

**WORLD LEARNING**

**DEMOCRACY FELLOWS PROGRAM**

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**PROGRAM PERFORMANCE REPORT**

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## **WORLD LEARNING**

### **PROJECTS IN INTERNATIONAL DEVELOPMENT AND TRAINING**

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## WORLD LEARNING INC.

### DEMOCRACY FELLOWS PROGRAM

#### I PROGRAM OVERVIEW

The Democracy Fellows Program (DFP) has now completed its third full year of operations under a five-year Cooperative Agreement between USAID and World Learning Inc (Cooperative Agreement No AEP-5466-A-00-5024-00 [NMS No AEP-A-00-95-00024-00], effective June 15, 1995 ) The current USAID Agreement Officer is Michael Gushue of the Management Bureau's Office of Procurement (M/OP), the USAID Program Manager is Robert R Hansen of the Global Bureau's Center for Democracy and Governance (G/DG)

During its third year, World Learning's Democracy Fellows Program continued to recruit, screen, qualify, nominate and select candidates for new Democracy Fellowships, awarded extensions to a high proportion of existing Democracy Fellows, and saw the successful "graduation" of its second class of Democracy Fellows At the close of the fiscal year (September 30, 1998), the DFP was administering ten Democracy Fellowships, with another ten - twelve prospective Democracy Fellowships in various degrees of activity Highlights of the program's accomplishments and outcomes over the past year include

- As of September 30, 1998 ten Democracy Fellows were serving with USAID domestically and overseas
- The DFP awarded fellowships to five new Democracy Fellows, two to serve with overseas USAID Missions, and three to serve with G/DG in Washington, D C
- The DFP awarded six fellowship extensions of varying duration three for Washington-based fellows and three for fellows serving with USAID Missions overseas
- Three new finalists were selected for additional Democracy Fellowships and at the end of the fiscal year are awaiting security clearances, host country approvals, or completion of other program planning before becoming fellows
- The DFP is considering, and expects to award, either initial or renewal extensions to seven more Democracy Fellows early in FY-1999
- Five Democracy Fellows completed their service during the past year, bringing the number of program alumni to nine
- Two fellows were evacuated from their countries of service (Indonesia and Eritrea) because of political unrest or conflict, and another survived the bombing of the U S Embassy in Nairobi, but no fellowships were curtailed prior to scheduled completion
- World Learning continued its on-going national recruitment, screening, and qualification processes, identifying 67 applicants as eligible candidates for Democracy Fellowships
- The DFP conducted its Orientation Program for all incoming Democracy Fellows
- World Learning developed plans for the second annual Democracy Fellows Conference, to be held in Washington, DC, in conjunction with a USAID Democracy Officers and

Partners Conference being planned by USAID/G/DG and CDIE for December 1998. The Democracy Fellows Conference will also coincide with the DFP's pre-service Orientation Program for new incoming fellows.

- The DFP is also working with a number of USAID Missions and offices both in Washington (5-6), and abroad (7-8), to identify candidates, interview nominees, establish fellowship terms, or evaluate the potential for awarding additional Democracy Fellowships during FY-1999. The award of additional Democracy Fellowships is subject to annual program ceilings that USAID may impose. (At the end of FY-1998, USAID's ceiling for the DFP permits a maximum of 15 Democracy Fellows.)

The third year of World Learning's Democracy Fellows Program has thus been successful both from a program management perspective, and from the perspective of Democracy Fellows and sponsoring USAID offices and Missions. The program, however, continued to confront several issues of on-going concern.

## **A Program Design and Operations Issues**

### **1 Structure and Operations**

Some difficulties remain in defining the structure and operations of the Democracy Fellows Program, particularly with respect to (a) the evolution of the DFP towards an IQC-style mechanism for providing manpower to USAID Missions, (b) limitations or constraints imposed on fellows by USAID policies and/or DFP requirements, and (c) agency concerns that World Learning increase the level and range of fellowship stipends, benefits and other compensation paid to Democracy Fellows.

### **2 Fellowship Ceilings**

The DFP again worked closely with USAID's Democracy Center on the impact of certain USAID policies, practices and decisions concerning the overall size of the program. In particular, World Learning at times found it difficult to solicit USAID Missions and to promote the DFP because it could not inform potential sponsors of overall program ceilings, nor guarantee the allocation of fellowship slots to potential sponsoring units. At the end of FY-1998, the USAID Democracy Center and the DFP were anticipating a modest increase in the FY-1999 program ceiling, and the DFP was coordinating with G/DG to work out a practical procedure for allocating existing and new fellowship slots. World Learning expects that being notified of any program ceilings early in the fiscal year will better enable the DFP both to identify potential sponsor Missions, and to match candidates and award fellowships, quite quickly.

### **3 Operational Costs**

World Learning continued its efforts to reduce the program's core administrative and operational costs. However, further economies of scale will necessarily be constrained by USAID limits on the number of Democracy Fellowships that World Learning may award. If the anticipated increase in USAID's FY-1999 program ceiling for Democracy Fellows is implemented, however, World Learning expects that the DFP will be able to reduce annual costs per fellow even further.

During the year, World Learning renewed its request to USAID to amend the Cooperative Agreement for the DFP, so that the Cooperative Agreement will more closely reflect the actual program that USAID wants World Learning to implement (see **Attachment I**). In requesting modifications to the Cooperative Agreement, World Learning also made a commitment to support up to 25 Democracy Fellows each year (This program level represents an increase of over 56% from the totals originally agreed to -- when the DFP was to be implemented at a higher level of USAID core funding). At present, the DFP's total annual costs per fellow are approximately 60% lower than the estimated minimum amounts originally contemplated by USAID for this program. These per-fellow figures will fall further in FY-1999 if the Democracy Fellows ceiling is raised, and would be even more significantly reduced if the DFP were to be able to award the 25 Democracy Fellowships that it has committed to handle at current levels of USAID core funding.

World Learning and USAID's Center for Democracy and Governance have arranged to meet to discuss how best to resolve each of the foregoing concerns. It is expected that this meeting will occur very early during the first quarter of FY-1999.

### **B Recruitment and Application Process**

In October 1997, World Learning made some changes requested by USAID and renewed its annual process of advertising, recruitment, screening, qualification, matching, nomination and selection for the 1997-1998 program year. Printed advertisements were placed in a dozen national publications, generating about 1,000 inquiries. The DFP mailed an application packet to each person making an inquiry, generating 69 formal applications from across the country and overseas.

After a preliminary review for completeness and technical eligibility, the review, screening, and qualification processes once again incorporated a second level of review to evaluate applications for qualitative factors and relative competitiveness. This system ensured that each fellowship application packet was reviewed and evaluated by different readers in order to identify promising candidates for the applicant pool. These efforts led to the selection of 55 new applicants for the DFP's group of "eligible candidates" (i.e., those from which fellowship matching and nominations decisions would be made). Along with 28 "eligible candidates" from the previous year who had not yet been awarded fellowships, the DFP established a pool of 83 highly qualified individuals eligible for matching and nomination.

## **C Fellowship Matching and Nomination**

Throughout the DFP program year (October 1997 - September 1998), World Learning worked with numerous USAID Missions to inform them of the DFP and its goals and purposes, to answer their questions and concerns, to promote the goals and advantages of the Democracy Fellows Program, and to develop potential Democracy Fellowship opportunities. Contacts were made both directly by World Learning personnel and through USAID's Center for Democracy and Governance.

Missions that indicated an interest in sponsoring a democracy fellow were provided additional detailed information including program goals, requirements and expectations, timing, fellowship costs, fund transfer information, USAID ceilings on the number of fellows, policy matters, and other relevant materials. World Learning then guided the Missions or offices through the steps of the established candidate review, nomination and selection processes.

For example, after reviewing program briefing materials and confirming its interest in funding a fellowship, each Mission was requested to develop a set of required and preferred candidate criteria to be used in the DFP's matching, nomination and selection processes, as well as a general description of the kinds of activities it envisioned for the fellow. World Learning used this information to identify and nominate for further consideration between three and five qualified individuals from its pool of eligible candidates. Typically, the DFP and the sponsoring USAID unit conducted joint interviews of these candidates, and the DFP then checked references and conducted additional meetings with candidates of further interest to USAID. The sponsoring USAID office made final selection, with input from World Learning.

During FY-1998, World Learning conducted individual Orientation Programs for its incoming Democracy Fellows. Starting dates for individual fellows varied, depending mostly on USAID needs and on the time needed for fellows to receive USAID security clearances.

## **D Current Status of Individual Democracy Fellowships**

At the end of Fiscal Year 1998, World Learning's Democracy Fellows Program was administering a wide range of Democracy Fellowships in various stages of activity:

- Ten Democracy Fellows serving in the U.S. and overseas
  - USAID/G/DG - Rule of Law team in Washington, DC (Linn Hammergren)
  - USAID/G/DG - Civil Society team in Washington, DC (Elizabeth Hart)
  - USAID/G/DG - Civil Society team in Washington, DC (Ann Hudock)
  - USAID/G/DG - Elections team in Washington, DC (Ronald Shaiko)
  - USAID/G/DG - Governance team in Washington, DC (Stephen Brager)
  - USAID/PPC - DG unit in Washington, DC (Sara Steinmetz)
  - REDSO/ESA - GHAI in Nairobi, Kenya (Carolyn Logan)
  - USAID/Asuncion in Paraguay (Abigail Horn)
  - USAID/Jakarta in Indonesia (Patricia Kendall) and

- USAID/Asmara in Eritrea (Michael McCord)  
[Mission was evacuated and currently operates from Washington DC]
- Three Democracy Fellowships where candidates have been selected and are awaiting security clearances or other program requirements before becoming Democracy Fellows
  - USAID/G/DG - Governance team in Washington, DC (Gary Bland)
  - USAID/Jakarta in Indonesia (Shally Prasad) and
  - USAID/Pretoria in South Africa (James Kuklinski)
- Six Democracy Fellowships where extensions have been granted
  - USAID/G/DG - Civil Society team in Washington, DC (Elizabeth Hart)
  - USAID/G/DG - Rule of Law team in Washington, DC (Linn Hammergren)
  - USAID/G/DG - Governance team in Washington, DC (Stephen Brager)
  - USAID/PPC - DG unit in Washington, DC (Sara Steinmetz)
  - USAID/Asmara in Eritrea (Michael McCord) and
  - USAID/Jakarta in Indonesia (Patricia Kendall)
- Seven Democracy Fellowships where initial or renewal extensions have been requested by fellows and/or sponsors and which the DFP expects to award
  - USAID/G/DG - Civil Society team in Washington, DC (Elizabeth Hart)
  - USAID/G/DG - Civil Society team in Washington, DC (Ann Hudock)
  - USAID/G/DG - Elections team in Washington, DC (Ronald Shaiko)
  - USAID/G/DG - Governance team in Washington, DC (Stephen Brager)
  - REDSO/ESA - GHAI in Nairobi, Kenya (Carolyn Logan)
  - USAID/Jakarta in Indonesia (Patricia Kendall) and
  - USAID/Asuncion in Paraguay (Abigail Horn)
- One Democracy Fellowship where World Learning and the USAID sponsor are evaluating the prospects of an extension and/or identifying another candidate for a follow-on fellowship
- One Democracy Fellowship where a fellowship finalist has been nominated and selected, but the Mission must now obtain host country approval of the fellowship
  - USAID/Cairo (no estimated start date, awaiting GOE approval)
- Several potential Democracy Fellowships for which World Learning and USAID were actively screening or reviewing short lists of nominated candidates
  - USAID/Asuncion (estimated start date 2/99)
  - USAID/G/DG - Strategies team in Washington, DC (estimated start date 11/98)
  - USAID/G/DG - Governance team in Washington, DC  
(two possible fellowships estimated starting dates 12/98 and 3/99)

- USAID/G/DG - Rule of Law team in Washington, DC  
(two possible fellowships estimated starting dates 12/98 and 1/99) and
- USAID/Pretoria (possible start date 1/99)
- Several possible Democracy Fellowships where USAID offices or Missions have expressed or renewed some degree of interest in sponsoring Democracy Fellows, subject to agency ceilings and available funding
  - USAID/LAC in Washington, DC
  - USAID/AFR in Washington, DC
  - USAID/Antananarivo, Madagascar
  - USAID/Luanda, Angola
  - USAID/Rabat, Morocco
  - USAID/Skopje, Macedonia
  - USAID/Conakry, Guinea
  - USAID/RCSA, Gaborone, Botswana
  - USAID/San Salvador, El Salvador
  - USAID/Mexico City, Mexico
  - USAID/Tirana, Albania and
  - USAID/Warsaw, Poland
- Five additional Democracy Fellowships have been concluded during the past year, with the DFP providing a small level of "alumni" support to nine program graduates Democracy Fellows who finished their fellowships during FY-1998 are
  - Robert Barr, USAID/G/DG - Strategies team, Washington, DC
  - Lisa Cannon, Development Resources Centre, Johannesburg and Cape Town, South Africa
  - Dawn Emling, USAID/Pretoria, South Africa
  - Brian Kelliher, Foundation for Human Rights Initiatives, Kampala, Uganda and
  - Michael McCord, USAID/Asmara, Eritrea

## **E Overall Status of Democracy Fellows Progra**

The current fellowship totals demonstrate that the Democracy Fellows Program's first three years have been successful. In particular, for the second consecutive year, 100% of the USAID Missions and offices now sponsoring Democracy Fellows requested fellowship extensions, as have all but one of the relevant Democracy Fellows. As in 1997, the DFP met all of its major objectives during the year, increasing the number of fellows fielded and supported, while again reducing per fellow management costs.

World Learning reviewed and revised its methods of advertising, recruitment, nomination and selection to meet USAID requirements and expectations. These changes will allow the DFP to identify target populations that may have some additional potential applicants, who can

bring to USAID the full scope of professional skills and experiences that will be required for the range of fellowships that may materialize during the coming year

The DFP also continued to refine communications with fellows and USAID sponsors, and to minimize fellowship reporting and program monitoring, so that these program requirements do not detract from Democracy Fellows' work with USAID. Further changes include reducing the duration of the DFP Orientation program, providing individual --rather than class or group-- orientations, and expediting the DFP's review of fellows' program plans

Cost and time savings, however, were again partially offset by higher program costs and efforts. For example, some sponsoring offices requested the DFP to provide extensive lists of eligible applicants from the DFP's large pool of potential candidates, or sought to arrange personal interviews with numerous fellowship candidates over a period of several months. Other Missions required the DFP to proceed virtually to the end of the candidate identification, screening, matching, nomination and selection process, and even to the negotiation of individual fellowship Program Descriptions, before making any actual commitment to sponsor a Democracy Fellowship. These situations required not only the involvement and efforts of DFP staff and numerous potential candidates, but also entailed specific expenses for travel, interviews, etc., for fellowships that may never occur.

USAID requested the DFP to postpone its annual Democracy Fellows Conference from August 1998, in order to coordinate that conference with a Democracy and Governance Partners Conference being planned by USAID's Democracy Center. World Learning expects to hold its Democracy Fellows Conference in conjunction with USAID's conference in early December 1998.

During FY-1998 USAID's Global and Management Bureaus undertook a joint study of all agency-sponsored fellowship programs. World Learning was actively and extensively engaged in providing information, documents, reports and data for this study, as were a number of individual Democracy Fellows. The DFP also worked directly with USAID staff and agency contractors, in answering numerous questions about the operation of the DFP in particular, and about the operation of professional-level fellowship programs more generally. At year-end, a draft of the completed fellowship report had been prepared, but the final version of the USAID study had not yet been released.

World Learning also met with G/DG during the year to establish policies for the extension of Democracy Fellowships. Because some fellows were now reaching the end of their second full year as Democracy Fellows, there was a need to formalize procedures for extensions beyond a second year, and to do so in ways that would be consistent with the expected direction of USAID/Management policy on fellowships generally. The DFP and G/DG determined that any continuation or extension of a Democracy Fellowship into a third year would require (in addition to normal program requirements) specific justification, as well as approval from both G/DG and the Global Bureau. The DFP will not award extensions that would cause a fellow to serve beyond a total of three years.

As suggested above, a variety of persistent but manageable problems arose with some frequency during the year, due to a number of differing expectations as to the DFP. These differences were evident in two key areas:

- (a) In connection with uncertainties about the applicability of various USAID management policies (e.g., the allocation of slots for Democracy Fellows, and/or policy limitations on the types of work that fellows may do), and
- (b) With respect to the operation of the DFP itself as a fellowship program, as distinct from being only a means to supply USAID with technical assistance or expert manpower.

As in previous years, these differences arose both with overseas Missions and domestic Bureaus and offices, and were manifested mainly in the following areas:

- Timing and candidate criteria in the recruitment, nomination and selection of fellows
- Expectations as to candidates' general levels of seniority and professional experience
- Questions about how or why individual Democracy Fellowships are expected to advance the overall goal and purposes of the DFP
- Program features such as Fellowship Program Descriptions, fellows' daily work assignments, professional and career development activities, and/or their independent professional work products
- Questions about USAID staff selecting or pre-selecting particular individuals for fellowships
- Concerns respecting USAID staff roles in directly supervising fellows, and in establishing or modifying DFP fellowship practices and policies (e.g., fellowship terms, reporting requirements, stipends, benefits, allowances, etc.) for individual Democracy Fellows
- Concerns about a "democracy" focus in some proposed Democracy Fellowships, and
- The feasibility of Democracy Fellows' counterpart development activities

Notwithstanding these constraints or differences, World Learning continued to fulfill virtually every major activity and reporting function originally planned for the Democracy Fellows Program. During FY-1998, the DFP again modified some activities to better meet USAID expectations and requirements, while still implementing the program to achieve its principal planned objectives. As of September 30, 1998, World Learning continued to have pending with USAID a number of essential modifications to the Cooperative Agreement for the DFP. These requested amendments will conform that program document to the current program implementation desired by USAID (see **Attachment I**).

During the past year, the DFP staff was able to field and support additional Democracy Fellowships, including both new fellows and extensions. The DFP managed the transition of five more fellows ending their service, negotiated and administered six fellowship extensions, and processed normal fellowship terminations and new starts. The program staff also modified the overall candidate recruitment, nomination and selection processes. This included improving materials and procedures to implement the DFP's solicitation, advertising, recruitment, application, nomination, selection, and fellowship oversight functions.

Once fellowship finalists were nominated and selected, the DFP staff routinely and effectively addressed a wide range of logistic, financial, administrative, visa, transportation, medical, and communications problems and procedures in all regions of the world. DFP staff handled these matters, as well as a number of other sensitive program issues, while also collaborating and coordinating with applicants, candidates, fellows and sponsoring Missions, and helping to facilitate consensus on reasonable and appropriate individual fellowship program descriptions and work plans.

One recurring concern worth mentioning was the occasional situation where individual USAID staff attempted to negotiate individual fellowship stipends, benefits or other terms of the fellowship directly with DFP candidates. These actions typically caused unnecessary confusion or resulted in untenable expectations, and obliged the DFP to walk both candidates and USAID back from situations that they never should have reached. The problem usually resulted from a failure to read or to regard program materials and information that the DFP had provided. However, the fact that this is a recurring concern suggests that World Learning and USAID/G/DG may need to formulate a coordinated and consistent approach to educating USAID staff about the DFP.

The DFP continued to maintain effective electronic mail communications for all of its Democracy Fellows, and managed its global financial arrangements in support of all fellows, including fellowship travel, stipends and allowances. Through its corporate Sponsored Program Services Office, World Learning also provided USAID/FA/FM/CMP/DCB with regular quarterly financial reporting in accordance with the Cooperative Agreement.

Throughout the FY-1998 reporting period, World Learning maintained its ability to provide financial and accounting data services on demand, along with travel advances, vouchers, budget data and expense reports for all fellows, whether in Washington, DC or overseas. One minor concern involved the occasional suggestions that some USAID staff made to various individuals that Democracy Fellows need not comply with World Learning's administrative and financial requirements, but instead may (should) instead follow individual Mission or generic USAID provisions. These situations were handled on an individual basis as they arose, but again created some unnecessary confusion and ill-will. They may reflect a misperception of the DFP as being a mere recruitment device for USAID, rather than a legitimate fellowship program implemented by a PVO partner of USAID.

In conducting its Orientation Program over the past year, the DFP again reviewed, revised and expanded its comprehensive *Democracy Fellows Program Handbook*, including in that volume additional resources and reference materials, examples, forms and instructions, and so forth. Copies are regularly provided to USAID whenever updated. The DFP also made plans to present again its highly regarded seminar on the taxation of fellowships and of fellows serving abroad. The DFP continues to expand and update its database of applicants, qualified candidates, finalists and fellows.

Copies of these materials may be found in a series of attachments to this report

- Attachment A DFP Solicitation and Recruitment Materials
- Attachment B DFP Application Packets
- Attachment C DFP Screening, Nomination and Selection Materials
- Attachment D Democracy Fellows Program Handbook
- Attachment E DFP Evaluation Materials
- Attachment F Roster of Current and Former Democracy Fellows
- Attachment G Application Status Reports
- Attachment H FY-1998 Democracy Fellows' Program Descriptions and Reports
- Attachment I Proposed Modifications to DFP Cooperative Agreement

Prior to year-end, World Learning had requested a meeting with USAID's Center for Democracy and Governance to discuss programmatic and financial issues, and to review and revise the Cooperative Agreement governing the DFP for FY1998-1999 and subsequent program years (Attachment I)

## **II THIRD YEAR PROGRAM ACTIVITIES**

### **A Goals and Objectives**

The primary goal of the Democracy Fellows Program is helping to expand and develop a new cadre of field-experienced technical experts committed to professional careers in democracy and governance. The program's objectives continue to be met through a program of awarding Democracy Fellowships to qualified junior and mid-level individuals. These fellowships are intended in every instance both to advance the fellow's professional career development, and to contribute to democracy programs in developing countries and transitional or emerging democracies. Democracy Fellowships during the past year were served with overseas USAID Missions and offices, and in domestic USAID Bureaus. While the Cooperative Agreement for the DFP also notes the possibility of Democracy Fellows serving with host country NGOs, host government ministries, other US Government offices, international PVOs and similar organizations, USAID has requested that Democracy Fellowships be limited to USAID Bureaus and Missions.

### **B Program Operations and Functional Components**

Over the past year the DFP continued to evolve to meet current USAID expectations and requirements. In doing so, the program retained nearly all of its original functional components, albeit with some significant modifications, as discussed below.

#### **1 Recruitment and Applications**

Nationwide advertising and recruiting for fellowship applicants was conducted this past year through an on-going series of advertisements and solicitations intended to attract numerous highly qualified applicants. The DFP conducted this function throughout the year, rather than as an annual cycle. Special efforts were again taken to ensure that the program was widely known and advertised within minority academic and public policy communities, particularly among the consortium of Historically Black Colleges and Universities (HBCUs), in order to help promote diversity among the pool of qualified applicants. As noted in Section III, DFP advertisements were placed with approximately 50 outlets, including print, broadcast and electronic media, as well as university graduate and law schools, and public policy organizations and associations.

#### **2 Screening, Scoring, and Candidate Eligibility**

The DFP established a standard of initially reviewing all applications each week or two, and notifying applicants of their status within 30 days after their completed applications were submitted for review. After receiving and acknowledging completed fellowship applications (following the initial technical review), the DFP once again organized a second level of

qualitative review for all fellowship applications, in order to evaluate candidates for the expected range of potential fellowships likely to materialize over the coming year (Under present DFP policy, each accepted applicant remains eligible for consideration for one year after being accepted into the pool of eligible candidates ) These reviews, however, were again constrained by the general lack of firm USAID sponsorship commitments at the time of recruitment, screening and scoring

This year, World Learning did not limit the number of eligible candidates to any particular quantity, since the DFP did not know at the start of the fiscal year whether USAID would impose a ceiling on the number of fellowships that could be awarded, nor what that ceiling might be Nor could the DFP determine with any degree of certainty how many (or which) Missions or Bureaus might eventually decide at some point during the year that they wanted a Democracy Fellow An additional, but less onerous, constraint on estimating the number of fellowships was the apparent difficulty that some fellows and USAID units had in making timely extension decisions At times fellows or USAID sponsors changed the proposed duration of proposed extensions, or delayed any decisions until the very end of the fellowship Enforcing program deadlines proved difficult because Missions (not surprisingly) tended to feel that their funding of individual fellowships should permit them to act accordingly

### **3 Matching, Nomination and Selection**

Throughout the year, the DFP worked with staff of USAID's Center for Democracy and Governance, as well as with staff of individual Missions and offices, to identify appropriate candidates for Democracy Fellowships, both in developing countries and in Washington, DC In practice, World Learning tried to identify and nominate at least three (and usually up to five) qualified candidates for each prospective Democracy Fellowship This process was sometimes complicated by a range of problems, including USAID desires to review and select from literally dozens of potential candidates (at one extreme), or to have the DFP award a Democracy Fellowship to individuals who had not even applied to the program (at another extreme)

World Learning believes that the program succeeds best when sponsoring units give the DFP sufficient information to understand their current democracy needs, as well as their expectations of and desired qualifications for fellows The DFP is then able to use this information to identify and nominate a limited number of candidates who most closely match those criteria Conversely, the program will continue to be less than completely satisfactory to potential USAID sponsors or staff who expect that World Learning will nominate candidates as if providing full-time, permanent direct hire employees As a fellowship program, the DFP is not likely to be fully successful in identifying candidates who possess very specific packages of skills and experiences, nor in attracting candidates who seek genuine employment with USAID

#### **4 Program Management**

As in each of the program's previous years, World Learning continued to manage the overall implementation of the DFP pursuant to the Cooperative Agreement. This entailed fielding, supporting and coordinating fellows domestically and abroad. Specific program functions included coordinating all Fellowship Program Descriptions, providing financial, travel, logistics, communications, computer, medical and other personal support, maintaining organizational liaison with USAID/G/DG, other USAID offices or Missions, and other current and prospective fellowship sponsors, and performing requested program reporting.

All throughout the year, DFP staff met regularly (monthly or bi-monthly) with the designated USAID Program Manager, and with other responsible officers of USAID's Center for Democracy and Governance. In coordinating with USAID during the past year, DFP staff once again worked with two different Contracting/Agreement Officers, and with two USAID Program Managers, on program direction, funding and operations issues. These continuing efforts and meetings also facilitated DFP dealings with field Missions and potential fellowship sponsors.

World Learning and USAID met several times to discuss and clarify a series of pending modifications to the Cooperative Agreement for the DFP ( **Attachment I**). The DFP and USAID had previously agreed to these proposed amendments, but formal modifications to the Cooperative Agreement were again deferred, pending the completion of an agency-wide study of USAID-sponsored fellowship programs. At year-end, the proposed CA modifications remained on the table. Additional meetings and discussions between USAID and the DFP routinely occurred in connection with the start, end or extension of specific Democracy Fellowships, and in conjunction with USAID budget planning and reporting cycles.

#### **5 Counterpart Development**

The DFP as originally conceived included a component encouraging Democracy Fellows to consider ways of improving or developing the abilities of host country counterparts. The intent of this function was to help promote long-term change as an impact of the Democracy Fellowship. This objective necessarily made the DFP's counterpart component of interest and feasibility only to fellows serving overseas. During the past year, the DFP continued to encourage overseas fellows to work with their sponsoring Missions and the DFP to identify an appropriate counterpart, and to propose a suitable planned program of limited technical assistance that would help to advance the counterpart's democratic capabilities. A very limited amount of fellowship funding was budgeted to help support an appropriate plan of technical assistance for counterparts.

