, Trister, & Ross PLLC. During graduate school she interned with the U.S. Institute of Peace, InterAction, and the National Endowment for Democracy. She has an MA in International Affairs from the George Washington University's Elliott School of International Affairs with concentrations in development and conflict resolution and a BA in German and International Studies from Colby College. Tara can be reached at tthwing@usaid.gov.

Asia

Kristine Herrmann-DeLuca is the **Democracy, Governance, Peace and Security (DGPS) Team Leader** in the **Asia Bureau Technical Support Office (ASIA/TS)**. From 2010 – 2014 Dr. Herrmann-DeLuca led the Democracy Office in USAID/Malawi, which included coordinating the Mission's Local Capacity Development and USAID Forward work and reporting. She was Democracy Office Director in USAID/Bosnia-Herzegovina from 2006 – 2010, and Deputy Director of the Democracy and Social Reform Office in USAID/Armenia from 2004 – 2006. Before joining USAID in 2002, she completed her PhD in International Relations at American University's School of International Service, focusing on democratization processes, conflict resolution, and Eastern European politics. Dr. Herrmann-DeLuca also worked as a Research Assistant on the Balkans Initiative at the US Institute of Peace from 1998 to 2001. Her DRG experience from the three USAID Missions included work with civil society, elections, local government, media, and parliamentary strengthening. For her doctoral dissertation, she examined political party assistance in post-conflict Bosnia-Herzegovina. Kristine can be reached at kherrmann@usaid.gov.

Dr. Gavin Helf is currently a **Senior Democracy and Governance Advisor** in the **USAID Asia Bureau**, where he is primarily responsible for South and Central Asia and Bureau efforts on preventing violent extremism, but has in the recent past been seconded to the Libya and Burma teams and has supported strategy and program design across the Asia, African and Middle East regions. From 2007-2009, he worked at USAID/Iraq, managing and helping design much of the democracy and governance portfolio. He studied, lived and worked in the USSR and its successor states from 1984 through 2007. From 2005-2007 he was a democracy and governance advisor at USAID/ Armenia. From 2003-2005 he worked as a consultant on Central Asia. From 2000-2002 he was Director of Grant Programs for the Eurasia Foundation. From 1997-2000 he was Central Asia Regional Director for the International Research & Exchanges Board based in Almaty, Kazakhstan. Gavin graduated with a BA, MA and Ph.D. in political science from UC Berkeley. He has taught Russian and Soviet foreign policy and comparative politics at Notre Dame, Cornell and Moscow's International University and guest lectured at the National War College, The U.S. Military Academy, The Foreign Service Institute, among others. He currently is an adjunct professor of international security studies at The George Washington University.

Eric Bergthold is currently a **Senior Democracy and Governance Advisor** in the **Asia Bureau Technical Support Office (ASIA/TS)**, focusing primarily on the countries in East Asia and the Pacific. He has more than 18 years of project and business development experience in over 12 countries in Africa, Asia, and Eastern Europe, including eight years resident experience in Japan, Eritrea, Ukraine and Cambodia. Eric was Country Director and Regional Grants and Contracts Advisor for Asia and Eurasia for two years for Pact, Inc. based in Cambodia. He worked with RTI International for nearly 10 years, including positions as Governance Advisor and Deputy Chief of Party on the USAID Municipal Budget Reform Project in Ukraine for two years. His main sectors of expertise are Democracy and Governance (including anti-corruption, governance and civil society), Capacity Development, Conflict Management, Natural Resource Management, and Savings-led Microfinance. He has skills in project assessment, design and implementation, monitoring and evaluation, grants management, and financial management. Eric has managed USAID, Danida, World Bank, UNDP, Chevron and Government-funded grants and contracts. Eric has a MA in Applied Anthropology and speaks conversational Japanese and basic Khmer, Russian, Tigrigna and Spanish. Eric can be reached at ebergthold@usaid.gov.

Dara Katz is currently a **Democracy Specialist**, serving as a senior advisor on democracy, governance, peace and security issues in the **Middle East**. Before joining the Middle East Bureau, Dara was a Civilian Response Corps member, working with the Rule of Law team and in an inter-agency engagement in Southern Sudan. She has spent more than a decade in conflict and post-conflict zones (Afghanistan, Pakistan, Kosovo, Bosnia) working on a broad range of DRG issues. Prior to her field work, she co-founded and managed an NGO working on US policy towards the Balkans, Network Bosnia. She also has worked with International Rescue Committee in Pakistan and supported US Army trainings related to Afghanistan. Dara is the author of the two-volume UNAMA-OHCHR report, *Arbitrary Detention in Afghanistan: A Call to Action*, co-author of "Returning to Basics: Property Rights in South-East Europe" in Hernando de Soto and Francis Cheneval (eds), Realizing Property Rights and of OMiK, *Property Rights in Kosovo 2002-2003* as well as other public reports. She holds a BA with Honors from Wesleyan University and an LLM with Distinction in International Human Rights Law from the University of Essex. Dara can be reached at dkatz@usaid.gov.

Oliver Wilcox is **Senior Democracy, Governance and Conflict Advisor** in the **Middle East Bureau**, where he develops strategies and programming and shapes interagency planning and coordination for the region on democracy/governance, youth, Muslim engagement, counter-extremism and stabilization. Previously, Oliver was an Adjunct Instructor at the University of Virginia and Trinity College in Washington, DC. He was also a Senior Editor for the *Arab Studies Journal*; an American Center for Oriental Research Fellow in Jordan, where he researched political liberalization; and a Fulbright Scholar in Spain, where he studied European Maghreb policies. Oliver completed Ph.D. studies and earned an M.A. in Political Science from the University of Virginia, as well as an M.A. with a distinction in Arab Studies from Georgetown University. He graduated with honors and special honors in Political Science and Spanish from Tufts University. Oliver can be reached at owilcox@usaid.gov.

Europe and Eurasia

Suran Avanesyan is the **Senior Governance, Rule of Law, and Anti-Corruption Advisor in the Europe and Eurasia Bureau.** Mr. Avanesyan provides technical guidance and policy advice to the Bureau, the field missions, and the US Government on issues relating to the justice sector and governance reform efforts in the former Soviet Union and the Balkans. He also served as a Senior Advisor and Political Officer to the Department of State, Bureau of European and Eurasian Affairs, Office of Russian Affairs. Mr. Avanesyan provided key support to the Innovation Working Group and several components of the Civil Society Working Group under the U.S.-Russia Bilateral Presidential Commission. Prior to joining USAID, he worked in the World Bank and in several for-profit and not-for-profit international development organizations in Washington, D.C. Mr. Avanesyan has worked on ROL assessments, evaluations, and project implementations in Armenia, Albania, Azerbaijan, Bulgaria, Bosnia and Herzegovina, Egypt, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Moldova, Mongolia, Montenegro, Macedonia, Romania, Russia, Serbia, Ukraine, and Sub-Saharan Africa. He practiced criminal law in Russia as a member of the Union of Advokats, and is fluent in Russian. Mr. Avanesyan completed his MA (1998) and JD (1999) at the University of Wisconsin-Madison and LL.M. in International Legal Studies (2001) at New York University School of Law. He has written on issues of international human and constitutional rights, rule of law, child trafficking, and issues of civil liability in international law. He can be reached at savanesyan@usaid.gov.

Faye Haselkorn is the **Senior Civil Society Advisor in the Europe and Eurasia Bureau.** Ms. Haselkorn provides technical advice and assistance on civil society sector development, local capacity development, civil society/local government cooperation and civil society program design and evaluation. She manages the Civil Society Sustainability Index (CSOSI) for Europe and Eurasia, which measures the strength and overall viability of the sector in 29 countries in the region. Since joining USAID in 1999, Ms. Haselkorn has helped USAID missions design, implement and evaluate Democracy, Human Rights and Governance (DRG) and other cross-cutting programs. Prior to her current position, she served as a Democracy Specialist in USAID's DRG Center of Excellence where she focused on local capacity development and cross-sectoral programming (2011-2012). She has worked at USAID Missions in Baku, Azerbaijan – where she was the Director of the Democracy and Governance (DG) Office (2010 – 2011) – and in Jakarta, Indonesia – where she served as a Senior Local Governance Advisor (2006 – 2010). During a previous tenure at USAID/Washington, she served as a Local Government Specialist in the Europe and Eurasia Bureau (1999 – 2002), and later as an Urban Programs Officer in the Economic Growth, Agriculture and Trade Bureau (2002 – 2006). Before joining USAID, Faye worked in the U.S. non-profit sector on urban poverty and housing issues. She holds an M.A. in Urban Planning from the University of California, Los Angeles and a B.A. from the University of California, San Diego. She can be reached at fhaselkorn@usaid.gov.

Michael Henning is the **Senior Political Processes Advisor for the Europe and Eurasia Bureau.** Mr. Henning provides advice and technical assistance on elections assistance and political party development. Mr. Henning joined USAID in 1994. From 2007-2012 he was the Team Leader for Elections & Political Transitions (EPT) in the Center for Democracy, Human Rights and Governance (DCHA/DRG). The EPT team supports elections administration, political party strengthening, and other political transition issues and programs around the world. Previously, Mr. Henning served as the Director of the Democracy Office at USAID/Bosnia-Herzegovina from 2002-2006, at USAID/ Philippines from 1997-2000, and in USAID/Washington (including stints in the Asia/Near East Bureau, G/DG, PPL, and from 2000-2002 in EE/DG/CSM). He speaks Bosnian/Croatian/Serbian, Filipino, and French, and his regional specializations are Eastern Europe & Eurasia and East Asia. Mr. Henning served as the USAID representative to the Governing Board of the American Foreign Service Association from 2006-2012. He has an M.A. in International Relations from the Maxwell School at Syracuse Univeristy and a B.A. from Georgetown University. He can be reached at mhenning@usaid.gov

Shannon Maguire is the **Media Development Advisor with the Europe and Eurasia Bureau.** Ms. Maguire provides advice and assistance to Missions and policymakers on indigenous media development programming, freedom of expression/access to information issues, and digital media applications. She manages two programs implemented across all E&E Mission presence countries: the Regional Investigative Journalism Network/ Organized Crime and Corruption Reporting Project (RIJN/OCCRP), a program to network practicing investigative journalists; and the Media Sustainability Index (MSI), an analytical tool designed to assess changes in the sustainability of media environments across borders and over time. Most recently, Ms. Maguire worked for USAID/Rwanda's Democracy Office, as well as the Global Investigative Journalism Network. Prior to that, she served as a program officer at the National Endowment for Democracy's Center for International Media Assistance. From 2009-2010, she worked for USAID in Bosnia-Herzegovina in the Program Office, focusing on civil society and media development. She has also worked for the Institute of International Education in Washington, DC and Ho Chi Minh City, Vietnam, on international training programs and higher education projects. After serving as a Peace Corps Volunteer in Uzbekistan, Ms. Maguire earned her M.A. from Georgetown University's School of Foreign Service in Russian and Eurasian Studies and B.A. in Political Science from the University of Mary Washington. She can be reached at smaguire@usaid.gov.

Erin McCarthy is the **Democracy Specialist for the Europe and Eurasia Bureau.** Ms. McCarthy serves as the primary backstop for the sector Advisors, with a specific emphasis on civil society, provides organizational, programmatic and technical support to the DG Team. She also provides both virtual and TDY technical support to USAID missions. She has assisted missions with new civil society project designs, evaluations, strategy development and USAID forward implementation. She manages both the Black Sea Trust and the Balkan Trust for Democracy, which are regional grant-making projects to support local civil society organizations and promote regional cooperation. She also manages the NGO Legal Enabling Environment Program (LEEP) which provides technical assistance and small grants to help protect organization's and citizen's freedom of association assembly rights. Prior to joining USAID in February of 2009, she earned her M.A. in International Commerce and Policy from George Mason University and her B.A. in International Relations and French from James Madison University. Ms. McCarthy also holds a professional certification in Conflict Reconstruction, Stabilization, and Prevention at George Mason's Institute for Conflict Analysis and Resolution. She can be reached at emccarthy@usaid.gov.

Alexander Sokolowski serves as the **Democracy and Governance Division Chief in the Bureau for Europe and Eurasia**. As leader of a team of six democracy advisors, he focuses on strategy and cross-sectoral issues related to the promotion of democracy, human rights and good governance in the region. From 2003 to September 2012, he served as the team's Senior Political Processes Advisor. He was one of the main authors of USAID's new Strategy on Democracy, Rights and Governance (2013). Prior to joining USAID in June 2003, he taught Comparative Politics at George Washington University. He received his Ph.D. in Politics from Princeton University in 2002, writing his dissertation on the structural and political determinants of fiscal and social policy failure in Yeltsin's Russia. He has served as a Foreign Policy Research Fellow at the Brookings Institution (2000-2001). He also holds master's degrees from Princeton (2000) and the Fletcher School of Law and Diplomacy (1994). Through the mid to late 1990s, he worked for the National Democratic Institute's Moscow office as a Political Party Program Officer and Political Analyst. Fluent in Russian, he has published articles on Russian politics and democratization in academic journals (Europe-Asia Studies, Demokratizatsiya) and opinion pieces (The Moscow Times). His most recent article, "Nests of Democracy: The Institutional Interdependence of People's Rule in Europe and Eurasia," was published in Demokratizatsiya in 2013. He has co-taught a course in democratization at Boston University's Washington Program. He can be reached at asokolowski@usaid.gov

Latin America and the Caribbean

Eric Kite is USAID's **Democracy Team Leader** for **Latin America and the Caribbean (LAC).** He has also served as an anti-corruption advisor, then LAC strategies coordinator in the Democracy & Governance Office. Eric also previously led USAID's Democracy Office in Afghanistan. He has degrees in political science and German from the University of Missouri, a Fulbright from Bonn University, and an M.A. with emphasis in democratic transitions from Georgetown University. Eric can be reached at ekite@usaid.gov.

E. Brennan Dorn works on the **Democracy and Human Rights Team** of the **Bureau for Latin America and the Caribbean**. Her graduate studies at the Gerald R. Ford School of Public Policy of the University of Michigan focused on international security and the developing world. During graduate school, Brennan interned in the Department of Human and Trade Union Rights at Education International, the global trade union federation for educators. Prior to earning her master's degree and subsequently joining USAID, she was a field organizer for the United Faculty of Florida, a higher education professionals' union. During her undergraduate studies in Sociology at Georgetown University, she spent a year studying in Brazil, where she worked on issues of social education for underprivileged children. Brennan can be reached at ebdorn@usaid.gov.

Vanessa Reilly is a **Democracy Specialist** in the **Bureau for Latin America and the Caribbean**, where she focuses on elections, civil society and governance. She manages agreements to support election commissions and electoral observation and to conduct the "Americas Barometer" surveys of democratic attitudes and behaviors in the region. Vanessa worked in the DG office of USAID/Kenya and began her government service as a Presidential Management Fellow at the Department of State. She has worked with NGOs in Mexico, Honduras, Puerto Rico and Washington, DC. Vanessa speaks Spanish fluently and has an M.A. in International Development and International Economics from Johns Hopkins SAIS, a Master of Public Administration from Syracuse University's Maxwell School, and a B.A. in Political Science and Spanish from Ohio State University. Vanessa can be reached at vreilly@usaid.gov.

HOW TO ACCESS A DRG IMPLEMENTING MECHANISM

Sample statements of work are available from DRG staff.

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 DRG Contracting Officer's Representative (COR). The COR 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, thresholds of task order ceilings determine the process of fair opportunity to be followed. Missions should specify which threshold is being used in the Request for Task Order Proposal (RFTOP), and thus what page limits apply.
    a. Task Orders (TO) up to $100,000: All holders will be asked for proposals not to exceed a 2-page cost proposal and a 3-page technical proposal.
    b. Task Orders between $100,000 and $2M: All holders will be asked for proposals not to exceed 2-page cost proposal and 10-page technical proposal. Past performance information may also be required but this is not part of the 10-page technical proposal limit.
    c. Task Orders for more than $2M: Two-page cost proposal and 10-page technical proposal may be used, but the CO may request whatever level of information s/he deems appropriate.
4. All IQC holders must be given a fair opportunity to be considered for task orders over $2,500, unless the CO determines that one of the following exceptions to the fair opportunity requirements applies:
    a. An urgent need exists, and seeking competition would result in unacceptable delays;
    b. Only one contractor is capable at the level of quality required because the requirement is unique or highly specialized;
    c. The task order must be issued on a sole source basis in the interest of economy and efficiency because it is a logical follow-on to an order already issued under the contract, provided that all awardees were given a fair opportunity to be considered for the original order;
    d. To satisfy contract minimum award obligations; or
    e. Small business set aside.
5. After review of the SOW by the DRG COR, the Mission sends a formal request to its COR to negotiate a task order under an IQC.

Accessing an Associate Award under a Leader With Associates (LWA) Grant or Cooperative Agreement:

The "Associate" award is a separate cooperative agreement negotiated, funded and managed by the field mission. Proposed programs must fit within the scope of the activities under the central "Leader" award. The Mission sends a draft program description to the DRG program contact who serves as the Agreement Officer's Representative (AOR) of the leader award. If the existing grant or cooperative agreement program scope accommodates the proposed activity, the AOR reviews the Mission program description, provides any comments or feedback and signs off on the award. The Mission then conducts the procurement action for the award.

Accessing a 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 AOR along with the draft program description.