As in previous years, however, most Democracy Fellows found it very difficult to engage in this type of effort. These difficulties mainly arose from conflicts with fellows' workloads in their USAID Mission assignments, and from concerns about the selection of specific

counterparts or the type of counterpart activities proposed for funding (Counterpart funds are quite modest and are not intended to be operational grants to local individuals or groups, nor a means of assuring "good-will" for the fellow or a Mission. Rather, these limited funds were expected to complement and supplement a general plan of sustained activities aimed at developing counterpart capabilities.) Because of these difficulties, World Learning has proposed that this component be dropped from the DFP, unless a sponsoring Mission specifically requests that it be incorporated into a particular Democracy Fellowship.

## **6 Evaluation**

DFP staff again developed and implemented a variety of methods to monitor and evaluate each Democracy Fellowship, as well as various components of the overall DFP. Each fellow was expected to prepare and submit a Quarterly Fellowship Progress Report on fellowship activities, outcomes, impact, career development, and significant problems. These periodic reports also include any revisions to the Fellowship Program Description, and proposed travel plans for the next quarter and the remainder of the fellowship. Sponsoring offices were asked to review the fellow's Quarterly Reports both for their own information and planning, and as an opportunity to assess the fellow's performance during the previous quarter, and the fellowship as a whole. In addition, the DFP requires that fellows obtain Mission concurrence on any substantive proposed revisions to the fellow's Program Description and work or travel plans.

The DFP formally solicited evaluations of individual Democracy Fellowships, and of the overall Democracy Fellows Program, by each sponsoring USAID Mission, office and Bureau. The DFP also administered self- and participant-evaluations of

- All Democracy Fellowships
- The DFP's general program management functions
- The program's financial and logistic support activities, and
- The DFP's application, screening, matching, nomination and selection functions

While these assessments occasionally identified some suggested areas for additional support or improvement, they uniformly continued to be extremely favorable and positive. USAID staff in G/DG also regularly provided advice and suggestions on many facets of the program.

## **7 Program Results and Outlook**

The DFP continued its efforts to develop the reputation, respect and intellectual and programmatic capacities of the DFP into the future. This undertaking primarily involved three program elements:

- Ensuring sufficient quality at the front end of the program, e.g., through broad national and international recruitment, followed by rigorous screening and evaluation of applicants to establish a highly qualified --if constantly changing-- pool of eligible candidates

- Actively coordinating, supporting, and occasionally mediating, the efforts of finalists and USAID Missions to develop and negotiate workable and mutually satisfactory Fellowship Program Descriptions within the program guidelines established by USAID and World Learning. These written plans are negotiated before each Democracy Fellowship begins, and are critical in meeting the needs of both fellows and the sponsoring Missions, and in avoiding problems and misunderstandings that arise in the absence of mutual agreement on Fellowship Program Descriptions and plans.
- Assuring responsive and flexible professional, personal and financial support and effective problem-solving for each fellowship, so that fellows can concentrate on their responsibilities within the fellowship, without being diverted by excessive administrative and other matters.

Perhaps the most significant endorsements of World Learning's efforts in developing and implementing the DFP continue to be found in two facts:

- Interest in the program continues to increase, without any decline in the quality of the candidate pool. Once again, approximately 1,000 people requested applications to the program during FY-1998, resulting in a final pool of eligible candidates that totaled 88. (As discussed above, in FY-1998, the size of the DFP candidate pool was not limited by the number of expected available fellowships, but includes all candidates who meet the technical eligibility standards for the program.)
- As in prior years, the DFP was asked to extend or renew every Democracy Fellowship that was at or near its conclusion. The DFP has now awarded a total of nine extensions to Democracy Fellows in USAID, and is actively working with USAID on extending seven additional fellowships.

### III RECRUITMENT AND SELECTION ACTIVITIES

#### A National Recruitment Activities

When the DFP began its national solicitation and recruitment efforts in 1996, the primary recruitment objective was to attract and identify those applicants who showed the most promise for a future career in international democracy and governance, and who would benefit most from receiving a Democracy Fellowship. The DFP thus attempted to establish a pool of -qualified junior and mid-level U S -citizen candidates who would be eligible for nomination to serve in appropriate Democracy Fellowships.

In a parallel effort, the DFP undertook to solicit and recruit as many appropriate fellowship sponsors as possible (i e , USAID Missions that would fund individual fellowships), in order to maximize opportunities to successfully match and nominate candidates. As in the previous year, the DFP only advertised that potential fellowships could be awarded with USAID offices and Missions, individual proposals, or fellowships with non-governmental and non-USAID organizations were not considered.

The principal changes in this program function for 1997-98 have been the elimination of candidate application deadlines, thus ending World Learning's previous review of applications by panels of democracy experts brought together during one or two application cycles each year. As suggested by G/DG, the DFP now accepts USAID Mission and Bureau requests for Democracy Fellows throughout the year. This approach in turn requires the DFP to process applications, and to conduct candidate review and screening, on a rolling basis. In practice, the DFP currently reviews and screen batches of incoming applications every week or two (at two levels of applicant review), and commits to notifying each DFP applicant as to his or her eligibility status within 30 days of receiving a completed application.

At present, the program continues to be successful in establishing a pool of talented and diverse candidates, all of whom are committed to professional careers in international democracy and governance, and each of whom would benefit significantly from the experiences available through the Democracy Fellows Program. During the past year, World Learning awarded five fellowships for Democracy fellows to serve in USAID offices in Washington, DC, and in Missions overseas.

In addition, World Learning again accomplished major outreach efforts to overseas Missions and offices to promote and implement the DFP. This included working with two overseas USAID Missions or offices which decided to sponsor Democracy Fellows (REDSO/ESA-Nairobi, and USAID/Asuncion, Paraguay). The DFP also worked with numerous other Missions that (a) are still considering the possibility of funding fellowships, (b) were informed that the FY-1998 DFP ceiling on Democracy Fellows was insufficient to proceed further in the matching and nomination process, or (c) eventually decided not to sponsor fellows during the 1997-1998 cycle. These included USAID Missions in Albania, Angola, Botswana, Macedonia, Madagascar, Mexico, Morocco, and Poland.

## **B Recruitment, Matching, Nomination and Selection Calendar**

A synopsis of the FY-1998 DFP recruitment process is presented below, with each activity described in further detail in the following sections. Many of the program's most significant changes from previous years occurred in these functions. These modifications resulted from decisions to accept applications on a rolling basis, and to revise the DFP's screening process, in order to accommodate USAID's request to put Democracy Fellows into sponsoring Missions when needed by those Missions, rather than by organizing one or two classes of incoming fellows each year.

### **1 November 1997 - January 1998**

DFP advertisements and recruitment notices were published, eleven print advertisements were placed, printed notices, flyers and Fellowship Application Packets were provided in quantity to approximately 30 graduate and law schools, and to a number of professional programs/associations related to democracy and governance, information was posted on World Learning's World-Wide Web page <http://www.worldlearning.org/pidt/dfp>, and letters were sent to all individuals who had expressed interest in the program. Additional advertisements were run with those organizations that have proven most successful as sources of (a) accepted applications, (b) eligible candidates, and (c) actual Democracy Fellows.

### **2 Rolling Process**

- **Information and Applications** Applications were mailed to all individuals who requested information or expressed an interest in the DFP (World Learning has a dedicated Voice-Mail line for requesting DFP applications and information. Potential applicants may also download application materials from the program's website, and the DFP routinely mails out information and application materials at least weekly.)
- **Technical review of all applications received during the period** Applications that meet standard program criteria are passed to the next level.
- **Program review of eligible applications** Candidates are reviewed qualitatively and competitively for programmatic eligibility, as well as to assess their realistic prospects for being awarded a Democracy Fellowship with USAID. Relevant candidate information is input into the DFP candidate database.
- **Notification** Applicants are notified of their acceptance into the pool of candidates eligible for future matching, nomination and selection. Eligible candidates are invited and encouraged to meet with the DFP for initial interviews and to obtain further information. Rejected applicants are informed of the reasons for their ineligibility, and advised of other possible opportunities.

- **Preliminary interviews** The DFP regularly conducts interviews with candidates eligible for matching, nomination and selection During FY-1998 the DFP conducted over 100 such interviews
- **Matching** Candidates are preliminarily matched with potential fellowship opportunities, as those opportunities arise and are sufficiently firm to proceed further Selected candidates are then interviewed for each particular prospective Democracy Fellowship, in order to identify those nominees who seem best qualified for a specific fellowship

### **C Applicant Solicitation and Advertising Activities**

Applicants during FY-1998 were recruited via two targeted and coordinated mechanisms The Democracy Fellows Program placed substantial advertisements in ten key publications, most with a national distribution (**Attachment A**)

- *International Career Employment Opportunities* (special edition)
- *InterAction's Monday Developments*
- *Journal of Democracy*
- *The Hill Rag*, (a weekly publication targeted towards Capitol Hill and legislative aides)
- *International Career Employment Opportunities* (ongoing in bi-weekly editions)
- *The National and Federal Legal Employment Report*
- *International Employment Hotline*
- *International Employment Gazette*
- *NGO News*, and
- *Peace Corps Hotline*

In addition, information was sent to the Association of Professional Schools of International Affairs (APSIA) which, in turn, forwarded information packets to the career placement offices of its 18 member institutions The DFP also sent program information and application packets directly to 75 other graduate schools or programs, and to professional associations and organizations Recipients included the American Political Science Association, the National Endowment for Democracy, the National Democratic Institute (NDI), the International Republican Institute (IRI), the International Foundation for Electoral Support (IFES), the Center for International Private Enterprise (CIPE), etc Application forms and program information were also posted on World Learning's web page Additional application packages were mailed to a large number of individuals who had expressed interest directly to USAID, and to World Learning and/or its School for International Training (SIT)

Completed applications that meet the program's minimum requirements are retained in an active file and database for one year from the date of acceptance into the program During that time, applicants are considered for any Democracy Fellowships for which they are qualified, and for which the DFP is nominating candidates This modification has allowed applicants to apply whenever they may wish

Individuals must still apply to the DFP without knowing the locations, work requirements, or scope of fellowships that might become available during the period that their applications are actively considered, but it seems that this change better meets USAID's timing needs. Unfortunately, it also means that the DFP must recruit, process and maintain a large and dynamic pool of "eligible" candidates at all times. Because the DFP has evolved into a program that is demand-driven (i.e., fellowships are developed and funded based on the demand for Democracy Fellows by various USAID Missions and offices), most of these applicants will never be considered for any Democracy Fellowship. That is, as a practical matter, most "eligible" candidates will not meet the specific requirements of the particular USAID Missions that ultimately decide to sponsor fellowships during the candidates' periods of eligibility.

As of September 30, 1998 the DFP had received almost a thousand inquiries about the program, each of these individuals received further information about the program, as well as a Democracy Fellowship application package (**Attachment B**)

#### **D Technical Review of Applicants**

In accordance with its established technical review practice, the DFP notified applicants individually if materials were missing from their respective application packets, or if their applications were otherwise incomplete. The DFP also received and responded to hundreds of additional informational calls, letters, e-mails and personal visits seeking information on the conditions, requirements, timelines and terms of the program. These communications were in addition to status updates with accepted applicants. Ultimately these efforts generated 69 completed applications to the program. DFP staff reviewed each application for technical eligibility. Seven applications were rejected during the initial screening and the rest were passed to the second level of screening.

#### **E Program Review of Applicants / Notification of Eligibility**

During the second level of screening, each application was qualitatively reviewed by the DFP. To insure consistency, reviewers used written guidelines, including specific criteria for evaluation, matching, nomination and selection (**Attachment C**). At this stage, 55 individuals were accepted into the DFP's pool of candidates eligible for matching, nomination and selection. The remaining applicants were advised that they were not eligible for further consideration at this time. (See **Attachment G**, "Application Status Reports," for statistical reports for the 1997-1998 program year, as well as cumulative totals for the program to date.)

In order to gain a more complete understanding of these candidates' backgrounds and their particular career interests, DFP staff conducted individual interviews with those who lived in or traveled to the Washington, DC-area, and interviewed many others by phone. These one-on-one discussions also serve as an important additional screening measure, and as the *de facto* start of the DFP nominations and selection process. Through these personal interviews, candidates are able to gain a better understanding of the matching, nomination and selection

process, of USAID and World Learning roles and expectations of fellows once selected, and of the overall scope of the program

## **F Candidate Matching, Nomination and Selection**

While conducting the recruitment and screening of fellowship applicants, the Democracy Fellows Program simultaneously attempts to identify possible funding and sponsorship with USAID offices and Missions in all regions of the world. Although many Missions are already aware of the Democracy Fellows Program by its third year, many USAID Democracy Officers had not yet learned of the program, or confused it with USAID's International Development Intern (IDI) program or other agency employment programs.

World Learning therefore continued to publicize the DFP through materials sent to Missions by e-mail and hard copy, including a mailing to every USAID Mission Director and Representative in February 1998, and a similar mailing to the Democracy Officers at each USAID Mission. As a result of these efforts, the DFP has identified as an on-going function the continuing need to advise interested Missions as to the existence, nature, goals and implementation of the program.

As in previous years, once a potential fellowship opportunity was identified, the DFP worked closely with representatives of the sponsoring USAID Mission or office. These efforts were designed to establish the specific criteria to be used in ultimately selecting a single finalist. As a consequence of these initial discussions, the sponsoring USAID office or Mission usually drafted a brief description of the kinds of activities a Democracy Fellow might most usefully pursue collaboratively with the sponsoring organization. The criteria developed in these discussions typically included expertise in a given democracy and governance content area (e.g. rule of law, election administration, etc.), foreign language capabilities, previous overseas experience, particular academic background, or personal attributes (e.g., ability to work as a member of a team, cross-cultural sensitivity, etc.).

Working from the criteria established by the sponsoring Mission or office for each proposed fellowship, the DFP identified from its pool of eligible candidates a short list of the most appropriate individuals. The DFP then forwarded to the sponsoring organization pertinent information on these nominees, including their resumes, Personal Statements from their applications, and brief reports on the DFP's personal interviews. After the sponsoring USAID organization had reviewed and recommended one or more preferred candidates, the DFP coordinated with that unit to conduct further interviews, check additional references, obtain additional information, etc., until the USAID sponsor was satisfied, and the list of nominees was narrowed to a single "finalist."

The DFP then worked with that finalist and the Mission to come to mutual agreement regarding conditions and terms of the fellowship. Typically, the finalist and the sponsoring Mission would have different levels of interest or concern for different elements of the fellowship. Important considerations in most instances included the fellowship budget,

personal stipends and benefits, travel plans and related funding, local cost of living issues, safety issues, and the overall Program Description and plan for the proposed fellowship

Two individuals who participated in the DFP's Fall 1997 orientation began their fellowships during this period, and three other finalists were identified, matched, nominated, selected, and awarded Democracy Fellowships

## **G. Challenges in Recruiting Candidates and Awarding Fellowships**

During the matching, nomination and selection process, the DFP faced several challenges

### **1 Attenuated Matching, Nomination and Selection Process**

A challenge carried over from last year is that of timing. As the program has developed in practice, the DFP essentially does "blind" recruiting, well in advance of the actual award of fellowships. Thus, throughout the year the DFP recruits a wide range of potential candidates, then screens and qualifies them, all without knowing how many Democracy Fellowships will ultimately be awarded, where they may be located, nor what particulars the future sponsoring Mission(s) may expect of a fellow. The DFP accordingly strives to ensure that its pool of finalists ultimately encompasses an array of the skills, languages and other criteria that may be desired by those USAID Missions that eventually decide to sponsor a Democracy Fellow.

This situation arises in part because, notwithstanding "deadlines" from either the DFP or USAID/G/DG, most Missions do not make a firm decision to fund a fellowship until very late in their fiscal year. At the same time, experience shows that the most fruitful recruiting period for the best candidates is during the previous Fall (and Winter, to a lesser degree). This is the key period when graduate and law school students in their final year are making their post-graduate career plans, and when professors, faculty candidates, etc. are planning for the end of the next academic year. This dichotomy leads both to uncertainties in fellowship matching, nomination and selection, and to an attenuated selection process. As mentioned in previous years' reports, these circumstances lessen the program's attractiveness to many of the DFP's best candidates, the DFP regularly finds that many candidates tire of the wait and pursue other opportunities before the program is able to offer them a Democracy Fellowship.

Of continuing concern to the DFP is a general USAID preference for World Learning to nominate applicants who already possess significant previous democracy and governance expertise or experience with USAID. DFP staff believe that such requirements make it more difficult to meet the program's overall goal of expanding the pool of new people committed to careers in democracy and governance. Rather, such prior experience requirements tend to cause the DFP to identify candidates who are already available in the *existing* pool of employable experts. Nor do such requirements particularly help new people to obtain field experience to advance their careers. On the other hand, DFP candidates who do already have prior USAID experience are clearly of greater immediate value to the sponsoring Missions.

and offices, and usually become productive more quickly, than candidates who do not have USAID contracting or employment backgrounds

## **2 Security Clearance Delays**

The program continues to encounter some delays in obtaining USAID security clearances for new Democracy Fellows. These delays occasionally seem to deter some USAID Missions from sponsoring Democracy Fellowships (i.e., once a finalist has been identified, the Mission wants that person at post promptly, not months later). Or they may cause an interested unit to “pre-select” an individual who may already be at post and/or already have a security clearance. Over the course of the past year the time required for obtaining a clearance generally remained at approximately three to four months.

## **3 Program Implications**

The challenges and circumstances described above have several implications for the program, many of which were described in last year’s report and remained constant throughout the program’s third year of operations. The DFP continues to evolve from its original design as a supply-driven fellowship program towards one that is focused primarily on the demand side and meeting USAID Missions’ immediate needs for supplemental staffing. At times this causes the DFP to resemble a Technical Assistance IQC more than a career development fellowship program.

During this evolution the DFP has tried to become more responsive to individual Mission needs, preferences and individual concerns, recognizing that Missions individually fund each fellowship and that they will not continue to do so unless they feel that their wishes are being met. This change, however, comes at some expense to the program’s intended plan of coordinating individual nomination decisions with USAID’s Center for Democracy and Governance, in order to serve the long-term goals of the program, the career-development needs of the fellows, and the global democracy priorities of USAID.

As outlined above, timing issues continue to impact the DFP. Although candidate recruitment and selection now occurs throughout the year, many Missions were still not able or willing to confirm whether they would sponsor a Democracy Fellowship until late in the fiscal year. As in previous years, some Missions simply declined to be tied to any DFP calendar or deadlines, and in essence advised the DFP that they would need fellows on-board shortly after they made a decision to fund a fellowship, or not at all. Other Missions or bureaus found that they could not comply with OYB funding deadlines established by G/DG. Others determined that they were unwilling to make any financial commitments until after they had agreed to a specific candidate, had actually received their current year budget allotments, and/or had a firm guarantee of a fellowship slot.

Consequently, in most cases the DFP was not able to inform potential applicants even of the countries or regions where fellowships would be awarded, nor could those very basic factors

be used in qualifying candidates and developing the best possible roster of prospective nominees as finalists. Perhaps more importantly, the DFP could not readily factor specific fellowship details into its recruitment efforts, and thus could never be certain that it was recruiting the type of candidates that individual USAID Missions might want if they decided in the future to sponsor a Democracy Fellowship.

On the other hand, some USAID Missions that had expressed interest in sponsoring a Democracy Fellow also made it clear that they did not want World Learning to do any recruitment at all. These units had already identified a preferred candidate themselves, and expected World Learning to serve as a useful mechanism for hiring that person quickly, cheaply, or without encumbering Mission FTEs. Some Missions, and some finalists who had been accepted for Democracy Fellowships, continued to express frustration at delays in receiving security clearances.

Ironically, during FY-1998 the DFP discovered that the shift to a rolling application process actually resulted in *fewer* applications being submitted to the program from almost the same number of inquiries. This lower application production rate in turn meant that the pool of qualified "eligible candidates" this year was not as large as anticipated, despite the fact that the DFP did not limit the body of "eligibles" to a fixed number. DFP staff believe that this situation probably arises from three related factors:

First, it is clear that some potential applicants did not apply because the DFP was unable to specify if, or how many, Democracy Fellowships would actually be awarded during the year. The uncertainty of the process, combined with the absence of any fixed application deadline, deterred a number of potential applicants.

Second, DFP Application materials this year more directly informed potential applicants that Fellowship Program Descriptions and work plans will be determined primarily by the needs of the particular USAID Missions or offices that sponsor and fund particular Democracy Fellowships. Based on comments from candidates already in the pool of eligibles, and a few unsolicited comments from others, some potential applicants may have found this situation a less attractive fellowship opportunity.

Third, it may well be that the absence of an application deadline resulted in fewer applications in two ways. It may have underscored the uncertainty of the number and nature of possible Democracy Fellowships that might be awarded during the year. And it may have led some potential applicants to delay applying indefinitely, since they could in fact submit their applications at any time.

## **H Planned Changes to DFP Recruitment and Nomination Process**

### **1 Candidate Skills and Qualifications**

World Learning has begun to recruit for particular USAID fellowships, rather than only recruiting generally. This change allows the DFP to use Missions' specific fellowship criteria.

and expectations as both a recruiting and screening tool. This will help the DFP to insure that it selects candidates into its pool of finalists because of their close match with specific USAID skill needs and experience requirements, rather than because of a broader consideration of greater relative promise or potential in the general field of democracy and governance.

This program change, however, has trade-offs. Individual recruitment tends to discourage other potential candidates with different qualifications from applying at all, even if they may have precisely the skills, background and experience required for the next Democracy Fellowship that materializes. This will necessarily create a time lag in identifying and nominating candidates anew, and in awarding any particular fellowship.

In addition, as a practical matter, the shift towards greater individual recruitment will tend to exclude most junior-level (and many mid-level) candidates from consideration, as such applicants tend not to have extensive backgrounds or skills in international democracy and governance, nor prior USAID experience.

A potential problem with recruiting for individual fellowships is that the specific skills, experiences and/or duties required by USAID frequently tend to change between the time those details are conveyed to World Learning, and the time that candidates are recruited, screened, and nominated, and a single finalist is selected. Additional changes can occur before the finalist obtains a security clearance and is able to depart for post. (These changes in requirements may be due to intervening events, host country developments, changes in USAID personnel or strategies, or simply the nature of international democracy and governance work.) To help address this concern, the DFP intends to streamline its application process even further, to make it easier for desired candidates to apply.

An additional concern is that by recruiting individuals who already possess a specific array of established skills or experiences, USAID may be obtaining more of what it already has, and less of the fresh ideas or perspectives that are generally considered a strength and advantage of fellowship programs. This may particularly be true when USAID requires or strongly prefers as a selection criterion, that nominated candidates possess prior USAID experience, or when sponsoring Missions view fellows as interchangeable with other USAID contractors or staff.

At the same time, to address USAID program and productivity needs, the DFP expects to be authorized to award a limited number of senior-level Democracy fellowships in the future. An additional program modification that may enhance recruitment is the expected USAID authorization to modify fellowship stipends to make them more comparable to US Civil Service and Foreign Service grade schedules.

## **2 Longer Periods of Eligibility**

World Learning may refine its procedures to allow a longer period of eligibility for qualified DFP applicants, and perhaps to re-establish application deadlines. Currently, applicants are deemed viable for one-year following acceptance into the program. The DFP will consider whether a longer "shelf-life" for applications may improve the program's ability to find more

exact matches between available candidates and the needs of the USAID units that fund particular fellowships. Although this point might seem obvious, DFP experience is that the availability of eligible candidates declines rapidly –particularly if they have not been nominated and selected for a fellowship within the first 6-9 months after being found eligible.

### **3 Reinstating Application Deadlines**

By reinstating application deadlines (e.g., once or twice a year), the DFP might be able to improve the program's inquiry/application ratio, and thus increase further the pool of eligible candidates. In other words, it may be that some potential applicants will respond favorably to a deadline that limits consideration for particular fellowships to applicants who are accepted into the eligible pool prior to a certain date, rather than if, as and whenever an application is submitted. This possibility is not yet certain, however, nor is it clear that USAID units funding particular fellowships would allow the DFP to limit consideration of candidates to those who applied prior to a fixed deadline.

### **4. Early Determination of Program Ceilings**

The DFP believes that program recruitment will be improved by USAID's (expected) early determination of ceilings on the number of Democracy Fellows authorized for FY-1999. On the one hand, this decision will allow the program to advertise and recruit using a firm number of Democracy Fellowships that can be awarded in the upcoming cycle. On the other hand, the DFP may be able to use a firm program ceiling as an incentive to encourage interested USAID Missions and offices to decide sooner, and with a greater degree of commitment, to sponsor and fund particular Democracy Fellowships.

### **5 New Extension Deadlines**

Finally, the DFP hopes to revisit its procedures for approving and awarding fellowship extensions. To avoid some of the delays arising from drawn-out extension decisions by both current fellows and USAID units, the DFP will discuss with G/DG a more formal process. This might include, e.g., imposing firm deadlines for such decisions, after which an extension would be precluded, and the assigned Democracy Fellowship slot may be re-allocated to other USAID democracy priorities.

## **IV FELLOWS ORIENTATION, SUPPORT AND OVERSIGHT**

### **A DFP Orientation Program**

In the past year the DFP conducted its pre-departure orientation program for Democracy Fellows on an individual basis, rather than for groups or classes of fellows who would all start their fellowships contemporaneously. The DFP's orientation program has several specific objectives:

#### **1 Orientation Objectives**

- To familiarize the finalists<sup>1</sup> with the purpose, goals and current operations of the Democracy Fellows Program
- To introduce them to USAID generally, and to the personnel and resources of USAID's Center for Democracy and Governance in particular
- To provide information about World Learning and its worldwide activities
- To encourage the exchange of ideas among the finalists
- To foster the start of professional relationships among the finalists as well as among finalists and current fellows, and between them and other professionals in the field of international democracy and governance, and
- To explain the planning, reporting and other administrative requirements of the program

#### **2 Individual Orientation Programs**

One change from the DFP's previous program of group or class orientations involved the DFP conducting an individual orientation program for one Democracy Fellow beginning his fellowship with USAID/G/DG in September 1998. Although finalists for other Democracy Fellowships were preparing to begin their fellowships, they were still several months away from actually beginning.<sup>2</sup> Because USAID wanted this finalist to begin immediately, and as part of the DFP's efforts to accommodate USAID needs, an individual orientation program was designed and implemented.

The objectives of this orientation program differed from group or class orientations in two ways. First, there was no need to introduce the fellow to USAID. This fellow was already

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<sup>1</sup> Candidates for Democracy Fellowships become "finalists" when they are matched with a specific fellowship opportunity and nominated to the relevant USAID organization. They become "fellows" after the Award Letter granting a Democracy Fellowship is signed by both World Learning and the finalist. Since these Award Letters may be signed after Orientation, participants may be referred to as "finalists" or "fellows" during Orientation.

<sup>2</sup> See Section III for an explanation of the delays arising from the need to obtain a USAID security clearance.

familiar with the organization of USAID and with the personnel and resources the Center for Democracy and Governance, having worked for USAID for some time prior to beginning his Democracy Fellowship. Second, the objectives of encouraging the exchange of ideas and fostering the start of professional relationships among the other finalists were omitted for this orientation. Without the participation of other finalists, achieving those objectives is not feasible.

This individual orientation program thus focused on the remaining objectives of familiarizing the finalist with the purposes and current operations of the DFP, providing information about World Learning and its worldwide activities, and explaining the planning, reporting, financial accountability and other administrative requirements of the DFP. These goals were accomplished through a series of meetings with both DFP and other World Learning staff.