1. The Mission sends a draft program description to the DRG program contact who serves as the AOR. A notional budget should be attached.
2. If the existing grant or cooperative agreement program scope accommodates the proposed activity, the AOR reviews the Mission program description with the grantee. With grantee agreement the AOR 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 AOR 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.

CROSS-CUTTING SERVICES
(Program Areas 2.1-2.4)

DRG Analytical Services
Democracy Grants & Fellowship Program
DRG Learning, Evaluation and Research

IQCS FOR DEMOCRACY AND GOVERNANCE ANALYTICAL SERVICES

DRG Contact: Stephanie Molina (COR), Tel. 202-712-5346, smolina@usaid.gov

IQCs	Award Number	Expiration	Performance Period
ARD, Inc.	AID-OAA-I-10-00001	8/1/2015	8/1/2016
Management Systems International	AID-OAA-I-10-00002	8/1/2015	8/1/2016
Social Impact*	AID-OAA-I-10-00003	8/1/2015	8/1/2016
Democracy International*	AID-OAA-I-10-00004	8/1/2015	8/1/2016
International Resources Group	AID-OAA-I-10-00005	8/1/2015	8/1/2016

PURPOSE:
The purpose of this contract is to provide missions and USAID/Washington operating units with analytical services and support to inform the design, evaluation, and implementation of USAID-funded democracy and governance strategies and programs. Such services will ensure that DRG strategies, programs and activities, and monitoring and evaluation plans are based on in-depth, well-informed analysis; cutting-edge research; valid data; and best practices in the field of democracy and governance.

POSSIBLE WORK AREAS:
The contractor may be called upon by DCHA/DRG, missions, regional bureaus, and other central bureaus to provide the following analytical services.

(a) General and Sectoral DRG Assessments
General and sectoral DRG assessments could include, but are not limited to, the following:

- Conducting full-scale, multi-person, "general DRG assessments" that include the examination of all major functional DRG components and areas of USAID interest;
- Conducting single component or "sectoral DRG assessments" (e.g., rule of law, decentralization, elections, civil/military relations);
- Executing regional or multi-country DRG assessments, both general and sectoral; and,
- Creating a common analytical framework and methodology for the conduct of DRG assessments, both general and sectoral.

(b) DRG Strategy Development
Support for DRG strategy development could include, but is not limited to, the following:

- Developing long-term strategic plans, including DRG assistance objectives and targets of opportunity, or incorporating DRG strategies, principles, and approaches into an overall program portfolio;
- Formulating regional-level DRG strategies, programs, and action plans; and,
- Conceptualizing Agency-wide DRG strategies, programs, and action plans.

(c) Managing for DRG Results
Support for monitoring and evaluation of DRG efforts could include, but is not limited to, the following:

- Creating DRG indicators at the strategic (objective), sectoral (technical), and activity (implementation) levels;
- Designing data collection and analysis plans and methodologies to track achievement toward stated objectives;
- Refining DRG indicators to monitor progress and measure impact of DRG programs; and,
- Developing or revising performance management plans, results frameworks, and/or annual performance reports (or their functional equivalents), including objectives and indicators.

(d) DRG Program and Activity Design

Support for the development of DRG programs and/or activities could include, but is not limited to, the following:

- Designing or redesigning stand-alone, multi-component, or single component DRG programs or activities;
- Designing or redesigning programs or activities in other development sectors which have either a DRG component or in which DRG principles and strategies are to be incorporated;
- Providing specific information, such as best practices or data, to help with the design or redesign of DRG programs or activities; and,
- Preparing various design documents and requirements (*e.g.,* concept papers, Scopes of Work, New Activity Designs, Activity Proposals, technical analyses, and activity protocols or authorizing documents), per the legal and policy considerations cited above.

(e) DRG Evaluation

DRG evaluations could include, but are not limited to, the following:

- Conducting evaluations of programs and activities at various points of design and implementation including initial, mid-term, and final evaluations;
- Designing and conducting impact evaluations of DRG programs and activities in a given country or sub-region; and,
- Analyzing data from cross-national impact evaluations within a specific sub-sector to draw conclusions about the impact of DRG programs and make recommendations for best practices within that sub-sector.

(f) Research and Special Studies

Support for research could include, but is not limited to, the following:

- 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;
- Developing indices to monitor DRG 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 or general sectoral evaluations, in such areas as backsliding, patronage, corruption, or Islam and Democracy;
- Conducting studies pertaining to policy constraints, theoretical limitations, and systemic or sectoral problems;
- Translating research findings from above analyses into periodic reports that are intelligible to a policy audience, and that spell out practical, programmatic implications of the research for democracy assistance practitioners; and,
- Writing handbooks, manuals, and reference materials needed for program development, implementation, and monitoring and evaluation.

(g) Survey Research and New Methodologies

Support for survey research and other methodological approaches could include, but is not limited to, the following:

- 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 designs and 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; and,

- Developing and/or expanding online and Web-related capabilities in USAID to provide survey findings and data for further use by missions and other operating units.

(h) USAID Training and DCHA/DRG Networking

Support for DRG training, networking, and outreach could include, but is not limited to, the following:

- 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, and could include partners, academics, sectoral specialists, and other donors;
- Facilitating or conducting workshops that bring together USAID staff with cooperating agencies including PVOs, NGOs, universities, consulting firms, etc., to discuss the Agency's DRG programs and the potential role of these partners in program and strategy implementation; and,
- Facilitating or conducting workshops and conferences to discuss issues and problems of common interest to USAID, its partners, other donors, and others concerned about DRG issues.

(g) Grant Management

Funds may be made available on a grant basis for institutional capacity building in the analytical areas listed above. In such cases, the contractor may be required to execute and/or administer grants under awarded task orders.

USAID POCs:

Brian Hanley, Tel. 202-712-1806, bhanley@usaid.gov ; Stephanie Molina, Tel. 202-712-5346, smolina@usaid.gov

CONTRACTORS

ARD, Inc. Kathy Stermer 159 Bank St., Suite 300 Burlington, VT 05401-1397 Tel: (802) 658-3890 Fax: (802) 658-4247 Email: dgreen@ardinc.com Web: www.ardinc.com	Management Systems International Stacy Stacks 600 Water Street, S.W. Washington, D.C. 20024 Tel: (202) 484-7170 Fax: (202) 488-0754 Email: sstacks@msi-inc.com Web: www.msiworldwide.com	Social Impact* Douglas Kerr 2300 Clarendon Blvd, Suite 300 Arlington, VA 22201 Tel: (703) 465-1884 Fax: Email: dkerr@socialimpact.com Web: www.socialimpact.com
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*This is a small business.

DEMOCRACY FELLOWSHIPS AND GRANTS PROGRAM

DRG Contact: Joseph Taggart (COR), Tel. 202-712-0172, jtaggart@usaid.gov

Cooperative Agreement	Award Number	Expiration	Performance Period
Institute of International Education (IIE)	AID-OAA-A-12-00039	9/04/2017	N/A

PURPOSE:
The Democracy Fellowships and Grants Program (DFG) is intended to help develop a pool of committed democracy, conflict and humanitarian assistance professionals at the junior, mid- and senior-levels; to strengthen relations between USAID and academic, think-tank and research organizations; and to promote research and innovative solutions to democracy, human rights and governance programs.

POSSIBLE WORK AREAS:
DFG represents a continuation of Democracy Fellowship programs that have been implemented by the DRG Center and its predecessors for about 17 years. The expanded DFG program contains three primary components: fellowships; DRG learning and exchanges; and innovation and research grants.

Fellowships:
Fellows will be hired into the program as full-time, part-time, or for short-term appointments. Full-time fellows will be exceptional, highly motivated junior to senior –level professionals to be placed at USAID offices or Missions. The duration of regular full-time fellowships is two years with an option to extend annually for an additional two years after the first two year assignment. Part-time fellows can be hired for the same duration as regular full-time fellows but can work for USAID on a part-time basis while maintaining their existing positions at their home institution. Short-term fellows can be junior to senior level and may be recruited to work on specific research projects or policy papers. Duration of short-term fellowships can be six months to one year. Part-time and short-term fellowships are intended to offer USAID more flexibility when collaborating with academic and think-tank organizations as well as make it possible for talented and exceptional professionals who otherwise may not be able to become full-time fellows to gain experience with international development programs and contribute to advancing USAID goals. Fellowships will respond to a range of technical assistance needs and will assist USAID in global leadership efforts, research, and knowledge management. USAID Missions and Offices interested in sponsoring a Fellow should contact the COR for a detailed description of the cost structure.

Learning Exchanges
Learning exchanges consist of internships and a series of speakers and workshops. The prospective internship program is expected to help interns gain critical experience in the DRG sector. The DRG speaker series and workshop component will bring outside speakers to present at USAID supported events or organize workshops.

Innovation and Research Grants
DCHA/DRG will announce priority research areas through annual updates of its Innovations and Research APS. The APS portfolio will foster and nurture ideas and projects that have the potential to lead to innovative solutions that may lead to significant advances in democracy, human rights and governance foreign assistance programs. Innovation and Research Grants will support projects in all sub-sectors of democracy, human rights and governance. Missions and Offices may also partner with the DRG Center to fund research and innovation grants either by funding existing broad calls for proposals or proposing their own topics for consideration for future grant solicitations.

USAID POC:
Joe Taggart, Tel. 202-712-0172, jtaggart@usaid.gov

GRANTEE:
Institute of International Education (IIE)

Lisa Peterson, Director, Democracy Fellows Program
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DRG LEARNING, EVALUATION AND RESEARCH

DRG Contact: Morgan Holmes (COR), Tel. 202-212-0175, mholmes@usaid.gov

MOBIS Task Order	Award Number	Expiration	Performance Period
NORC	AID-OAA-M-13-00013	9/30/2018	N/A
Social Impact*	AID-OAA-M-13-00011	9/30/2018	N/A

PURPOSE:
The Democracy, Human Rights and Governance Learning, Evaluation and Research (DRG-LER) MOBIS task order The DRG Center intends to procure services that will advance learning activities in the DRG foreign assistance sector and provide critical data on the impact of DRG activities in the field to assist with decision making. The new task order is envisioned to support the task of undertaking rigorous evaluations, analyses, and other research within USAID's contracting and program rules and procedures. It will also allow for more substantial involvement and collaboration between the DRG Center staff and academics thus resulting in better learning opportunities and internal USAID staff capacity building.

The objectives of the anticipated mechanism are: (1) to provide U.S. Government and other stakeholders with timely, solid evidence on impact and costs as needed for decision making about DRG foreign assistance intervention expansion and scale up or elimination/scale back; and (2) to contribute to the knowledge base of what works and does not work in the DRG sector. In addition to impact evaluations, the new contract will include performance evaluations, survey research, and qualitative case study research, knowledge dissemination and training; and ancillary studies.

POSSIBLE WORK AREAS:

The primary services & activities to be provided under the task order are:

- Impact evaluations
- Cost Analyses
- Systematic reviews
- Performance evaluations
- Democracy survey research
- Qualitative research, analytical papers and ancillary studies
- Knowledge Dissemination Activities, Workshop and Technical Training

USAID POC:
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MOBIS Holder (Large):
NORC
Jeff Telgarsky, Executive Vice President of Research
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CIVIL SOCIETY AND MEDIA

Increased development of a politically active civil society and a better informed political system (Program Area 2.4)

It is through the advocacy efforts of civil society organizations and civic education that people are empowered to exercise their rights and gain a voice in the process of formulating public policy and political processes. Organizations such as 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 and engaging with the public and the government on important local and national issues. Many Civil Society Organizations (CSOs) supported by USAID champion women's rights, ferret out government corruption and impunity, and spotlight business practices that are exploitative of labor and the environment. Their presence and activities of CSOs 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 the enabling environment for civil society organizations, strengthening a democratic political culture through support for civic engagement and civic education. Through these avenues of support, USAID helps to mobilize constituencies for democratic reform.

Mechanisms and Awards:

GCSS
Global Labor Program
LEEP II
CSOSI
Global Alliance for Community Philanthropy (GACP)
YouthPower
FMCS Inter-Agency Agreement

GLOBAL CIVIL SOCIETY STRENGTHENING (GCSS) COOPERATIVE AGREEMENT

DRG Contact: Taly Lind (AOR), Tel. 202-712-5363, tlind@usaid.gov

Cooperative Agreement	Award Number	Expiration	Performance Period
Counterpart International	DFD-A-00-09-00141-00	03/30/2016	09/30/2020

PURPOSE:
This Leader With Associates consortium provides technical assistance, design, implementation and evaluation services in support of civil society programming in presence and non-presence countries as identified by USAID Missions and USAID/Washington. USAID-funded assistance mechanisms are frequently called upon in times of crisis, conflict or post-conflict, or when unforeseen challenges or opportunities arise. Such programming is expected to include similar types of activities as those required for the DRG core program in the Leader Award.

The GCSS LWA allows USAID Missions to contribute to more effective civil society strengthening, collaborating with Counterpart International to: design and implement civil society sector assessments; evaluate ongoing USAID programs; conduct research updating USAID's DRG documents; pilot programs to test best practices and new methodologies; and develop training modules and conduct training for development practitioners.

Counterpart is currently implementing 15 associate awards under the GCSS LWA, with a total value of approximately $155 million. The GCSS program has assisted 3,217 organizations in more than 25 countries. GCSS programs seek to build local ownership of the development process through:

Institutional Strengthening: Providing direct capacity-building assistance to civil-society organizations (CSOs) to enhance their internal programmatic and financial management and long-term sustainability.
Smart Partnerships: Partnering directly with local organizations in the implementation process to further their institutional development through mentoring and social partnership grants to facilitate national and regional linkages with nongovernmental organizations, the private and public sector.

INFORMATION SAFETY AND CAPACITY (ISC) PROJECT: This program will involve a coordinate mix of targeted technical assistance grants, off-shore web-hosting, deployments of cyber defence and crisis systems, and information
sharing to enable NGOs, citizen activists, bloggers, and media (operating in otherwise restrictive environments) to achieve unmonitored and unfettered access to information. Missions or other USAID offices interested in participatsing in this program should contact the activity technical advisor or AOR, Joshua Haynes (johaynes@usaid.gov)

POSSIBLE GCSS WORK AREAS:

ENHANCING CIVIC PARTICIPATION through:

- **Establishing legal and regulatory frameworks** that protect and promote civil society and civic participation.
- **Strengthening the capacity of Civil Society Organizations (CSOs)** for policy analysis, advocacy, coalition-building, internal governance, membership representation and services, and engaging in other activities aimed at fostering more peaceful and democratic societies.
- **Increasing citizen participation in policy and decision-making** processes, service delivery, resource allocation, oversight of public institutions and in broader initiatives to create more peaceful, democratic, and pluralistic societies.
- **Strengthening political and civic culture that is supportive of democratic institutions** and processes, active citizen participation, civic virtues (tolerance and gender equality), and other civic skills, attitudes, and behaviors.
- **Developing and strengthening independent and democratic trade/labor unions** and federations to promote international core labor standards.

STRENGTHENING INDEPENDENT MEDIA through:

- **Enhancing the technical and theoretical professional capacity of the media** sector through hands-on training, consulting, and mentoring.
- **Strengthening media legal and regulatory frameworks** to enable the growth of independent media.

- **Building financially sustainable media sectors** through activities that enhance both the economic viability of media enterprises and an overall environment that supports the development of sustainable media.
- **Supporting independent media by strengthening media sector CSOs** and related groups/activities—including but not limited to internet-based networking initiatives and regional initiatives.

USAID PROGRAM DESIGN and LEARNING through:

- **Developing and conducting needs assessments, baseline studies, targeted evaluations**, special studies and other information-gathering activities specifically for the design, monitoring and evaluation of USG-funded programs.
- **Developing and disseminating best practices and lessons learned, testing demonstration and pilot models**, and preparing strategic plans and other short-term programming activities.
- **Disseminating technical materials through publications, internet, public forums** and other related events to improve civil society and the media's understanding of the program area.
- **Augmenting CSO capacities to share information** for better learning, especially through the internet and other electronic mediums; and developing analysis-based training materials and modules for stakeholder and development practitioners.

And integrating **CROSS CUTTING THEMES**, such as:
Community Mobilization: Strengthening the capacity of civic groups, community based organizations, professional associations and advocacy groups to contribute to an active civil society.
Youth: Implementing programs, partnerships and policies that actively and constructively involve young people, while helping them to develop the knowledge, skills, and attitudes they need to be active and constructive members of society.
Conflict Mitigation and Transformation: Working to avert imminent violence or the escalation of a dispute into a violent encounter by identifying and addressing the root causes and triggers of conflict. Mitigating ongoing violence and addressing its immediate aftermath.
Labor: Serving as a watchdog for labor rights, labor markets, and labor governance, including worker rights; labor migration and trafficking; labor organizations and trade unions, among others.
Media Outreach: Using mass media (newspapers, magazines, radio, television, internet, text messaging and/or other media) to disseminate information about any aspect of civil society development or citizen empowerment.