## **B Fellowship Program Descriptions**

Each Democracy Fellowship is based on a Program Description which integrates the program needs of the sponsoring USAID office or Mission with the professional interests and goals of the finalist. The development of the Program Description is best described as a discussion and negotiation process between the finalist and the sponsoring office, which is facilitated by the DFP. This process results in mutual agreement on the individual goals and objectives of the particular Democracy Fellowship, and on a written plan of activities to achieve those goals and objectives. On rare occasions, however, negotiations can break down and, if they cannot fruitfully be continued, the finalist may drop out or not be considered further for that particular fellowship. Over the past three years, however, the successful result of nearly every negotiation process has been a document, which describes

- The objectives the finalist expects to achieve over the course of the Democracy Fellowship
- Some discussion of the types of activities which will attain those objectives
- The expected outcomes and impact of those activities, and of the fellowship as a whole
- A planned timeline for achieving the proposed objectives
- The anticipated duration, extent and level of effort associated with each principal fellowship activity or objective, and
- A tentative schedule of proposed or anticipated travel needed to attain the objectives

In many cases the initial Program Description is rather general, with few specific activities identified in detail beyond the fellowship's first quarter. It is expected that after the Democracy Fellow begins the actual fellowship, s/he will collaborate with the sponsoring organization to elaborate and/or to revise the initial plans.

However, the DFP does not award a fellowship until the initial Program Description has been finalized and formally accepted by the three parties involved in the fellowship: the finalist, the sponsoring office or Mission, and the DFP. (Some Fellowship Program Descriptions may also be brought to the attention of G/DG and the USAID Program Officer for additional discussion.) The DFP verifies that the agreed Fellowship Program Description can be

supported within the available budget, at least in its most essential elements. The DFP also insures that the proposed Program Description comports with the policies and regulations that govern the Democracy Fellows Program. Particular attention is paid to the components of the Program Description described below, and to insuring that actual consensus -- and not merely the appearance of agreement -- has been reached on the basic contours and mutual expectations of the proposed fellowship.

Again this year, this deliberate approach has identified and avoided some potentially serious misunderstandings or differences that could have imperiled certain proposed Democracy Fellowships. Significantly, this process has not delayed the start of any fellowship. World Learning remains convinced that it is by far the wisest course to identify any fundamental problems before awarding a fellowship, rather than for the sponsor, the fellow and the DFP to gloss over such differences, and then attempt to resolve them later.

The DFP also recognizes that the Fellowship Program Description must be a flexible planning document, which can and should be revised as the need arises. Therefore, the fellow and his/her sponsoring office are strongly encouraged and expected to review the Program Description at the end of each quarter during the fellowship. The fellow may propose revisions or changes to the Program Description at any time, but reviews are formally expected with each Quarterly Progress Report submission. The DFP and the sponsoring office must then agree to those changes and/or negotiate differences with the particular fellow.

## **1 Professional Goals and Fellowship Objectives**

The Program Description begins with a general statement of the finalist's professional goals. In this section, the finalist addresses questions such as how the fellowship will advance his/her overall career development, how it will contribute to democracy in the host country or region (for overseas fellowships), and how it will support the democracy programs and needs of the sponsoring office or Mission.

To fully demonstrate how the fellowship will support the sponsor's democracy programs, the finalist describes a variety of performance and learning objectives which (a) identify the principal activities s/he will undertake during the fellowship, and (b) describe the anticipated results of those activities. The finalist also describes the relevant knowledge and skills that s/he plans to acquire during the fellowship, and which will advance the fellow's commitment to a career in international democracy and governance.

The fellowship's performance objectives are ordinarily drawn from information provided by the sponsoring office or Mission. For example, most USAID sponsors supply materials such as a brief description of activities or projects in which they expect the fellow to be involved, the Strategic or Intermediate Objectives of the sponsoring USAID Mission, excerpts from USAID Results Packages or Country Strategy Plans from the Mission or office, etc.

## **2 Performance Methods and Activities**

In this section of the Fellowship Program Description, the finalist clarifies how each proposed fellowship objective will be achieved. The finalist explains his/her proposed approaches and methodologies for attaining the intended objectives, outlining how the planned activities will yield a particular result.

## **3 Outcomes and Impact**

Finalists identify in this section the expected outcomes that will result from the successful achievement of each fellowship objective. For example, the finalist describes the expected impact that attaining each objective will have on the democracy efforts of the sponsor/funding organization, and on local democratic practices and institutions. The process emphasizes developing measures that can objectively demonstrate the success of the particular approach or fellowship activity.

## **4 Timelines**

For each principal fellowship objective, the finalist constructs a proposed timeline for the planning, implementation, and evaluation of the activities that will lead to its fulfillment. The timeline addresses issues of both the duration and level of effort involved in each objective. The DFP has found it most useful for finalists to portray this section of their Fellowship Program Description in the form of a graph or chart, relating outcomes, impacts, timelines and levels of effort for each activity.

## **5 Fellowship Travel Plans**

As part of the Program Description, the DFP requires finalists to indicate their proposed international travel plans, particularly for the first quarter of the fellowship.<sup>3</sup> Finalists include proposed travel that will support their fellowship objectives, including any conferences or other travel for professional development.

## **C Quarterly Fellowship Progress Reports**

Fellows are required to submit formal progress reports at the end of each quarter of their fellowship, with the report for the fourth quarter being more of an annual or final report. These Quarterly Fellowship Progress Reports are expected to be substantive documents, not

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<sup>3</sup> This requirement is in accordance with USAID/Management directives. Specifically, USAID/M has advised the DFP that failure to pre-plan international travel will require each unplanned trip to be approved individually by the USAID Agreement Officer for the Democracy Fellows Program.

merely a record of a fellow's general responsibilities, meetings and travel. They are also intended to be a practical management tool for the fellow, for the sponsoring organization, and for the DFP. Equally importantly, however, these plans and reports are also considered a meaningful democracy and governance resource for USAID and the DFP. Democracy Fellows' Quarterly Fellowship Progress Reports and Fellowship Program Descriptions are periodically shared with USAID/G/DG and CDIE (see **Attachment H**, "Fellows' Quarterly Fellowship Progress Reports"). In particular, fellows are advised to present their fellowship plans and proposed activities, as well as their Quarterly Fellowship Progress Reports, in formats that will provide a useful resource for others who have not shared their specific experiences.

Fellows' reports are expected to be substantive, analytical documents, not merely descriptive recitations of conversations, projects or activities engaged in, meetings attended, etc. Fellows provide their own analysis and understanding of the important issues, problems and situations affecting their work and their achievements, both in promoting democracy in general, and in pursuing their particular fellowship objectives. Quarterly Fellowship Progress Reports are also linked to the Fellowship Program Description, serving both as a means to gauge the fellow's progress in achieving the objectives specified in that document, and as a way to identify and propose changes planned for the remainder of the fellowship. These reports are also a valuable resource for DFP staff and USAID, when they review Program Descriptions and consider individual fellows for proposed fellowship extensions, or consider the allocation of slots under the applicable Democracy Fellowship ceiling.

Quarterly Fellowship Progress Reports begin with a review of the fellow's professional goals, an overview of the Democracy Fellowship, and a general statement about how it has proceeded to date. For each objective in the fellow's Program Description, the fellow describes and summarizes the methods s/he has followed, the degree to which the objective has been achieved, and the democracy impact of that objective for the fellow, the sponsoring office or Mission, and/or for the host country. The fellow also proposes revisions to the Program Description, including travel plans for the upcoming quarter.

It is expected that sponsoring organizations will have the opportunity to review and comment on Quarterly Fellowship Progress Reports when they are being prepared and submitted to the DFP. However, these reports are not considered official USAID or US Government reports or policy positions. Democracy Fellows are therefore instructed to use appropriate official *disclaimers* in their Fellowship Progress Reports, as well as in their Professional Work Products and any other materials developed during their fellowships.

#### **D Counterpart Development Activities**

One feature of the Democracy Fellows Program has been the counterpart development component. Counterpart development activities potentially provide a means of directly benefiting a counterpart in a foreign country where the fellowship is served. Under the DFP, each overseas-based fellow has been encouraged to identify and propose an appropriate counterpart, whether an individual or an organization involved in democratic development.

Counterparts may not be U S citizens or organizations, nor FSNs or similar staff of USAID or other U S Government entities

Overseas fellows were encouraged to develop with the approved counterpart a formal plan of appropriate technical assistance by the fellow, which would help to increase or strengthen the counterpart's capabilities to engage in host country democracy activities. The planned budgets for these fellowships typically included a small amount of funding for a very modest level of counterpart development activities. For example, fellows have supported the development or acquisition of publications or other democracy resources, professional journal subscriptions, specific democracy training, etc.

As originally structured, fellows would propose a suitable counterpart for DFP and USAID concurrence, and had to receive prior World Learning approval of all proposed expenditures before the DFP could advance available counterpart development funds. The DFP did not intend that Democracy Fellows be seen as a source of operational funding for host country counterparts, or for their recurring activities. Instead, the focus was on developing a modest plan of direct technical assistance by the Democracy Fellow to a suitable counterpart. Because this assistance was to be primarily technical --not financial-- the emphasis was on supporting capabilities to conduct democracy activities and functions, and not simply on providing money, or expending available funds. Approved activities could then be supported in appropriate circumstances by a very limited amount of counterpart funding. World Learning carefully reviewed fellows' proposed counterpart activities for aptness.

Fellows were advised to consult and coordinate with the sponsoring USAID Mission, both in identifying a suitable counterpart and in considering appropriate counterpart activities. For example, one purpose of the counterpart development feature had been to help insure that Democracy Fellows who worked directly within USAID Missions could actually engage with and help to strengthen the capabilities of the people and organizations of the host country (other than FSNs and other USG hires). Such efforts would be in addition to undertaking day-to-day democracy activities within the Mission itself.

Originally, this component was required for each Democracy Fellowship. Over the past three years, however, experience has shown that counterpart activities are not feasible either for fellows based in Washington, DC, nor in most some overseas assignments. Washington-based fellows do not spend enough time in another country to establish a counterpart relationship with an indigenous person or organization. Overseas fellows have encountered other difficulties, including practical limitations on fellows' time, energies and abilities, as well as some Mission reluctance to support this program component. Therefore, except when a sponsoring USAID Mission specifically requests it, the DFP does not expect to include this component in budgets for future Democracy Fellowships or fellowship extensions.

## **E Professional Contribution or Work Product**

An important feature of the DFP is the fellow's professional contribution or work product -- a relatively independent project or activity that will contribute substantively to the overall field of democracy and governance. This fellowship activity should result in a tangible democracy-related product such as an article for a professional or scholarly journal, a book chapter, a course curriculum, training materials, etc.

The fellow's professional product is expected to be a relatively independent and substantive effort. Although it need not be directly related to the specific fellowship activities undertaken with the sponsoring organization, the DFP strongly recommends that fellows base their professional products on their core fellowship activities. The DFP must concur in the fellow's proposed plan, and the activity must have the potential to make a significant contribution to the field of international democracy and governance. Fellows usually determine what form the product will take during the first half of the fellowship, and include progress reports on this element in each of their Quarterly Fellowship Progress Reports.

The DFP expects that this professional work product will benefit the Democracy Fellow in three specific ways:

- It will help each fellow to focus on a tangible professional accomplishment that will serve as a capstone to the Democracy Fellowship. This will help the fellow to tie together -- in a way that is meaningful for the fellow -- many of the practical problems and circumstances encountered and overcome throughout the term of the fellowship.
- This professional-level contribution or product will help to establish the individual's substantive reputation in the field of democracy and governance, thus supporting the fellow's commitment to a career in democracy and governance, and advancing the fellow's long-term career prospects, as well as the overall goals of the Democracy Fellows Program.
- It will help to serve as a bridge from the fellowship to the next stage in the fellow's professional career. In this regard, World Learning notes that Democracy Fellowships are not designed to result in the offer of a USAID position, or to serve as "employment-track" vehicles for individuals seeking permanent employment with USAID.

Accordingly, the DFP encourages Democracy Fellows to develop during their fellowships professional products that will be useful in seeking future employment in the broad field of international democracy and development, and which do not simply summarize the fellows' activities with the sponsoring USAID office or Mission (Fellows' activities are reported in any event in their Quarterly Progress Reports throughout the fellowships). World Learning hopes that each fellow's professional product will have sufficient breadth, depth and/or analytical insight to be of professional interest to a wide range of potential employers, as well as to officials of the sponsoring USAID organization.

## F Current Fellowship Support Activities

The DFP has continued to provide on-going fellowship support in several key areas

- **Development of Fellowship Program Descriptions and plans** The DFP provides guidance and advice on preparing a suitable Fellowship Program Description and plan. The Fellowship Program Description includes the fellow's career development goals and objectives, as well as the democracy performance objectives of the sponsoring organization.
- **Communication with Democracy Fellows** The DFP maintains regular communication with each Democracy Fellow, starting before and continuing throughout the entire course of the fellowship. World Learning offers suggestions, ideas and advice about cultural adjustments, professional development, and dealing with the various obstacles or problems encountered in the fellowship. The DFP also monitors progress achieved on activities proposed in the pertinent program description. Quarterly Fellowship Progress Reports are required, and are used as a tool for assessing the fellow's progress.
- **Communication with sponsoring USAID organizations.** The DFP maintains communication with each organization that sponsors a Democracy Fellowship, beginning before and continuing throughout the course of the fellowship.
- **Monitoring fellowship budgets** The DFP staff closely monitors each fellowship budget to avoid excessive or inappropriate expenditures, to ensure requisite financial accountability and reporting, and to make any necessary amendments or modifications to fellowship budgets. The DFP also confirms the availability of adequate funds for each fellow's proposed activities, and advises USAID on the disbursement and status of funds for particular Democracy Fellowships.
- **Payment of fellows' stipends and allowances** Systems established by the DFP and by World Learning corporate staff are intended to ensure that scheduled payments such as stipends and insurance, and intermittent or unscheduled payments such as travel advances, are issued and forwarded in a timely manner to the fellow's authorized recipient. (Usually this is the fellow, a bank or a designated relative).
- **Computer-related support** In coordination with sponsoring offices, the DFP ensures that each fellow is provided a computer and an e-mail account. This permits each fellow a relatively inexpensive means of communication with other fellows, DFP staff, USAID, and other potential democracy resources. In addition, DFP staff provide initial training and consultation to all fellows on an as-needed basis, as well as continuing support for computer software training, trouble-shooting and technical assistance as necessary.
- **Travel arrangements to and from the fellowship site** DFP staff arrange flights for fellows and, where appropriate, notify World Learning, USAID and other personnel at the fellowship site of the fellow's arrival so that additional arrangements may be provided upon arrival if necessary. The DFP supplies documents and information in support of pre-

departure visas, and immunization services, as well as particular requirements expected for the fellowship site. Staff also ensure necessary compliance with USAID, OMB and World Learning travel, financial management and other reporting requirements. The DFP arranges for in-service ticketing and travel arrangements for U.S.-based fellows, and manages and approves all fellows' travel advances, per diem levels and trip expense reporting.

- **Emergency support** The DFP provides fellows a variety of ways to contact staff outside business hours so that emergencies may be handled quickly and efficiently. The DFP is supported in this effort by World Learning, and by World Learning's emergency medical evacuation provider. During FY-1998 the DFP also located and obtained for fellows special all-risk, overseas personal hazard insurance. Over the past year two Democracy Fellows were evacuated from their posts, and the DFP dealt with a number of additional emergencies or "off-hours" crises.
- **Democracy Fellows Conference** The DFP is organizing a professional conference for all Democracy Fellows in Washington, DC, to be held in early December 1998. This second annual conference will address topics such as program issues, practical problems and issues of promoting democracy, as well as important career development concerns of interest to all fellows. (See **Section V** for more information about the Democracy Fellows Conference.)
- **Resource coordination and program support** The DFP helps to identify and coordinate topical resources and linkages for fellows, to help them advance both their various career interests and their specific Democracy Fellowship objectives. USAID's Center for Democracy and Governance has made available to all Democracy Fellows the substantial technical expertise, and the information and documentary resources of the Center itself, as well as the reports, studies and other holdings of USAID's Center for Development Information and Evaluation (CDIE).

Democracy Fellows continue to commend DFP staff for their program support, especially noting the staff's responsiveness and the program's professional and forthright relationship with fellows. In particular, fellows understand the DFP's consistent adherence to established procedures and program requirements, but they have also noted that the DFP tries to be as flexible and responsive as possible, without being intrusive, or overly bureaucratic. DFP staff did not interfere in the fellows' daily work with USAID, nor did World Learning burden them with demands unrelated to their Democracy Fellowships.

## **G Activities in Support of Fellowship Extensions**

The DFP continued to provide information both to current fellows who express an interest in having their fellowships extended for a second or third year, and to USAID offices and Missions that want to explore extending a fellowship. DFP staff worked closely with USAID to clarify the expected activities of the particular fellow, and answered questions about appropriate extension terms, conditions and funding levels.

Program staff worked with fellows to develop new Fellowship Program Descriptions and plans for the period(s) of their proposed extensions, and also facilitated negotiations with the sponsoring USAID office or Mission Six Democracy Fellowships were formally extended during the past year, three overseas and three in Washington, DC Democracy Fellows and/or USAID sponsors have additionally inquired about, or have already begun the extension process with the DFP, with respect to seven Democracy Fellowships World Learning anticipates that each of these fellowship extensions will be granted

During FY-1998, every Democracy Fellow has been offered an extension of her/his fellowship, and every Mission or office with a departing Democracy Fellow has similarly expressed interest in sponsoring a follow-on fellow after the incumbent's departure World Learning considers these statistics a positive commentary on the high quality and excellent performance of the Democracy Fellows and the DFP staff

## **H End-of-Fellowship Support Activities**

This year marked the conclusion of five Democracy Fellowships In each case where a fellowship ended, DFP staff provided support to departing the fellows in a variety of areas

- **Communication with the fellows** The DFP staff provided end-of-fellowship checklists for each fellow, to remind him/her of tasks that needed attention in the final weeks of the fellowship
- **Return travel** DFP staff facilitated fellows' return travel to their homes of record
- **Final Report and Professional Work Product** The DFP staff informed each fellow of deadlines for submitting their Final Reports and Professional Work Products, and monitored completion of those requirements
- **Final stipend and allowance payments** DFP staff arranged for the fellows' final stipend and allowance payments, and forwarded checks to the fellows' designated recipients
- **Resolution of outstanding program or financial issues** DFP staff worked with fellows, USAID Missions, sponsoring organizations, and World Learning offices and divisions to resolve outstanding program matters, logistic issues, or financial concerns in a timely manner
- **Recognition** The DFP issued Program Completion Certificates for each applicable Democracy Fellow These certificates were jointly awarded by World Learning and USAID/G/DG

## V DEMOCRACY FELLOWS CONFERENCE

The second annual World Learning Democracy Fellows Conference is scheduled to be conducted in Washington, DC in early December 1998. DFP staff will coordinate the event with a Democracy and Governance Partners Conference currently being planned by USAID's Center for Democracy and Governance. The World Learning Democracy Fellows Conference will serve four main purposes:

- To help meet the fellows' professional development needs
- To provide a forum for the open exchange of ideas and information between the fellows and USAID's Center for Democracy and Governance
- To address common administrative, financial, regulatory and other program issues within the DFP, and
- To encourage the formation of professional relationships among the various classes of Democracy Fellows, and also with alumni of the program

The Democracy Fellows Conference agenda has not yet been finalized, but the DFP intends that the substantive democracy content of the agenda will be coordinated with USAID's conference, including proposed democracy training sessions. Additional sessions planned for the DFP Conference include discussions on topics such as challenges faced by fellows, taxation of fellowships, evaluation of the DFP, job-search techniques, and questions and concerns of new and incoming fellows.

## VI PROGRAM EVALUATION

In its implementation and management of the DFP, World Learning has conducted a number of formal and informal program evaluations. Participants in the DFP's first three group Orientation Programs were each asked to assess those efforts, and did so using written evaluation instruments. Similarly, formal evaluations are routinely incorporated as a specific component of the annual Democracy Fellows Conference, and as part of the End-of-Fellowship process that the DFP conducts when a Democracy Fellowship concludes.

The DFP staff also performed extensive reviews of its overall candidate recruitment efforts, in order to identify the most productive recruitment sources and advertising media for Democracy Fellowships. This review involved an analysis of the geographic and institutional sources of applications, as well as an evaluation of the relative productivity of particular sources and media for (a) initial applications to the program, (b) qualified applicants or "eligible candidates", (c) finalists or nominated candidates, and (d) those who actually become Democracy Fellows. The findings from this review informed the program's on-going recruitment efforts during FY-1998. However, DFP staff recognize that the trend towards recruiting *individually* for each prospective Democracy Fellowship with USAID may require additional recruitment and solicitation efforts, and reconsideration of past results.

As part of World Learning's on-going effort to evaluate and improve the Democracy Fellows Program, DFP staff also sent evaluation questionnaires to each USAID office or Mission that funded a Democracy Fellow during the past year (see **Attachment E**, "Sponsoring Organization Evaluation"). The questionnaire focused on assessing the value of the Democracy Fellowship to USAID, and asked USAID sponsors to provide their evaluations of the DFP, including comments on the particular fellow, on his or her Fellowship Program Description, and on progress achieved in attaining the intended goals of that fellowship. Additional comments were solicited on the quality of the program support and implementation provided by DFP staff. Missions and offices were also requested to assess the value of the fellowship to the Democracy Fellow, and to his/her professional career development.

Questionnaires were sent to all USAID Missions and offices with Democracy Fellows. As of the end of FY-1998, the DFP had received responses from half of the sponsoring USAID units. Those responses were uniformly positive. The substantive contributions of Democracy Fellows to the sponsoring USAID organizations were consistently judged "valuable" or "extremely valuable." USAID Missions or offices similarly found the fellowship to be "valuable" or "extremely valuable" to the individual Democracy Fellow in terms of career development.

World Learning's support of the individual fellowships and the overall management of the DFP were rated "very good" or "outstanding" by every responding USAID Mission or office. Each Mission or office also expressed an affirmative interest in extending the term of the current Democracy Fellow, or in sponsoring a follow-on Democracy Fellow when the current fellowship ends.

One factor affecting the 50% USAID return rate for evaluations may have been the fact that USAID's Management and Global Bureaus launched a joint study of all of the agency's fellowship programs just a few weeks after the DFP sent out its questionnaires. The USAID study also involved sending questionnaires and surveys to Missions and offices that had sponsored Democracy Fellows, and there may have been some confusion and/or redundancy with the evaluation materials. Nevertheless, although it addresses somewhat different issues, the draft version of the USAID fellowship program study reinforces the same positive results obtained from World Learning's own evaluations.

Additionally, every Democracy Fellow was asked to evaluate his/her individual fellowship (including any fellowship extensions), as well as the various support services provided by the DFP, and the operation of the DFP as a whole (see **Attachment E**). Overall, these assessments reaffirmed that the Democracy Fellows Program is viewed by fellows as a valuable career-development program, and by USAID Missions as an important and cost-effective resource for their democracy assistance efforts. Perhaps more than from these written evaluations, the DFP believes that the success of the program to date can best be measured by the continuing high level of USAID support for and general interest in the program.

This favorable conclusion is underscored in practice by the actions of USAID Missions and offices that have actually sponsored World Learning Democracy Fellows. As previously noted, in 100% of those Democracy Fellowships that either have ended or are nearing their conclusion, the sponsoring USAID organizations have continued to request a fellowship renewal or extension. The DFP intends to continue its formal and informal program evaluations during FY-1999, involving current and former Democracy Fellows, as well as USAID/G/DG, and every Mission or office that sponsors a Democracy Fellowship.

## **VII PROGRAM REPORTING**

Throughout the past year, World Learning and USAID/G/DG staff met regularly to discuss the progress of the DFP and to address some of the new and continuing challenges that affect the program. These monthly or bi-monthly meetings and discussions included updates on all significant DFP activities, reporting on the program's progress in recruiting, screening, matching, nominating and selecting candidates, analysis of program and fellowship funding requirements, resolution of program differences between fellows, Missions, offices and/or the DFP, and identification of issues requiring additional meetings, discussion and/or further action.

Through its corporate Sponsored Program Services Office, located in Brattleboro, VT, World Learning also provided USAID (FA/FM/CMP/DCB) with regular quarterly financial reporting on the DFP (Financial Status Report, form SF-296A), in accordance with the Cooperative Agreement and relevant OMB requirements.

## VIII PROFILES OF DEMOCRACY FELLOWS

### A Abstracts of Current Democracy Fellowships

#### 1 Gary A Bland

**Governance Team, USAID Center for Democracy and Governance  
Washington, DC (09/08/98-02/28/99)**

Gary Bland is serving his fellowship with the Governance team in USAID's Center for Democracy and Governance in Washington, DC Gary's focus is on decentralization, local governance, and legislative strengthening He plans to assist the Center with the development and dissemination of two USAID handbooks on decentralization and legislative strengthening In addition, he hopes to conduct practical research related to sub-national electoral systems, electoral codes, and national electoral agencies, commissions, etc in order to develop an objective measurement of the degree of political decentralization

Gary earned his Ph D in 1997 from Johns Hopkins University, where he had previously earned an MA in Latin American studies and International Economics His doctoral dissertation is titled, "Local Government, Decentralization, and Democracy in Chile and Venezuela" Prior starting this Fellowship, Gary worked as a consultant and public policy analyst, including assignments with USAID's Latin America Bureau Previously, he was a Senior Program Associate with the Woodrow Wilson Center's Latin America Program Gary is fluent in Spanish and also speaks some Portuguese His interests include decentralization, local governance, civil society, elections, and comparative political systems

#### 2 Stephen M Brager

**Governance Team, USAID Center for Democracy and Governance  
Washington, DC (05/19/97-11/18/98)**

Stephen Brager is serving his fellowship with the Governance team in USAID's Center for Democracy and Governance in Washington, DC Stephen is examining various issues in good governance, including civil/military relations, government integrity, decentralization and local governance, democratic transitions, and conflict mitigation In addition, he assists in the development of training programs for USAID staff in issues of democratization

Stephen earned his MA in political science at the University of California at San Diego Before beginning his Democracy Fellowship, he worked as a Research Intern at InterAction examining the role of NGOs in strengthening civil society He was a Teaching/Research Assistant in U S politics, international relations, security issues, comparative politics and ethnic conflict at the University of California at San Diego Stephen has lived in Brazil, Chile, Israel and Spain His interests cover a wide range of topics, including rule of law, civil-military relations and civil society

**3 Linn A Hammergren**  
**Rule of Law Team, USAID Center for Democracy and Governance**  
**Washington, DC (04/01/96-03/31/99)**

Linn Hammergren is pursuing her fellowship with the Rule of Law team in USAID's Center for Democracy and Governance in Washington, DC Her focus is on the effectiveness of recent USAID and other rule of law programs, especially in Central and South America and the Caribbean During her fellowship she has developed a series of manuals on judicial training, code reform, and efforts to establish or strengthen prosecution and public defense functions She also wrote a paper on the socio-political significance of rule of law reforms in Latin America, and helped to promote a network of scholars, advocates and practitioners interested in rule of law issues

Linn earned her Ph D and MA in political science from the University of Wisconsin Her BA is from Stanford University Linn has lived in Colombia, Costa Rica, El Salvador, Peru and Venezuela, and previously has received fellowships from the Vanderbilt Center for Latin American Studies, and the Social Science Research Council Her interests cover a range of topics including justice system reforms, national integration and the development of civil society, comparative legal systems, and local governments and decentralization

**4 Elizabeth I Hart**  
**Civil Society Team, USAID Center for Democracy and Governance**  
**Washington, DC (10/21/96-10/20/98)**

Elizabeth Hart works with the Civil Society team of USAID's Center for Democracy and Governance in Washington, DC Liz is pursuing the relationship between economic and political liberalization, as well as the role of the private sector in civil society, and the processes of economic and political reform During her fellowship she has also assisted the Democracy Center in the development and presentation of a series of workshops to provide technical guidance to USAID Missions in the field of democracy and governance

Liz defended her dissertation and received her Ph D in Politics from Princeton University in 1996 The topic of her dissertation was liberal reform in Ghana Liz has also authored other publications on democratic reform in Africa, and politics in Kenya She has traveled and worked in a number of African and Asian nations, including prior residence in Ghana

**5. Abigail Horn**  
**USAID Mission**  
**Asuncion, Paraguay (10/01/97-01/31/99)**

Abigail Horn is serving her fellowship with the USAID Mission in Asuncion, Paraguay. Abby has been centrally involved with Mission programs supporting both Paraguay's 1998 elections, and national anti-corruption efforts. She works in the areas of voter education, electoral administration, local election monitoring, political party development, and judicial strengthening. She is also helping Paraguayan NGOs on training methods, approaches, and problems in civic education and capacity building, particularly the Paraguayan branch of Transparency International.

Abby earned her MIA from Columbia University in economic and political development, with emphasis on Latin America. Before beginning her fellowship, she was a Fulbright Scholar for one year in Chile. While there, she researched student political participation since Chile's transition to democracy, and worked with the civic group *Participa* conducting civic and human rights education programs. Abby also interned with the Carnegie Endowment of International Peace, updating and editing their book *Nuclear Thresholds*. She has lived in Argentina, Chile and Mexico. Her public policy interests include civil society, NGO networks, elections and anti-corruption efforts.

**6 Ann C Hudock**  
**Civil Society Team, USAID Center for Democracy and Governance**  
**Washington, DC (01/01/98-12/31/98)**

Ann Hudock is serving her fellowship with the Civil Society team in USAID's Center for Democracy and Governance in Washington, DC. Ann's focus is on the development of government laws and regulations governing the NGO sector, as well as on media development and the role of media in civil society.

Ann received her Ph.D. from the Institute of Development Studies at the University of Sussex in the United Kingdom. During her fellowship she has aimed to apply her prior academic work to the policy-making process in the United States. She is a member of the Development Studies Association and National Union of Journalists, and has won several awards including a Rotary International Ambassadorial Scholarship, a Regional Award from Soroptimist International, and the Marj Heyduck Journalist of the Year Award. Ann has lived in Sierra Leone and the United Kingdom, and has worked in Mongolia, South Africa and the Gambia.

**7. Patricia J. Kendall**  
**USAID Mission**  
**Jakarta, Indonesia (03/16/97-09/15/99)**

Patricia Kendall has been serving her fellowship with the USAID Mission in Jakarta, Indonesia. She is concentrating on issues of legal and judicial reform, development of NGO advocacy and organizational capacities, and legal issues relating to democratic participation and human rights, as well as the legal aspects of economic reform. She expects that her Democracy Fellowship will serve as a transition from her trial lawyer and constitutional law background to the field of international law, and efforts to build democratic institutions.

Before becoming a Democracy Fellow, Patty worked as Assistant Corporation Counsel and Supervisory attorney for the City of Chicago. She holds a J.D. from the University of Illinois and a Master's degree in higher education administration from Vanderbilt University. She has traveled to Australia, Europe, Asia and Southeast Asia, as well as the former Soviet Union. Patricia's interests include the constitutionality of government practices, rule of law, human rights, legal issues relating to women and minorities, and law enforcement.

**8 Carolyn J Logan**  
**REDSO/ESA – Greater Horn of Africa Initiative**  
**Nairobi, Kenya (12/01/97-11/30/98)**

Carolyn Logan is serving with USAID's Regional Economic Development Services Offices for East and Southern Africa in Nairobi, Kenya. Carolyn works in the areas of regional crisis prevention, crisis management, and conflict resolution. She is using her Democracy Fellowship to complete her transition from engineering to policy and social science.

Carolyn received her M.A.L.D. in international relations from the Fletcher School at Tufts University in 1996, and worked towards a Ph.D. in international relations at Tufts prior to beginning her Democracy Fellowship. Previously, Carolyn spent several years as a professional in water resources management in India, Lesotho, Rwanda and Somalia. She is especially interested in the relationship of indigenous practices to questions of political participation and representation.

**9 Ronald G Shaiko**

**Elections Team, USAID Center for Democracy and Governance  
Washington, DC (12/08/97-12/07/98)**

Ronald Shaiko is serving his fellowship with the Elections and Political Processes team in USAID's Center for Democracy and Governance in Washington, DC. Ron is involved with all aspects of elections programs including political party development, civic education and elections administration. He is using his Democracy Fellowship to supplement his academic background with practical experience in the field of democracy and governance.

Before being awarded a Democracy Fellowship, Ron was an Associate Professor of Government at American University. He has taught courses on U.S. government, lobbying, political parties, legislative behavior and political leadership, and worked as a consultant on a USAID-sponsored project on legislative strengthening in West Bank/Gaza. Ron has also served as an expert on U.S. government for USIA's International Visitors Program, and has consulted as a media pollster and political analyst. He holds a Ph.D. in political science from Syracuse University, and is interested in democracy indicators, elections and civil society.

**10 Sara Steinmetz**

**Democracy Office, USAID Bureau for Policy & Program Coordination  
Washington, DC (01/06/97-01/05/99)**

Sara Steinmetz is serving her Democracy Fellowship in the Democracy and Governance Office of USAID's Bureau for Policy and Program Coordination. She is applying her current research to policy analysis, focusing on the degree of and potential for democratization in host states. She is interested in the extent to which basic institutions and fundamentals of a democratic political system and culture exist, the degree to which government is transparent, and the level of NGO participation in the policy-making process. One of Sara's particular interests is the democracy transition in Indonesia, and its relationship to local NGOs.

Sara has a Ph.D. in international relations/comparative politics/political and economic development, and an MA in international relations, from New York University, her BA is from the City University of New York. She is interested in public policy analysis, political science research, civil society and democratic initiatives. Sara worked with the Carnegie Corporation of N.Y. and with the UN Department of Political and Security Council Affairs.

**B Abstracts of Concluded Democracy Fellowships****1 Robert R Barr**

**Strategies Team, USAID Center for Democracy and Governance  
Washington, DC (09/01/97-08/31/98)**

Robert Barr recently completed his fellowship with the Strategies team in USAID's Center for Democracy and Governance in Washington, DC His focus was on the development of indicators of democracy in USAID's programs on democracy and governance Specific fellowship activities included testing democracy indicators in the field and assisting the Center with writing and editing a comprehensive handbook on democracy indicators

Before becoming a Democracy Fellow, Rob was working toward a Ph D in Comparative Politics/International Relations at the University of Texas His research focused on the effects of corruption on the style of governance and the process of reform in Latin America His Master's thesis was titled "Alternatives for the Left The Strategic Dec isions of the Chilean Socialist Party" Rob has taught classes in the politics of environmental issues, U S foreign policy, and the role of the military in Latin America He has also authored several papers on economic reform, drug-trafficking, and privatization in Latin America

**2 Lisa M Cannon**

**Development Resources Centre  
Johannesburg, Republic of South Africa (10/29/96-10/28/97)**

Lisa Cannon served her Democracy Fellowship with the Development Resources Centre (DRC), a respected South African NGO located in Johannesburg and Cape Town, South Africa The DRC serves as a network organization for South African NGOs During her fellowship, Lisa worked on issues of financial sustainability for NGOs In particular, she assisted in improving the organizational management capacities of the member organizations, in developing a network of NGOs, in facilitating partnerships with the corporate sector, in increasing citizen support and involvement, and in developing NGO fund-raising strategies

Lisa has an Ed M in International Education from Harvard University and BS in Foreign Service from Georgetown She has worked in Armenia, South Africa, and several countries in Central America Before becoming a Democracy Fellow, Lisa was an organizational development consultant for NGOs, and helped train Peace Corps Volunteers

**3 Carrie S Chernov**  
**USAID Mission**  
**Asuncion, Paraguay (01/31/97-05/07/97)**

Carrie Chernov served her Democracy Fellowship with USAID/Asuncion, where her assignment included a wide range of democracy assistance. Specific program areas included strengthening the capacities of grassroots organizations and NGOs, facilitating private and public partnerships and working accords, supporting Paraguay's efforts in decentralization and local governance, encouraging local civic participation and the development of NGO advocacy skills, and advancing civic education, legal reform and environmental issues.

Prior to her fellowship, Carrie's career included work as Counsel and Professional Staff Member, US House of Representatives Subcommittee on Environment, Committee on Science, Space, and Technology. She was Legislative Assistant for Congressman James Scheuer, and a Consultant on sustainable development with the World Resources Institute. Other positions included Associate Attorney and Legal Consultant with several prominent Washington, DC litigation and environmental law firms, and General Counsel and Business Analyst for an international investments and operations firm. She earned an LLM in International and Comparative Law at Georgetown University, a JD from New York University, and a BA (Honors) in History from Brown University. Carrie had previously lived in Spain and the United Kingdom, and has traveled to Botswana, Costa Rica, Zambia and Zimbabwe.

**4 Dawn P Emling**  
**USAID Mission**  
**Pretoria, Republic of South Africa (04/26/97-04/25/98)**

Dawn Emling served her Democracy Fellowship with the USAID Mission in Pretoria, South Africa. There she worked on conflict resolution issues with local NGOs. In addition, Dawn worked closely with USAID/Pretoria's Community Development Foundation Program. During her fellowship, Dawn researched, compiled and edited a forthcoming book of essays by host-country NGO leaders, assessing South African mediation and conflict resolution programs. She also developed an extensive working bibliography on conflict resolution issues.

Dawn received her MA in international development from American University in 1993. Before joining the Democracy Fellows Program, she worked as an International Programs Coordinator at the National Institute for Citizen Education in the Law (NICEL). Dawn has lived in both South Africa and Nigeria. Her interests include legislative reform, women's groups, democratic initiatives, advocacy and civil society.

**5 J Michele Guttmann**

***Corporacion Participa***

**Santiago, Chile (09/28/96-09/27/97)**

Michele Guttmann served her fellowship with *Corporacion Participa* in Santiago, Chile. *Participa* is a highly regarded Chilean NGO whose programs focus on civic education. It conducts training programs in voter education, advocacy, and legal and judicial reform. During her fellowship, Michele worked with *Participa's* advocacy training program and its Global Women in Politics program. She also provided the staff of *Participa* with professional advice on ways to increase citizen participation throughout civil society.

Michele earned both her J.D., and a B.A. in Modern Languages, at the University of New Mexico. Before beginning her Democracy Fellowship, she practiced law in an Albuquerque, NM law firm where she was a principal. She has lived in Ecuador, and has traveled to Europe and the Caribbean.

**6 Brian D Kelliher**

**Foundation for Human Rights Initiative**

**Kampala, Uganda (10/12/96-10/11/97)**

As a Democracy Fellow, Brian Kelliher worked with the Foundation for Human Rights Initiative (FHRI), in Kampala, Uganda. FHRI monitors human rights abuses and the development of legal protections of human rights. During his fellowship, Brian assisted in the training of paralegals, laid the groundwork for a moot court competition to improve Ugandan legal advocacy and representational skills, designed a curriculum for a paralegal training program, and conducted community outreach and education programs. Brian also assisted in networking with other human rights groups in the region.

Before joining the DFP, Brian worked as an Attorney-Advisor in the U.S. Justice Department's Executive Office for Immigration Review, Board of Immigration Appeals. Brian has a J.D. from George Washington University and graduated in political science from the University of Michigan. Brian previously interned with GWU's Community Legal Clinic and the D.C. Superior Court. He was a Public Interest Law Fellow with Harlem Legal Services, Inc., and a Fellow with the University of Namibia's Human Rights Documentation Center. In an internship with the National Democratic Institute for International Affairs, Brian helped to train South African election monitors in preparation for that nation's 1994 elections.

**7 Michael R McCord**  
**USAID Mission**  
**Asmara, Eritrea (01/01/97-5/31/98, 8/18/98-9/30/98)**

Michael McCord served his fellowship with the USAID Mission in Asmara, Eritrea until the Mission's evacuation, which occurred prior to the scheduled conclusion of his fellowship. During a short-term extension of his fellowship, Mike worked with Mission personnel who were temporarily based in Washington, DC. In Washington he helped to analyze and design programs supporting the improvement of human capacity in Eritrea's government institutions. His work in Eritrea emphasized rule of law and elections issues, as well as the development of legal training and judicial resources. His efforts included developing a curriculum and teaching a course on "Law and Development" at Eritrea's national law school, and publishing several articles on law in East Africa.

Mike earned his J.D. from the University of Oregon, and his BA in economics from California State University in San Diego. He previously served with the International Rescue Committee in Rwanda, Tanzania and Zaire, where he was a refugee program officer. He also worked as a law clerk for a Springfield, Oregon law firm.

**8 Brian C Murphy**  
**USAID/REDSO/ESA**  
**Nairobi, Kenya (02/01/96-03/31/97)**

Brian C. Murphy completed his fellowship with USAID's Regional Economic Development Services Office for East and Southern Africa, and the Greater Horn of Africa Initiative, in Nairobi, Kenya. The objective of Brian's fellowship was to support the growth of democracies in the many transitional and emerging democracies supported by REDSO. Specific goals included assessing the legal and judicial systems of countries within the region, making recommendations and proposals for reform and/or technical assistance, and consulting with legal and judicial officials on conflict resolution and alternative dispute resolution.

Brian received a J.D. from the University of Virginia, and an AB in government from Harvard University. His prior federal career included many years as an attorney with the Administrative Conference of the U.S., and extensive service with the Federal Bar Association's international initiatives in support of emerging democracies. His interests include conflict resolution, litigation reform and alternative dispute resolution, administrative law, and international trade regulation.

**9 Mark Thieroff**  
**Tolerance Foundation**  
**Prague, Czech Republic (09/30/96-09/29/97)**

Mark Thieroff served his fellowship at the Tolerance Foundation, a non-governmental organization based in Prague, Czech Republic. The Tolerance Foundation supports the prevention of human rights abuses through education and public awareness programs. Mark's fellowship concentrated on the Foundation's "Article 8 Project," addressing the citizenship rights of Roma people living in the Czech Republic and Slovakia. Some of his specific activities included locating victims of abuse, investigating, verifying and documenting their cases for possible presentation to the Czech courts and/or to the European Commission of Human Rights, identifying local lawyers willing to provide legal assistance on a *pro bono* basis, and networking with other organizations involved in related human and civil rights areas. During his Democracy Fellowship Mark published several important articles on the legal situation affecting ethnic Romas, and helped to prepare a landmark legal case before the Supreme Court of the Czech Republic.

Mark completed his MA in international relations at Yale University, and his BA in German Language and International Studies at the University of Miami. He has special interests in international human rights, minority issues, transitional and social justice issues, international law, and NGO development.

# APPENDICES

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# **ATTACHMENT A**

## **DFP Solicitation and Recruitment Materials**

## FALL 1998 RECRUITMENT PLAN

### **Advertisements**

Hill Rag  
International Career Employment Opportunities  
International Employment Gazette  
International Employment Hotline  
Journal of Democracy  
Monday Developments  
National and Federal Legal Employment Report

### **University Recruitment**

Mailing to Association of Professional Schools of International Affairs

American University (School of International Service)  
Columbia University  
George Washington University (Elliott School)  
Georgetown University (School of Foreign Service)  
Harvard University (Kennedy School)  
Johns Hopkins University (SAIS)  
Princeton University (Wilson School)  
Syracuse University (Maxwell School)  
Tufts University (Fletcher School)  
University of California at San Diego  
University of Denver  
University of Maryland at College Park  
University of Michigan  
University of Pittsburgh  
University of Southern California  
University of Washington  
Yale University

General Direct Mailing (graduate school unless otherwise noted)

American University (Law School)  
Cornell University  
Florida International University  
George Mason University (Law School, Conflict Res , Int'l Transactions)  
George Washington University ( Law School)  
Georgetown University (Law School)  
Monterey Institute for International Affairs  
New York University (Graduate School, Law School)  
Sacramento City College  
School for International Training  
Thunderbird University  
Tulane University

University of Delaware  
University of Maine at Orono  
University of Michigan (Law School)  
University of Missouri  
University of North Carolina (Law School)  
University of Oklahoma  
University of Texas at Austin  
University of Virginia (Law School)  
University of Washington (Law School)

**Mailing to Historically Black Colleges/Universities (with graduate schools in international affairs)**

Alabama A&M University  
Albany State University  
Cheyney University of Pennsylvania  
Fayetteville State University  
Florida A&M University  
Howard University (Graduate School, Law School)  
Jackson State University  
Kentucky State University  
North Carolina Central University  
Savannah State College  
South Carolina State University  
Southern University and A&M College  
University of Arkansas at Pine Bluff  
University of the District of Columbia

**Professional Associations/Other**

American Enterprise Institute for Public Policy Research  
American Political Science Association  
Brookings Institution  
Center for Strategic and International Studies  
Democratic National Committee  
Federalist Society  
Heritage Foundation  
Hudson Institute  
Institute of World Politics  
Joint Center for Political and Economic Studies  
National Association of State Universities and Land Grant Colleges  
National Bar Association  
Peace Corps/Returned Volunteer Services  
Republican National Committee  
U S Institute of Peace  
Woodrow Wilson Center  
World Learning Web Page

## **WORLD LEARNING**

### **DEMOCRACY FELLOWS PROGRAM**

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The **Democracy Fellows Program**, coordinated by World Learning and funded primarily by the U S Agency for International Development (USAID), seeks applicants for fellowships that promote the advancement of democratic institutions worldwide and the professional development of the fellow. Fellows will be placed with USAID missions in transitional or newly emerging democracies or with USAID offices in Washington, DC

**Requirements** U S citizenship, J D or Master's Degree minimum, Expertise in political science, government, law, public administration, human rights, elections, justice systems, conflict resolution, etc , Foreign language proficiency as appropriate. Program is targeted toward individuals with up to ten years experience and career interests in international democracy and governance

**Duration:** One year, beginning in summer/fall 1998 or winter 1999

**Stipend** Based on previous earnings, up to \$50,000, Travel provided

For application materials, please contact Democracy Fellows Program, World Learning, 1015 15th Street, NW, Suite 750, Washington, DC, 20005, telephone 202-408-5427, ext 310, fax 202-408-5397, e-mail "dfp info@worldlearning.org" **Applications will be accepted on a rolling basis**

***DEMOCRACY FELLOWS PROGRAM***

**Opportunities for Fellowships in Law and Social Science Fields**

The **Democracy Fellows Program** coordinated by World Learning and funded primarily by the U S Agency for International Development (USAID), seeks applicants for fellowships that promote the advancement of democratic institutions worldwide and the professional development of the fellow. Fellows will be placed with USAID missions in transitional or newly emerging democracies or with USAID offices in Washington, DC

**Requirements** U S citizenship, J D or Master's Degree minimum, Expertise in political science, government, law, public administration, human rights, elections, justice systems, conflict resolution, etc , Foreign language proficiency as appropriate. Program is targeted toward individuals with up to ten years experience and career interests in international democracy and governance

**Duration** One year, beginning in summer/fall 1998 or winter 1999

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**Applications will be accepted on a rolling basis**

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PART 2: FOREIGN POLICY: GOVERNANCE; INTELLIGENCE

REGIONAL COORDINATOR ADVOCACY TRAINING

GUATEMALA OR EL SALVADOR
The Washington Office on Latin America (WOLA) seeks Regional Coordinator for the Central America Advocacy Training Program. In 1996 WOLA initiated a program offering advocacy training and support to selected civil society organizations (CSOs) in Central America. The goal is to support the growing interest of Central American CSOs in influencing national and international decision makers working within the area of development planning, processes and strategies adapted to their institutional and organizational environment. Duties include supervising and assisting work of the Central America program staff, including additional personnel where necessary or as needed and coordinate all aspects of program implementation and development. Handle fundraising and financial management of program. Coordinate meetings of the Central America based program staff. Select members of WOLA's board and DC based staff and an Advisory Group comprised of CSO leaders in the region. Maintain regular communication with the DC based Associate for Advocacy Training, and WOLA's Executive Director coordinate advocacy support and training, with other organizations and agencies in Central America. Represent the program at public events and forums. Attend WOLA's yearly retreat and visit Washington several times a year for planning and coordination purposes. REQUIREMENTS: Bilingual fluency in Spanish and English demonstrated management and program experience on-the-ground. Previous experience in Latin America. Proficiency in English and Spanish. Experience in training, especially in the area of human rights. Send letter of application on resume and names of 3 references with daytime telephone numbers and brief written samples to Regional Coordinator Search: WOLA 1630 Connecticut Avenue NW 2nd Floor Washington DC 20009 fax 202 797 2172

DIRECTOR GOVERNMENT & LEGISLATIVE AFFAIRS WASHINGTON DC

A responsible Director of the Washington DC office of an international defense and aerospace company seeks a Director of Government and Legislative Affairs for a mid-level position focusing on research analysis and reporting, requirements. REQUIREMENTS: 5-10 years of experience and military or defense work experience. Proficiency in English and experience in defense and aerospace executive branch experience. Legal experience, knowledge of export licensing, both commercial and military. Significant computer skills including MS Office Word, Excel and PowerPoint and Internet capabilities. Close working relationship with the Director of the company. Send resume and references to: ROL/DWARD PO Box 1397 Burlington VT 05403 or E-mail: rda@rol.com fax 802 658-4247

PROJECT MANAGER FORMER SOVIET UNION

A successful Regional Development Director (ARD) in international consulting group seeks Project Manager. Duties include planning, implementing, and evaluating USAID programs. Mediate in the area of law, policy, and development. Support to court systems, law schools, other civil institutions and social development. See project in progress. REQUIREMENTS: 10 years of experience in the field of development. Advanced degree in the field of development. Bilingual in English and Russian. Proficiency in computer skills. Send resume and references to: ROL/DWARD PO Box 1397 Burlington VT 05403 or E-mail: rda@rol.com fax 802 658-4247

INTERNATIONAL HUMAN RIGHTS LAW GROUP

The International Human Rights Law Group is a professional training and technical assistance organization. It is currently seeking a Director of the Washington DC office. The Director will be responsible for the overall management and supervision of the Washington DC office. The Director will also be responsible for the development and implementation of the Washington DC office's programs. REQUIREMENTS: 10 years of experience in the field of human rights. Advanced degree in the field of human rights. Proficiency in English and Russian. Send resume and references to: ROL/DWARD PO Box 1397 Burlington VT 05403 or E-mail: rda@rol.com fax 802 658-4247

PROGRAM DIRECTOR WASHINGTON DC

Duties include the role of law and social programs. Affected Eastern Europe, Latin America and US administration programs. Involvement in women's rights. International development and social programs. Send resume and references to: ROL/DWARD PO Box 1397 Burlington VT 05403 or E-mail: rda@rol.com fax 802 658-4247

Senior Legal Officer
A Senior Legal Officer is sought for the Office of the Legal Affairs of the Department of State. The Officer will be responsible for the legal aspects of the Department's foreign policy. The Officer will also be responsible for the development and implementation of the Department's legal policy. REQUIREMENTS: 10 years of experience in the field of international law. Advanced degree in the field of international law. Proficiency in English and Russian. Send resume and references to: ROL/DWARD PO Box 1397 Burlington VT 05403 or E-mail: rda@rol.com fax 802 658-4247

UNITED NATIONS

The United Nations seeks candidates for the position of Senior Economic Affairs Officer. The Officer will be responsible for the economic aspects of the United Nations' work. The Officer will also be responsible for the development and implementation of the United Nations' economic policy. REQUIREMENTS: 10 years of experience in the field of international law. Advanced degree in the field of international law. Proficiency in English and Russian. Send resume and references to: ROL/DWARD PO Box 1397 Burlington VT 05403 or E-mail: rda@rol.com fax 802 658-4247

SENIOR ECONOMIC AFFAIRS OFFICER MINERALS KIGALI RWANDA

A Senior Economic Affairs Officer Minerals is sought for the Eastern Africa Sub-Regional Development Center. The Officer will be responsible for the economic aspects of the Center's work. The Officer will also be responsible for the development and implementation of the Center's economic policy. REQUIREMENTS: 10 years of experience in the field of international law. Advanced degree in the field of international law. Proficiency in English and Russian. Send resume and references to: ROL/DWARD PO Box 1397 Burlington VT 05403 or E-mail: rda@rol.com fax 802 658-4247

TRANSPORT ECONOMIST VAOUINE, CAMEROON

A Transport Economist is sought for the Central Africa Sub-Regional Development Center. The Economist will be responsible for the economic aspects of the Center's work. The Economist will also be responsible for the development and implementation of the Center's economic policy. REQUIREMENTS: 10 years of experience in the field of international law. Advanced degree in the field of international law. Proficiency in English and Russian. Send resume and references to: ROL/DWARD PO Box 1397 Burlington VT 05403 or E-mail: rda@rol.com fax 802 658-4247

DIRECTOR LOME TOGO

A Director is sought for the Regional Center for Peace and Democracy in Africa. The Director will be responsible for the overall management and supervision of the Lome office. The Director will also be responsible for the development and implementation of the Lome office's programs. REQUIREMENTS: 10 years of experience in the field of international law. Advanced degree in the field of international law. Proficiency in English and Russian. Send resume and references to: ROL/DWARD PO Box 1397 Burlington VT 05403 or E-mail: rda@rol.com fax 802 658-4247

DIRECTOR LIMA PERU

A Director is sought for the Regional Center for Peace and Democracy in Africa. The Director will be responsible for the overall management and supervision of the Lima office. The Director will also be responsible for the development and implementation of the Lima office's programs. REQUIREMENTS: 10 years of experience in the field of international law. Advanced degree in the field of international law. Proficiency in English and Russian. Send resume and references to: ROL/DWARD PO Box 1397 Burlington VT 05403 or E-mail: rda@rol.com fax 802 658-4247

SENIOR LEGAL OFFICER NEW YORK NY

A Senior Legal Officer is sought for the Office of the Legal Affairs of the Department of State. The Officer will be responsible for the legal aspects of the Department's foreign policy. The Officer will also be responsible for the development and implementation of the Department's legal policy. REQUIREMENTS: 10 years of experience in the field of international law. Advanced degree in the field of international law. Proficiency in English and Russian. Send resume and references to: ROL/DWARD PO Box 1397 Burlington VT 05403 or E-mail: rda@rol.com fax 802 658-4247

CHIEF REGIONAL DISARMAMENT BRANCH NEW YORK NY

A Chief is sought for the Regional Disarmament Branch. The Chief will be responsible for the overall management and supervision of the Branch. The Chief will also be responsible for the development and implementation of the Branch's programs. REQUIREMENTS: 10 years of experience in the field of international law. Advanced degree in the field of international law. Proficiency in English and Russian. Send resume and references to: ROL/DWARD PO Box 1397 Burlington VT 05403 or E-mail: rda@rol.com fax 802 658-4247

CHIEF DIVISION FOR PALESTINIAN RIGHTS NEW YORK NY

A Chief is sought for the Division for Palestinian Rights. The Chief will be responsible for the overall management and supervision of the Division. The Chief will also be responsible for the development and implementation of the Division's programs. REQUIREMENTS: 10 years of experience in the field of international law. Advanced degree in the field of international law. Proficiency in English and Russian. Send resume and references to: ROL/DWARD PO Box 1397 Burlington VT 05403 or E-mail: rda@rol.com fax 802 658-4247

RULES OF LAW OFFICER WARSAW POLAND

The Organization for Security and Cooperation in Europe (OSCE) seeks a Rules of Law Officer for the Office of Democracy and Human Rights. The Officer will be responsible for the legal aspects of the OSCE's work. The Officer will also be responsible for the development and implementation of the OSCE's legal policy. REQUIREMENTS: 10 years of experience in the field of international law. Advanced degree in the field of international law. Proficiency in English and Russian. Send resume and references to: ROL/DWARD PO Box 1397 Burlington VT 05403 or E-mail: rda@rol.com fax 802 658-4247

NATIONAL DEMOCRATIC INSTITUTE FOR INTERNATIONAL AFFAIRS

The National Democratic Institute for International Affairs (NDI) is seeking candidates for the position of Senior Legal Officer. The Officer will be responsible for the legal aspects of the NDI's work. The Officer will also be responsible for the development and implementation of the NDI's legal policy. REQUIREMENTS: 10 years of experience in the field of international law. Advanced degree in the field of international law. Proficiency in English and Russian. Send resume and references to: ROL/DWARD PO Box 1397 Burlington VT 05403 or E-mail: rda@rol.com fax 802 658-4247

Senior Legal Officer
A Senior Legal Officer is sought for the Office of the Legal Affairs of the Department of State. The Officer will be responsible for the legal aspects of the Department's foreign policy. The Officer will also be responsible for the development and implementation of the Department's legal policy. REQUIREMENTS: 10 years of experience in the field of international law. Advanced degree in the field of international law. Proficiency in English and Russian. Send resume and references to: ROL/DWARD PO Box 1397 Burlington VT 05403 or E-mail: rda@rol.com fax 802 658-4247

FIELD REPRESENTATIVE MOROCCO

Duties include technical assistance to political parties and the legislature. Informal party and legislative consultation. Local staff professional development and formal training work. Support political party activities and members of parliament. Observe and facilitate and evaluate political party organized training workshops. Help organize constituent meetings and public forums. Maintain complete and accurate records of program activities and documents. Prepare regular weekly progress reports and maintain regular oral and written contact with officials from Moroccan political parties and the Washington office. REQUIREMENTS: 5 years of political party or legislative experience at the national or local level. Election and political organization communications and outreach or significant legislative or government communications experience. Experience in training and public speaking. Experience in financial management and reporting. International experience and excellent oral and written communication skills. Proficiency in Arabic or French language skills. One year contract.