GRANTEE/LEADER	**GCSS Consortium Partners**
Ms. Sibel Berzeg Director, GCSS LWA Counterpart International 2345 Crystal Drive, Suite 301 Arlington, VA 22202 Tel: (703) 236-2284 Fax: (703) 412-5035 Email: sibel@counterpart.org	American Bar Association Rule of Law Initiative (ABA-ROLI) Casals and Associates, Inc. Development Training Services Freedom House International Center for Not-for-Profit Law (ICNL) International Foundation for Electoral Systems (IFES) International Labor and Rights Forum (ILRF) International Research & Exchanges Board (IREX) Management Systems International (MSI)
	RESOURCE PARTNERS
	The American University's Center for Global Peace The Carter Center The International Youth Foundation The Wilson Center Youthbuild International

GLOBAL LABOR PROGRAM COOPERATIVE AGREEMENT

DRG Contact: Bama Athreya (AOR), Tel. 202-216-3534, bathreya@usaid.gov

Cooperative Agreement	Award Number	Expiration	Performance Period
Solidarity Center	AID-OAA-L-11-00001	1/31/2016	N/A

PURPOSE:

This Leader With Associates for the "Global Labor Program: Promoting International Labor Standards, Improving Workers' Access to Justice and Supporting Independent, Democratic Labor Unions and NGOs" ("Global Labor Program") was awarded to the Solidarity Center on 1/31/2011. The objectives of the current five-year (2011 -2016) program are as follows: Objective 1: Workers' rights protected and international labor standards promoted through support to vibrant, independent and democratic labor unions and NGOs that promote labor rights, labor justice, and workers' participation and representation of their interests in local and national arenas.

Objective 2: Workers' rights protected and international labor standards promoted through support to the rule of law and access to justice for workers, especially women, youth, people with disabilities and other vulnerable populations. Workers are able to promote international labor standards and support the enforcement of domestic labor laws and regulations through identifying, documenting and seeking adjudication for rights and legal violations.

POSSIBLE WORK AREAS:

The LWA mechanism allows USAID to provide core support to Solidarity Center through a Leader award, and allows USAID Missions to provide additional funds for the same objectives through Mission-led Associate awards. Thematic areas of focus are as follows: 1. Strengthening civil society organizations: the program provides training and capacity building for democratic trade unions and labor-related civil society organizations, such as legal aid and women's associations, 2. Promoting rule of law and good governance: the program works with CSOs to develop proposals to reform labor and employment laws and to promote better implementation of those laws, and access to justice for workers. 3. Counter-trafficking and labor migration: the program has robust regional programs, particularly in South Asia, to work with networks of migrant workers, providing information, training, and support for their advocacy. 4. Women in the workplace: the program has a robust component to promote equality of opportunity for women in the workplace in all country and regional programs. 5. Tackling informality in labor markets: in some regions, the program has strengthened networks of self-employed or informal workers who fall outside of formal labor protections, including domestic workers and street vendors. The current Leader supports Solidarity Center at a level of $7.5 million per year, for a total of $37.5 million over the five year period. The support has enabled Solidarity Center to maintain country programs in eleven countries (Colombia, Brazil, Mexico, Honduras, Liberia, South Africa, Cambodia, Bangladesh, Ukraine, Kyrgyzstan and Georgia), as well as regional and sub-regional programs in Central America/Latin America, southern Africa, south Asia/Asia, and Eastern Europe.

The Solidarity Center is the lead organization of the cooperative agreement. The four consortium partners include Rutgers' School of Management and Labor Relations (the Labor Studies & Employment Relations Department); Women in Informal Employment Globalizing and Organizing (WIEGO), a global research and policy network on women and the informal economy housed at Harvard University; the Working for America Institute (WAI); and DRG Metrics. DRG 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 DRG AOR 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
Shawna Bader-Blau, Executive Director
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NGO LEGAL ENABLING ENVIROMENT PROGRAM COOPERATIVE AGREEMENT (LEEP II)

DRG Contact: Taly Lind (AOR), Tel. 202-712-5363, tlind@usaid.gov

Cooperative Agreement	Award Number	Expiration
International Center for Not-for-Profit Law	AID-OAA-A-13-00034	08/31/2018

PURPOSE:
In September 2013, DCHA/DRG/CSM launched the NGO Legal Enabling Environment Program II (LEEP II), a five-year cooperative agreement implemented by the International Center for Not-for-Profit Law (ICNL). The program's main goal is to support and defend freedom of association and assembly for civil society organizations (CSOs) worldwide. This $6M program is a five year program that builds on the successes and lessons learned from LEEP I.

LEEP's MAIN PURPOSE, OBJECTIVES AND TYPES OF SUPPORT:
Through LEEP II, ICNL seeks to support and defend civil society's rights, including the freedoms of association, assembly, expression, information, and other human rights needed for the vibrant functioning of civil society organizations (CSOs) worldwide. To do so, ICNL will:

1) Provide technical assistance to respond to existing or proposed legislation and/or regulations that threaten civil society, while also responding to opportunities for enabling civil society law reform.

2) Strengthen local capacity to advance civil society law reform through competitively awarded participant training for civil society and media practitioners, lawyers, scholars, and government officials.

3) Enrich and enhance the knowledge base for civil society law reform at the country and international level.

WORK AREAS:

- LEEP II offers both in-country and remote technical assistance. Under LEEP II, ICNL works with DCHA/DRG, Regional Bureaus, and Missions to develop appropriate annual work plans that identify and prioritize countries for technical assistance.

- LEEP II can also provide rapid response technical assistance for a small number of urgent, high priority situations not envisioned in the work plan. Illustrative activities include written analysis of NGO-related legislation, one to two trips by ICNL staff to conduct an assessment and/or provide technical assistance, and/or provision of a small grant to local partners to help advance NGO law reform.

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

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CIVIL SOCIETY ORGANIZATION SUSTAINABILITY INDEX (CSOSI)

DRG Contact: Mariam Afrasiabi (COR) Tel. 202-712-0767, mafrasiabi@usaid.gov

IQC Task Order	Order Number	Expiration	Performance Period
Management Systems International	AID-OAA-TO-11-00036	6/17/2016	N/A

PURPOSE:
The CSOSI is an annual index that reports on the strength and overall viability of the civil-society sectors in the various countries that it covers. The Index highlights both advances and setbacks in the development of the civil-society sector, and allows for comparisons across countries and sub-regions over time. The Index is an important and unique tool for local civil-society organizations (CSOs), governments, donors, academics, and others to understand and measure the sustainability of the CSO sector. Many CSOs also use the Index to advocate for improvements in the legal and regulatory enabling environment for civil society in their countries.

In 1997, USAID published the first Sustainability Index, which focused on the Europe and Eurasia Region. The Index has since expanded to include 26 countries in Central and Eastern Europe and Eurasia, 31 countries in Sub-Saharan Africa, seven countries in the Middle East and North Africa, seven countries in Asia, and Afghanistan, and Pakistan. USAID's Bureau for Europe and Eurasia continues to fund and manage the CSOSI for its region. The DRG Center was able to expand the Index to other regions through partnerships with the Africa Bureau, the Middle East Bureau, the Aga Khan Foundation, and a number of USAID Missions.

To view the NGOSI for Sub-Saharan Africa and for Europe and Eurasia, visit: E&E – http://www.usaid.gov/locations/europe_eurasia/dem_gov/ngoindex/ , and
AFR – http://www.usaid.gov/our_work/democracy_and_governance/technical_areas/civil_society/angosi/.

WORK AREAS: The CSOSI analyzes and assigns scores to seven dimensions of the civil-society sector including the following: legal environment; organizational capacity; financial viability; advocacy; service provision; infrastructure; and, public image. Each dimension is rated along a seven-point scale with 1 indicating an advanced level of development and 7 indicating a low level. Mid-range scores between 3.1 and 5 indicate an evolving level. A panel of CSO practitioners and experts in each country assesses the sector's performance in each dimension. A Washington-based Editorial Committee, which includes regional and technical experts, reviews the findings. The global implementing partners, Management Systems International (MSI), Inc. and the International Center for Not-for-Profit Law (ICNPL), then work with the local partners and USAID on finalizing the reports.
Missions and Regional Bureaus who may be interested in having the NGOSI in their region or country are welcome to contact the COR to discuss possible expansion into your country or region.

RECENT REPORTS:
Afghanistan: http://www.usaid.gov/afghanistan/civil-society-sustainability
Europe and Eurasia: https://www.usaid.gov/europe-eurasia-civil-society
Middle East & North Africa: http://www.usaid.gov/middle-east-civil-society
Pakistan: http://www.usaid.gov/pakistan/civil-society-sustainability
Sub-Saharan Africa: http://www.usaid.gov/africa-civil-society

CONTACT INFORMATION:
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FEDERAL MEDIATION & CONCILIATION SERVICE (FMCS)

DRG Contact: Bama Athreya, Tel. 202-216-3808, bathreya@usaid.gov

PURPOSE:

The FMCS is an independent federal agency created to promote stable and productive labor-management relationships. In both the U.S. and in developing market economies throughout the world, FMCS delivers innovative approaches to resolving labor-management and workplace conflicts. The agency's international work is designed to level the global economic playing field for US companies and workers by advocating core labor standards and conflict resolution systems for all nations. Through programs designed to strengthen the rule of law, labor relations and workers' rights, the FMCS helps ensure economic growth and competitiveness.

DCHA/DRG is establishing an Inter-Agency Agreement (IAA) with the Federal Mediation and Conciliation Service. This mechanism will be available as a resource for Missions interested in developing or strengthening Rule of Law and/or Civil Society programming.

POSSIBLE WORK AREAS:

Through mediator presentations and interactive training, both in the U.S. and abroad, FMCS shares best-practices in the full range of labor-management relations, collective bargaining/negotiations, interest-based problem solving, individual grievance mediation, mediation of collective agreements, and arbitration. FMCS also provides in-depth capacity building through labor relations and dispute resolution systems design, including negotiations, alternative dispute resolution, mediation, arbitration, labor inspector training, and train-the-trainer.

Highly skilled and experienced FMCS mediators can deliver programs such as:

- Dispute Resolution Systems Design – creating and implementing workplace conflict resolution systems;
- Education and Mentoring – training labor, management, and government representatives in industrial relations practices, mediation techniques, negotiation skills, and conflict resolution processes;
- Mediation and Facilitation Services – providing interest-based problem solving techniques and consensus-building dialogue to promote economic growth and legal or institutional reform.

FMCS also provides briefings and other programs for foreign leaders, labor attaches, international delegations, and other foreign visitors on U.S. labor relations practices and conflict resolution systems. Special tutorials can be arranged for small groups with interest in relationship development and training through observation of FMCS field mediators in actual cases.

CONTACT INFORMATION:

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Global Alliance for Community Philanthropy (GACP)

DRG Contact: Maryanne Yerkes (AOR), Tel. 202-712-0915, myerkes@usaid.gov, and David Jacobstein, Tel. 202-712-1469, djacobstein@usaid.gov

IQC Task Order	Order Number	Expiration
Aga Khan Foundation USA	AID-OAA-A-14-00077	9/30/2019

PURPOSE:

In September, 2014, the DRG Center and the Aga Khan Foundation (AKF) USA signed a Global Development Alliance (GDA) focused on Community Philanthropy. Community Philanthropy (CP) is a unique approach to development that is grounded in the belief that local communities can support their own development through mobilizing and leveraging local assets. It complements traditional development approaches by mobilizing resources that make communities and local civil-society organizations (CSOs) more resilient against future economic shocks or reductions in development aid. This approach allows short-term donor funding to lead to long-term asset ownership where communities possess the necessary resources and social capital to make development decisions.

The USAID/AKF GDA supports a larger, multi-donor Global Alliance on Community Philanthropy (GACP) to conduct research and implement activities that enable and sustain civil society institutions and development outcomes through different approaches to community philanthropy. This larger Alliance includes AKF, USAID, C.S. Mott Foundation, Rockefeller Brothers Fund, Ford Foundation, Inter-American Foundation and the Global Fund for Community Foundations (GFCF), the latter of which serves as the Secretariat for the Alliance.

POSSIBLE WORK AREAS: The USAID/AKF GDA has the following objectives:

- Develop a body of evidence for community philanthropy through research and learning.
- Increase awareness and adoption of community philanthropy approaches by development actors.
- Improve institutional capacity of the growing global community philanthropy sector, including strengthening the capacity of the Global Alliance's secretariat, the Global Fund for Community Foundations (GFCF).

The GACP also supports USAID Missions interested in community philanthropy by working with them on establishing country-level GDAs. Where there is mutual interest, GACP members may agree to leverage funds for CP activities. This was the case in Kenya, where USAID/Kenya partnered with GACP members and others on developing the Yetu Initiative. Yetu, which means "ours" in Kiswahili, is working with Kenyan CSOs to strengthen their assets and capacity as well as build community trust. Yetu also engages communities in fundraising campaigns; connects CSOs with an online capacity-building platform; and develops ICT philanthropy platforms for Kenyans to donate money, time, and skills to support Kenyan CSOs. The global alliance (GACP) can also be linked to Mission-level alliances by working together to create a joint learning agenda.

Missions interested in learning more about the GACP or the possibility of developing a similar GDA focused on community philanthropy at the country level should contact the AOR.

ADDITIONAL RESOURCES:

GACP: http://www.globalfundcommunityfoundations.org/about-the-gacp/
Yetu: http://nairobi.usembassy.gov/agakhanusg.html
The Value of Community Philanthropy Report: http://www.partnershipsinaction.org/communityphilanthropyreport

CONTACT INFORMATION:

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YouthPower Action & Learning IDIQs

DRG Contact: Maryanne Yerkes, Tel. 202-712-0915, myerkes@usaid.gov, GH Contacts:
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Laurel Rushton (COR for YouthPower Learning IDIQ), Tel. 571-551-7276, larushton@usaid.gov

IQC Task Order:	Order Number:	Expiration:
YouthPower Action: FHI360	AID-OAA-1-15-00009	2/23/2020
YouthPower Learning: Making Cents International	AID-OAA-1_15-00034	4/21/2020

PURPOSE:
The YouthPower (YP) project is a USAID Agency-wide project to strengthen local, national, and global youth systems and programs to achieve sustainable, positive youth outcomes in health, education, and political and economic empowerment, and to increase youth engagement in development efforts.

YouthPower is composed of two inter-linked Indefinite Delivery, Indefinite Quantity (IDIQ) contracts intended to support USAID in the implementation of its Youth in Development Policy (2012). The YP: Implementation (YouthPower Action) and YP: Evidence and Evaluation (YouthPower Learning) IDIQs will reinforce and apply the learning from each other throughout the lives of the IDIQs.

- YP: Implementation (YP Action)- Focuses on the design and implementation of positive youth development programming and policies, capacity strengthening of youth serving organizations and institutions including governmental and civil society organizations (CSOs), and support of youth engagement within development.
- YP: Evidence and Evaluation (YP Learning)- Focuses on research and evaluation of youth programming and facilitates technical leadership and dissemination of knowledge in the field of positive youth development.

Requests for Task Order Proposals (RFTOPs) issued under both IDIQs will recognize the importance of evidence-based programs, evaluations, and policies; program sustainability, opportunities for local partner capacity building, and meaningful youth engagement. Services will support youth programming in a variety of international settings, including but not limited to conflict, fragile, and crisis-affected environments.

The CORs are in the Global Health Bureau; however, the project is overseen by an intra-agency technical steering committee that includes representatives from DCHA (the DRG Center), and E3, in addition to GH.

POSSIBLE WORK AREAS:
YouthPower Action:
YP: Action IDIQ is a multiple-award IDIQ with a five-year period of performance effective February 23, 2015 and ceiling of $375 million. Missions and AID/W bureaus and offices may access the mechanism using RFTOPs, which will result in competitively awarded task orders. Any task order at or below $3 million will be competed first with the small business (Banyan Global).

The YP: Action IDIQ covers a range of functions related to the cross-sectoral youth programming. Activities include but are not limited to: project implementation and scale-up; management of sub-awards to local stakeholders; design and implementation of cross-sectoral youth assessments, piloting of innovative approaches and documentation of results; implementation of action research and performance evaluations; data collection and monitoring; capacity building of local stakeholders in organizational development and cross-sectoral youth project assessment, design, and implementation.

YouthPower Learning:

YP: Learning IDIQ is a multiple-award IDIQ with a five-year period of performance effective April 21, 2015 and ceiling of $72 million. Missions and AID/W bureaus and offices may access the mechanism using RFTOPs, which will result in competitively awarded task orders. Any task order at or below $1 million will be competed first with the small businesses (Making Cents; Dexis Consulting; Mendez England & Associates; and IBTCI).

The YP: Learing IDIQ covers a range of functions related to the design, evaluation, research, knowledge management, learning, and communications of cross-sectoral youth development programming. Activities include but are not limited to: designing, managing, and publishing rigorous impact evaluations in a variety of international settings including conflict, fragile, and crisis-affected environments; designing, conducting, and publishing performance evaluations, using mixed methods in a variety of international settings including conflict, fragile, and crisis-affected environments; design and implementation of cross-sectoral youth assessments, facilitation of strategy design and program design support to USAID and other donors; establishing data collection and monitoring procedures and systems; capacity development, training, and technical assistance in the area of design, monitoring and evaluation; management of knowledge management initiatives including information and communications technologies (ICT), new media, and communities of practice; and research in the area of international cross-sectoral youth development.

YouthPower IDIQ holders form consortia of diverse organizations that bring a range of sector expertise to support single-sector and holistic cross-sectoral youth programs.