DEMOCRACY & GOVERNANCE FELLOWSHIPS

The Democracy Flow Program is a program of the World Learning Inc. and funded primarily by the US Agency for International Development (USAID). It seeks candidates for fellowships to promote the advancement of democratic institutions worldwide and the professional development of the Flow Fellows. The program will be open to individuals who are currently or newly emerging democrats or who are active in Washington DC. REQUIREMENTS: 5 years of experience in the field of international democracy and governance. Proficiency in English and Russian. Send resume and references to: ROL/DWARD PO Box 1397 Burlington VT 05403 or E-mail: rda@rol.com fax 802 658-4247

SENIOR SPECIAL EDUCATION ADVISOR SOUTHERN AFRICA

Medical Care Department International (MCDI) seeks a Senior Special Education Advisor. The Advisor will be responsible for the overall management and supervision of the Southern Africa office. The Advisor will also be responsible for the development and implementation of the Southern Africa office's programs. REQUIREMENTS: 10 years of experience in the field of international law. Advanced degree in the field of international law. Proficiency in English and Russian. Send resume and references to: ROL/DWARD PO Box 1397 Burlington VT 05403 or E-mail: rda@rol.com fax 802 658-4247

HIID

The Harvard Institute for International Development (HIID) is seeking candidates for the position of Senior Legal Officer. The Officer will be responsible for the legal aspects of the HIID's work. The Officer will also be responsible for the development and implementation of the HIID's legal policy. REQUIREMENTS: 10 years of experience in the field of international law. Advanced degree in the field of international law. Proficiency in English and Russian. Send resume and references to: ROL/DWARD PO Box 1397 Burlington VT 05403 or E-mail: rda@rol.com fax 802 658-4247

PROJECT ASSOCIATE MALAWI

HIID seeks a Project Associate for the implementation of a economic assistance USAID project in Malawi. The Associate will be responsible for the overall management and supervision of the Malawi office. The Associate will also be responsible for the development and implementation of the Malawi office's programs. REQUIREMENTS: 10 years of experience in the field of international law. Advanced degree in the field of international law. Proficiency in English and Russian. Send resume and references to: ROL/DWARD PO Box 1397 Burlington VT 05403 or E-mail: rda@rol.com fax 802 658-4247

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Institute seeks a full time coordinator for its human rights education program Will manage ongoing communication between various regional programs develop new program/donor partnerships provide technical support to regional programs and perform on site evaluation in target countries Qualifications management women s human rights and international social justice background strong writing/editing skills and ability to communicate with individuals from diverse backgrounds Arabic Spanish or French proficiency desirable Salary commensurate with experience Benefits include health insurance vacation and pension program Send cover letter/resume to Mahnaz Afkhami President Sisterhood Is Global Institute 4343 Montgomery Avenue, Bethesda MD 20814 fax 301/657-4381 e mail sigi@igc.apc.org

**Reproductive Health Regional Technical Advisor—Africa** The CARE Regional Technical Advisor (RTA) is a field based position within the Health and Population Unit whose principal function is to build the capacity of CARE Country Offices to design implement, monitor and evaluate exemplary reproductive health programs Requires master s degree in public health or equivalent (Doctorate degree desired) and 5-7 years experience in reproductive health technical assistance or work experience in the region broad based knowledge of family planning programs maternal health STD/HIV and neonatal health programming derived from substantial experience in reproductive health programs in the African region good communications skills and basic Spanish French or Portuguese language skills Based in a major city in Africa (has been in Nairobi Kenya but location is negotiable depending on facility of travel) Expected travel 40-50 percent Send resume/cover letter to Rachael Cogen/CARE 151 Ellis Street Atlanta GA 30345 fax 404/577-9418

**Development Educators—Nicaragua and Guatemala** Long term team volunteers needed by Witness for Peace a grassroots faith based human rights/economic justice organization for two year assignments Responsibilities include facilitating study tours of US activists documenting the effects of US IMF and WTO foreign/economic policies and writing reports/popular education pieces for dissemination in the US Requires US citizenship Spanish fluency community living good writing/interpersonal skills and strong commitment to social justice For application contact WFP 110 Maryland Avenue NE # 304 Washington DC 20002 202/544-0781 e mail witness@w4peace.org

**Policy Analyst—Washington, DC** World Vision seeks an individual to assist the organization in its advocacy and public policy initiatives Responsibilities include tracking foreign policy issues/legislation preparing policy briefs for senior management developing/maintaining relations with Congress the Administration foreign embassies and private voluntary organizations Requires bachelor s degree or equivalent with 2+ years experience in public policy formation knowledge of relief and development programs excellent written and oral communication skills excellent interpersonal skills commitment to personal/professional application of

Christian values Send resume and cover letter by January 30 to Acting Director Public Policy and Government Relations World Vision 220 I Street NE #270 Washington DC 20002

**Fellowship Applicants—Various Locations** The Democracy Fellows Program coordinated by World Learning and funded primarily by USAID seeks applicants for fellowships promoting the advancement of democratic institutions worldwide and the professional development of the fellow Fellows will be placed with USAID missions in transitional or newly emerging democracies or with USAID offices in Washington DC Requires US citizenship JD or master s degree political science government law public administration human rights elections justice systems, conflict resolution, etc expertise up to 10 years experience and career interests in international democracy/governance and appropriate foreign language proficiency Duration One year beginning summer/fall 1998 or winter 1999 Stipend based on previous earnings up to \$50,000 Travel provided For applications contact Democracy Fellows Program World Learning 1015 15th Street NW #750 Washington, DC 20005 202/408 5427 ext 310 fax 202/408 5397 e mail dfp.info@worldlearning.org Applications accepted on a rolling basis

**Health Positions—Pyongyang, North Korea** The American Red Cross seeks health professionals for positions in support of the International Federation of Red Cross/Red Crescent Societies Nutritional and Health Support Program in two provinces in the DPRK **Nutritionist**—will supervise/monitor therapeutic programs in health institutions organize workshops on nutrition/related topics Requires medical doctor nurse or Nutritionist with experience in nutrition programs in developing countries and training experience in nutrition related health topics **Health Specialist**—supervise/monitor drug distribution program in health institutions organize training workshops assist with medical emergency preparations Requires medical doctor primary health care/public health background experience with drug distribution/monitoring programs and training experience Both positions are unaccompanied (no family) and are for six months with possible extension Send resumes availability and references to Helene Monteil 2025 E Street NW Washington DC 20006 fax 202/728 6437

**Central and South America Positions—Latin America** TechnoServe Inc an international non profit rural enterprise development organization seeks qualified candidates for several positions General responsibilities include program management/support financial analysis training proposal development and project monitoring/evaluation Requires 2+ years overseas experience in Latin America in business and/or agriculture development 3 years additional experience in international development and excellent written/oral communication skills in English/Spanish Master s degree in agricultural economic/business administration preferred Salary \$40-\$45K range Send resume/salary history to Terri Scofield Director of Human Resources TechnoServe Inc 49 Day Street Norwalk CT 06854 fax 203/838 6717

**Finance and Administration Manager—Kyrgyzstan** Responsible for the financial/administrative management of the Kyrgyzstan field office Requires experience with advanced accounting knowledge of MAS 90 preferred fund accounting, data processing and auditing federal grants experience private voluntary organization (PVO) experience for profit experience ability to translate technical financial data into informative reports ability to work cooperatively with other staff in a team relationship, supervisory/management experience and ability in problem solving decision making and to work under pressure Knowledge of Russian preferred Aptitude for foreign languages helpful Salary DOE Send cover letter/resume to Mercy Corps International 3030 SW First Avenue Portland OR 97201 fax 503/796 6844 e mail mporcelli@mercycorps.org

**Monetization Coordinator—Washington, DC** TechnoServe Inc seeks individual to coordinate/backstop monetization programs worldwide including logistics reporting/evaluations of food aid programs ensuring compliance with food aid policies/procedures and serving as primary liaison with other cooperating sponsors (USAID/FFP FAM and other food aid organizations) Requires 3+ years experience managing monitoring reporting on and evaluating food aid programs degree in finance management or relevant field experience with Bellmon analyses excellent written/oral communications and willingness to travel internationally Send resume to Terri Scofield, Director of Human Resources TechnoServe Inc 49 Day Street, Norwalk, CT 06854

**Accountant/Accounts Analyst—Westport, CT** Save the Children seeks professional for its worldwide headquarters Will review analyze and record financial information for US/international Save the Children field offices throughout Asia Africa the Middle East the former Soviet Union Latin America and the Caribbean and provide technical assistance/financial software training for field staff Minimal travel Requires BS in accounting with 3+ years relevant work experience strong oral/written English communication and PC skills (Excel and Microsoft Word) Comprehensive benefits competitive salaries and opportunity to make a difference Salary range mid \$30K to low \$40K DOE Send resume/salary history to Save the Children Department 784 5/MD/LZ 54 Wilton Road Westport CT 06880 fax 203/221 4077 No calls

**Micro Enterprise Development Manager—Agcabedi, Azerbaijan** The International Rescue Committee (IRC) seeks individual to conduct site/market assessments identify/enroll and provide business training to IDP participants monitor overall progress and write monthly reports Requirements university degree in relevant field 2 years overseas experience in a refugee/IDP environment experience conceiving/implementing income generation projects and ability to train others Knowledge of Azeri Turkish or Russian and WP and Lotus 1 2 3 for Windows a plus 12 month position Contact Andrew Roberts JOB #D104 IRC 122 East 42nd Street, 12th Floor New York NY 10168 1289 fax 212/551 3180

**VARIOUS POSITIONS New York NY**

Positions available with the Northern Manhattan Immunization Project (NMIP) one of four national demonstration projects funded by the Centers for Disease Control and Prevention to show how community health partnerships can improve immunization levels of young children in underserved communities. NMIP is a collaborative effort of Columbia Presbyterian Medical Center Harlem Hospital Center Renaissance Health Care Network and St. Luke's Roosevelt Hospital Center. Positions: Research Assistant (Spanish fluency strongly preferred) Administrative Assistant and Computer Support Associate. For job descriptions, interested applicants may write Recruitment Manager NMIP 622 West 168th St. VC 412 New York NY 10032 fax (212) 305 0807 e-mail <fortuin@cpmc3.cpmc.columbia.edu>

**DEMOCRACY FELLOWS Washington DC and Worldwide**

Fellowship positions available with World Learning (funded by USAID) to promote the advancement of democratic institutions worldwide and the professional development of the fellow. Fellows will be placed with USAID missions in transitional or newly emerging democracies or with USAID offices in Washington DC. Qualifications: US citizenship, JD or master's degree, minimum expertise in political science, government law, public administration, human rights, elections, justice systems, conflict resolution, etc. foreign language proficiency up to 10 years experience and career interests in international democracy and governance. 1 year beginning in summer/fall 1998 or winter 1999. Stipend up to \$50,000. For application materials, please contact Democracy Fellows Program, World Learning, 1015 15th St. NW, Ste 750, Washington DC 20005, phone (202) 408 5427 ext 310 fax (202) 408 5397 e-mail <dfp.info@worldlearning.org>

**EXECUTIVE DIRECTOR New York NY**

Position available with the American Jewish World Service, a non-sectarian international development organization working in partnership with international NGOs to provide humanitarian assistance, emergency relief, and technical support through our Jewish Volunteer Corps. Qualifications: skilled in non-profit management, fundraising, constituency building, and marketing; extensive knowledge of Jewish community and international development required. Send resume to Board Chair AJWS, 989 Sixth Ave., 10th Floor, New York NY 10018 fax (212) 736-3463 web site <www.ajws.org>

**TRAINING ASSISTANT Washington DC**

Position available with ACIDI/VCOCA, an international development organization with an extensive overseas training portfolio. Duties: provides support to Training Dept. and works on projects for Eastern Europe; provides logistical support, assembles training materials, enters data into spreadsheets, and database; maintains files, etc. Qualifications: BA/BS, 2-3 years office work experience, proficient spreadsheet and computer skills (Word, WP, Excel, e-mail, Internet), highly organized team player. Contact Training, P.O. Box 77316, Washington DC 20013 fax (202) 626 8726

**DEVELOPMENT ASSOCIATE Boston MA**

Position available with Management Sciences for Health (MSH) for its Development Office. Duties: works with Director in tasks related to broadening of donor base including donor analysis, fund raising, and planning; manages proposal preparation and production process; provides support to other Development Office activities. Qualifications: master's degree or equivalent experience, strong knowledge of WordPerfect, experience with QuattroPro or Lotus 1-2-3, and data bases; willingness to work overtime; strong interpersonal skills. Spanish skills, French useful. Send cover letter and resume to Marcia Herrera, Recruitment Officer, Management Sciences for Health, 165 Allandale Rd., Boston MA 02130 fax (617) 524 2825 e-mail <jobs@msh.org> web site <www.msh.org>

**PERSONNEL ASSISTANT Boston MA**

Position available with Management Sciences for Health (MSH) for its Human Resources and Administration (HR&A) Office. Duties: maintains computerized recruitment database; distributes and posts job vacancies; corresponds with job applicants; prepares materials for conferences; provides administrative support to Recruitment Officer and Recruitment Associate. Qualifications: bachelor's degree or equivalent office experience; working knowledge of WordPerfect, data base, and spreadsheet applications; familiarity with WordPerfect 6.1 and QuattroPro helpful; attention to detail; strong organizational skills; Spanish and/or French skills helpful. Send cover letter and resume to Marcia Herrera, Recruitment Officer, Management Sciences for Health, 165 Allandale Rd., Boston MA 02130 fax (617) 524 2825 e-mail <jobs@msh.org> web site <www.msh.org>

**GROUP COUNSELOR Cumberland MD**

Full-time live-in positions available at New Dominion School, a year-round adventure-based program for troubled boys in the mountains of Western Maryland. Duties: live with groups of 10-12 boys and 3 staff; build campsite villages; meet basic needs; hike, canoe, and camp. Qualifications: college degree in field of human sciences; recreation or education. Salary \$18,500. Send resume to Tim Snyder or Dave Trunack, P.O. Box 8, Oldtown MD 21555 phone (301) 478 5721

**PROGRAM ASSOCIATE Washington DC**

Temporary position available through June 98 for domestic project on race relations with Search for Common Ground, an international conflict resolution organization. Duties: researches issues related to race relations in the US, including affirmative action; includes substance and administrative duties related to arranging interviews and negotiation; provides general assistance to Project Director. Qualifications: experience/training in conflict resolution and negotiation; research, writing, and computer skills; ability to interact with others; commitment to finding common ground on race. Stipend of \$1,250/month. Send or fax resume/letter to Project Director, Search For Common Ground on Race, 1601 Connecticut Ave., NW #200, Washington DC 20009 fax (202) 232 6718

**SENIOR PERSONNEL ASSISTANT Boston MA**

Position available with Management Sciences for Health (MSH) for its Human Resources and Administration Office. Duties: updates personnel records using ABRA 2000 database; manages and maintains R&R Report Writer libraries; designs and produces reports using ABRA 2000 system or R&R Report Writer; maintains MSH personnel files; provides administrative support to HR&A Director and Benefits Manager. Qualifications: bachelor's degree or equivalent related experience; working knowledge of ABRA 2000 R&R Report Writer WordPerfect 6.1 for Windows and QuattroPro useful; experience in developing database applications; attention to detail; excellent interpersonal skills with a service-oriented outlook; training experience desirable. Send cover letter and resume to Marcia Herrera, Recruitment Officer, Management Sciences for Health, 165 Allandale Rd., Boston MA 02130 fax (617) 524 2825 e-mail <jobs@msh.org> web site <www.msh.org>

**URBAN AGRICULTURE COORDINATOR San Francisco CA**

Position available with the San Francisco League of Urban Gardeners (SLUG), a grassroots non-profit organization dedicated to building communities through greening and gardening. Duties: oversees 3 large-scale community gardens in public housing developments; includes crop planning, growing for value-added products, purchasing materials, teaching horticulture skills to staff and youth, coordinates harvests and distribution to community residents; involves community in garden programs. Qualifications: management experience in small-scale agriculture; knowledge and experience in sustainable organic farming; greenhouse operations; outreach experience and work in diverse communities. Send letter and resume to SLUG Urban Ag Coord Search, 2088 Oakdale Ave., San Francisco CA 94124 fax (415) 285 7586

**EXECUTIVE DIRECTOR Washington DC**

Position available with the DC Primary Care Association (PCA), a non-profit membership agency. Qualifications: demonstrated leadership, financial, administrative, and public relations skills; background in health care systems; experience operating programs that provide services to underserved populations; bachelor's degree in health care field required; master's degree preferred. Send CV to Vincent Keane, Chair, Search Committee, DC Primary Care Association, 1250 Eye St., NW, Washington DC 20005

**VOLUNTEER PROJECT ORGANIZER (VISTA) Texas**

Positions available starting in June in Austin, Corpus Christi, Dallas, Fort Worth, and Lubbock with VISTA, a full-time service program with a 1-year commitment. Duties: recruit and train volunteer teams from religious and civic groups; businesses and government agencies; to partner with a family on welfare to help them achieve independence from public assistance. Relocation and living allowance \$4,725 education award. Contact Lisa Hinely, Family Pathfinders, phone (800) 355 7284 fax (512) 463 4902 e-mail <lisa.hinely@cpa.state.tx.us>

**VARIOUS POSITIONS Crozet VA**

Positions available with Innisfree Village, an alternative life-sharing community with adults with mental disabilities. Duties: houseparenting work in the weavary, woodshop, bakery, kitchens, and gardens of 500-acre farm. Qualifications: must be 21 yrs, 1-year commitment, Room board and medical benefits plus \$200/month. Write Recruitment, Innisfree Village, 5505 Walnut Level Rd., Crozet VA 22932 phone (804) 823 5400 web site <monticello.avenue.gen.va/innisfree>

**ADMINISTRATIVE ASSISTANT Washington DC**

Position available with Save the Children, a leading international relief and development agency, to work with Woman/Child Impact professionals to help improve the lives of children and families around the world. Qualifications: communicates effectively; likes working with people in a multi-cultural environment; strong interpersonal skills; computer literacy (Microsoft Office skills preferred). Write and explain what sets you apart from others. Send resume and salary history to Save the Children, Dept. 795/PCH/LJLZ, 54 Wilton Rd., Westport CT 06880 fax (203) 221 4077

**STREAM COORD./PROGRAM SERVICES DIR Austin TX**

2 positions available with National Center for Farmworker Health. Duties: provide technical assistance and support to a network of federally funded migrant farmworker health centers across the country. Qualifications: bilingual/bicultural (Spanish) individual with master's (public health preferred) level education; experience with migrant health center delivery systems; management experience. Send resume and salary requirements to NCFH, 1515 Capital of Texas Hwy South, Ste 220, Austin TX 78746 phone (512) 328 7682 e-mail <nyder@ncfh.org>

**REGIONAL VICE PRESIDENT Washington DC**

Position available with ACIDI/VCOCA, an international development organization with an extensive overseas training portfolio. Qualifications: graduate level education; at least 8 years experience in design and proposal preparation; implementation of a portfolio of development projects with an international perspective; and the management of a professional team; experience in agribusiness and relevant languages plus. The assigned geographical region is Asia. To apply, send resume and cover letter to RVP/ASIA, P.O. Box 77316, Washington DC 20013 fax (202) 626 8726 web site <www.acdivco.org>

**BIOLOGISTS Anchorage AK**

Positions available to observe and sample catches onboard commercial fishing boats off Alaska. Duties: identifies crab and fish; collects sorts, records, and measures samples of the catch. Qualifications: BS in biology or natural sciences; course in statistics; Training classes. Mail or fax resume and transcripts to Saltwater, Inc., 540 L St., Ste 202, Anchorage AK 99501 phone (907) 276 3241 fax (907) 258 5999

**CAMP NURSE Costa Mesa CA**

Positions available with the Girl Scout Council of Orange County at Camp Scheman to work as a camp nurse June 13-August 22, 1998. In the San Jacinto. Duties: include emergency response, health check/review of staff and campers, health and safety of campers and staff, paperwork related to duties, and daily checks of campers' medication. Qualifications: current RN license; CPR for the Professional Rescuer; Salary \$3,000-\$3,500 and room and board for the summer season. Send resume to Margie Haupt, Assistant Program Director, GSCOC, P.O. Box 3739, Costa Mesa CA 92628 3739 e-mail <gscoc@juno.com>

**AGROFORESTRY RESEARCHER St. Croix US Virgin Islands**

Position available with the University of the Virgin Islands. Duties: researches experiments to study agroforestry systems; urban forestry propagation of native tree species; collates and analyzes statistical data; writes related research reports and publications. Qualifications: master's degree in agroforestry or related field (plant physiology, tropical horticulture, crops, soil science); good writing ability and knowledge of statistical procedures; computer literacy; and highly motivated. Send letter, 3 recommendations, resume, and college transcript to James Rakocy, Director, UVI AES, RR2 Box 10,000, Kingsthill, U.S. Virgin Islands 00850

**MEDICAL RECORDS MANAGER Washington DC**

Position available to supervise staff and volunteers for multiple site operation. Qualifications: BS in medical records; ART/PRA certification; 2 years related experience in a supervisory role; knowledge of ICD 9 and CPT. Mail resume & cover letter with current salary to UHC HRD MRM, 3020 14th St. NW, Washington DC 20009 fax (202) 588 0192

**SYSTEMS ADMINISTRATOR (CNA) Washington DC**

Position available. Qualifications: 2 years related experience in an AS400 environment; BS in computer science; knowledge of NOVELL network (CNE preferred) and stand alone DOS/Win PCs and apps. Mail resume & cover letter with current salary to UHC HRD MRM, 3020 14th St. NW, Washington DC 20009 fax (202) 588 0192

**NURSE (RN) Washington DC**

Position available working with HIV positive homeless adults. Qualifications: clinical HIV experience; Salary to \$26/hr. Mail resume & cover letter with current salary to UHC HRD MRM, 3020 14th St. NW, Washington DC 20009 fax (202) 588 0192

**EXECUTIVE DIRECTOR Washington DC**

Position available with DCPCA, a non-profit membership agency. Qualifications: demonstrated leadership; financial, administrative, and public relations skills; background in healthcare management; experience operating programs providing services to underserved populations; bachelor's degree in health care required; master's preferred. Send resume, cover letter, and current salary to Vincent Keane, Chair, Search Committee, DCPCA, 1250 Eye Street, NW, Ste 700, Washington DC 20005

**PROGRAM COORDINATOR Lincoln MA**

Position available with the Gould Farm, a non-profit residential treatment community for the mentally ill. Qualifications: experience in program development and clinical case management; to supervise staff supporting individuals in transitional living situations; BS/BA or MA/MS desired; Salary housing and benefits. Send resume to David Rosenberg, Gould Farm, Monterey MA 01245 fax (413) 528 5051

**HORTICULTURE/ENVIRONMENTAL EDUCATOR New York NY**

Part-time temporary position available with the Horticultural Society of New York. Apple Seed Program, an inter-disciplinary program that combines environmental stewardship with applied science, critical thinking, artistic expression, and math literacy. Duties: teaches hands-on classroom lessons and outdoor activities to 3rd and 4th graders in NYC public schools. Qualifications: classroom experience with elementary education (teacher certification preferred); bachelor's degree in biology, horticulture, environmental studies, or related field; ability to work independently; fluency in Spanish helpful. Salary 20 hrs/wk \$18.50/hr. Send cover letter and resume to Pamela Ito, Apple Seed Coordinator, c/o The Horticultural Society of New York, 128 West 58 St., New York NY 10019

**MENTAL HEALTH TEAM MEMBERS Molokai HI**

Positions available for psychiatrist, psychologist, psychiatric social worker, and/or psychiatric nurse to initiate a mental health team for Molokai General Hospital, a private non-profit rural 30-bed facility and subsidiary of the Queens Health System. The island of Molokai has never had a resident psychiatrist or psychologist; treatments services are extremely limited. Duties: coordinate with other health and human service providers to develop team and deliver mental health services. Qualifications: professional degrees and experience with substance abuse, domestic violence, and sex abuse. Salary mid-scale for each discipline commensurate with government/public health. Send resume to Dr. Phillip W. Reyes and Dr. Noa Emmett Aluli, Co-Medical Executive Directors, Molokai General Hospital, P.O. Box 408, Kaunakakai HI 96748 fax (808) 553 3133

**PRODUCT DEVELOP./DESIGNER S LIAISON Washington DC**

Position available with PEOPLink. Duties: oversees Designer's Studio project; manages data; coordinates efforts of design panel for product development, merchandising, and presentation; provides feedback and outreach to partner organizations concerning product development, pricing, presentation, and performance; operates digital imaging equipment. Qualifications: experience working with foreign craft producers; Windows 95 proficiency; Basic HTML; desired Spanish or French skills. Send resume to Kimberlee Dinn, PEOPLink, 11110 Midvale Rd., Kensington MD 20895 e-mail <ksmith@peoplink.org> web site <www.peoplink.org>

# **WORLD LEARNING**

## **DEMOCRACY FELLOWS PROGRAM**

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### **SUPPORTING NEW CAREERS IN DEMOCRACY AND GOVERNANCE**

#### **PURPOSE**

World Learning's **Democracy Fellows Program (DFP)**, primarily funded by the **U.S. Agency for International Development (USAID)**, awards approximately 15 Democracy Fellowships per year. These junior- and mid-level fellowships are designed to help promote and strengthen the evolution of democratic practices and institutions in transitional or emerging democracies, while supporting individuals seeking new careers in international democracy and governance. The number of fellowships offered annually depends upon available funding and fellowship opportunities. **The DFP seeks to attract a broad pool of U.S. citizen applicants, and to equip those selected as fellows with practical experiences that will advance their careers in, and commitment to, international democracy-building.** Fellowships are expected to promote the career development of junior- and mid-level individuals through practical field work, and thus are not intended for fellows to pursue teaching and scholarly research.