Consortia for the YouthPower Action IDIQ holders:

Prime Contractor	**Sub-Contractor**
Banyan Global (small business)	International Research and Exchanges Board, National 4-H Council, Management Sciences for Health, CLUSA International d.b.a. National Cooperative Business Association, Institute of International Education, Practical Sampling International, TechAide, YouthReach India
Creative Associates International	Soul City Health & Development, BRAC International, Education for Employment, CARANA Corporation, CARE USA, Child Trends, Management Sciences for Health, McKinsey & Company, Winrock International, Equal Access, FINCA International, PeacePlayers International, Social Impact Lab, WebFirst, TECHNO, MTC International Development Holding Company LLC
DAI	CID Inc., Integra Government Services International LLC, JBS International Inc., Program for Appropriate Technologies in Health (PATH), World Education, Promundo US, E-Line Media (E-Line Ventures, LLC)
FHI 360	Management Systems International, Block by Block Consulting, Institute for Reproductive Health Georgetown, Marie Stopes International, TechnoServe, CLUSA International, International Media Solutions LLC, Duggleby and Associates, World University Services Canada, Aga Khan Development Network, LTG Associates, O'Brien and Associates, Inveneo, Connexus Corporation
Global Communities	International Research and Exchanges Board, Search for Common Ground, Center for Youth and Communities Brandeis University, EnCompass LLC, The Kaizen Company, Juarez and Associates, Kiron Global Strategies, Advocates for Youth, Freedom from Hunger, Woller & Associates

Prime Contractor	Sub-Contractor
Global Communities	International Research and Exchanges Board, Search for Common Ground, Center for Youth and Communities Brandeis University, EnCompass LLC, The Kaizen Company, Juarez and Associates, Kiron Global Strategies, Advocates for Youth, Freedom from Hunger, Woller & Associates
RTI International	International Rescue Committee, Catholic Relief Services, Right to Play, Center for Creative Leadership, Population Services International, Counterpart International, Land O' Lakes Inc., SSG Advisors, Global Girl Media, Absolute Options, Windwalker Corporation The Society for Family Health, TNMCorp, Institut de Formation de Sud, Papyrus Consulting, Fe y Alegria, Seeds of Peace in Africa

Consortia for the YouthPower Action IDIQ holders:

Prime Contractor	Sub-Contractor
IBTCI	National Opinion Research Center at the University of Chicago (NORC); Devis - Development Infrastructure; American Institute for Research (AIR); Sonjara, Inc.; WiderNet@UNC at the University of North Carolina; Enactus; Ipsos; Iridium Interactive Limited (Iridium); Mindset Network; Research Solutions Africa (RSA);
Mendez England & Associates	Abt Associates; Bixal Solutions, Inc.; IMPAQ International; Bankworld; Florida International University
Social Impact, Inc.	ICF Macro, Inc.; Synergy; Development Seed
Dexis Consulting Group	Engility-IRG; Social & Scientific Systems, Inc. (SSS)
Making Cents International	The International Center for Research on Women (ICRW); Development and Training Services, Inc. (dTS); Results for Development Institute (R4D); University of Washington (UW); Khulisa Management Services Ltd; University of Melbourne; The YP Foundation
American Institute for Research	Institute for Women's Policy Research (IWPR); Quotient, Inc.; IBTCI; Democracy International (DI); Boston University Center for Global Development; Tufts University: Institute on Applied Research in Youth Development; Youth Venture, Inc.

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

Elections can be a primary tool to help force political openings and expand political participation. The electoral process has often been a principal vehicle for democratization, as authoritarian governments have frequently fallen to democratic forces. 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. Electoral campaigns also tend to foster political liberalization. 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.

Mechanisms and Funds:

CEPPS III
EPP Fund

CONSORTIUM FOR ELECTIONS AND POLITICAL PROCESSES STRENGTHENING III (CEPPS III)

DRG Contact: Jeffrey Vanness (AOR), Tel. 202-712-4516, jvanness@usaid.gov

Cooperative Agreement	Award Number	Expiration	Performance Period
CEPPS III	DFD-A-00-08-00350-00	9/29/2015	9/29/2020

PURPOSE:
In 2008, DRG awarded a Leader With Associates (LWA) cooperative agreement to the Consortium for Elections and Political Process Strengthening (CEPPS): a joint venture between the International Foundation for Electoral Systems (IFES), the International Republican Institute (IRI), and the National Democratic Institute for International Affairs (NDI). All three organizations are leaders in the field of elections and political processes and possess a vast amount of experience and expertise. CEPPS III programs may be implemented by one member of the consortium, by two or more working on activities separately, or by two or more members working jointly.

The purpose of this agreement is to strengthen and support democratic electoral and political processes by providing access to a full array of activities in the field of elections and political processes. The emphasis is on long-term planning and sustainable development of electoral and political processes rather than event-driven, crisis-oriented activities centered on a single election. The award was designed to allow for the initiation and implementation of short- and long-term activities without requiring a time-consuming competitive application process.

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

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

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

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

Objective 4: Effective Oversight of Electoral Processes
Monitoring electoral processes can reduce the opportunities and incentives for electoral fraud, identify shortcomings of the electoral process with the intention of facilitating genuine and competitive elections, and legitimize a peaceful transfer of power. Recognizing that election day comprises only one component of the electoral process, effective oversight of electoral processes includes sufficient pre/post-election monitoring. Election monitors may include: political contestants who monitor violations of their supporters' political rights,

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

Objective 5: Increased Political Participation of Women, Persons with Disabilities, and Other Historically Disenfranchised Groups

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

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

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

Objective 7: Representative and Competitive Multiparty System

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

Objective 8: Effective Transfer of Political Power

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

Objective 9: Effective Governance by Elected Leaders and Bodies

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

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

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

GRANTEES:

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

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ELECTIONS AND POLITICAL PROCESSES FUND

DRG Contact: Amber Whittington, Fund Administrator, Tel. 202-712-4378, awhittington@usaid.gov

PURPOSE:

The purpose of the Elections and Political Processes (EPP) Fund is to provide assistance in cases of critical unanticipated need with regards to electoral and political processes. The Fund is global in reach; since the Fund was established in 2006, $168 million of assistance has been provided to 76 countries.

POSSIBLE WORK AREAS:

All USAID Missions may apply for funding. The EPP Fund solicits applications from USAID Missions for competitive funding rounds each fiscal year. In addition, the EPP Fund accepts ad hoc applications if urgent needs arise outside of funding rounds. Applications are assessed by a cross-Agency review committee. To be successful, applications must meet at least two of the following three criteria:

1) Proposed program addresses snap elections or other unanticipated needs. In the case of unanticipated needs, Missions are asked to provide a justification for why the needs were not considered as part of regular Mission programming.

2) Proposed program exploits a specific and narrow window of opportunity to catalyze significant outcomes. Missions should identify the impact EPP funds will achieve that would otherwise not be produced, and why this is the right time for investment.

3) Proposed program is determined to be truly unique and innovative by the EPP Fund review committee. Innovative programming targets non-traditional actors, takes unusual approaches, or uses new methodologies. Cutting-edge assessments and evaluations can also be considered under this criterion. Missions should explain why this approach is best-suited to the program's objectives.

EPP Fund applications must be submitted through an online application system: http://dg.usaidallnet.gov/dgepp/login.php

EPP Fund projects cover a wide range of activities. Some areas that have been addressed include: Post-conflict peace and constitutional design processes; political violence, electoral violence and political instability; urgent needs created by snap elections; citizen oversight of elections; protection and promotion of democratic governance in backsliding countries; and other electoral and broader political processes in priority countries.

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GLOBAL ELECTIONS AND POLITICAL TRANSITIONS LEADER WITH ASSOCIATE AWARDS (LWA)

DRG Contact: Caroline Sahley (AOR),Tel. 202-712-0608, csahley@usaid.gov and Lauren Seyfried (Alternate AOR), Tel. 202-216-3752, lseyfried@usaid.gov

Cooperative Agreement	Award Number
Global EPT LWA	AID-OAA-L-15-00007

PURPOSE:

The purpose of this Leader with Associate Awards (LWA) is primarily to support USAID's goals and objectives under the "Governing Justly and Democratically" area of the Foreign Assistance Framework, and, more specifically, the "Political Competition and Consensus Building" program element in the framework. The LWA will also aim to develop, to the maximum extent practicable, the capacity and expertise of local and regional institutions and civil society organizations to carry out programs of technical assistance, training, civic education, election observation, and related services in connection with strengthening electoral and political processes.

The Global EPT LWA is designed to respond to immediate and long-term Mission and bureau needs related to assessments, strategy formulation, activity design, evaluation, and program implementation. Activities initiated under this award may promote any of the following seven program objectives:

Objective 1: Promoting meaningful participation of all citizens in their political systems, including women, youth, and other traditionally marginalized groups.

Objective 2: Harnessing the comparative advantages of media and technology to promote citizen understanding and engagement and transparent political competition.

Objective 3: Supporting meaningful transition processes that establish positive precedents for effective democratic governance.

Objective 4: Promoting the integrity of elections as a sustainable vehicle for peacefully and democratically choosing eaders.

Objective 5: Facilitating the ability of elected political actors to fulfill their responsibilities to citizens through better governance practices.

Objective 6: Promoting competitive and representative multiparty political systems.

Objective 7: Ensuring respect for the application of impartial legal frameworks and compliance by political actors.

In addition to these seven objectives, the Global EPT LWA will place a high value on two cross-cutting objectives:

1. The political empowerment of women, youth, and other traditional marginalized groups (e.g., ethnic, linguistic, and religious minorities; persons with disabilities; and the LGBTI community), and

2: Developing the capacity of local and regional organizations in the developing world to supply technical assistance on elections and political transitions in their home countries and elsewhere.

ASSOCIATE AWARDS:

The selection of countries and substantive areas by USAID for the Associate Awards will be based on demand from USAID Missions and offices. The length of activities may vary from a few weeks to many months or longer. Activities may involve performing basic assessments to implementing fully developed technical activities that support elections and political transitions.

Under the Global EPT LWA, associate awards may be awarded for up to an initial five-year period. Associate Awards may be issued until the Leader Award expires. Associate Awards may be extended for a cumulative term of up to ten years, but in no event may Associate Awards extend for more than five years past the expiration of the Leader Award. In no case may an Associate Award extend more than five years into the future at any given time.

Programming Process for Assistance Awards

1. When a requirement is determined and funding is identified for a new Associate Award, the USAID Mission or office will develop a Program Description. The Program Description will: provide background about the country, region or technical leadership objective; describe the objectives of the activity; indicate relevant gender-based constraints and steps to be taken to mitigate such biases; and designate an Activity Manager in the relevant Mission or office (At the time of award of the Associate Award, the Activity Manager is normally designated as the cognizant AOR for the proposed Associate Award).

2. The Operating Unit will then submit the PD to the Leader Award AOR in DCHA/DRG for review. If the Leader Award AOR determines that the proposed program is applicable to the objectives of the Leader award, (s) he will approve the PD. After receiving approval, the respective Agreement Officer (for the proposed Associate Award) may forward the PD to the recipient and request an application.
3. The recipient submits an application (including a description of activities and a detailed budget and other documents as requested) to the cognizant Agreement Officer for the Associate Award.
4. The cognizant Agreement Officer (in coordination with the respective AOR for the proposed Associate Award) will respond directly to the recipient with approval or suggested revisions.
5. Upon conclusion of discussions, the cognizant Agreement Officer will issue an Associate Award. The Associate Award Agreement Officer will designate an Associate Award AOR in each award.
6. The Associate Award Agreement Officer will provide a copy of each Associate Award to the Leader Award AOR in DCHA/DRG.

GRANTEES:

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

In addition to the core partners, CEPPS includes the following seven associate partners, which are may be involved in the program design process for all programs under the award: ABA-ROLI, ANFREL, EISA, ICNL, Internews, IWPR, and Search for Common Ground. In addition, CEPPS includes 30 resource organizations, which have active partnerships with CEPPS.

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

Many citizens of developing countries recognize the intrinsic value of democratic principles and processes (e.g., elections, human rights, and representation). At the same time, they are 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.

Mechanisms:

Legislative Strengthening Technical Services IQC

AND

RULE OF LAW
Strengthening rule of law (Program Area 2.1)

The rule of law (RoL) sector is viewed through the prism of the DRG 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 DRG Center 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; and Access to justice); and Effective application.

Mechanisms:

ENGAGE IQC
ROL IQC
The Rights Consortium

LEGISLATIVE STRENGTHENING TECHNICAL SERVICES IQCS

DRG Contact: Keith Schulz (COR), Tel. 202-712-4219; keschulz@usaid.gov

IQCs	Award Number	Expiration	Performance Period
Tetra Tech ARD	AID-OAA-I-12-00001	11/9/2016	11/9/2019
Chemonics International	AID-OAA-I-12-00002	11/9/2016	11/9/2019
DAI	AID-OAA-I-12-00003	11/9/2016	11/9/2019
Social Impact, Inc.	AID-OAA-I-12-00004	11/9/2016	11/9/2019
SUNY/CID	AID-OAA-I-12-00005	11/9/2016	11/9/2019

PURPOSE:

The purpose of this contract is 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 national, provincial and municipal legislative or representative bodies improve their deliberative processes so that they are more democratic, transparent, accountable, and effective, better represent the public interest, and result in better monitoring of governmental performance. The IQC enables a holistic approach to legislative strengthening and includes possible support to a broad spectrum of stakeholders who have an interest in the functioning and activities of the legislature including legislative members & staff, other government actors, civil society, political parties, media, and private sector.

POSSIBLE WORK AREAS:

The contractor may be called upon to provide advice, assistance and training for legislative members and staff, host country officials, and civil society representatives on the development of democratic legislative practice and procedures including, but not limited to, the following areas:

Representation

- Improving links between legislators to their constituencies and subnational government bodies by supporting best practices in areas such as constituency outreach, policy dialogue, public meetings/hearings, and public policy mediation/negotiation;
- Enhancing support for the legislature through activities designed to increase public participation in the legislative process, improve civil society advocacy, promote more professional media coverage of legislative issues, and increase the quality of policy analysis, information, and research available to the legislature.

Lawmaking

- Strengthening analytical skills to enable critical review of draft legislation and more evidence-based legislation;
- Providing advisory services on the drafting, enforcement and implementation of laws and regulations;
- Improving legislative committee operations and effectiveness as well as legislative support services in areas such as research, budget analysis, public outreach and communications, and ICT;
- Working to strengthen political groups, factions and caucuses including ~~on~~ responsibility of majority parties and coalitions, constructive opposition, developing legislative and policy agendas and public outreach;

Oversight

- Providing assistance and training on budget formulation, review and oversight;
- Strengthening accountability mechanisms for policy review and enforcement;
- Supporting civil society efforts to monitor and oversee the work of deliberative bodies:

Public Administration

- Building institutional capacity in strategic planning, human resources, financial management and general public administration;

Research

- Conducting legislative assessements, designing strategies and evaluating legislative assistance programs;
- Conducting research and advancing knowledge on topics relevant to legislative strengthening;

Cross cutting Support for Donor Programs

- Supporting USAID, host government and donor sectoral programs and initiatives (such as health, education, economic growth, and environment) through support to policy reform, budget formulation, and oversight;
- Assisting USAID procurement reform and use of host country systems through strengthening of budget oversight and government accountability

CONTRACTORS

Tetra Tech ARD, Inc. Jessie Biddle (Sr. Legislative Advisor) (IQC Manager) 159 Bank St., Suite 300 Burlington, VT 05401-1397 Tel: (802) 658-3890 Fax: (802) 658-4247 Email: ard@ardinc.com jesse.biddle@tetratech.com david.green@tetratech.com Web: www.ardinc.com Subcontractors: Parliamentary Center, Canada; Development and Training Services, Inc. (dTS); The Graduate School's International Institute; IREX; World Learning	**Chemonics International** Maggie Seminario (Sr. Legislative Advisor) Lisa Dickieson (IQC Manager) 1717 H Street, NW Washington, DC 20006 Tel: (202) 955-3300 Fax: (202) 955-3400 Email: mseminario@chemonics.com ldickieson@chemonics.com Web: www.chemonics.com Subcontractors: Urban Institute; Partners for Democratic Change; Center for Democracy and Election Management at American University; Public Law Center, Loyola and Tulane Universities; State Legislative Leaders Foundation; LTL Strategies	**Social Impact*** Gary Bland – RTI International (Sr. Legislative Advisor) Andrew Green – Social Impact (IQC Manager) 2300 Clarendon Blvd, Suite 300 Arlington, VA 22201 Tel: (703) 465-1884 Fax: (703) 465-1888 Email: agreen@socialimpact.com gbland@rti.org Web: www.socialimpact.com Subcontractors: RTI International; Ohio State University; Global Partners and Associates; Women's Campaign International; National Center for State Courts (NCSC); HGM Management and Technologies, Inc.
Development Alternatives Inc. (DAI) Carmen Lane (Sr. Legislative Advisor) Jeremy Kanthor (IQC Manager) 7600 Wisconsin Avenue, Suite 200 Bethesda, MD. 20814 Tel: (301) 771-7600 Fax: (301) 771-7777 Email: Contracts@dai.com carmen_lane@dai.com Jeremy_kanthor@dai.com Web: www.dai.com Subcontractors: National Conference of State Legislatures (NCSL); International Consortium for Law and Development (ICLAD); Internews; Charney Research; Alpha XP Web Software, LLC; Mosley & Associates	**The Research Foundation of the State University of New York, Center for International Development (SUNY/CID)** Robert Nakamura (Sr. Legislative Advisor) Cecelia Skott (IQC Manager) 1400 Washington Avenue –MSC 312 Albany, NY 12222 Fax: (518) 443-5124 Email: rnakamura@albany.edu cskott@albany.edu Web: http://www.cid.suny.edu/ Subcontractors: Management Systems International (MSI); Amex International, Inc; Blue Law International, LLP; The Asia Foundation (TAF); United States Association of Former Members of Congress (USAFMC)	

*This is a small business.