Fellowships are based upon the needs and democracy programs of sponsoring USAID missions, and may involve activities such as working with democratic institutions, providing policy analysis and advice, developing program indicators or methodologies, strengthening the capacities of local civil society organizations, providing technical comment or review of plans and activities of the host government, USAID or other donor organizations, providing electoral and constitutional assistance, or strengthening civil society, legislatures, local governments, or the rule of law. The specific focus of each fellowship will be jointly developed with the sponsoring organization, the DFP, and the pertinent candidate, following tentative selection for a Democracy Fellowship.

#### **LOCATION AND DURATION**

Democracy Fellows work collaboratively with overseas USAID field missions or offices in Washington, D.C. for a one-year term. Some fellowships may be extended for a second year, however discussions for extensions do not take place until the second part of a given fellowship, and there is no guarantee that any fellowship will be extended.

#### **ELIGIBILITY CRITERIA**

- U.S. citizenship
- J.D. or Master's degree minimum (undergraduate degree plus experience may be considered on an exceptional basis)
- Junior- or mid-level experience, e.g., up to ten years work experience, appropriate for a career development fellowship program (applicants pursuing a significant permanent career change may also be considered)

- Interest or experience in democracy, political science, law, government, international relations, or other social science relevant to advancing democratic institutions abroad
- Foreign language fluency may be required for some fellowships

## **BENEFITS**

Fellowships provide an annual stipend of up to \$50,000, which is intended to be *income-neutral* to each fellow. Specific stipends depend upon documented prior earnings, education and experience. Awards also include travel to/from the fellowship, accident/health insurance, program travel to carry out the fellow's work activities, and other allowances, depending upon the nature and location of the fellowship. **The DFP is only able to fund travel and other allowances for the individual fellow. The program does *not* provide allowances for dependents or others who may accompany a fellow.**

## **TIMELINES AND APPLICATIONS**

Applications are now accepted on a continuing basis and will be held for a period of one year from their acceptance. Each fellowship will be awarded based on the needs of the sponsoring organization and the particular qualifications of the most suitable candidate for that fellowship. **Acceptance as a candidate for a fellowship does not guarantee the award of a fellowship, it only indicates eligibility for further consideration when and as an appropriate fellowship opportunity is identified. Candidates will be notified when suitable fellowship opportunities arise. At that time, candidates may be invited for personal or telephone interviews.** Selection for fellowships to begin in Summer or Fall 1998 will be confirmed as those decisions are made. The DFP estimates that it will receive over 1,000 inquiries from the present solicitation, and that not more than 15 awards will be made for fellowships beginning in 1998 or in Winter 1999. Applications for Democracy Fellowships are available from

**DEMOCRACY FELLOWS PROGRAM**  
**World Learning**  
**1015 15th Street, NW, Suite 750**  
**Washington, DC 20005-2605**  
**Tel (202) 408-5427, ext 310 Fax: (202) 408-5397**  
**E-mail [dfp.info@worldlearning.org](mailto:dfp.info@worldlearning.org)**

11/13/98

# **ATTACHMENT B**

## **DFP Application Packet**



## WORLD LEARNING

Founded in 1932 as  
The Experiment in  
International Living

### DEMOCRACY FELLOWS PROGRAM

Thank you for your interest in World Learning and our Democracy Fellows Program. This innovative program is primarily supported by the U.S. Agency for International Development (USAID), and is intended to achieve several related goals:

- to develop new field-experienced U.S. experts committed to careers in democracy and governance,
- to provide junior- and mid-level fellows with valuable professional experience in building and supporting the development of democratic institutions,
- to increase the number and diversity of people with expertise working in democracy and governance in emerging and transitional democracies, and
- to assist in the evolution and advancement of democracy programs and democratic practices and institutions in these countries.

The Democracy Fellows Program (DFP) plans to offer approximately ten fellowships per year, although the final number of fellowships offered annually depends upon available funding and fellowship opportunities. Fellowships are awarded to promote the career development of junior- and mid-level individuals through practical field work with a USAID overseas mission or Washington office, and thus are not intended for fellows to pursue teaching or research. Fellowships may involve a wide range of activities such as providing policy analysis or advice, developing program methodologies and evaluation indicators, or providing technical comment on plans or activities of the host government or USAID. The specific focus of each fellowship is jointly developed by the DFP, the sponsoring USAID organization, and the pertinent candidate, following tentative selection of a finalist for a particular fellowship.

In reviewing these application materials, please consider carefully whether this type of collaborative and practical fellowship meets your own career needs and professional expectations. In this regard, we stress a key distinction between World Learning's Democracy Fellows Program and other international fellowships, namely, that we do not award fellowships for the primary pursuit of the fellow's own professional research, or for teaching. Instead, our focus is on finding the most highly qualified applicants to support the proposed goals and work activities of the sponsoring USAID office, while also helping to advance the long-term professional goals of the particular fellow. If you have previously applied for the DFP, please note that there have been several changes from last year, mostly involving the application process. The revised process is described in detail in the enclosed materials.

For additional information about World Learning or the Democracy Fellows Program, we invite you to consult World Learning's World-Wide Web Page (<http://www.worldlearning.org/pidt/dfp>) or to contact Sora Friedman, Coordinator for Recruitment and Selection. Again, thank you for your interest in the Democracy Fellows Program. We look forward to receiving your fellowship application.

September 1998

# WORLD LEARNING

## DEMOCRACY FELLOWS PROGRAM

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### FREQUENTLY ASKED QUESTIONS ABOUT THE APPLICATION

#### ? What are the eligibility criteria for a Fellowship?

- Applicants must be U S citizens to be considered for the program USAID provisions authorizing this program limit participation to U S citizens
- J D or Master's degree, minimum (undergraduate degrees plus experience may be considered on an exceptional basis)
- Junior- or mid-level experience appropriate for a career development fellowship program (applicants pursuing a significant permanent career change may also be considered)
- Interest or expertise in democracy, political science, elections, law government international relations or other social science relevant to advancing democratic institutions abroad
- Professional foreign language fluency may be required for some fellowships
- Ability to receive a national security clearance

#### ? What kind of background is the program looking for?

The Democracy Fellows Program currently targets junior- and mid level professionals with zero to ten years of prior employment or professional experience and relatively limited exposure or experience in the field of international democracy and governance Current or past employees of USAID are not eligible While contractors to USAID may be eligible, preference will be given to applicants who do not have extensive experience with USAID-funded democracy programs

#### ? What are the characteristics of a successful application?

Successful applications must meet all technical criteria for the DFP and be submitted in a complete manner Those that pass this review are then reviewed against the following criteria

- Applicant has the specific skills or qualifications desired for the particular fellowship for which s/he is being considered
- Applicant indicates commitment to/promise for a successful career in democracy and governance
- Applicant does not already have the skills/experiences that the DFP is intended to provide
- Personal Statement provides a clear illustration of the applicant s past experiences and career goals and how participation in this program will contribute toward reaching those goals
- Letters of recommendation support application, transcript confirms degrees awarded
- Application demonstrates appropriate language and cross-cultural skills
- Applicant has appropriate academic/professional background

#### ? Where are fellowships served?

Fellowships will be served with USAID offices in transitional or emerging democracies, or in Washington, DC We do not yet know which USAID missions or offices will sponsor fellowships for the coming year

# WORLD LEARNING

## DEMOCRACY FELLOWS PROGRAM

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### INSTRUCTIONS FOR COMPLETING THE APPLICATION

Applications should be submitted as a complete package, including (in order)

- 1 \_\_\_\_\_ application form
- 2 \_\_\_\_\_ pre-addressed return postcard
- 3 \_\_\_\_\_ resume or c v
- 4 \_\_\_\_\_ personal statement
- 5 \_\_\_\_\_ synopsis of thesis/dissertation/articles
- 6 \_\_\_\_\_ three letters of recommendation
- 7 \_\_\_\_\_ transcript from most recent institution attended

### **Please complete your address on the enclosed notification postcard**

Your recommenders or references should not mail, fax, or e-mail letters of recommendation directly to the Democracy Fellows Program. Please ask your recommenders to respect this request by forwarding each letter to you, in a sealed envelope if they wish, to be included with your application package.

Transcripts need not be submitted in a sealed envelope. You may submit a xerox copy of a transcript. Please submit only the transcript of the last degree-granting institution you attended.

The synopsis should be just that--a synopsis of a thesis, dissertation, article, or paper written for school, work, or publication. The synopsis should be no longer than two pages. Please do not submit additional writing samples, they will not be considered.

### **ASSEMBLING THE APPLICATION**

Each application document should be inserted in the above order inside the application form. Please do not staple or use any permanent binder, we need to copy what you send in. Applications and supporting materials become the property of World Learning and cannot be returned.

### **TIMELINES**

World Learning is now accepting fellowship applications at any time, and applications will be processed on a rolling basis. The DFP will mail the notification postcard back to you within one week of receiving your application to acknowledge receipt and to inform you of any missing forms. We can only process completed applications. We will notify you within 30 days of receiving your completed application whether your application is eligible for further consideration. Applications will be considered active for one calendar year from the date of receipt.

# WORLD LEARNING DEMOCRACY FELLOWS PROGRAM

## APPLICATION FORM

### A. BIOGRAPHICAL DATA

1 Name \_\_\_\_\_  
(title) (first) (last)

2 Social Security Number \_\_\_\_\_ 3 Date of Birth \_\_\_\_\_  
(month) (day) (year)

4 Current Address \_\_\_\_\_  
(street) (apartment)  
 \_\_\_\_\_  
(city) (state) (zip code)

Work Phone (\_\_\_\_\_) \_\_\_\_\_

Home Phone (\_\_\_\_\_) \_\_\_\_\_

Fax (\_\_\_\_\_) \_\_\_\_\_

E-mail Address \_\_\_\_\_

Above contact information valid until \_\_\_\_\_

5 Permanent Address \_\_\_\_\_  
(if different from above) (street) (apartment)  
 \_\_\_\_\_  
(city) (state) (zip code)

Telephone (\_\_\_\_\_) \_\_\_\_\_

Fax (\_\_\_\_\_) \_\_\_\_\_

E-mail Address \_\_\_\_\_

12 Citizenship \_\_\_\_\_ 13 Place of Birth \_\_\_\_\_  
(city state country)

14 Dependents (Indicate dependents proposed to accompany Fellow to the country of assignment )

	<u>Name</u>	<u>Relationship</u>	<u>Age</u>
a	_____	_____	_____
b	_____	_____	_____
c	_____	_____	_____

(attach additional sheet if required)

*Please understand that the DFP cannot provide any funds for dependent travel or allowances*

**B. SKILLS:** Please list your current professional skills using the Occupation Codes from the enclosed list

_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

**C. OVERSEAS EXPERIENCE:** Please list all pertinent overseas experience (both specific regions and countries), using the codes from the enclosed list, and note how it was obtained (e.g. living overseas, college study abroad, work abroad, etc.).

<i>Region</i>	<i>Countries</i>	<i>How Obtained</i>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

**D. LANGUAGE PROFICIENCY:** Indicate your proficiency in each language other than English that you consider an asset to your candidacy. Please indicate how you acquired your capabilities (e.g. native speaker, university study, self-study, long-term residence, etc.) and rate your Speaking ("S") and Reading ("R") abilities in each language according to the following scale (e.g. S-2, R-2; S-1, R-3; etc.):

- 1: **Limited Understanding** [S-1 = able to handle taxis, public transport and basic personal needs; R-1 = able to read simple directions and similar printed materials, and use a language dictionary in another alphabet.]
- 2: **Limited Working Proficiency** [S-2 = able to satisfy routine social demands and limited professional work requirements; R-2 = able to comprehend simple, neat and typical hand-written materials on familiar subjects.]
- 3: **General Professional Proficiency** [S-3 = able to speak with sufficient structural accuracy and vocabulary to participate in most formal and informal conversations; R-3 = able to read most materials in one's field.]
- 4: **Advanced Professional Proficiency** [S-4 = fluent and accurate at all levels of speaking; R-4 = near native ability to read and understand extremely difficult or abstract prose, colloquialisms, slang and technical materials and nearly all hand-writing variants.]
- 5: **Functional Native Fluency** [S-5 = fluency equivalent to the speaking ability of a highly articulate, well-educated native speaker; R-5 = able to read and understand as well as any well-educated native speaker.]

<i>Language</i>	<i>Speaking</i>	<i>Reading</i>	<i>How Obtained</i>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

**E EDUCATION:** List all college and university degrees completed. Include the actual transcript ONLY from the institution which awarded the highest degree. If presently enrolled in a degree program, please include your transcript to date. Attach additional sheet if necessary.

	<i>Name &amp; Location of Institution</i>	<i>Major/ Concentration</i>	<i>Dates Attended (from - to)</i>	<i>Degree &amp; Year Awarded</i>
1	_____	_____	_____	_____
	_____	_____	_____	_____
2	_____	_____	_____	_____
	_____	_____	_____	_____
3	_____	_____	_____	_____
	_____	_____	_____	_____

**E. SYNOPSIS:** Please provide up to two titles of thesis, dissertation, or similar articles or manuscripts, published or unpublished. The pieces may have been written for either school work or publishing. Attach the synopses as a separate sheet. Please include no more than two pertinent items and do not include actual papers, articles, chapters, etc.

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_

**G. AVAILABILITY:** Please indicate when you expect to be available to begin a fellowship.

\_\_\_\_\_

\_\_\_\_\_

**H. GEOGRAPHIC INTEREST:** Please indicate your geographic areas of interest, both regions and specific countries, in which you are open to placement, using the codes from the enclosed list. All applicants will be considered for fellowships in Washington, DC., which are global in nature, unless indicated below.

- 1 *Specific Region(s) or Countries of Interest*  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

2  Please check here if you do not wish to be considered for fellowship opportunities in Washington, DC

**I PROGRAM INTERESTS** Please indicate your areas of professional interest using the Occupation Codes from the enclosed sheet List as many as are appropriate as well as any specific areas that are not included on the list.

_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

**J. REFERENCES:** List three references who know you and your work well Please ask each of them to use the enclosed Recommendation Form to complete a recommendation on your behalf. They should send completed letters of recommendation to you, so that you can include their letters along with the completed application form and other materials Include no more than three references

	<i>Name &amp; Address</i>	<i>Telephone</i>	<i>Relationship</i>
1	_____	_____	_____
	_____	_____	_____
2	_____	_____	_____
	_____	_____	_____
3	_____	_____	_____
	_____	_____	_____

**K. HOW DID YOU HEAR** about the World Learning Democracy Fellows Program?

\_\_\_\_\_

\_\_\_\_\_

**L. CERTIFICATION**

I certify in submitting this form that the above facts and statements are true, correct, and complete

\_\_\_\_\_ Date \_\_\_\_\_ Applicant's Signature

Please submit complete application and supporting materials to

**Democracy Fellows Program**

**World Learning**

**1015 15th Street, NW, Suite 750**

**Washington, DC 20005**

**Tel. (202) 408-5427, ext. 310 Fax (202) 408-5397**

**E-mail dfp info@worldlearning.org**

**WORLD LEARNING**  
**DEMOCRACY FELLOWS PROGRAM**

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**PERSONAL STATEMENT**

Please provide a statement that outlines both your short-term and long-term career plans. The essay should be no longer than two pages (front and back of this form), and should address

- your professional interests,
- related experiences to date,
- skills that you would like to develop during a Democracy Fellowship, and
- how the fellowship will contribute to your achievement of these goals

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**RECOMMENDATION FORM**

**To the applicant.** Please complete the following section before forwarding this form to your recommender

Applicant Name \_\_\_\_\_

Return form to applicant at \_\_\_\_\_  
\_\_\_\_\_

Recommender Name \_\_\_\_\_

**To the recommender** The above-named individual is applying for a fellowship with the Democracy Fellows Program. The program's mission is to develop a cadre of professionals in democratic development by providing relevant field experience. Possible fellowships include offices of the U.S. Agency for International Development in newly emerging democracies around the world and in Washington, DC. Feel free to use additional sheets as necessary. **Please return this form to the above address**

- In what capacity do you know the applicant?
  
  
  
  
  
  
  
  
  
  
- How long have you known the applicant?
  
  
  
  
  
  
  
  
  
  
- Do you have any reservations about this applicant's candidacy for a Democracy Fellowship? Please explain

(over please)



**WORLD LEARNING**  
**DEMOCRACY FELLOWS PROGRAM**

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**RECOMMENDATION FORM**

**To the applicant:** Please complete the following section before forwarding this form to your recommender

Applicant Name \_\_\_\_\_

Return form to applicant at \_\_\_\_\_

Recommender Name \_\_\_\_\_

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- In what capacity do you know the applicant?
  
  
  
  
  
  
  
  
  
  
- How long have you known the applicant?
  
  
  
  
  
  
  
  
  
  
- Do you have any reservations about this applicant's candidacy for a Democracy Fellowship? Please explain

(over please)

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**WORLD LEARNING**  
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**RECOMMENDATION FORM**

**To the applicant.** Please complete the following section before forwarding this form to your recommender

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Return form to applicant at \_\_\_\_\_

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- In what capacity do you know the applicant?  
\_\_\_\_\_
- How long have you known the applicant?
- Do you have any reservations about this applicant's candidacy for a Democracy Fellowship? Please explain

(over please)



# PROFESSIONAL PROFILE CODE SHEET

World Learning/DFP

## OCCUPATION CODES

ADV Advocacy  
AOJ Administration of Justice  
CED Civic Education  
CMR Civil Military Relations  
CLA Constitutional Law  
CLS Comparative Law  
CPS Comparative Politics  
CRE Conflict Resolution  
CSO Civil Society  
DEC Decentralization  
DIN Democratic Initiatives  
EIS Economic Issues  
ELE Elections  
ENV Environment  
GOV Governance  
ICT Indicators  
IHR Int'l Human Rights  
IME Independent Media  
JRE Judicial Reform  
LAB Labor Issues  
LGO Local Government  
LRE Legisl Reform  
MIS Minority Issues  
NGO Non-gov Orgs  
PAD Public Administration  
PHE Public Health  
PPA Political Parties  
PPO Public Policy  
PSE Private Sector  
PSR Political Sci Research  
QAN Quantitative Analysis  
ROL Rule of Law  
SEC Security Issues  
SSR Social Science Research  
WOM Women's Issues  
YOU Youth Issues

## REGIONAL CODES

CAB Caribbean  
CAF Central Africa  
CLA Central America  
CEE Central/East Europe  
EAF East Africa  
EUR Europe  
FAE Far East  
GLO Global  
MEA Middle East  
NAF North Africa  
NIS New Independent States  
PAC Pacific  
SHA South America  
SAS South Asia  
SEA Southeast Asia  
STA Southern Africa  
WAF West Africa  
USA United States

## COUNTRY CODES

### Caribbean

ANT Antigua  
BAH Bahamas  
BAR Barbados  
BER Bermuda  
CAY Cayman Island  
CNA St Chris/Nevis/Angla  
CUB Cuba  
DOM Dominican Republic  
GRD Grenada  
HAI Haiti  
JAM Jamaica  
PTR Puerto Rico  
STK St Kitts  
STV St Vincent  
TRI Trinidad & Tobago

### Latin America

ARG Argentina  
BEZ Belize  
BOL Bolivia  
BRA Brazil  
CHL Chile  
CLM Colombia  
COS Costa Rica  
ECU Ecuador  
ESL El Salvador  
FRG French Guiana  
GUA Guatemala  
GUY Guyana  
HON Honduras  
MEX Mexico  
NIC Nicaragua  
PAN Panama  
PAR Paraguay  
PER Peru  
SRN Suriname  
URU Uruguay  
VEN Venezuela

### New Independent States

ARM Armenia  
AZE Azerbaijan  
BYE Belarus  
GEO Georgia  
KAZ Kazakhstan  
KYR Kyrgyzstan  
MOL Moldova  
RUS Russia  
TAJ Tajikistan  
TRK Turkmenistan  
UKR Ukraine  
UZB Uzbekistan

### Europe

ALB Albania  
AUS Austria  
BEL Belgium  
BOS Bosnia  
BUL Bulgaria  
CRO Croatia  
CZE Czech Republic  
DEN Denmark  
EST Estonia  
FIN Finland  
FRA France  
GER Germany  
GRE Greece  
HUN Hungary  
IRE Ireland  
ITA Italy  
LAT Latvia  
LIT Lithuania  
LUX Luxembourg  
MAS Macedonia  
MLT Malta  
MON Montenegro  
NET Netherlands  
NOR Norway  
POL Poland  
POR Portugal  
ROM Romania  
SER Serbia  
SLV Slovakia  
SLO Slovenia  
SPA Spain  
SWE Sweden  
SWI Switzerland  
UKI United Kingdom

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**PROFESSIONAL PROFILE CODE SHEET**

World Learning/DFP

**Africa**

ALG Algeria  
ANG Angola  
BEN Benin  
BOT Botswana  
BKF Burkina Faso  
BUR Burundi  
CAM Cameroon  
CAR Central African  
Republic  
CHD Chad  
COM Comoros  
COG Congo  
DJI Djibouti  
EQG Equatorial Guinea  
ETH Ethiopia  
ERI Eritrea  
GAB Gabon  
GAM The Gambia  
GHA Ghana  
GUI Guinea  
GUB Guinea Bissau  
IVC Ivory Coast  
KEN Kenya  
LES Lesotho  
LIB Liberia  
MAG Madagascar  
MAL Malawi  
MAI Mali  
MTA Mauritania  
MTS Mauritius  
MOR Morocco  
MOZ Mozambique  
NAM Namibia  
NIG Nigeria  
NIR Niger  
RWA Rwanda  
SEN Senegal

SEY Seychelles  
SIL Sierra Leone  
SOM Somalia  
SAF South Africa  
SUD Sudan  
SWA Swaziland  
TAN Tanzania  
TOG Togo  
TUN Tunisia  
UGA Uganda  
ZAI Zaire  
ZAM Zambia  
ZIM Zimbabwe

**Middle East**

ABD Abu Dhabi  
AFR Afghanistan  
BHR Bahrain  
EGY Egypt  
IRN Iran  
IRQ Iraq  
ISR Israel  
JOR Jordan  
KUW Kuwait  
LEB Lebanon  
LIB Libya  
OMA Oman  
QTR Qatar  
SAR Saudi Arabia  
SYR Syria  
TUR Turkey  
UAE United Arab  
Emirates  
YEM Yemen

**Asia**

BAN Bangladesh  
BHR Bhutan  
BRU Brunei  
CHI China  
CHI Taiwan  
HNG Hong Kong  
IND India  
INA Indonesia  
JAP Japan  
KAM Cambodia  
KOR Korea  
LAO Laos  
MAY Malaysia  
MYA Myanmar  
NEP Nepal  
PAK Pakistan  
PHL Philippines  
SNG Singapore  
SRI Sri Lanka  
THL Thailand  
VTN Vietnam

**Oceania/Pacific**

AUL Australia  
CKI Cook Island  
FJI Fiji  
KIR Kiribati  
MLD Maldives  
MNS Micronesia  
NCA New Caledonia  
PAP Papua New Guinea  
PLY Polynesia  
SAM Samoa  
STP Sao Tome & Principe  
SOL Solomon Islands  
TAH Tahiti  
TON Tonga  
TVU Tuvalu  
VAN Vanuatu

**OTHER**

? **What stipends and benefits does the program offer?**

Stipends, intended to be income-neutral to the fellow providing neither financial gain nor loss from previous earnings, are based primarily on the fellow's documented salary history, up to a maximum of \$50,000 per year (The program takes into account the situation of fellows who were full-time students and thus have little or no relevant salary history. Stipends for these fellows often reflect a significant increase.) In addition to the stipend, the fellowship award package also provides allowances including insurance for accidents, illness and emergency medical evacuation, computer and communications support, travel to/from the DFP orientation, the fellowship site, and annual Democracy Fellows conference, and other program-related travel as agreed to in the Fellowship Award Letter. **Democracy Fellowships are not considered US Government employment and fellows do not receive civil service or foreign service employment benefits. The DFP is *not* able to fund travel or other allowances for dependents.**

? **How long does a Democracy Fellowship last?**

Fellowships are awarded for a one-year term, although somewhat shorter-term fellowships *might* be possible under limited conditions (e.g., where a fellow is on a nine-month academic calendar). Fellowships may be extended, based on the fellow's performance and mutual agreement by the fellow, sponsor, and the DFP. These discussions normally take place during the second half of a given fellowship; there is no guarantee that any fellowship will be renewed.

? **What is the timeline for applying to the program?**

Applications are accepted at any time and are processed on a rolling basis. Within one week of receiving your application, we will mail you a postcard acknowledging receipt and requesting any missing forms. Only complete applications will be considered. Notification of acceptance or denial as a "candidate" will be forwarded within one month of receiving your completed application. Applications will be considered active for one calendar year from their date of receipt.

**Acceptance as a candidate does not guarantee the award of a fellowship, it only indicates eligibility for matching and selection.** The DFP estimates it will receive over 1,000 inquiries from the present solicitation, resulting in several hundred completed applications. We expect that no more than 15 awards per year will be made for fellowships beginning in 1998 or 1999.

**Awards for fellowships starting in 1998** will be made as the fellowships are confirmed, most likely between March and August, although it is possible that Democracy Fellowships in USAID may be developed at different times throughout the year. The DFP currently plans to conduct a program orientation for new fellows in August 1998, with individual fellowships commencing soon thereafter. However, this schedule may change for particular fellowships. **Awards for fellowships starting early in 1999** will similarly be confirmed on a rolling basis; we expect that this process will begin in October 1998. A program orientation for those new fellows is tentatively planned for January 1999.

? **Can you describe the matching and selection process?**

Fellowships will be awarded to secure the best match between the candidate and the discrete needs and requirements of the sponsoring organization. Criteria for any particular fellowship will reflect the nature and location of the fellowship and may include specific skills such as foreign language, academic credentials (e.g., a fellowship focusing on the rule of law may require a law degree), or some previous experience in or exposure to a certain region or country. The precise criteria for a particular fellowship may be very general or quite specific. Candidates may be considered for more than one potential fellowship during the period their applications are active.

Upon acceptance as a candidate for the program, your application will be held in World Learning's pool of eligible candidates. When an organization agrees to sponsor a fellowship, DFP staff review the pool of qualified and

available candidates to identify those who are most suitable and whose backgrounds and interests are most appropriate to the needs and interests of the USAID sponsor. After personal interviews and reference checks, the DFP will propose one or more of these candidates to the sponsoring organization. Further interviews or discussions with the sponsoring organization may occur at this point. Eventually, a selection is made and a particular fellowship is proposed to the candidate. At this point, the candidate becomes a "finalist" for that fellowship.

**? What happens after a match is made and a fellowship is proposed?**

After selection is completed and the individual is notified, s/he begins to develop a specific Program Description for the fellowship. This plan is based on the needs of the sponsoring organization and the activities identified by that mission or office in a proposed statement of work or comparable outline. This Program Description, developed in coordination with the USAID sponsor and World Learning, outlines the finalist's career goals, activities s/he proposes to pursue during the proposed fellowship, and how the suggested activities will help meet the goals of the individual and the needs of the sponsoring organization. This plan is intended to serve as a guide for the finalist to insure that her/his goals are closely coordinated with the goals and expectations of the sponsoring organization and to confirm that all parties (the finalist, the DFP, and the sponsoring USAID organization) are in agreement about the scope of the fellowship. After all parties have reached a consensus on the fellowship Program Description, World Learning makes a formal offer, and a Fellowship Award Letter is signed. At this point, the finalist becomes a Democracy Fellow.