IQCS FOR ENCOURAGING GLOBAL ANTICORRUPTION AND GOOD GOVERNANCE (ENGAGE)

DRG Contact: Kenneth Barden (COR), Tel. 202-712-0527, kbarden@usaid.gov, Keith Schulz (AOR) Tel. 202-712-4219; keschulz@usaid.gov

IQCs	Award Number	Expiration Date	Performance Period
Tetra Tech ARD, Inc.	DFD-I-00-08-00067-00	3/13/2015	3/13/2016
Casals and Associates, Inc.	DFD-I-00-08-00069-00	3/13/2015	3/13/2016
Chemonics International Inc.	DFD-I-00-08-00070-00	3/13/2015	3/13/2016
Development Alternatives Inc.	DFD-I-00-08-00071-00	3/13/2015	3/13/2016
Management Systems International, Inc. (MSI)	DFD-I-00-08-00072-00	3/13/2015	3/13/2016
QED Group, LLC (QED) *	DFD-I-00-08-00073-00	3/13/2015	3/13/2016

* This is a small business.

PURPOSE:

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

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

POSSIBLE WORK AREAS

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.

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

PRIME CONTRACTORS		
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Development Alternatives, Inc. Jeremy Kanthor and Marianne Camerer 7600 Wisconsin Avenue, Suite 200 Bethesda, MD 20814 Tel: (301) 771-7600 Fax: (301) 771-7777 Email: jeremy_kanthor@dai.com Web: www.dai.com	**Management Systems International** Stacy Stacks and Bert Spector 600 Water Street, SW Washington, DC 20024-4288 Tel: (202) 484-7170 Email: sstacks@msi-inc.com; bspector@msi-inc.com Web: www.msiworldwide.com	**The QED Group, LLC** Larry Birch and Keith Henderson 1250 Eye Street NW, Suite 1100 Washington, DC 20005 Tel: (202) 521-1919 Web: www.qedgroupllc.com
SUB CONTRACTORS (ICQS)		
To Associates in Rural Development, Inc.: Bankworld Inc. BearingPoint, Inc. Contracting Assessment Researches (CAR) Cooperative League of the USA (CLUSA) Development & Training Services, Inc. (dTS) Diane Cromer Enterprises Financial Services Volunteer Corps (FSVC) Humphreys Consulting, LLC Institutional Reform and the Informal Sector (The IRIS Center) International Research & Exchanges Board (IREX) MetaMetrics Inc. World Learning for International Development	**To Casals and Associates, Inc.:** AMIDEST The Asia Foundation (TAF) Boston University Claro & Associates, Inc. Commonwealth Trading Partners EAM, Inc./Mosley & Associates EDF Consulting, Inc. The Emergency Group, Ltd. Enterprise Solutions, Inc. Eurasia Foundation International Decision Strategies, Inc. International Foundation for Electoral Systems (IFES) Mendez England & Associates, Pact International UHY Advisors Vanderbilt University World Resources Institute (WRI)	**To Chemonics International Inc.:** Alfa XP Web Software Company, LLC. BlueForce International, LLC. Electoral Reform International Services Ltd. Institute for Sustainable Communities QED Group, LLC. The Urban Institute

To Development Alternatives Inc.:	To Management Systems International, Inc.:	To QED Group, LLC (QED) (Small Business Set-aside):
Computer Frontiers East-West Management Institute Global Business Solutions Global Integrity Innovative Resources Management Internews Network Jacobs & Associates Michael Borish & Company Social Impact Zogby International	American Institutes for Research Camris International, Inc. Center for International Private Enterprise Checchi and Company Consulting, Inc. Emerging Market Group, Ltd. The Gallup Organization Heartlands International, Ltd. International Center for Journalists, International Development Business Consultants, LLC, International Organization for Migration JE Austin Associates, Inc. PA Government Services Inc. Partners of the Americas Police Foundation SEGURA Consulting, LLC. University Research Company, LLC. Voxina, Inc.	Academy for Educational Development The Borders Group Comptrollers and Treasurers East-West Management Institute Institute for Public-Private Partnerships International Law Institute International City/County Management Association International Research and Exchange Board Millennium International Consulting National Association of State Auditors National Judicial College Partners for Democratic Change Spearman, Welch & Associates WISeKey USA, Inc.

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

IQCS FOR RULE OF LAW

DRG Contacts: Adam Bushey (COR), Tel. 202-712-4285, abushey@usaid.gov; Colin Buckley (AOR), Tel. 202-712-4293, cbuckley@usaid.gov

IQCs	Award Number	Expiration Date	Performance Period
AMEX*	AID-OAA-I-13-00024	2/7/2018	2/7/2021
Casals & Associates	AID-OAA-I-13-00039	2/7/2018	2/7/2021
Checchi Consulting	AID-OAA-I-13-00044	2/7/2018	2/7/2021
Chemonics International Inc.	AID-OAA-I-13-00032	2/7/2018	2/7/2021
Development Alternatives Inc.	AID-OAA-I-13-00033	2/7/2018	2/7/2021
Democracy International*	AID-OAA-I-13-00030	2/7/2018	2/7/2021
East-West Management Institute	AID-OAA-I-13-00033	2/7/2018	2/7/2021
Millennium DPI*	AID-OAA-I-13-00029	2/7/2018	2/7/2021
Tetra Tech DPK	AID-OAA-I-13-00036	2/7/2018	2/7/2021

* This is a small business.

PURPOSE: The Rule of Law (ROL) IQC mechanism is vital to supporting the foreign assistance objective of Governing Justly and Democratically – to promote and strengthen effective democracies in recipient states and move them along a continuum toward democratic consolidation. The ROL IQC provides the Center of Excellence on Democracy, Human Rights and Governance in the Bureau of Democracy, Conflict and Humanitarian Assistance (DCHA/DRG) invaluable support to serve missions' programs in the area of new or ongoing legal reform assistance initiatives.

POSSIBLE WORK AREAS

This IQC will entail the provision of a wide array of support services encompassing short- and long-term technical assistance and other activities aimed at supporting the development of rule of law and human rights. The IQC will be managed by USAID staff. However, cooperating U.S. Agencies, such as the Department of State and the Millennium Challenge Corporation, may opt to transfer funds to USAID in order to participate in shared programs. Activities will support a broad range of governmental and non-governmental actors to advance the following objectives toward advancing the rule of law:

- Order and Security
- Legitimate Constitutions, Laws and Legal Institutions
- Strengthened Checks and Balances
- Fairness and Human Rights
- Effective Application of the Law
- Rule of law in post-conflict environments

Tasks and Deliverables: The contractor shall provide the following tasks/deliverables as requested in task orders under this contract to accomplish the objectives:

- Conducting rule of law assessments, evaluations, developing strategies, and designing programs. This also includes justice sector institutional analysis, planning, and diagnostic surveys;
- Legal analysis and research (in common and civil law systems, comparative legal systems, customary, religious or traditional or religious legal systems, international law, labor law, constitutional law, business law, commercial law, law of associations, administrative law, and general law);

- Assisting in the development of strategies, programs, and activities that optimize linkages between the justice sector institutions and other sector areas;
- Advising government officials and/or USAID on the best practices to strengthen the justice sector, advance human rights, and support cooperation among government institutions;
- Advising governments and/or USAID on how to develop and implement justice sector activities;
- Supporting, through provision of staff, technical services and/or material support, start-up and/or longer-term implementation of justice sector initiatives;
- Judicial, legal, human rights and other justice sector training;
- Supporting the establishment of judicial or legal training institutes, law schools, legal education, continuing legal education, curriculum development, and judicial system strengthening programs;
- Training to host country officials on oversight, ethics, conflict of interest, and rule of law related functions;
- Providing advisory services pertaining to drafting and enforcement of regulations and laws;
- Supporting capacity building initiatives and/or providing grants to governmental or civil society organizations (CSOs) for advocacy and monitoring, professional associations, strategic planning, legal aid clinics, organization, funding or other needs;
- Capacity building to develop holistic programs for victims of violence and crime including crime prevention, treatment, investigation, prosecution, and referral;
- Facilitating mechanisms for public participation in legal reform and policy decision-making;
- Facilitating government inter-institutional coordination mechanisms of the justice sector;
- Sponsoring investigative journalism training and other related monitoring activities of the justice sector;
- Training, research and analysis on cross-sectoral and emerging issues, e.g., corruption, economic growth, gender-based violence, HIV/AIDS discrimination, etc.;
- Research, analysis and publication of lessons learned regarding rule of law challenges, impact, and programming;
- Financial analysis, auditing of justice sector institutions, and Procurement/logistics (e.g., computers and office supplies); and
- Workshop and conference planning, Public outreach, awareness-raising, Publishing documents (e.g., monographs, studies, laws, judicial decisions), and minor rehabilitation of justice sector buildings.

CONTRACTORS		
AMEX	**Democracy International**	**Millennium DPI**
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Development Alternatives Inc. (DAI)	**East-West Management Institute**	**Tetra Tech DPK**
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SUB CONTRACTORS by AWARDEE

AMEX

Urban Institute
American University Washington College of Law
Crimson Capital
George Mason University
IJIS Institute
Ohio Northern University
PAE Government Services
Pro-Telligent-Tetra Tech

Casals &Associates

Alfa XP
America-Mideast Educational & Training Services
American University's Washington Institute for Public Affairs Research
Amicus Curiae Consulting
Center for Judicial Studies
Counterpart International
Eurasia Foundation
Florida International University
Global Criminal Justice Solutions, LLC
International Center for Not-for-Profit Law
International Foundation for Election Systems
National Center for State Courts Professional Business Solution
The QED Group, LLC

Development Alternatives Inc. (DAI)

ABD Consulting, LLC
Alfa XP
BlueLaw International
Humphreys & Associates
International Consortium for Law & Development
Metropolitan Consulting Corporation
Michigan State University
National Center for State Courts
Social Impact
Street Law, Inc.

Democracy International

Alfa XP Web Software Company, LLC
American University
Carr, Swanson & Randolph, LLC
Crown Agents USA
East-West Management Institute
International Development Group
Institute for Sustainable Communities
Johnson Law Group Intl, PLLC
The QED Group, LLC

Checchi Consulting

Development and Traiing Services, Inc.
Fire Lake Resources, Inc.
Management Systems International, Inc. (MSI)
Synergy International Systems
University of Washington School of Law

East-West Management Institute

The Asia Foundation (TAF)
The Center for International Development at the State University of New York-Albany (SUNY/CID)
National Opinion Research Center at the University of Chicago (NORC)
Northern Ireland Cooperation Overseas (NI-CO)
Asociacion por los Derechos Civiles
Global Network for Public Interest Law (PILnet)
Blue Law International (BLI)
Democracy International, Inc. (DI)
Kate Harrison Consulting
Johnson Law Group

Millennium DPI

NCSC, AECOM, BAE Systems, Civilian Police International, Global Justice Solutions, KeyPoint, Louis Berger Group, Mazars, Mendez England, MTC, Phoenix, Social Solutions, Resource Partners, Asylum Access, Alfa XP, Andean Jurists, Human Rights Resource Center- ASEAN, Federal Judicial Center, Human Rights Resource Foundation, ICNL, Informatics Studio, LexisNexis, National Organization for Legal Assistance, University of South Carolina-Law, Tilburg School of Law, Utrecht School of Law, Univerity of Virginia-Law, VERA institue

Chemonics International Inc.

Center for Court Innovation
Cui Prodest
EDF Consulting, Inc.
International Police Training & Consulting Services
The Justice Mangement Institute
Lawyers Without Borders
Partners for Democratic Change (PDC)
Philip McKinney, LLC

Tetra Tech DPK

Development Professional, Inc.
Office of School of Entrepreneurship, Mona School of Business & Management, University of West Indies
Mona Informatix LTd., University of West Indies
Value Added Services (VAS)
EWA Marketing
Jamaica Red Cross

HUMAN RIGHTS

Respect for human rights
(Program Area 2.1)

Protecting human rights is closely linked to advancing long-term, sustainable development. Rights are both part of the goal of development and instrumental to attaining other goals such as economic growth or democracy. With the creation of the new DRG Center, "human rights" were elevated as a co-equal pillar alongside democracy and governance. USAID's human-rights programming is based on protection, promotion and principles of rights.

Priority Areas: Monitoring human-rights violations; supporting human-rights defenders or commissions; preventing mass atrocities; advancing transitional justice; counter-trafficking in persons (C-TIP); and protecting and promoting the rights of vulnerable populations such as the LGBT community.

Grants Programs :

Human Rights Grant Program

HUMAN RIGHTS GRANT PROGRAM

DRG Contact: Nicole Widdersheim, HGRP Manager, Tel. 202-712-5325, nwiddersheim@usaid.gov

PURPOSE:

With the creation of the new DRG Center, "human rights" were elevated as a co-equal pillar alongside democracy and governance. In order to promote a field focus on human rights, the DRG Center launched a new Human Rights Grants Program (HRGP) in 2012 (then called the Human Rights Fund). The HRGP supports innovative projects that respond to urgent or unanticipated human rights needs or emerging opportunities.

POSSIBLE WORK AREAS:

- The HRGP also strongly encourages agreements with local and regional human rights organizations. The HRGP will also support media and rule-of-law activities insofar as they address human rights problems.

- The HRGP will enable Missions to integrate human rights objectives into current programs and those under design, regardless of sector.

- DRG is seeking, in particular, to collaborate with Missions on specific learning opportunities—for examples impact evaluations and surveys--and to develop best practices in human rights programming.

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HUMAN RIGHTS AND RULE OF LAW COOPERATIVE AGREEMENT/ RIGHTS CONSORTIUM

DRG Contact: Mark Goldenbaum (AOR), Tel. 202-712-0729, mgoldenbaum@usaid.gov

Cooperative Agreement	Award Number	Expiration	Period of Performance
RIGHTS Consortium	DFD-A-A-00-09-00058-00	3/31/2016	9/30/2020

PURPOSE:

DRG has awarded a Leader With Associates (LWA) cooperative agreement to Freedom House on behalf of the Rights Consortium. The RIGHTS Consortium brings together the formidable capabilities and geographical and substantive reach of three primary partners, Freedom House, the American Bar Association's Rule of Law Initiative, and the National Democratic Institute for International Affairs.

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

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

POSSIBLE WORK AREAS:

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

1. **Order and Security:** Improving capacity to protect persons, property, and democratic institutions against criminal and other extralegal elements.

2. **Legitimate Constitutions, Laws and Legal Institutions:** Developing constitutions, laws, and institutions derived from democratic processes and consistent with international human rights standards.

3. **Strengthened Checks and Balances:** Strengthening judicial independence and improving transparency in judicial decision-making and administration, ethics and discipline for all actors in the justice system, and public respect for judicial decision-making.

4. **Fairness:** Ensuring equal application of the law, procedural fairness, and the protection of basic human rights and civil liberties, and improving both the quantity and quality of justice available to citizens.

5. Effective Application of the Law: Improving the consistent enforcement and application of the law by strengthening administrative systems capacities to carry out core functions and coordination among justice sector actors.

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

LEADER AWARD:

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

ASSOCIATE AWARDS:

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

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

USAID POCs:

CONTACT INFORMATION		
Freedom House (lead organization/ consortium point of contact) Vukasin Petrovic 1301 Connecticut Ave., NW, 6th Floor Washington, DC 20036 Tel: (202) 747-7018 Fax: (202) 296-2840 E-mail: petrovic@freedomhouse.org Web: www.freedomhouse.org	American Bar Association/Rule of Law Initiative (ABA/ROLI) Michael Maya 740 15th Street, NW Washington, DC 20005 Tel: (202) 662-1974 Fax: (202) 662-1597 E-mail: mmaya@staff.abanet.org Web: www.abanet.org/rol/	National Democratic Institute (NDI) Scott Hubli 2030 M Street, NW, Fifth Floor Washington, DC 20036 Tel: 202-728-6336 Fax: (202) 728-5520 E-mail: shubli@ndi.org Web: www.ndi.org

EMPOWERMENT & INCLUSION

Services for Highly Vulnerable Populations (Program Area 4.1)

Despite many international conventions and legal frameworks in support of human rights, there are cohorts of people who have traditionally suffered from marginalization and discrimination and are most at risk. Moreover, these groups are often threatened in situations of disaster, conflict, and civil strife. The Empowerment and Inclusion Division focuses on the most vulnerable of these groups in the communities and countries with great need.

Priority areas: Assistive health technologies; mental health/trauma/Post Traumatic Stress Disorder (PTSD); disability inclusive development; child protection, especially for those outside of or at risk of losing family care; physical rehabilitation and socio-economic inclusion; policy development and advocacy for especially vulnerable populations.

Programs:

Disability Program
Displaced Children and Orphans Fund (DCOF)
Center on Children in Adversity (CECA)
Leahy War Victim's Fund (LWVF)
Victims of Torture Program (VOT)
Wheelchair Program

Empowerment & Inclusion

The Empowerment and Inclusion (EI) Division works to reduce risks to and reinforce the capacities of communities, local nongovernmental organizations (NGO), and governments to provide services and protection for vulnerable populations. Programs, policies and initiatives within the division help vulnerable populations gain access to opportunities that support their full participation in society.

As part of its mandate, the division oversees five congressionally-directed programs as well as housing the Center on Children in Adversity. The division includes personnel with technical expertise in specialties such as inclusive development, physical therapy and rehabilitation, mental health, child protection, and monitoring and evaluation as well as being home to the USAID Disability Coordinator and U.S. Government Special Advisor on Children in Adversity.

Division Programs Include:

- Disability Program
- Displaced Children and Orphans Fund (DCOF)
- Center on Children in Adversity (CECA)
- Leahy War Victim's Fund (LWVF)
- Victims of Torture Program (VOT)
- Wheelchair Program

The EI Division has been at the forefront of developing innovative and state-of-the-art programming for children affected by war, in setting orthopedic and rehabilitation standards in developing countries, and in improving treatment and healing options for survivors of torture and trauma. It has also lead worldwide policy change on barrier-free accessibility and inclusion of people with disabilities in family and community.

Technical Support Contract

DRG Contact: Rob Horvath, Interim U.S. Government Special Advisor on Children in Adversity

Technical Support Contract	Award Number	Expiration	Period of Performance
Technical Support Contract	AID-OAA-M-10-00010	12/31/2015	N/A

PURPOSE:
This contract provides technical assistance to the Division Chief in oversight of the five congressionally-directed programs—Disability Program, Displaced Children and Orphans Fund, Leahy War Victims Fund, Victims of Torture Program, Wheelchair Program—as well as the Center on Children in Adversity. The contractor provides both long- and short-term technical assistance including but not limited to the following areas: prosthetics; orthotics; rehabilitative surgery; wheelchairs; physical and mental rehabilitation; child protection; torture-affected survivors, their families, and communities; and disability inclusive development. The contractor identifies recruits, mobilizes, manages, and supports short-term consultants in the above-mentioned technical areas.

POSSIBLE WORK AREAS:
The contractor focusses on collecting and analyzing data; maintaining a database of each of the congressionally directed program portfolios; providing technical assistance in sector assessments, designs, and monitoring and evaluations of the overall program and specific field activities.

The contractor provides or manages the provision of short-term technical assistance to strengthen implementation of programs in the field.

The contractor also plans, organizes, facilitates and otherwise executes large or small conferences and prepares or manages the production of various ad hoc and routine reports.

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DISABILITY PROGRAM

DRG Contact: Leah Maxson, Democracy Fellow, Technical Advisor, Tel. 202-789-1500, lmaxson@usaid.gov

PURPOSE:
USAID is committed to 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.

The Disability Program provides assistance to missions and operating units to promote greater inclusion and participation of persons with disabilities in our development efforts. The program is global in reach.

POSSIBLE WORK AREAS:
Each year, a notification of funds availability is issued worldwide to Missions and operating units. The specificity of the call varies slightly each year depending on consultations with Congress. Generally, the 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. Programs focus 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. Missions and operating units submit proposals to the division for review and selection. Funding for selected proposals are allowed to the field or office for final procurement and management.

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DISPLACED CHILDREN AND ORPHANS FUND/CENTER ON CHILDREN IN ADVERSITY

DRG Contact: Leslie Perry, Senior Advisor, Tel. 712-202-0045, lperry@usaid.gov

PURPOSE:
In April 2014, USAID merged the Center on Children in Adversity (CECA) with the Displaced Children and Orphans Fund (DCOF). This strategic move aligned program, policy, coordination, staff and budget resources to better fulfill the legislative mandate set forth under Public Law 109-95 and to more effectively coordinate implementation of the Action Plan on Children in Adversity (APCA). Rob Horvath is the U.S. Government Coordinator under PL 109-95. DCOF and CECA work together to support the U.S. Government, host governments and civil society partners to develop and implement programs and policies that address the objectives under the Action Plan on Children in Adversity.

The Displaced Children and Orphans Fund (DCOF) also directly supports programs that provide 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 strengthen the capacity of families and communities to address the physical, social, educational, economic, and emotional needs of children in crisis. DCOF works to preserve the family structure; promote the growth and development of vulnerable children; and develop community structures to care, support, and protect vulnerable populations. A major portion of DCOF's Congressionally-mandated funds are used to support programs and activities that provide direct assistance to vulnerable children. Most are implemented through USAID mission-managed grants and agreements. DCOF is currently active in Armenia, Burundi, Cambodia, Democratic Republic of the Congo, Ethiopia, Georgia, Guatemala, Kyrgyzstan, Moldova, Rwanda, and Uganda.

POSSIBLE WORK AREAS:
Through DCOF and CECA, USAID plays a particularly strong role in the achievement of APCA Objective 2, "Putting Family Care First," by applying relevant national child protection legislation and policies, strengthening coordination among key actors, developing information systems to identify and monitor children at risk, building social service workforce capacities, strengthening community capacities to identify vulnerable children and increasing their access to protective interventions in countries.

For additional information on the Action Plan on Children in Adversity, its three main objectives and three supporting objectives, go to www.childreninadversity.gov

CONTACT INFORMATION:

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VICTIMS OF TORTURE PROGRAM

DRG Contact: Cara Thanassi, Senior Advisor, Tel. 202-712-5337, cthanassi@usaid.gov

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.

POSSIBLE WORK AREAS:
USAID's Victims of Torture fund is a dedicated source of funding for the treatment and healing of people who have been tortured or traumatized as a result of war or conflict. The fund works through local organizations that serve these populations and use function as a measure of impact. The fund makes the assumption that people who are tortured improve their function through individual resilience, and with the help of family and community. Funds are accessed through competitive awards that are largely mission-managed with technical support provided throughout the award. The fund currently supports programs in Colombia, DRC, Jordan, South Africa, Sri Lanka, Bosnia & Herzegovina, Cameroon, Georgia, Lebanon, Liberia, Moldova, Sierra Leone, and Zimbabwe.

Capacity building, training, data security and other ancillary support is available as needed. Evidence-based research is used to support technical interventions and the capacity to conduct research is offered to grantees.

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LEAHY WAR VICTIMS FUND

DRG Contact: Rob Horvath, Interim U.S. Government Special Advisor on Children in Adversity

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.

Most activities are implemented through Mission- managed grants and agreements. The LWVF is active in Armenia, Burma, Cambodia, Colombia, Democratic Republic of the Congo, El Salvador, Haiti, India, Laos, Nepal, Rwanda, Sri Lanka, Tajikistan, and Vietnam.

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WHEELCHAIR PROGRAM

DRG Contact: Rob Horvath, Interim U.S. Government Special Advisor on Children in Adversity

PURPOSE:

The goal of the Wheelchair Program 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: researching better, more durable chairs; ensuring appropriate cushions and seating; training to prescribe and fit wheelchairs; and testing and developing international standards.

POSSIBLE WORK AREAS:

Funds are used to support programs that improve access to, availability of, 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 DRG, although most activities are implemented through Mission-managed grants and agreements. The program supports activities in Georgia, Philippines, Kenya, India, Nicaragua, El Salvador, Romania, Albania, Ethiopia, Indonesia, and Zimbabwe.

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DRG-RELATED SERVICES HELD IN OTHER USAID BUREAUS OR MISSIONS:*

AmericasBarometer (LAC/RSD)
Capable Partners Program (CAP) (ODP)

*This is not an exhaustive list of DRG-related mechanisms held in other bureaus or Missions.

LAC REGIONAL MECHANISM: AMERICASBAROMETER

Program Areas 2.1-2.4 **LAC Contact**: Vanessa Reilly/Eric Kite

Cooperative Agreements	Award Number	Expiration	Performance Period
Vanderbilt University	598-A-00-06-00061	3/28/2015	N/A

PURPOSE:
Vanderbilt University conducts AmericasBarometer democracy, governance and citizen security surveys in Latin America and Caribbean countries and related country and regional analyses. Country reports and, when requested, "oversampling" reports can be prepared that compare results from areas with USAID-programs to the rest of the country. The biennial survey includes 40,000 survey across 25 countries in the hemisphere. Vanderbilt is also conducting an impact evaluation of the Agency's crime prevention activities under the Central America Regional Security Initiative (CARSI) in Guatemala, El Salvador and Panama.

POSSIBLE WORK AREAS:
The AmericasBarometer series of surveys are of great interest to host country stakeholders, including civil society, media, government officials and citizens; to USAID and the U.S. Government; and to a broader audience that includes political and social scientists and Latin Americanists. The surveys gather data and analyze citizens' perceptions of and experiences with a broad range of important democracy issues, including social capital, political tolerance, local government efficacy, corruption, citizen insecurity and crime, courts, the legislature and the executive. They also include a wide range of behavior variables, including citizen participation and electoral behavior, among others. The effort, which began in a limited way in the 1970s, is directed by Dr. Mitchell Seligson, Vanderbilt University Centennial Professor of Political Science and Fellow of Vanderbilt's Center for the Americas. USAID Missions and other stakeholders can request services such as special survey questions, in-depth country reports, oversamples and dissemination and discussion events.

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

USAID Cooperation with Vanderbilt University
USAID has supported the AmericasBarometer surveys for over 10 years. While the surveys' primary goal is giving the hemisphere's citizens a voice on democracy issues, they also help guide USAID programming, alert policymakers throughout the region to potential problem areas, and inform citizens about democratic values and experiences in their countries relative to regional trends. USAID officers use the AmericasBarometer findings to prioritize funding allocation and guide program design. The surveys are also often employed as an evaluation tool, by comparing results in specialized "oversample" areas with national trends. In March 2006, USAID signed a Cooperative Agreement with Vanderbilt University that supports the project until 2014. The Agreement is managed out of USAID's Bureau for Latin America and the Caribbean (LAC), and contributes about $1 million per year from USAID Missions in the region and the LAC Bureau for survey work, primarily in USAID-presence countries.

CONTACT INFORMATION:
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CAPABLE PARTNERS PROGRAM (CAP) LWA

ODP/OD Contact: Tom Carter (AOR) Zufan Mulugeta (Alternate)

Cooperative Agreement	Award Number	Expiration	Performance Period
FHI 360 consortium	HFP-A-00-03-00020-00	8/10/2013	8/10/2018

PURPOSE:
The Capable Partners Program (CAP) is a USAID Leader with Associates (LWA) Cooperative Agreement managed through the Agency's Office of Development Partners (ODP). CAP is a non-DRG civil society strengthening LWA that works with Missions to strengthen the organizational and technical capacities and sustainability of non-governmental organizations (NGOs), community-based organizations (CBOs), faith-based organizations (FBOs), networks, and intermediate support organizations (ISOs). The current emphasis of the core component of the award is a Local Capacity Enrichment Learning Agenda that seeks to assess a wide variety of approaches to organizational change and offer a series of recommendations for the IDEA/LS Development Grants Program as well as for a broader USAID and donor audience.

POSSIBLE WORK AREAS:
CAP works with Missions to design and implement interventions that are adapted to local contexts and based on proven approaches. CAP's Associate Awards mechanism may be used across the full range of technical sectors. New Associate Awards related to any of CAP's four programmatic objectives may be executed until August 10, 2013. Associate Awards may run until August 10, 2018. Concurrence is more likely for those associate award proposals that emphasize strengthening country and regional support organizations.

- Objective 1: Organizational development (OD), operational and/or technical capacity of local NGOs, networks and ISOs strengthened;
- Objective 2: Linkages among local organizations (NGOs, coops, networks, governments and businesses) strengthened;
- Objective 3: Increased capacity of NGOs, networks and ISOs to engage in advocacy for key policies or programs; and
- Objective 4: Wide dissemination of tested innovations, best practices and lessons learned.

The CAP consortium is led by FHI360 in partnership with Management Systems International (MSI). Other consortium partners are listed below and include several organizations with strong backgrounds in DRG programs:

- The Advocacy Institute
- Aga Khan Foundation, U.S.A.
- The American Red Cross
- Citizens Development Corps
- Freedom from Hunger
- Goodwill Industries International
- The Huairou Commission
- Institute for Multi-Track Diplomacy
- The Kenan Institute
- Mercy Corps
- National Cooperative Business Association
- ORT International Cooperation
- Social Impact

GRANTEE:
Barney Singer, Vice President and Program Director
FHI360
1825 Connecticut Ave., NW
Washington, DC 20009
Tel: (202) 884-8918 /Fax: (202) 884-8442

COORDINATION WITH OTHER USG AGENCIES/PROGRAMS:

FEDERAL JUDICIAL CENTER
FMCS
ICITAP
IJRC
OPDAT

FEDERAL JUDICIAL CENTER

PURPOSE: The Federal Judicial Center's statutory mission includes a mandate to provide information to help improve the administration of justice in foreign countries and to acquire information about the judicial systems of other nations that will improve the administration of justice in the courts of the United States.

Note: DCHA/DRG has no *official* relationship with the Federal Judicial Center. Information about the Center listed here is intended to serve as a resource for Missions interested in developing or strengthening Rule of Law programming.*

POSSIBLE WORK AREAS:

At the invitation and with the financial support of the U.S. government, foreign judiciaries, or international development organizations, Center staff has visited foreign courts and judicial training centers to participate in conferences and technical assistance projects. This outreach has included judicial and court education programs with the Russian Academy of Justice; a caseload tracking and reporting assessment for the High Court in Lusaka, Zambia; a U.S./Council of Europe judicial reform assessment in Kosovo; and assistance with the implementation of a new case calendaring initiative in Trinidad and Tobago. The International Judicial Relations Office also can identify U.S. Judges, court managers, and public defenders with expertise relevant for a particular international rule of law program or court reform project.

Additionally, each year the Center hosts delegations of judges, attorneys, court officials, and scholars from around the world at its offices in the Thurgood Marshall Federal Judiciary Building in Washington, D.C. These sessions provide information about the United States legal and judicial systems as well as an overview of the Center's education and research activities.

CONTACT INFORMATION:

Federal Judicial Center
Mira Gur-Arie
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Washington, DC 20002-8003
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Web: www.fjc.gov

FEDERAL MEDIATION & CONCILIATION SERVICE (FMCS)

PURPOSE: The FMCS is an independent federal agency created to promote stable and productive labor-management relationships. In both the U.S. and in developing market economies throughout the world, FMCS delivers innovative approaches to resolving labor-management and workplace conflicts. The Agency's international work is designed to level the global economic playing field for US companies and workers by advocating core labor standards and conflict resolution systems for all nations. Through programs designed to strengthen the rule of law, labor relations and workers' rights, the FMCS helps ensure economic growth and competitiveness.

Note: DCHA/DRG has no official relationship with the Federal Mediation and Conciliation Service. Information about the Agency listed here is intended to serve as a resource for Missions interested in developing or strengthening Rule of Law and/or Civil Society programming.

POSSIBLE WORK AREAS: Through mediator presentations and interactive training, both in the U.S. and abroad, FMCS shares best-practices in the full range of labor-management relations, collective bargaining/negotiations, interest-based problem solving, individual grievance mediation, mediation of collective agreements, and arbitration. FMCS also provides in-depth capacity building through labor relations and dispute resolution systems design, including negotiations, alternative dispute resolution, mediation, arbitration, labor inspector training, and train-the-trainer.

Highly skilled and experienced FMCS mediators can deliver programs such as:

- Dispute Resolution Systems Design – creating and implementing workplace conflict resolution systems;
- Education and Mentoring – training labor, management, and government representatives in industrial relations practices, mediation techniques, negotiation skills, and conflict resolution processes;
- Mediation and Facilitation Services – providing interest-based problem solving techniques and consensus-building dialogue to promote economic growth and legal or institutional reform.

FMCS also provides briefings and other programs for foreign leaders, labor attaches, international delegations, and other foreign visitors on U.S. industrial relations practices and conflict resolution systems. Special tutorials can be arranged for small groups with interest in relationship development and training through observation of FMCS field mediators in actual cases.

CONTACT INFORMATION

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Federal Mediation & Conciliation Service
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INTERNATIONAL CRIMINAL INVESTIGATIVE TRAINING ASSISTANCE PROGRAM (ICITAP)

PURPOSE:

To promote sustainable institutional development in partnership with host country law enforcement and prosecutorial agencies through technical assistance, mentoring, internships and training. ICITAP is committed to working with USAID to achieve improved governance by taking a holistic approach to addressing crime that includes prevention, intervention and enforcement.

POSSIBLE WORK AREAS:

ICITAP has programs in 40, countries, 20 of which are led by U.S. Government Senior Law Enforcement Advisors. All ICITAP programs are supervised by either federal employees in the field or at headquarters in Washington, D.C. ICITAP can assist USAID by conducting assessments that develop realistic and measurable performance indicators, and by designing and implementing law enforcement development programs. ICITAP has extensive experience in designing and implementing programs in the following topical areas that coincide with USAID priorities and needs: community based policing, respect for human rights and human dignity, community justice, anti-corruption, developing internal affairs capacity within police departments, election security development for police and civil society, forensics development, and anti-trafficking-in-persons programs. Like USAID, ICITAP is committed to promoting the concept of sustainable institutional development.