**? If I specify a particular country, am I still eligible for fellowships in other locations?**

Unless they request otherwise, applicants will be considered for all opportunities for which they qualify. If a particular country or region is of special interest, it should be noted. However, this will not limit consideration for fellowships in other regions of the world, as long as all other criteria for the fellowship (e.g., language) are met. If an applicant is interested only in a particular country or region, this too should be noted. Such a condition will obviously limit consideration for fellowship opportunities elsewhere, but will not otherwise affect the applicant's chances to be selected for a fellowship in that country or region.

**? Can you tell me about some of the current fellowships?**

Democracy Fellows currently work with USAID missions and offices overseas and in Washington, DC, in the areas of local governance, decentralization, conflict resolution, the administration of justice, and the development of technical indicators for democracy programs. Countries where Democracy Fellows have served include Eritrea, Indonesia, Kenya, Paraguay, Chile, Uganda, South Africa, and the Czech Republic. Each fellowship focuses on different aspects of democracy (e.g., civil society, rule of law, elections, strategies for democratization, governance, etc.) including the design, implementation, and/or evaluation of assistance programs in that area. Applicants should understand, however, that geographic location and subject areas vary from year to year. For descriptions of current and past fellowships and for samples of materials produced by Democracy Fellows, please consult our web page.

**Democracy Fellows Program**  
**World Learning**  
1015 15th Street, NW, Suite 750  
Washington, DC 20005  
Tel 202-408-5427, ext. 310, Fax 202-408-5397  
E-mail [dfpinfo@worldlearning.org](mailto:dfpinfo@worldlearning.org)  
Web-page <http://www.worldlearning.org>

# **ATTACHMENT C**

## **DFP Screening, Nomination and Selection Materials**

**WORLD LEARNING**  
**DEMOCRACY FELLOWS PROGRAM**

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**TECHNICAL REVIEW SHEET**

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Applicant name \_\_\_\_\_

Technical review by \_\_\_\_\_ Date \_\_\_\_\_

(circle one)      **accepted**      **rejected**

Notes

---

Directions      Please check each section after review

***Fellowship criteria***

- \_\_\_\_\_ Level of applicant is (circle one)      junior (1-5 years)      mid (5-10 years)
- \_\_\_\_\_ Applicant possesses advanced degree OR substantial equivalent experience
- \_\_\_\_\_ Applicant is U S citizen
- \_\_\_\_\_ Applicant is not current or former USAID staff or equivalent
- \_\_\_\_\_ Applicant does not possess the kind of experience the fellowship will provide

***Personal Statement***

- \_\_\_\_\_ Personal statement identifies professional interests, related experiences
- \_\_\_\_\_ Personal statement identifies skills to develop, how fellowship will contribute to achievement of goals
- \_\_\_\_\_ Personal statement relates to the support or promotion of democracy abroad

***Letters of recommendation***

- \_\_\_\_\_ All letters endorse applicant

***Transcripts***

- \_\_\_\_\_ Confirmation of degrees awarded

**WORLD LEARNING  
DEMOCRACY FELLOWS PROGRAM**

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**PROGRAM REVIEW SHEET**

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Applicant name \_\_\_\_\_

Program review by \_\_\_\_\_ Date \_\_\_\_\_

(circle one)      **accepted**      **rejected**

Placement considerations/red flags/comments

---

**A      *Professional development***

Will participation in the Democracy Fellows Program contribute to the applicant's professional development? Does the applicant possess a demonstrated or stated interest in a career in international democracy and governance?

Yes	No	Discuss
-----	----	---------

**B      *Potential impact***

Does the applicant exhibit the ability to impact positively upon her/his colleagues and/or citizens of newly emerging democracies?

Yes	No	Discuss
-----	----	---------

**C      *Professional contribution to the field***

Will the applicant be able to make a contribution to the Democracy Fellows Program and/or to the field of democracy and governance?

Yes	No	Discuss
-----	----	---------

**D Cross-cultural and personal skills**

Does the applicant possess the skills necessary to work and communicate effectively in a multi-cultural or new setting?

Yes	No	Discuss
-----	----	---------

**E Communication skills**

Does the applicant demonstrate the ability to communicate effectively in both written and oral manners?

Yes	No	Discuss
-----	----	---------

**F Other professional skills**

Does the applicant demonstrate the skills necessary to work effectively in a professional setting?

Yes	No	Discuss
-----	----	---------

**G General appraisal of application**

From an overall perspective, is the applicant recommended for the DFP?

Yes	No	Discuss
-----	----	---------

# **WORLD LEARNING**

## **DEMOCRACY FELLOWS PROGRAM**

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### **PROGRAM REVIEW INFORMATION**

Applications are scored on the following criteria

#### **A Professional development**

Will participation in the Democracy Fellows Program contribute significantly to the applicant's professional development? Does the applicant demonstrate a desire to pursue a career in democracy and governance? This may be illustrated through related academic courses, research, extra-curricular or community activities, or --e g , for those considering a change in careers-- an understanding of the field and a declaration of such interests in their personal statement

#### **B. Potential impact**

Is this applicant likely to have a significant or worthwhile impact on democratic development that will be of benefit to the people of emerging or transitional democracies? Taking into account the applicant's experience as a junior- or mid-level candidate (as the case may be), does he or she demonstrate the potential to make a substantive contribution to the democracy-related work of a sponsor institution (whether USAID or an NGO in the field)? Does the applicant have a distinct prospect of working effectively to advance the skills and democracy practices of a host country counterpart?

#### **C Professional Contribution to the field**

Does the applicant demonstrate significant potential and ability to be able to make a substantive contribution both to the Democracy Fellows Program and to the overall professional field of democracy and governance? In the context of Democracy Fellowships, such a professional contribution might take the form of technical assistance, democracy training programs, or written products (e g , publishable articles, course curricula, training manuals, etc )

#### **D Cross-cultural and personal skills**

Does this applicant possess the skills necessary to work and communicate effectively in a multi-cultural or new setting? Does the applicant demonstrate the ability to deal effectively with bureaucratic requirements, structures and anomalies? These criteria apply both to applicants who will serve overseas and to those serving in Washington, DC, who may not have previous exposure to large government bureaucracies. Such skills or traits include tolerating ambiguity, exercising good judgment, getting along --and getting things done-- with a wide variety of people, suspending opinion or reaction to new situations and settings without surrendering or drifting, acting tactfully and with diplomacy, but without abandoning principle, as well as traits such as open-mindedness, flexibility, adaptability, integrity, self-reliance, determination, perseverance, and perceptiveness

### **E Communication skills**

Fellows must be able to express themselves effectively both orally and in writing. Highly-rated applications will likely include examples or descriptions of successful oral presentations, along with well-written personal statements that clearly and effectively describe the applicant's career directions, previous experiences, and goals for participation in the Program.

### **F Other professional skills**

A fellow must be able to work in a professional environment both as a cooperative member of a team, and as a self-directed individual with a minimum of supervision. Highly-rated applications will illustrate the applicant's abilities to take initiative, to direct her or his own work, to take responsibility for her or his own actions and decisions, as well as her/his professional learning and career development. Highly rated applicants will also show that they are serious, can take and follow direction, and can juggle competing tasks effectively, while simultaneously pursuing several related, but often conflicting, goals.

### **G. General appraisal of application**

This section allows each evaluator to reflect on his/her general reaction to the application.

## DEMOCRACY FELLOWS PROGRAM

13 November 1998

Sample Lastname  
1111 First Street  
Anywhere, DC 11111

Dear Ms Lastname

Thank you for your interest in the Democracy Fellows Program. We recently reviewed your application and are happy to inform you that your application is rated "eligible for placement." However, we do not expect to be able to award Democracy Fellowships to more than a fraction of the candidates in this group.

We regularly work with USAID missions and offices around the world to identify units which are able to support a Democracy Fellow. As each fellowship opportunity is confirmed, we identify from our pool of eligible candidates those who seem to meet the specific qualifications for that particular fellowship, and for whom that fellowship would be an appropriate match. After consulting with those candidates, we then propose to USAID the three or four applicants who best meet the specific qualifications for that fellowship. Final decisions are based on candidate interviews, reference checks, and the best match between the candidate and the USAID unit. This process occurs on a continuing basis as each USAID fellowship is confirmed. After all parties accept a proposed match, the finalist, the sponsoring USAID unit and the DFP then negotiate an appropriate *Program Description and Workplan* for that fellowship. At that time we also begin to arrange logistic, program, financial and administrative matters.

We will keep your application in our active file for one year, and will notify you promptly if we identify a particular fellowship for which you are the best match. Depending upon the specific qualifications and background required for each fellowship, you could potentially be considered for up to 15 fellowships during this period. Please understand that the number of applications to this program prevents us from providing candidates with periodic status updates unless/until we have identified a potential fellowship match.

Because of your background, World Learning will also keep your application on file as part of our database of personnel who may be available in the future for other long- or short-term overseas and U.S.-based projects. If a position arises for which your background is appropriate, a World Learning staff member would contact you at that time to assess your interest and availability. That process is separate from the DFP and will not affect your prospects for a possible Democracy Fellowship.



**WORLD LEARNING**

Founded in 1932 as  
The Experiment in  
International Living

If you have any questions about the DFP, feel free to contact me or Sora Friedman, Coordinator for Recruitment and Selection for the DFP. If you are in the Washington, D C area, and would like to meet with us in person, we encourage you to do so. Again, thank you for your interest in the DFP.

Sincerely,

David Burgess  
Director

**DEMOCRACY FELLOWS PROGRAM**



**WORLD LEARNING**

Founded in 1932 as  
The Experiment in  
International Living

November 13, 1998

Sample Lastname  
1111 First Street  
Anywhere, DC 1111

Dear Ms Lastname

Thank you for your interest in the Democracy Fellows Program. We recently completed our review of your Fellowship application. Unfortunately, the number of applicants greatly exceeds the number of Democracy Fellowships that World Learning can offer, and I must inform you that your application was not recommended for further consideration.

Because of your professional background, however, we would be pleased to keep your application on file as part of World Learning's database of personnel who may be interested in and available for future long- and short-term overseas and U S -based projects. If a position is proposed for which your background is appropriate, you will be contacted by a World Learning staff member to assess your interest and availability.

Again, thank you for your interest in the Democracy Fellows Program.

Sincerely,

Sora H Friedman  
Coordinator for Recruitment and Selection

**DEMOCRACY FELLOWS PROGRAM**



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November 13, 1998

Sample Lastname  
1111 First Street  
Anywhere, DC 1111

Dear Ms Lastname

Thank you for your interest in the Democracy Fellows Program. We recently completed our review of your Fellowship application. Unfortunately, the number of applicants greatly exceeds the number of Democracy Fellowships that World Learning can offer, and I must inform you that your application was not recommended for further consideration.

We appreciate the time and effort invested in applying to the Democracy Fellows Program. Thank you again for your interest, and best of luck in your future endeavors.

Sincerely,

Sora H. Friedman  
Coordinator for Recruitment and Selection

**Projects in International  
Development and Training**

**DEMOCRACY FELLOWS PROGRAM**



**WORLD LEARNING**

Founded in 1932 as  
The Experiment in  
International Living

30 July 1998

Sample Lastname  
1111 First Street  
Anywhere, DC 11111

Dear Ms Lastname

This is to update you on the status of your previous application to the Democracy Fellows Program. While we had anticipated sending out final notifications at the start of this year, in fact we did not complete placements for our 1998 class until recently. Your application was included in our placement reviews through this summer, however, due to limited opportunities and funding, as well as continued policy changes within the U.S. Agency for International Development, we were able to arrange only eight new placements this year. As a result, I am sorry that we have been unable to offer you a Democracy Fellowship. As your application has now been on file for more than two years, we will not be able to consider it further.

We anticipate further changes in the program, but cannot predict at this point what those changes might involve. Thus, if you are interested in being considered for subsequent placements, you will need to apply anew. We will have updated information, including an application package, available from our web-site at "[www.worldlearning.org/pidt/dfp](http://www.worldlearning.org/pidt/dfp)" or by calling 202-408-5427, extension 310.

Again, thank you for your interest in the DFP, and for bearing with us through our selection process. I regret that we were not able to offer you a placement, and wish you the best of luck in your future endeavors.

Sincerely,

David Burgess  
Director

# **ATTACHMENT D**

## **Democracy Fellows Program Handbook**



**WORLD LEARNING**

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**WORLD LEARNING**

**DEMOCRACY FELLOWS PROGRAM**

**Handbook**

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September 11 1998

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USAID Acronyms and Abbreviations  
USAID Agency Notice Dated 8 July 1996  
USAID Agency Notice Dated 26 October 1995  
USAID Reform Glossary Dated 13 October 1995  
Introduction to USAID Reengineering (Documents from a presentation)  
Guide for Host Organizations  
*"Pay Taxes on Time to Avoid Penalties"*  
*"Accessing the Internet by E-mail"*

## **Articles**

Geyer, Georgie Anne "A New Theme for Foreign Relations," *The Washington Times*  
Hoffman, David "Harsh History Stymies Civil Society," *The Washington Post*, 26 December 1996  
Kemble, Penn "Civil Society, Education and Democracy," *The Washington Times*, 31 May 1997  
Lipset, Seymour Martin "Democratic Linkage and American Aid," *The Washington Times*, 11 June 1995  
Putnam, Robert D "Bowling Alone America's Declining Social Capital" *Journal of Democracy* (January 1995) 65-78  
Silva, Samuel "A Verdict on Democracy" *The IDB* Vol 24 No 6

## ***In Pocket of Notebook***

World Learning 1997 Annual Report  
World Learning Fact Sheets  
*World Odyssey*  
*Democracy Dialogue*

# **ATTACHMENT E**

## **DFP Evaluation Materials**

**DEMOCRACY FELLOWS PROGRA**

December 7, 1998

«Contact\_1 «Contact\_2  
«Host\_Address\_1  
«Host\_Address\_2  
«Host\_City», «Host\_State» «Host\_Postal\_Code»  
«AutoMergeField»

Dear «Title «Contact\_2

As part of World Learning's continuing efforts to evaluate and improve the Democracy Fellows Program, we are pleased to send you the enclosed Host Organization Evaluation. We are seeking responses from each USAID office or mission which is currently hosting, or has recently hosted, a Democracy Fellow.

This brief questionnaire offers you an opportunity to provide World Learning with feedback regarding various aspects of the program, including the fellow who worked with your team and the fellowship itself. As a representative of the host office or mission, your comments and responses to the evaluation questions are a source of valuable information about how the Democracy Fellows Program can be improved. Therefore, we value your participation in our evaluation efforts.

We at World Learning appreciate your office/mission's participation as a sponsor in the Democracy Fellows Program. We look forward to receiving your response to the evaluation questions.

Sincerely,

David Burgess  
Director  
Democracy Fellows Program

Enclosure

Title	Contact 1	Contact 2	Host Address 1	Host Address 2	Host City
	Host State	Host Postal Code			
Mr	Jerry Hyman	U S	Agency for International Development	USAID/G/DG	
	Washington DC	20523			
Mr	Todd Aman	U S	Agency for International Development	USAID/G/DG	
	Washington DC	20523			
Dr	Steve Brent	USAID/Pretoria	U S Department of State		Washington DC
	20521-2460				
Ms	Amy Young	U S	Agency for International Development	USAID/G/DG	
	Washington DC	20523			
Dr	Gary Hansen	U S	Agency for International Development	USAID/G/DG	
	Washington DC	20523			
Mr	Jerry Barth	USAID/Asuncion	Mayor Fleitas 256	Asuncion	
	PARAGUAY				
Ms	Maria Rendon	1083 Papermill Court	N W		Washington DC
	20007				
Ms	Linda Howey	APB - USAID/REDSO/ESA	Unit 64102	APO AE	09831-4102
Mr	Mark Fierstein	U S	Agency for International Development	USAID/G/DG	
	Washington DC	20523			
Mr	Jim Vermillion	U S	Agency for International Development	USAID/PPC	
	Washington DC	20523			

**WORLD LEARNING**

**DEMOCRACY FELLOWS PROGRAM**

**1015 15TH STREET, NW, SUITE 750, WASHINGTON, DC 20005 USA**

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**HOST ORGANIZATION EVALUATION**

**Please rate each aspect of the Democracy Fellowship in your team/area. Circle the number which best applies. Please leave blank any questions that are not applicable.**

**How valuable has this fellowship been to the team in terms of substantive contributions of the Democracy Fellow to the USAID team's democracy goals and objectives (e.g. contributions to the technical expertise of the team)?**

1                      2                      3                      4                      5  
not valuable at all                      somewhat valuable                      extremely valuable

**Did this fellowship meet the goals and expectations of the team/office? (You may wish to review the Democracy Fellow's *Program Description and Workplan* to refamiliarize yourself with the specific goals of the fellowship.)**

1                      2                      3                      4                      5  
not at all                      somewhat                      very much

**Has this fellowship had the expected impact on the people of emerging, transitional, and/or newly democratic states (i.e. the target population of USAID programs)?**

1                      2                      3                      4                      5  
not at all                      somewhat                      very much

**Recognizing that the fundamental purpose of the DFP is to help develop the next generation of U.S. experts in international democracy, how valuable do you think the fellowship has been for the fellow to date? Has s/he made progress toward the career development objectives stated in his/her Fellowship Program Description?**

1                      2                      3                      4                      5  
not valuable at all                      somewhat valuable                      extremely valuable

**Please rate the quality of administrative, logistic and financial support that World Learning has provided for this fellowship.**

1                      2                      3                      4                      5  
very poor                      unsatisfactory                      OK                      very good                      outstanding

(over please)

**Are you interested in or currently considering an extension for this Democracy Fellow, or a fellowship for a “follow-on” Democracy Fellow? (An affirmative answer does not imply that there is any particular commitment on the part of the hosting office )**

yes

no

unknown at this time

**The Democracy Fellows Program welcomes feedback and suggestions on sponsoring a Democracy Fellow, or any other aspect of the program This might include administrative aspects of the fellowship and/or programmatic aspects (e g selection/preparation of the fellow, technical contributions made by the fellow, ability of the fellow to adjust to USAID and to the team, etc ) Please feel free to comment on any of the above topics or on additional areas below**

**Other comments or suggestions**

\_\_\_\_\_  
**USAID Team Leader**

\_\_\_\_\_  
**Date**

**Name of Fellow** \_\_\_\_\_

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## MEMORANDUM

**TO**           The Files  
**FROM.**       Sora  
**DATE**        12/7/98  
**RE**           Notes from DFP evaluation session held August 28, 1997

On the final day of the 1997 Democracy Fellows Program conference, DFP staff held an evaluation session with approximately two-thirds of the fellows in Classes One and Two. Following are notes from that session, as well as suggestions for the future. Note that comments are reproduced as closely to those stated by the participants as possible. Thus, some of the comments reflect personal situations/experiences and may not reflect the thoughts of the entire group.

### ? **What has been working well?**

- DFP's insistence on detailed program description (although it didn't make sense at the time)
- lack of substantial interference from the program allowed me to carry on the work I was engaged in
- team is responsive to my needs in a timely manner
- good support
- World Learning has kept a low-key relationship with me. "I don't know you're there unless need you" (as opposed to other fellowship programs that lay on the administrative requirements)
- World Learning has maintained a good balance between fellows' positions as dictated by USAID
- tax session
- support from Jennifer

### ? **What hasn't been working well for you? What have been the greatest challenges or negatives experienced to date?**

- missed on-going exchange with fellows during the year
- lack of transfer of information gained through fellowships to USAID and other fellows
- was made to feel nervous about conflict-of-interest between World Learning and USAID
- no support from USAID for NGO fellows
- uncomfortable to learn that, because of taxes, salaries are lower than expected ("I didn't know what questions to ask at the beginning")
- felt confused about quarterly reports (how much candor to include, who the audience is)

- no understanding of how USAID works (i.e. contracting mechanisms, work environment, corporate culture) when I first began
- selection process was too long (but keep the group orientation for cohesion, moral support)
- drawn-out selection process was frustrating
- frustration with World Learning finance office (they unilaterally reject expenses, we need to see 1099 breakdown for tax purposes, we need copies of corrected trip expense reports for our taxes, turn-around is slow)
- expectations/rationale were unclear at start (e.g. why some fellows get extra allowances for housing and computer and others don't)
- finding housing was difficult, my host organization (NGO) provided me with inaccurate quotes regarding the expected costs of housing
- scheduling of conference was inconvenient, would have preferred it half-way through my fellowship as opposed to at its close
- last week of August is dead in DC, it's been difficult to make appointments with folks I need to see

### **Suggestions for the future**

- Examine best ways to encourage increased communication between fellows, e.g. electronic list serve, more formal introductions of new fellows, discussion topics thrown out by the DFP to the group, luncheon speakers for DC-based fellows with senior-level leaders in the field of democracy and governance that fellows otherwise would not have access to, electronic newsletter
- Reconsider stipend levels in light of new information about taxes (8 percent self-employment tax)
- Encourage new fellows to meet with current fellows for orientation to USAID corporate culture
- Work with CMS to facilitate reconciliation of trip expense reports, e.g. shorten turn-around by having CMS/DC authorized to sign off on reports, have reimbursement checks issued in DC, secure permission to waive requirement that TERs be submitted within five days of close of trip, as overseas fellows often receive their credit card statements (necessary to identify exact amount of expense in US dollars) a month or more after expense is incurred
- Provide a link to the Wall Street Journal exchange rates on the web so that fellows can use those rates when they calculate their trip expense reports
- Insure that all candidates clearly understand the selection process timeline, especially if its structure remains similar (meaning that it will continue to be a long, drawn out process)
- Reconsider the timing of future conferences so that current fellows have better access to Washington contacts
- Send bios of new fellows to current fellows

**Review of written evaluation**

(11 out of 14 returned)

**Please rate each session below for its interest and effectiveness**

(Each question was rated on the scale below)

1	2	3	4	5
poor	satisfactory	OK	very good	outstanding

**Tuesday morning panel U S Foreign Policy**

Score 3 3

**Tuesday luncheon speaker Civil Society and Democracy**

Score 2 8

**Tuesday afternoon panel Trends in Democracy Programs**

Score 3 7

**Wednesday session Presentations by Fellows**

Score 4 1

**Thursday morning session Taxes**

Score 4 1

**Thursday afternoon session Life After the Democracy Fellows Progra**

Score 3 3

**The Democracy Fellows Program welcomes any feedback or suggestions regarding the conference sessions, logistics (hotel and travel arrangements), preparation, etc Also feel free to elaborate on the ratings from the previous page Please elaborate below**

See attached forms

**Other comments or suggestions**

See attached forms

# **WORLD LEARNING DEMOCRACY FELLOWS PROGRAM**

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## **CONFERENCE EVALUATION**

**Please rate each session below for its interest and effectiveness**

**Tuesday morning panel U S Foreign Policy**

1	2	3	4	5
poor	satisfactory	OK	very good	outstanding

**Tuesday luncheon speaker Civil Society and Democracy**

1	2	3	4	5
poor	satisfactory	OK	very good	outstanding

**Tuesday afternoon panel Trends in Democracy Programs**

1	2	3	4	5
poor	satisfactory	OK	very good	outstanding

**Wednesday session Presentations by Fellows**

1	2	3	4	5
poor	satisfactory	OK	very good	outstanding

**Thursday morning session Taxes**

1	2	3	4	5
poor	satisfactory	OK	very good	outstanding

**Thursday afternoon session Life After the Democracy Fellows Progra**

1	2	3	4	5
poor	satisfactory	OK	very good	outstanding

**The Democracy Fellows Program welcomes any feedback or suggestions regarding the conference sessions, logistics (hotel and travel arrangements), preparation, etc. Also feel free to elaborate on the ratings from the previous page. Please elaborate below.**

**Other comments or suggestions**

# **ATTACHMENT F**

## **Roster of Current and Former Democracy Fellows**

## **A Abstracts of Current Democracy Fellowships**

### **1 Gary A Bland**

**Governance Team, USAID Center for Democracy and Governance  
Washington, DC (09/08/98-02/28/99)**

Gary Bland is serving his fellowship with the Governance team in USAID's Center for Democracy and Governance in Washington, DC Gary's focus is on decentralization, local governance, and legislative strengthening He plans to assist the Center with the development and dissemination of two USAID handbooks on decentralization and legislative strengthening In addition, he hopes to conduct practical research related to sub-national electoral systems, electoral codes, and national electoral agencies, commissions, etc in order to develop an objective measurement of the degree of political decentralization

Gary earned his Ph D in 1997 from Johns Hopkins University, where he had previously earned an MA in Latin American studies and International Economics His doctoral dissertation is titled, "Local Government, Decentralization, and Democracy in Chile and Venezuela" Prior starting this Fellowship, Gary worked as a consultant and public policy analyst, including assignments with USAID's Latin America Bureau Previously, he was a Senior Program Associate with the Woodrow Wilson Center's Latin America Program Gary is fluent in Spanish and also speaks some Portuguese His interests include decentralization, local governance, civil society, elections, and comparative political systems

### **2 Stephen M Brager**

**Governance Team, USAID Center for Democracy and Governance  
Washington, DC (05/19/97-11/18/98)**

Stephen Brager is serving his fellowship with the Governance team in USAID's Center for Democracy and Governance in Washington, DC Stephen is examining various issues in good governance, including civil/military relations, government integrity, decentralization and local governance, democratic transitions, and conflict mitigation In addition, he assists in the development of training programs for USAID staff in issues of democratization

Stephen earned his MA in political science at the University of California at San Diego Before beginning his Democracy Fellowship, he worked as a Research Intern at InterAction examining the role of NGOs in strengthening civil society He was a Teaching/Research Assistant in U S politics, international relations, security issues, comparative politics and ethnic conflict at the University of California at San Diego Stephen has lived in Brazil, Chile, Israel and Spain His interests cover a wide range of topics, including rule of law, civil-military relations and civil society

**3 Linn A Hammergren**  
**Rule of Law Team, USAID Center for Democracy and Governance**  
**Washington, DC (04/01/96-03/31/99)**

Linn Hammergren is pursuing her fellowship with the Rule of Law team in USAID's Center for Democracy and Governance in Washington, DC. Her focus is on the effectiveness of recent USAID and other rule of law programs, especially in Central and South America and the Caribbean. During her fellowship she has developed a series of manuals on judicial training, code reform, and efforts to establish or strengthen prosecution and public defense functions. She also wrote a paper on the socio-political significance of rule of law reforms in Latin America, and helped to promote a network of scholars, advocates and practitioners interested in rule of law issues.

Linn earned her Ph.D. and MA in political science from the University of Wisconsin. Her BA is from Stanford University. Linn has lived in Colombia, Costa Rica, El Salvador, Peru and Venezuela, and previously has received fellowships from the Vanderbilt Center for Latin American Studies, and the Social Science Research Council. Her interests cover a range of topics including justice system reforms, national integration and the development of civil society, comparative legal systems, and local governments and decentralization.

**4 Elizabeth I Hart**  
**Civil Society Team, USAID Center for Democracy and Governance**  
**Washington, DC (10/21/96-10/20/98)**

Elizabeth Hart works with the Civil Society team of USAID's Center for Democracy and Governance in Washington, DC. Liz is pursuing the relationship between economic and political liberalization, as well as the role of the private sector in civil society, and the processes of economic and political reform. During her fellowship she has also assisted the Democracy Center in the development and presentation of a series of workshops to provide technical guidance to USAID Missions in the field of democracy and governance.

Liz defended her dissertation and received her Ph.D. in Politics from Princeton University in 1996. The topic of her dissertation was liberal reform in Ghana. Liz has also authored other publications on democratic reform in Africa, and politics in Kenya. She has traveled and worked in a number of African and Asian nations, including prior residence in Ghana.