CONTACT INFORMATION:

International Criminal Investigative Training Assistance Program (ICITAP)
Associate Director Eric Beinhart, on detail to DCHA/DRG or John Buchanan, Deputy Director for Programs 1331 F Street, NW, Suite 500
Washington, DC 20530
Tel: (202) 353-2526
Fax: (202) 616-8429
Email: ebeinhart@usaid.gov or john.buchanan@usaid.govWeb: www.usdoj.gov/criminal/icitap/

INTERNATIONAL JUDICIAL RELATIONS COMMITTEE

DRG Contact: Sarah Logan, Tel. 202-712-1786, slogan@usaid.gov

PURPOSE:

Article III Judges comprise the International Judicial Relations Committee (IJRC), which coordinates the federal judiciary's relationship with foreign judiciaries and with official and unofficial agencies and organizations interested in international judicial relations, and the establishment and expansion of the rule of law and the administration of justice.

The Committee also facilitates the development and administration of programs designed to assist foreign judges and court managers such as the translation and dissemination of materials about the United States and its judicial system. The IJRC can also identify U.S. Federal Judges with expertise relevant for a particular international rule of law program or court reform project.

The IJRC is staffed by Senior Attorneys at the Administrative Offices of the US Courts. Together with the USAID Liaison (AOR), the AOUSC provides support to the IJRC for the implementation and coordination of judicial exchanges, judicial reform projects and production of substantive materials for rule of law programs.

POSSIBLE WORK AREAS:

Federal Judges have volunteered their time to support USAID ROL programs in several areas, including but not limited to:

- Establishing or strengthening judicial bodies
- Strengthening judicial administration, management and self-governance
- Enhancing judicial professional development
- Improving transparent and efficient administration of justice system components
- Strengthening the implementation of law and procedures
- Establishing and nurturing long-term relationships with foreign judiciaries undergoing reform

CONTACT INFORMATION:

Administrative Office of the US Courts
Wanda Rubianes
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Washington, DC 20544
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Email: wanda_rubianes@ao.uscourts.gov
Web: www.uscourts.gov/adminoff.html

OFFICE OF OVERSEAS PROSECUTORIAL DEVELOPMENT, ASSISTANCE AND TRAINING (OPDAT)

PURPOSE:

The purpose of the OPDAT is to develop and administer technical assistance designed to enhance the capabilities of foreign justice sector institutions and their law enforcement personnel, so they can effectively partner with the Department of Justice in combating terrorism, trafficking in persons, organized crime, corruption, and financial crimes.

POSSIBLE WORK AREAS:

OPDAT draws on Department of Justice resources and expertise to strengthen foreign criminal justice sector institutions and enhance the administration of justice abroad. OPDAT supports the United States and the Department's law enforcement objectives and priorities by preparing foreign counterparts to cooperate more fully and effectively with the United States in combating terrorism, trafficking in persons, organized crime, corruption, financial crimes, and other transnational crime. It does so by providing technical assistance for legislative and justice sector reform in countries with inadequate laws; by improving the skills of foreign prosecutors and investigators; and by promoting the rule of law and respect for human rights. Active federal prosecutors provide the vast majority of the technical assistance on OPDAT programs.

CONTACT INFORMATION:

Office of Overseas Prosecutorial Development, Assistance and Training (OPDAT)
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DRG-RELATED RESOURCES

DRG Relevant Publications, Tools, and Assessments

Democracy, Human Rights and Governance niche organizations in the DC region

DRG RELEVANT PUBLICATIONS, 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 Development Cooperation Strategies, Mission Strategic and Resource Plans, and Operational Plans as well as helping the Mission prioritize its DRG investments for a 3-5 year period. The assessment process entails sending a few experts in country, who work in close coordination with the Mission for approximately three weeks.

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 Maryanne Yerkes at myerkes@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 Maryanne Yerkes at myerkes@usaid.gov.

CSO Sustainability Index

The Civil Society Organization Sustainability Index (CSOSI) is an annual index that reports on the strength and overall viability of civil society sectors in the countries it covers. The CSOSI is currently being implemented in 29 countries in Europe and Eurasia, 31 in Sub-Saharan Africa, seven in the Middle East and North Africa, seven in Asia, and in Pakistan and Afghanistan. The Index highlights both advances and setbacks in the development of the civil society sector, and allows for comparisons across countries and subregions over time. The Index is an important and unique tool for local CSOs, governments, donors, academics, and others to understand and measure the sustainability of the civil society sector. For more information, contact Mariam Afrasiabi at MAfrasiabi@usaid.gov. Recent reports can be found at the following links:
Afghanistan: http://www.usaid.gov/afghanistan/civil-society-sustainability
Europe and Eurasia: https://www.usaid.gov/europe-eurasia-civil-society
Middle East & North Africa: http://www.usaid.gov/middle-east-civil-society
Pakistan: http://www.usaid.gov/pakistan/civil-society-sustainability
Sub-Saharan Africa: http://www.usaid.gov/africa-civil-society

Enabling Environment Assessment Tool

ICNL tools and guides

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

Labor Sector Assessment Tool and Programming Handbook – new website

Global Labor Sector Analytic Initiative (2010)

The Labor Sector and U.S. Foreign Assistance Goals

The new Global Labor Sector Analytic Initiative (GLaSAI) website provides a dynamic knowledge bank about the impact of the labor sector on political, social, and economic development. Recognizing that labor sector issues affect many of the most pressing development needs such as livelihoods, human rights, competitiveness, human trafficking, and HIV/AIDS, among others, the GLaSAI website provides access to the research, tools, experts, and technical assistance needed to design, implement, and evaluate labor sector programming in the context of country-specific or global objectives. Practical findings of the analytic initiative are presented for policy makers, country team leaders, technical officers, implementing partners, and researchers in the short paper "Why Labor Matters." For more information, go to http://www.glasai.com/.

Media Programming 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.

Media Programming Under Fragile Conditions: A Democracy and Governance Program Guide (2009)

The media play a vital role in many developing countries. Media outlets enable citizens to communicate with each other, serve as platforms for debate, anchor democratic processes, and facilitate poverty reduction and development through provision of needed information. In states experiencing conflict, violent political upheaval, or complete collapse, the media sector is even more critical.
http://cms1.usaid.gov/DG/TA/CS/upload/media_programming_guide.pdf

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

This publication explores the dynamics of the role of mobile phones in enhancing access to and creating information for citizen-produced media.
www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/Mobile_Voice_Citizen_Media.pdf

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

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

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

Approaches to Civic Education: Lessons Learned (2002)

This document reports on lessons learned from a research investigation into USAID's civic education programming.
www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/pnacp331.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.
www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/pnacm006.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. www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/pnace630.pdf

Elections and Political Transitions

Electoral Security Framework: Technical Guidance Handbook for Democracy and Governance Officers (2010)

http://pdf.usaid.gov/pdf_docs/PNAEA453.pdf

The Electoral Security Framework is a diagnostic instrument that profiles electoral conflict for the development of program strategies and activities to prevent, manage or mediate this conflict. It provides USAID Democracy and Governance Officers with an "Assessment—Planning—Programming—Monitoring & Evaluation" methodology for elections and security work. The Handbook is available for hardcopy and electronic distribution. For more information, please contact Tess McEnery at tmcenery@usaid.gov.

Electoral Security Best Practices Guide (2013)

http://www.usaid.gov/sites/default/files/documents/2496/Electoral_Security_Best_Practices_USAID.pdf

The Electoral Security Best Practices Guide is a companion piece to USAID's Electoral Security Framework which synthesizes information gathered from multiple electoral security assessments conducted since the debut of the Framework in 2010. By providing a global overview of best practices in programming to prevent, manage, and/or mediate electoral conflict and violence, the Guide will enable DRG practitioners and partners to cross-reference the country context in which they are programming, and leverage best practices used in similar environments and phases of the electoral cycle. For more information, please contact Tess McEnery at tmcenery@usaid.gov.

USAID Political Party Assistance Policy (2003)

http://pdf.usaid.gov/pdf_docs/PDABY359.pdf

USAID's Political Party Assistance Policy was created in 2003 and is a mandatory reference to ADS 200. 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 Sates 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 contact Julie Denham jdenham@usaid.gov.

Managing Assistance in Support of Political & Electoral Processes (2000)

http://pdf.usaid.gov/pdf_docs/PNACF631.pdf

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

USAID Political Party Development Assistance (1999)

http://pdf.usaid.gov/pdf_docs/PNACE500.pdf

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 key implementing partners, and the limitations and possibilities for future political party development assistance around the world.

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)
http://pdf.usaid.gov/pdf_docs/PCAAB804.pdf
This guide is a primer for USG officials so that decisions on elections and political parties are informed by best practices and lessons from roughly two decades of prior experience. The guide should inform strategic-level planning and on-the-ground implementation decisions. Unlike many other guides, it focuses on the election process as well as political parties and voters in pre-election, election-day, and post-election settings. Many of the standard lessons on elections and political processes do not apply, or apply differently, to elections in R&S environments. This guide attempts to capture those differences. It emphasizes how the ensemble of USG resources can best be brought to bear on the election process in R&S operations – which spans from the negotiations over a peace agreement to after the election event. The guide is organized into four sections. The first section presents policy considerations that commonly arise in transitional elections and political processes. The second section presents the elements of strategic planning. The third section highlights best practices in implementation. A final section highlights monitoring and evaluation.

Money in Politics Handbook: A Guide to Increasing Transparency in Emerging Democracies (2003)
http://pdf.usaid.gov/pdf_docs/PNACR223.pdf
As USAID's first publication on political finance in emerging democracies, its purpose is to increase understanding by USAID field staff, host-country political leaders, civil society organizations, and the media of the sometimes obscure and sensitive topic of political finance. It also creates awareness of the issues and benefits of open finances and suggests some practical technical assistance options that encourage the use of disclosure as a methodology for strengthening national democratic political processes.

Vote Count Verification: A User's Guide for Funders, Implementers, and Stakeholders
http://www.democracyinternational.com/sites/default/files/DI%20VCV%20Study%20(2011).pdf
USAID commissioned a comprehensive review and assessment of vote count verification (VCV) techniques, including statistically based and comprehensive parallel vote tabulations (PVTs or "quick counts"), exit polls, public opinion surveys, and postelection statistical analyses. The User's Guide reviews the experiences with vote count verification in recent transitional or post-conflict elections and makes recommendations on the advantages and disadvantages of various verification techniques, depending on the project's specific objectives and the nature of the relevant political environment.

The Declaration of Principles for International Election Observation
http://www.ndi.org/files/DoP-ENG.pdf
The Declaration of Principles for International Election Observation and the Code of Conduct for International Election Observers were developed through a multi-year process involving more than 20 intergovernmental and international nongovernmental organizations concerned with election observation around the world. The declaration was commemorated at the UN in 2005, and is now endorsed by 42 intergovernmental and international organizations, which are engaged in the process of improving international election observation.

Declaration of Global Principles for Nonpartisan Election Observation and Monitoring by Citizen Organizations
http://www.gndem.org/sites/default/files/declaration/Declaration_of_Global_Principles_0.pdf

Women's Leadership as a Route to Greater Empowerment: Desktop Study (October 2014) http://tinyurl.com/n6o5nun
This publication is one of several products of the DRG Center's research project on women's leadership, often called Women in Power (WiP). The Desktop Study documents the objectives, approaches, and results of 50 current and recent Center-supported activities that included the objective of increasing women's representation and leadership in governance. The focus of the study is on gathering lessons learned that can be of use to USAID staff and other development professionals in designing and managing new projects that aim to promote women's leadership.

Women's Leadership as a Route to Greater Empowerment: Report on the Diamond Leadership Model (December 2014)
https://dec.usaid.gov/dec/content/Detail.aspx?q=KERvY3VtZW50cy5Eb2N1bWVudF9UaXRsZTood29tZW4ncyBsZWFkZXJzaGlwIGFzIGEgcm91dGUgdG8gZ3JlYXRlciBlbXBvd2VybWVudCkp&ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU2OTQ1&qcf=ODVhZjk4NWQtM2YyMi00YjRmLTkx
This publication provides an overview of a new measure of women's leadership and power in the public sector, called the Diamond Leadership Model, as well as the results of a pilot test of the model in 30 countries. The model spans three levels of leadership (high, mid, and low) and four government sectors (legislative, executive, judicial, and security), using a weighted design, to provide a more accurate and useful picture of women's leadership in any country. The pilot is intended both to provide an understanding of the viability of the model itself as well as to advance critical thinking and guide future programming around women's leadership and political empowerment in the test countries.

Women's Leadership as a Route to Greater Empowerment: Agency Map and Report (December 2014)
https://dec.usaid.gov/dec/content/Detail.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzU2OTQy
The USAID Agency Map and Report, another product of the Center's Women in Power project, broadly outlines programs, initiatives, dedicated funds, tools, and research managed and produced by USAID/Washington that focus on women's leadership and empowering women in the public sphere. The publication provides an overview of the USAID/Washington activities in this area and identifies key themes, common challenges and recommendations for future consideration by USAID staff. This publication is intended for USAID audiences only.

USAID Support for Kenya's 2013 Elections: Rapid Assessment Review (February 2014)
http://www.usaid.gov/sites/default/files/documents/1866/Kenya%2527s%25202013%2520Elections.pdf
USAID played a leading role in supporting the broad reforms that were introduced in Kenya following the 2007-2008 post-election violence, and also provided significant assistance before the March 4, 2013, elections that focused on the prevention of violence and increasing the credibility of the electoral process. USAID/Kenya commissioned a Rapid Assessment Review to both document the role played by USAID in supporting the Kenyan electoral process and to offer recommendations to other stakeholders. The review was conducted in partnership with PPL and DCHA/CMM and offers insights on electoral assistance, democracy promotion, and conflict prevention that are relevant to Mission staff preparing for elections in many other countries.

Equal Access: How to Include Persons with Disabilities in Elections and Political Processes (2014)
http://www.ifes.org/Content/Publications/Books/2014/Equal_Access_Persons_with_Disabilities_Elections_Political_Processes.aspx or https://www.ndi.org/files/Equal-Access_How-to-include-PWD-in-elections-political-processes.pdf
Political participation plays a fundamental role in helping persons with disabilities influence policies that affect their lives and establish a foundation for inclusion in all aspects of society. This manual outlines the challenges faced by persons with disabilities in political participation and provides strategies and tools for removing barriers to inclusion and strengthening their participation in elections and political processes. This publication was developed by the International Foundation for Electoral Systems (IFES) and the National Democratic Institute (NDI) with support from the Center's Empowerment and Inclusion Division and EPT.

The Declaration of Global Principles for Nonpartisan Election Observation and Monitoring by Citizen Organizations and Code of Conduct for Non-Partisan Citizen Election Observers and Monitors was drafted by representatives of civil society organizations from Africa, Asia, Central and Eastern Europe, Eurasia, Latin America and the Caribbean, and the Middle East that belong to the Global Network of Domestic Election Monitors. They establish the first voluntary global standards for domestic election observation.

African Election Toolkit

http://cas.state.gov/afelectionstoolkit/

This on-line toolkit, created by the Department of State's Africa Bureau and the Bureau of Democracy, Human Rights, and Labor and USAID, provides resources, templates and examples for analysis and planning by USAID Mission and Embassies appropriate for each stage of the entire electoral cycle and links to external sources of additional information. Designed for an African context, many of the materials are equally applicable for understanding elections in any location.

Governance

Interagency Security Sector Assessment Framework (ISSAF)

U.S. security is enhanced by democratic security sector governance worldwide. There is a growing awareness among security sector experts that a limited focus on improving law and order is not enough; fundamental reforms may be required. Such reforms may include structural changes in security policies, restructuring security sector organizations to improve their functioning, and ensuring that civilian authorities have the capacity to manage and oversee security organizations. The ISSAF is a tool that enables a USAID or interagency team to assess security and justice concerns in states in every stage of development. It can function as a stand-alone tool, as a complement to other related topical frameworks (e.g., the Rule of Law Strategic Framework), or as a sectoral link to other types of broader assessment tools (e.g., the Interagency Conflict Assessment Framework (ICAF)). The ISSAF is divided into two parts: i) a ten-step framework for analysis; and ii) areas of inquiry with illustrative questions.
http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/ISSAF_October-29_2010.pdf

Maritime Security Sector Reform (MSSR) Guide

The maritime is vulnerable to a wide array of threats, to include illegal, unreported and unregulated fishing; environmental degradation; smuggling; trafficking in persons; narcotics trafficking; piracy; proliferation of weapons of mass destruction; and aggressive actions, including terrorism. The MSSR Guide is an analytical tool designed to map and assess the maritime sector; to assess existing maritime security sector capabilities and gaps; and/or to enable coordination and collaboration to improve maritime safety and security. It can be used to support a full-scale maritime sector assessment; to obtain a snapshot of one or more aspects of a country's maritime sector; or to facilitate discussion among national actors with maritime responsibilities. The Guide is designed to be used in conjunction with other tools, particularly when more in depth treatment of a function or capability may be warranted. http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/Maritime-Security-Sector-Reform.pdf

Democratic Decentralization Programming Handbook (June 2009)

The Democratic Decentralization Programming Handbook (DDPH) is designed to facilitate the design, development, implementation and evaluation of USAID decentralization and local government support projects. It is a "second generation" technical leadership product that encourages USAID missions to design decentralization and local government support projects tailored to USG and host-country goals and to relevant country circumstances.
www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/DDPH_09_22_09_508c.pdf

USAID Program Brief: Reducing Corruption in the Judiciary (June 2009)

The linkages between poverty reduction, economic growth, and democratic governance are firmly established in current development thinking, backed by persuasive research. Equally well established is the recognition by scholars, policy makers, and development practitioners of the central importance of the rule of law and the control of corruption successfully addressing the related challenges of social, economic and political development. This program brief specifically addresses efforts to reduce corruption in the judiciary. In its references to "judicial corruption" it includes corrupt acts by judges, prosecutors, public defenders, court officials, and lawyers who are intimately involved in the operation of the judicial system. It recognizes, however, that addressing judicial corruption requires attention to the broader context of corruption in the entire justice system, including law enforcement agencies, and in the society as a whole.

www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/Reducing_Corruption_Judiciary_June09.p df

Joint Statement on Security Sector Reform (2009)

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

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

The paper identifies key principles and recommendations for joint activity. It will be followed by Agency-specific implementation guidelines. For more information, contact Julie Werbel at jwerbel@usaid.gov or see the paper online at http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/SSR_JS_Mar2009.pdf

USAID Anticorruption Assessment Handbook (2009)

The Anticorruption Assessment Handbook provides assessment teams with tools for diagnosing the underlying causes of corruption by analyzing both the state of laws and institutions, as well as the political-economic dynamics of a country. The main objective of the assessment approach outlined in this handbook is to assure that assessments start by casting a wide analytical net to capture the breadth of issues that affect corruption and anticorruption prospects in a country and then provide a clearly-justified, strategic rationale for their final programmatic recommendations. This handbook provides step-by-step practical assistance to implement the methodology and produce an assessment report that addresses a wide range of issues and generates recommendations for action. For more information, visit

http://www.usaid.gov/our_work/democracy_and_governance/technical_areas/anticorruption_handbook/index.html

or contact Christina del Castillo at cdelcastillo@usaid.gov.

Website on Implementing Policy Change

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

administrative changes and reforms in their country. These documents contain a wealth of knowledge regarding how to manage change in development contexts.
www.usaid.gov/our_work/democracy_and_governance/publications/ipcindex.html

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

Anticorruption Program Brief: Anticorruption Agencies (2006)
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.
www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/ACA_508c.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.
www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/ac_strategy_final.pdf

USAID Handbook on Legislative Strengthening (February 2000)
This handbook is designed to assist USAID Missions in developing strategies to help legislatures function more effectively and to perform their functions more democratically. It explains the importance of legislatures in a democracy, describes factors that influence legislative behavior, and enumerates problems legislatures commonly face. It then presents an assessment framework that is designed to help USAID field officers pinpoint the weaknesses and understand the capabilities of their host-country legislatures. The paper identifies a number of assistance activities designed to address weaknesses and to capitalize on strengths discovered in the assessment. It concludes with guidance for implementing legislative programs and a presentation of emerging issues.
www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/pnacf632.pdf

Rule of Law

A Field Guide for USAID DRG Officers: Assistance to Civilian Law Enforcement in Developing Countries (January 2011)
This field guide, designed for DRG officers considering police assistance programs in their countries, establishes the importance of public safety as a cornerstone of successful development.

http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/AFieldGuideforUSAIDDemocracyGovernance%20Officers.pdf

Guide to Rule of Law Country Analysis: The Rule of Law Strategic Framework (Revised 2010)
This guide provides a conceptual framework for analyzing challenges to the rule of law, as well as guidelines for conducting a justice sector assessment and for designing and prioritizing program interventions.
http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/ROL_Strategic_Framework_Jan-2010_FINAL.pdf.

Using Administrative Law Tools and Concepts to Strengthen USAID Programming (2008)
This guide introduces administrative law mechanisms and concepts and shows how administrative law can strengthen USAID's DRG programming.
pdf.usaid.gov/pdf_docs/PNADK999.pdf

USAID Policy Guidance for Assistance for Civilian Policing (2005)
This guidance elaborates key points and legislative guidance, notification guidance, program guidelines and advice on implementation, and illustrative activities.
pdf.usaid.gov/pdf_docs/PDACG022.pdf.

Guide for Promoting Judicial Independence and Impartiality (2002)
This guide promotes an understanding of judicial independence and assists USAID in the design and implementation of programs that strengthen it.
pdf.usaid.gov/pdf_docs/PNACM007.pdf

Case Tracking and Management Guide (2001)
This manual provides practical guidance on successful court case tracking and management (CTM) improvement projects.
pdf.usaid.gov/pdf_docs/PNACM001.pdf

Alternative Dispute Resolution Practitioner's Guide (1998)
This guide is intended to help practitioners make informed decisions with regard to incorporating alternative dispute resolution (ADR) in rule of law programs and other conflict management initiatives. It is available on line at
pdf.usaid.gov/pdf_docs/PNACB895.pdf

Special Programs to Address the Needs of Survivors (SPANS)

All SPANS-related publications and tools can be found on the SPANS website. The website includes descriptions of four of SPANS' five Congressional directives: 1) Displaced Children and Orphans Fund; 2) War Victims Fund; 3) Victims of Torture Program; and 4) Wheelchair Program. Users can also find a collection of more than 75 country and special-interest reports produced by SPANS programs since their inception. These publications include in-depth analyses of country programs and descriptions of best practices and lessons learned. See www.usaid.gov/our_work/humanitarian_assistance/the_funds/index.html for more information.

Information on SPANS' fifth Congressional directive, the Disability program, can be found at http://www.usaid.gov/about_usaid/disability/index.html. The website offers links to the following Agency policies regarding people with disabilities:

1. Background on USAID and Inclusive Development
2. Promoting Disability Inclusion in USAID Missions

3. Checklist for Inclusion
4. Disability Assessment Tool/Guide
5. Disability Inclusion Plan Table
6. AAPD 04-17 Supporting USAID's Disability Policy in Contracts, Grants, and Cooperative Agreements
7. AAPD 05-07 Supporting USAID's Standards for Accessibility for the Disabled in Contracts, Grants, and Cooperative Agreements
8. USAID Disability Policy Paper
9. Final report of the Ad Hoc Committee on a Comprehensive and Integral International Convention on the Protection and Promotion of the Rights and Dignity of Persons with Disabilities (192.28kb)

Highlights of SPANS reports include:
Fifth Report on the Implementation of USAID Disability Policy. This report describes USAID Missions' redoubled efforts to integrate people with disabilities into their programs and to develop more specific programs that promote equality for and empowerment of people with disabilities. The report further shows that the Agency remains committed to serving as an international leader in the area of inclusive development and to working proactively to remove barriers that may limit the full participation of people with disabilities in family, community, and society. The full report can be accessed at: http://pdf.usaid.gov/pdf_docs/PDACM100.pdf.

Guidelines on the Provision of Manual Wheelchairs in Less- Resourced Settings, found at: http://whqlibdoc.who.int/publications/2008/9789241547482_eng.pdf

Report of a Consensus Conference on Wheelchairs for Developing Countries, found at: http://www.who.int/disabilities/technology/Wheelchair_full_report.pdf

Learning Team

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, human rights and governance (DRG) assistance had a significant positive impact on democratic development. Specifically, the studies conclude that, in any given year, $10 million of USAID DRG funding produces about a five-fold increase in the amount of democratic change over what the average country would otherwise be expected to achieve.
Link to four page summary:
www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/SORA_pitt_vandy4pager_FINAL.pdf
Link to full study:
www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/SORA_FinalReport_June08_508c.pdf
Link to more information, including the database and an earlier study:
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 DRG programs. The report includes a range of specific practical and policy recommendations that can be implemented by USAID.
Link to four page summary:
www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/SORA_Improving_Democracy_Assistance_Brief.pdf

Link to purchase full report: www.nap.edu/catalog.php?record_id=12164.

DEMOCRACY, HUMAN RIGHTS AND GOVERNANCE NICHE ORGANIZATIONS IN THE DC REGION

USAID/KSC Contact: Michael Ardovino, Ph.D.

Below is a list of mostly non-profit (501) organizations and think-tanks in the Washington DC area that focus on issues related to the democracy, human rights and governance sector and subsectors of rule of law, governance, civil society, and elections, including human rights and natural resources management.

The Advocacy Project
http://www.advocacynet.org/

Advocates for Youth
http://www.advocatesforyouth.org/

Alliance for Peacebuilding
http://www.allianceforpeacebuilding.org/

American Bar Association- Rule of Law Initiative
http://www.abanet.org/rol/about.shtml

Amnesty International
http://www.amnesty.org/

Ashburn Institute
http://www.iaud.org/

Asia Foundation
http://asiafoundation.org/

Association for the Study of the Cuban Economy
http://lanic.utexas.edu/project/asce/

Association of World Election Bodies
www.aweb.org

Atlantic Council
http://www.acus.org/about

Brookings
http://www.brookings.edu/about.aspx

Business and Professional Women's Foundation
http://www.bpwusa.org/i4a/pages/index.cfm?pageid=1

Campaign Finance Institute
http://www.cfinst.org/

Carnegie Endowment for International Peace
http://www.carnegieendowment.org/about/

Carter Center
www.cartercenter.org

Center for American Progress
http://www.americanprogress.org/

Center for Community Corrections
http://centerforcommunitycorrections.org/

Center for Individual Rights
http://www.cir-usa.org/index.html

Center for International Policy
http://www.ciponline.org/

Center for Progressive Leadership
http://www.progressiveleaders.org/

Center for Public Accountability
http://www.politicalaccountability.net/

Center for Development and Population Activities (CEDPA)
http://www.cedpa.org/

Center for Media and Public Affairs (CMPA)
http://www.cmpa.com/about.htm

Center for the Economic Analysis of Law (CEAL)
http://www.ceal.org/welcome.asp

Center for Global Development (CGD)
http://www.cgdev.org/section/about/

Center for Strategic and International Studies (CSIS)
http://csis.org/about-us

Change to Win
http://www.changetowin.org/

CHF International
http://www.chfinternational.org/node/28011

Citizen Advocacy Center
http://www.cacenter.org/cac/about_cac

CIVICUS (World Alliance for Citizen Participation)
http://www.civicus.org/civicus-home

Coalition of Black Trade Unionists
http://www.cbtu.org/

Committee for Citizen Awareness
http://www.citizenawareness.org/main.html

Consortium for Citizens with Disabilities
http://www.c-c-d.org/

Council on Foreign Relations (CFR)
http://www.cfr.org/about/mission.html

Council of State Governments
http://www.csg.org/

Creative Associates International
http://www.creativeassociatesinternational.com

Criminal Justice Policy Foundation
http://cjpf.org/

Cultural Survival
http://www.culturalsurvival.org/home

Democracy Coalition Project
http://www.demcoalition.org/site09-2008/2005_html/home.html

Democracy International
http://www.democracyinternational.com/

Due Process of Law Foundation
http://www.dplf.org/index.php?IID=12

Earth Council Geneva
http://earthcouncil.com/ecgsite/content/view/3/6/

Ecological Society of America
http://www.esa.org/aboutesa/

The Enough Project
http://www.enoughproject.org/

Environmental Law Institute
http://www.eli.org/

Environmental Integrity Project
http://www.environmentalintegrity.org/

Equal Justice Works
http://www.equaljusticeworks.org/about/mission

Fair Labor Association
http://www.fairlabor.org/

Food and Water Watch
http://www.foodandwaterwatch.org/

Foundation for Criminal Justice (NACDL)
http://www.nacdl.org/public.nsf/freeform/foundation?OpenDocument

Foundation for Defense of Democracies
http://www.defenddemocracy.org/

Freedom House
http://freedomhouse.org/

Friends of the Earth
http://www.foe.org/

Geneva Centre for the Democratic Control of Armed Forces (DCAF)
http://www.dcaf.ch/

Genocide Intervention Network
http://www.genocideintervention.net/

Global Integrity
http://www.globalintegrity.org/aboutus/index.cfm

Global Rights
http://www.globalrights.org/site/PageServer?pagename=index

Human Rights Campaign
http://www.hrc.org/

Human Rights Watch
http://www.hrw.org/

Idealist.org (Action without Borders)
http://www.idealist.org/en/about/mission.html

Institute for Women's Policy Research
http://www.iwpr.org/index.cfm

InterAction
http://www.interaction.org/

Inter-American Dialogue
http://www.thedialogue.org/

International Budget Partnership (IBP)
http://www.internationalbudget.org/

International Center for Not-For-Profit Law (ICNL)
http://www.icnl.org/

International Foundation for Electoral Systems
http://www.ifes.org/

International Institute for Democracy and Electoral Assistance (International IDEA)
http://www.idea.int/about/index.cfm

International Centre for the Prevention of Crime
http://www.crime-prevention-intl.org/

International Center for Research on Women
http://www.icrw.org/

International City/County Managers Association
http://icma.org/en/icma/home

The International Republican Institute
http://www.iri.org/

International Women's Media Foundation
http://www.iwmf.org/

Internews
http://www.internews.org/about/default.shtm

Kudirat Initiative for Democracy
http://www.kind.org/archive/home.html

League of Conservation Voters (LCV)
http://www.lcv.org/about-lcv/

League of Women Voters
http://www.lwv.org//AM/Template.cfm?Section=Home

MADRE
http://www.madre.org/index.php?s=1&b=1

Migration Policy Institute (MPI)
http://www.migrationpolicy.org/about/index.php

National Association for Legal Career Professionals
http://www.nalp.org/mission

National Association of Attorneys General Mission Foundation (NAAG)
http://www.naag.org/about_naag.php

National Association of Broadcasters
http://www.nab.org/AM/Template.cfm?Section=About_NAB

National Association of Broadcasters Education Foundation (NABEF)
http://www.nab.org/AM/Template.cfm?Section=Who_We_Are

National Association of Clean Water Agencies
http://www.nacwa.org/index.php?option=com_content&view=article&id=2&Itemid=9

National Association of Counties
http://www.naco.org/Pages/default.aspx

National Association of Criminal Defense Attorneys
http://www.criminaljustice.org/public.nsf/freeform/publicwelcome?opendocument

National Association of Women Judges
http://www.nawj.org/

National Conference of State Legislatures
http://www.ncsl.org/

National Coalition on Black Civic Participation (NCBCP)
http://www.ncbcp.org/

National Democratic Institute (NDI)
http://ndi.org/

National Juvenile Defense Center
http://www.njdc.info/about_us.php

National Governors Association
http://www.nga.org/portal/site/nga/menuitem.b14a675ba7f89cf9e8ebb856a11010a0

National League of Cities
http://www.nlc.org/inside_nlc/aboutnlc.aspx

National Legal Aid and Defender Association
http://www.nlada.org/About/About_Home

National Women's Law Center
http://www.nwlc.org/

Nature Conservancy
http://www.nature.org/aboutus/?src=t5

Ocean Conservancy
http://www.oceanconservancy.org/site/PageServer?pagename=abt_aboutus

Oceana
http://www.oceana.org/north-america/home/

OneWorld Online
http://us.oneworld.net/

Partners for Democratic Change
http://www.partnersglobal.org/

Plan USA
http://www.planusa.org/planhistory

Police Foundation
http://www.policefoundation.org/

Public Forum Institute
http://www.publicforuminstitute.org/

Quality Education for Minorities
http://www.qem.org/

Radio Free Asia
http://www.rfa.org/english/

Reporters Without Borders (Reporters Sans Frontieres)
http://www.rsf.org/rubrique.php3?id_rubrique=20

Researchers for the Future
http://www.rff.org/Pages/default.aspx

Results for Development Institute
http://resultsfordevelopment.org/index.php

Rights Action
http://www.rightsaction.org/

Rock the Vote
http://www.rockthevote.com/

Search for Common Ground
http://www.sfcg.org/sfcg/sfcg_home.html

Society for International Development (SID)
http://www.sidint.org/

World Wildlife Foundation
http://www.worldwildlife.org/who/index.html

Street Law Inc.
http://www.streetlaw.org/en/Page.WhoWeAre.aspx

Streit Council
http://www.iaud.org/

Sunlight Foundation
http://www.sunlightfoundation.com/about/

Tax Payers Against Fraud
http://www.taf.org/abouttaf.htm

Third Way Center
http://www.thirdwaycenter.org/

Transparency International
http://www.transparency.org/about_us

Understanding Government
http://understandinggov.org/why/mission/

The United States Conference of Mayors
http://www.usmayors.org/

Victims of Communism Memorial Foundation
http://www.victimsofcommunism.org/about/

Vital Voices
http://www.vitalvoices.org/

Washington Foreign Law Society
http://www.wfls.org/version02/html/society.html

Women Empowered Against Violence, Inc. (WEAVE)
http://www.weaveincorp.org/about/

Women's Voices, Women's Vote
http://www.wvwv.org/

Woodrow Wilson Center for International Scholars
http://www.wilsoncenter.org/

Worldwatch Institute
http://www.worldwatch.org/

World Security Institute
http://www.worldsecurityinstitute.org/mission.cfm

World Organization for Human Rights- USA
http://www.humanrightsusa.org/

U.S. Agency for International Development
Bureau for Democracy, Conflict and Humanitarian Assistance
Center of Excellence on Democracy,
Human Rights and Governance
1300 Pennsylvania Avenue NW
Washington, DC 20523-3100
P: 202.712.1892 F: 202.216.3231

Internet: http://www.usaid.gov/what-we-do/democracy-human-rights-and-governance
Intranet: http://inside.usaid.gov/DRG