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**5. Abigail Horn**  
**USAID Mission**  
**Asuncion, Paraguay (10/01/97-01/31/99)**

Abigail Horn is serving her fellowship with the USAID Mission in Asuncion, Paraguay. Abby has been centrally involved with Mission programs supporting both Paraguay's 1998 elections, and national anti-corruption efforts. She works in the areas of voter education, electoral administration, local election monitoring, political party development, and judicial strengthening. She is also helping Paraguayan NGOs on training methods, approaches, and problems in civic education and capacity building, particularly the Paraguayan branch of Transparency International.

Abby earned her MIA from Columbia University in economic and political development, with emphasis on Latin America. Before beginning her fellowship, she was a Fulbright Scholar for one year in Chile. While there, she researched student political participation since Chile's transition to democracy, and worked with the civic group *Participa* conducting civic and human rights education programs. Abby also interned with the Carnegie Endowment of International Peace, updating and editing their book *Nuclear Thresholds*. She has lived in Argentina, Chile and Mexico. Her public policy interests include civil society, NGO networks, elections and anti-corruption efforts.

**6 Ann C Hudock**  
**Civil Society Team, USAID Center for Democracy and Governance**  
**Washington, DC (01/01/98-12/31/98)**

Ann Hudock is serving her fellowship with the Civil Society team in USAID's Center for Democracy and Governance in Washington, DC. Ann's focus is on the development of government laws and regulations governing the NGO sector, as well as on media development and the role of media in civil society.

Ann received her Ph.D. from the Institute of Development Studies at the University of Sussex in the United Kingdom. During her fellowship she has aimed to apply her prior academic work to the policy-making process in the United States. She is a member of the Development Studies Association and National Union of Journalists, and has won several awards including a Rotary International Ambassadorial Scholarship, a Regional Award from Soroptimist International, and the Marj Heyduck Journalist of the Year Award. Ann has lived in Sierra Leone and the United Kingdom, and has worked in Mongolia, South Africa and the Gambia.

**7 Patricia J Kendall**  
**USAID Mission**  
**Jakarta, Indonesia (03/16/97-09/15/99)**

Patricia Kendall has been serving her fellowship with the USAID Mission in Jakarta, Indonesia. She is concentrating on issues of legal and judicial reform, development of NGO advocacy and organizational capacities, and legal issues relating to democratic participation and human rights, as well as the legal aspects of economic reform. She expects that her Democracy Fellowship will serve as a transition from her trial lawyer and constitutional law background to the field of international law, and efforts to build democratic institutions.

Before becoming a Democracy Fellow, Patty worked as Assistant Corporation Counsel and Supervisory attorney for the City of Chicago. She holds a J.D. from the University of Illinois and a Master's degree in higher education administration from Vanderbilt University. She has traveled to Australia, Europe, Asia and Southeast Asia, as well as the former Soviet Union. Patricia's interests include the constitutionality of government practices, rule of law, human rights, legal issues relating to women and minorities, and law enforcement.

**8 Carolyn J Logan**  
**REDSO/ESA – Greater Horn of Africa Initiative**  
**Nairobi, Kenya (12/01/97-11/30/98)**

Carolyn Logan is serving with USAID's Regional Economic Development Services Offices for East and Southern Africa in Nairobi, Kenya. Carolyn works in the areas of regional crisis prevention, crisis management, and conflict resolution. She is using her Democracy Fellowship to complete her transition from engineering to policy and social science.

Carolyn received her M.A.L.D. in international relations from the Fletcher School at Tufts University in 1996, and worked towards a Ph.D. in international relations at Tufts prior to beginning her Democracy Fellowship. Previously, Carolyn spent several years as a professional in water resources management in India, Lesotho, Rwanda and Somalia. She is especially interested in the relationship of indigenous practices to questions of political participation and representation.

**9 Ronald G Shaiko**

**Elections Team, USAID Center for Democracy and Governance  
Washington, DC (12/08/97-12/07/98)**

Ronald Shaiko is serving his fellowship with the Elections and Political Processes team in USAID's Center for Democracy and Governance in Washington, DC. Ron is involved with all aspects of elections programs including political party development, civic education and elections administration. He is using his Democracy Fellowship to supplement his academic background with practical experience in the field of democracy and governance.

Before being awarded a Democracy Fellowship, Ron was an Associate Professor of Government at American University. He has taught courses on U.S. government, lobbying, political parties, legislative behavior and political leadership, and worked as a consultant on a USAID-sponsored project on legislative strengthening in West Bank/Gaza. Ron has also served as an expert on U.S. government for USIA's International Visitors Program, and has consulted as a media pollster and political analyst. He holds a Ph.D. in political science from Syracuse University, and is interested in democracy indicators, elections and civil society.

**10 Sara Steinmetz**

**Democracy Office, USAID Bureau for Policy & Program Coordination  
Washington, DC (01/06/97-01/05/99)**

Sara Steinmetz is serving her Democracy Fellowship in the Democracy and Governance Office of USAID's Bureau for Policy and Program Coordination. She is applying her current research to policy analysis, focusing on the degree of and potential for democratization in host states. She is interested in the extent to which basic institutions and fundamentals of a democratic political system and culture exist, the degree to which government is transparent, and the level of NGO participation in the policy-making process. One of Sara's particular interests is the democracy transition in Indonesia, and its relationship to local NGOs.

Sara has a Ph.D. in international relations/comparative politics/political and economic development, and an MA in international relations, from New York University, her BA is from the City University of New York. She is interested in public policy analysis, political science research, civil society and democratic initiatives. Sara worked with the Carnegie Corporation of N.Y. and with the UN Department of Political and Security Council Affairs.

## **B Abstracts of Concluded Democracy Fellowships**

### **1. Robert R Barr**

**Strategies Team, USAID Center for Democracy and Governance  
Washington, DC (09/01/97-08/31/98)**

Robert Barr recently completed his fellowship with the Strategies team in USAID's Center for Democracy and Governance in Washington, DC His focus was on the development of indicators of democracy in USAID's programs on democracy and governance Specific fellowship activities included testing democracy indicators in the field and assisting the Center with writing and editing a comprehensive handbook on democracy indicators

Before becoming a Democracy Fellow, Rob was working toward a Ph D in Comparative Politics/International Relations at the University of Texas His research focused on the effects of corruption on the style of governance and the process of reform in Latin America His Master's thesis was titled "Alternatives for the Left The Strategic Decisions of the Chilean Socialist Party" Rob has taught classes in the politics of environmental issues, U S foreign policy, and the role of the military in Latin America He has also authored several papers on economic reform, drug-trafficking, and privatization in Latin America

### **2 Lisa M Cannon**

**Development Resources Centre  
Johannesburg, Republic of South Africa (10/29/96-10/28/97)**

Lisa Cannon served her Democracy Fellowship with the Development Resources Centre (DRC), a respected South African NGO located in Johannesburg and Cape Town, South Africa The DRC serves as a network organization for South African NGOs During her fellowship, Lisa worked on issues of financial sustainability for NGOs In particular, she assisted in improving the organizational management capacities of the member organizations, in developing a network of NGOs, in facilitating partnerships with the corporate sector, in increasing citizen support and involvement, and in developing NGO fund-raising strategies

Lisa has an Ed M in International Education from Harvard University and BS in Foreign Service from Georgetown She has worked in Armenia, South Africa, and several countries in Central America Before becoming a Democracy Fellow, Lisa was an organizational development consultant for NGOs, and helped train Peace Corps Volunteers

**3. Carrie S. Chernov**  
**USAID Mission**  
**Asuncion, Paraguay (01/3197-05/07/97)**

Carrie Chernov served her Democracy Fellowship with USAID/Asuncion, where her assignment included a wide range of democracy assistance. Specific program areas included strengthening the capacities of grassroots organizations and NGOs, facilitating private and public partnerships and working accords, supporting Paraguay's efforts in decentralization and local governance, encouraging local civic participation and the development of NGO advocacy skills, and advancing civic education, legal reform and environmental issues.

Prior to her fellowship, Carrie's career included work as Counsel and Professional Staff Member, US House of Representatives Subcommittee on Environment, Committee on Science, Space, and Technology. She was Legislative Assistant for Congressman James Scheuer, and a Consultant on sustainable development with the World Resources Institute. Other positions included Associate Attorney and Legal Consultant with several prominent Washington, DC litigation and environmental law firms, and General Counsel and Business Analyst for an international investments and operations firm. She earned an LLM in International and Comparative Law at Georgetown University, a J.D. from New York University, and a BA (Honors) in History from Brown University. Carrie had previously lived in Spain and the United Kingdom, and has traveled to Botswana, Costa Rica, Zambia and Zimbabwe.

**4 Dawn P Emling**  
**USAID Mission**  
**Pretoria, Republic of South Africa (04/26/97-04/25/98)**

Dawn Emling served her Democracy Fellowship with the USAID Mission in Pretoria, South Africa. There she worked on conflict resolution issues with local NGOs. In addition, Dawn worked closely with USAID/Pretoria's Community Development Foundation Program. During her fellowship, Dawn researched, compiled and edited a forthcoming book of essays by host-country NGO leaders, assessing South African mediation and conflict resolution programs. She also developed an extensive working bibliography on conflict resolution issues.

Dawn received her MA in international development from American University in 1993. Before joining the Democracy Fellows Program, she worked as an International Programs Coordinator at the National Institute for Citizen Education in the Law (NICEL). Dawn has lived in both South Africa and Nigeria. Her interests include legislative reform, women's groups, democratic initiatives, advocacy and civil society.

**5 J Michele Guttmann**  
***Corporacion Participa***  
**Santiago, Chile (09/28/96-09/27/97)**

Michele Guttmann served her fellowship with *Corporacion Participa* in Santiago, Chile. *Participa* is a highly regarded Chilean NGO whose programs focus on civic education. It conducts training programs in voter education, advocacy, and legal and judicial reform. During her fellowship, Michele worked with *Participa's* advocacy training program and its Global Women in Politics program. She also provided the staff of *Participa* with professional advice on ways to increase citizen participation throughout civil society.

Michele earned both her J.D., and a B.A. in Modern Languages, at the University of New Mexico. Before beginning her Democracy Fellowship, she practiced law in an Albuquerque, NM law firm where she was a principal. She has lived in Ecuador, and has traveled to Europe and the Caribbean.

**6 Brian D Kelliher**  
**Foundation for Human Rights Initiative**  
**Kampala, Uganda (10/12/96-10/11/97)**

As a Democracy Fellow, Brian Kelliher worked with the Foundation for Human Rights Initiative (FHRI), in Kampala, Uganda. FHRI monitors human rights abuses and the development of legal protections of human rights. During his fellowship, Brian assisted in the training of paralegals, laid the groundwork for a moot court competition to improve Ugandan legal advocacy and representational skills, designed a curriculum for a paralegal training program, and conducted community outreach and education programs. Brian also assisted in networking with other human rights groups in the region.

Before joining the DFP, Brian worked as an Attorney-Advisor in the U.S. Justice Department's Executive Office for Immigration Review, Board of Immigration Appeals. Brian has a J.D. from George Washington University and graduated in political science from the University of Michigan. Brian previously interned with GWU's Community Legal Clinic and the D.C. Superior Court. He was a Public Interest Law Fellow with Harlem Legal Services, Inc., and a Fellow with the University of Namibia's Human Rights Documentation Center. In an internship with the National Democratic Institute for International Affairs, Brian helped to train South African election monitors in preparation for that nation's 1994 elections.

**7 Michael R. McCord**  
**USAID Mission**  
**Asmara, Eritrea (01/01/97-5/31/98, 8/18/98-9/30/98)**

Michael McCord served his fellowship with the USAID Mission in Asmara, Eritrea until the Mission's evacuation, which occurred prior to the scheduled conclusion of his fellowship. During a short-term extension of his fellowship, Mike worked with Mission personnel who were temporarily based in Washington, DC. In Washington he helped to analyze and design programs supporting the improvement of human capacity in Eritrea's government institutions. His work in Eritrea emphasized rule of law and elections issues, as well as the development of legal training and judicial resources. His efforts included developing a curriculum and teaching a course on "Law and Development" at Eritrea's national law school, and publishing several articles on law in East Africa.

Mike earned his J.D. from the University of Oregon, and his B.A. in economics from California State University in San Diego. He previously served with the International Rescue Committee in Rwanda, Tanzania and Zaire, where he was a refugee program officer. He also worked as a law clerk for a Springfield, Oregon law firm.

**8 Brian C. Murphy**  
**USAID/REDSO/ESA**  
**Nairobi, Kenya (02/01/96-03/31/97)**

Brian C. Murphy completed his fellowship with USAID's Regional Economic Development Services Office for East and Southern Africa, and the Greater Horn of Africa Initiative, in Nairobi, Kenya. The objective of Brian's fellowship was to support the growth of democracy in the many transitional and emerging democracies supported by REDSO. Specific goals included assessing the legal and judicial systems of countries within the region, making recommendations and proposals for reform and/or technical assistance, and consulting with legal and judicial officials on conflict resolution and alternative dispute resolution.

Brian received a J.D. from the University of Virginia, and an A.B. in government from Harvard University. His prior federal career included many years as an attorney with the Administrative Conference of the U.S., and extensive service with the Federal Bar Association's international initiatives in support of emerging democracies. His interests include conflict resolution, litigation reform and alternative dispute resolution, administrative law, and international trade regulation.

**9 Mark Thieroff**  
**Tolerance Foundation**  
**Prague, Czech Republic (09/30/96-09/29/97)**

Mark Thieroff served his fellowship at the Tolerance Foundation, a non-governmental organization based in Prague, Czech Republic. The Tolerance Foundation supports the prevention of human rights abuses through education and public awareness programs. Mark's fellowship concentrated on the Foundation's "Article 8 Project," addressing the citizenship rights of Roma people living in the Czech Republic and Slovakia. Some of his specific activities included locating victims of abuse, investigating, verifying and documenting their cases for possible presentation to the Czech courts and/or to the European Commission of Human Rights, identifying local lawyers willing to provide legal assistance on a *pro bono* basis, and networking with other organizations involved in related human and civil rights areas. During his Democracy Fellowship Mark published several important articles on the legal situation affecting ethnic Romas, and helped to prepare a landmark legal case before the Supreme Court of the Czech Republic.

Mark completed his MA in international relations at Yale University, and his BA in German Language and International Studies at the University of Miami. He has special interests in international human rights, minority issues, transitional and social justice issues, international law, and NGO development.

# **ATTACHMENT G**

## **Application Status Reports**

**WORLD LEARNING**  
**DEMOCRACY FELLOWS PROGRAM**

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**1998 APPLICATION STATUS REPORT**

9/30/98

**Inquiries**

<i>Status</i>	<i>Number</i>
Inquiries received/applications mailed	876

**Technical screening results**

<i>Status</i>	<i>Number</i>
Passed to program screening (see below)	62
Rejected	7
<b>TOTAL RECEIVED</b>	<b>69</b>

**Program screening results**

<i>Status</i>	<i>Number</i>
Accepted	55
Rejected	7
<b>TOTAL</b>	<b>62</b>

**Final results to date**

<i>Status</i>	<i>Number</i>
Accepted (Placed-5)	55
Rejected	14
<b>TOTAL</b>	<b>69</b>

(cont'd)

**WORLD LEARNING**  
**DEMOCRACY FELLOWS PROGRAM**

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**CUMULATIVE 1996 - 1998**  
**APPLICATION STATUS REPORT**  
9/30/98

**Inquiries**

<i>Status</i>	<i>Number</i>
Inquiries received/applications mailed	2,810

**Initial screening results**

<i>Status</i>	<i>Number</i>
Early placements	2
Passed to second screening (see below)	245
Withdrawn	2
Rejected	95
Senior/research hold	21
<b>TOTAL RECEIVED</b>	<b>365</b>

**Second screening results**

<i>Status</i>	<i>Number</i>
Accepted	124
Invited to resubmit	28
Rejected	93
<b>TOTAL</b>	<b>245</b>

**Final results to date**

<i>Status</i>	<i>Number</i>
Accepted (Placed-20)	126
Referred to database (sr /research hold)	84
Invited to resubmit	28
Rejected	125
Withdrawn	2
<b>TOTAL</b>	<b>365</b>

# **ATTACHMENT H**

## **FY-1998 Democracy Fellows' Program Descriptions and Reports**

# **ATTACHMENT I**

## **Proposed FY-1999 Modifications to Democracy Fellows Program**

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# **DEMOCRACY FELLOWS PROGRAM**

**Awarded to World Learning, Inc.**

**USAID Cooperative Agreement  
No. AEP-5466-A-00-5024-00  
[No. AEP-A-00-95-00024]**

**Project Period: 06/15/95 - 06/14/00**

**USAID Project Management: USAID/G/DG**

## **Revised Statement of Work**

October 23, 1998

The following Revised Statement of Work is effective October 1, 1998. This Revised Statement of Work replaces the Program Description previously attached to the Cooperative Agreement Award Letter of Anne T. Quinlan, USAID Agreement Officer, dated June 16, 1995. Except as modified by, or as required in order to conform to, this revision, other provisions of Cooperative Agreement No. AEP-5466-A-00-5024-00 [No. AEP-A-00-95-00024], and the Standard Provisions, Optional Provisions and Schedule attached thereto, remain in effect.

### **OVERALL GOAL**

- To expand the pool of field-experienced technical experts committed to careers in democracy and governance

### **OVERALL PURPOSES**

- To expand the pool of field-experienced U.S. experts committed to careers in democracy and governance, thus increasing the number and diversity of people with expertise working in the field of political development in emerging and transitional democracies,

- To award Democracy Fellowships to junior- and mid-level fellows (and occasionally to senior-level fellows), allowing them to serve in USAID assignments that provide them with valuable field experience in building and supporting the development of democratic institutions, and thereby advancing their career development and commitment, and
- To assist in the evolution and advancement of democratic programs, practices and institutions in developing countries and emerging or transitional democracies

## **DEMOCRACY FELLOWS PROGRAM PRINCIPLES, MANAGEMENT FUNCTIONS AND OPERATIONS**

### **Recruiting Applicants**

World Learning will recruit junior and mid-level candidates (and occasionally a very limited number of senior-level candidates) for a variety of worldwide Democracy Fellowships. Recruitment will be nation-wide and inclusive, designed to achieve maximum diversity and to attract highly qualified US-citizen applicants. World Learning will recruit candidates on an open-ended basis, retaining applications in its active files for one year. In organizing its recruitment efforts, World Learning will solicit university graduate and law schools and advertise in appropriate international employment newsletters, journals and similar publications. World Learning will also accomplish other outreach to ensure the continuing recruitment of new applicants to the Democracy Fellows Program (DFP). No senior-level fellowships will be awarded without the prior approval of G/DG.

### **Screening and Selecting Candidates**

World Learning will review and screen all applications to the DFP, in order to establish a pool of qualified candidates for Democracy Fellowships. Screening will assess the applicant's eligibility, experience, professional and academic background, and other personal qualifications, as well as the anticipated needs of USAID missions or offices that from time to time may sponsor Democracy Fellowships.

### **Identifying Fellowship Opportunities**

World Learning will work closely with USAID's Center for Democracy and Governance (USAID/G/DG), with overseas missions and democracy offices, and with USAID Regional and Central Bureaus to identify Democracy Fellowship opportunities in a wide range of democracy-related activities. World Learning will periodically communicate with USAID missions or offices to solicit their interest in sponsoring (i.e., in funding) Democracy Fellowships. The DFP will work with G/DG and interested missions or offices to understand their democracy needs, and to determine preferred and required qualifications for fellowship candidates.

World Learning will coordinate with each sponsoring mission or office to secure a specific statement of work outlining the responsibilities, functions and activities that the mission or office seeks to have a Democracy Fellow accomplish. World Learning will then endeavor to identify from its recruitment pool one or more eligible candidates who are qualified, and whom World Learning recommends, to undertake those functions and activities, and whose professional and career interests are reciprocal. World Learning will consult with the sponsoring missions or offices and with G/DG to address any concerns about the appropriateness of particular activities or functions contained in the proposed fellowship duties or assignment.

### **Awarding Fellowships**

Depending upon available USAID funding, agency ceilings for Democracy Fellows, and the needs of USAID missions or offices, World Learning will periodically (e.g., quarterly) award and administer fellowships as established under this Democracy Fellows Program. Fellowships will be awarded for terms of one- or two-years, subject to available funding and the mutual agreement of the sponsoring USAID mission or office, and the selected candidate.

World Learning will identify from its applicant pool those candidates (a) who best meet the goals and purposes of the program, as well as the needs of the sponsoring USAID missions or offices, and (b) whose professional interests are reciprocal with the needs of the missions or offices that are funding those particular fellowships. Direct expenses for individual Democracy Fellowships will continue to be supported by the USAID mission or office which sponsors that fellowship. Indirect program costs, overhead and other World Learning expenses will continue to be supported through core funding from USAID/G/DG. In awarding each Democracy Fellowship, World Learning will attempt to identify three well-qualified candidates for each proposed Democracy Fellowship. However, depending upon the specific skills, experiences and attributes sought by particular missions, the DFP may propose a greater or lesser number of candidates for consideration.

A formal written Program Description will be established in advance for each Democracy Fellowship, outlining the specific goals, objectives, activities and responsibilities to be accomplished during that fellowship. The initial Program Description or workplan must be developed by the particular fellow and concurred in by the sponsor (or host organization if applicable), and by World Learning, before that Democracy Fellowship may be awarded.

Each fellowship Program Description or workplan will initially be based upon a statement of democracy needs, program activities and proposed fellowship duties, to be supplied by the sponsoring mission or office. The Program Description will require periodic written reports from the fellow (e.g., quarterly) detailing progress and problems occurring during the period. World Learning will also require periodic reviews and revisions of the Program Description by the fellow, throughout the course of the fellowship. World Learning will provide general oversight, and will assist fellows and candidates in developing their initial fellowship Program Descriptions for concurrence by the appropriate USAID unit.

Pursuant to USAID policy (e.g., USAID General Notice (AA/M), 07/17/75, etc.), the fellow and the sponsoring mission or office will jointly establish the fellowship plans and any subsequent revisions. World Learning will coordinate with G/DG and the sponsoring mission or office to ensure that negotiated Fellowship Program descriptions do not assign to fellows responsibilities or functions that are inherently governmental or which should not otherwise be performed by fellows. For example, Democracy Fellowships will emphasize practical work experience in developing or strengthening democracy and governance, and will not be awarded primarily for scholarly academic research and teaching, or predominantly for administrative duties. Nor may a Democracy Fellow serve as the official project officer responsible for managing USAID activities or resources.

### **Fellowship Reports and Resource Materials**

World Learning will collect and make available to USAID/G/DG periodic activity and trip reports, analyses and other materials that fellows develop over the course of their fellowships, so that these materials may serve as resources available to help advance the field of democracy and governance. The DFP will require fellows to provide periodic substantive analytical reports on their progress in attaining the goals and activities established in their respective fellowship Program Descriptions. These reports should describe the fellow's democracy activities, as well as the accomplishments, efforts and problems encountered in pursuing those activities. These fellowship reports are not considered official USAID documents requiring mission or office clearance. However, fellows will be encouraged to share their periodic reports with others in the sponsoring mission or office and with other interested USAID staff for comment, additional information and guidance. Fellows will be required to obtain concurrence of the sponsoring mission or office for any substantive revisions to their Program Descriptions and workplans. Under the terms of the cooperative agreement, fellows retain individually the copyright ownership of materials that they develop during the course of, or arising from, their Democracy Fellowships. USAID, through World Learning, however, will retain an irrevocable, non-exclusive, royalty-free, non-commercial right to digest, edit, excerpt, reproduce, distribute and/or otherwise use such reports, materials and work products arising from any Democracy Fellowship.

### **USAID Fellowship Coordination and Mentoring**

Each sponsoring mission or office is expected to identify a mentor or other responsible person to advise, support and be the collaborative point of contact for each Democracy Fellow assigned to that organization. World Learning will coordinate with G/DG and each sponsoring mission or office to ensure that the designated mentor or responsible official is informed of relevant procedures, requirements and restrictions of the DFP. This USAID person will typically also serve as World Learning's point of contact with the sponsoring mission or office, should any questions, difficulties or concerns arise. To the extent practicable, the DFP will offer fellows individual or collective career guidance and advice. This may be accomplished through review and comment on the fellows' Program Descriptions and periodic reports, as well as through

periodic reviews and revisions, through the annual DFP Conference, or through other appropriate means

### **Financial and Administrative Management.**

World Learning will provide comprehensive financial and administrative management support to each fellow, along with general oversight of each fellowship. Fellows will not be considered or treated as U.S. government employees or personal service contractors of USAID, or of World Learning. However, for administrative purposes, and because the DFP is being implemented under a USAID assistance instrument (the cooperative agreement), fellows *will* be subject to World Learning's general financial and administrative policies or procedures. For example, fellows will be required to comply with DFP policies and determinations on matters such as the authorization and ticketing of travel and per diem/subsistence payments, leave policies, the payment and reconciliation of allowances or travel advances, etc.

The DFP will provide each Democracy Fellow with a substantive pre-service orientation to these policies and procedures, as well as periodic updates and a copy of the DFP Handbook, which includes detailed explanations, examples and appropriate forms.

The DFP will not undertake to direct the day-to-day program activities of any fellow, but will treat each recipient of a Democracy Fellowship as a "fellow" under appropriate Internal Revenue Service provisions. Under USAID policies, Democracy Fellows assigned to USAID missions or offices are not permitted to serve under direct government supervision (as opposed to general oversight and administration), but will observe local office work schedules, procedures and other requirements of the sponsoring office or mission. Fellows are similarly prohibited from supervising USAID grantees, contractors or staff (including FSNs). Democracy Fellows may not officially manage U.S. government programs, projects or funds, nor officially represent USAID. World Learning will coordinate with USAID/G/DG to request national security clearances for fellows, as requested by the sponsoring mission or office.

World Learning will coordinate with the sponsoring mission or office to establish a fellowship program and travel budget for each fellow, and will ensure that these components are included as part of the pertinent Program Description and Fellowship Award. Using World Learning's established financial controls and administrative procedures, the DFP will monitor and oversee the fellow's expenditure of such funds throughout the term of each fellowship. World Learning will advise fellows on applicable domestic and international travel regulations, and will insure individual fellows' compliance through program orientations and periodic educational efforts, and through DFP management of their travel budgets, advances, claims and reimbursements.

In order to ensure that each fellowship is funded at a proper level (neither excessively nor insufficiently), World Learning will work closely with fellows and sponsoring missions or offices to identify estimated fellowship travel and other expenses well in advance. World Learning will particularly encourage sponsoring missions or offices and fellows to describe specific fellowship travel plans, e.g., when developing the initial statement of proposed

fellowship responsibilities and activities, when developing the fellow's Program Description, and when making periodic program revisions. As specified by the USAID Agreement Officer, advance travel planning for this purpose will ordinarily mean identifying the following three elements: (a) the proposed destination(s) for the period of the plan, (b) the estimated duration of each trip, and (c) the number of trips planned for each destination. However, these plans need not specify precise travel dates. In any event, World Learning will establish a fellowship program budget, including travel and other fellowship allowances, at the time it awards each Democracy Fellowship.

### **Changes in Procedures for Stipends and Allowances.**

World Learning will from time to time determine appropriate stipends and allowances for each fellow and fellowship, bearing in mind the goals and purposes of the DFP as a short-term career-development fellowship program for junior and mid-level candidates. (The DFP will also occasionally award a very limited number of senior-level fellowships for established experts to provide specific technical assistance to USAID for a limited period of time.) When determining individual stipends, World Learning will adhere to USAID requirements for establishing compensation levels, and will consider the prior education, experience, earnings and financial circumstances of the selected candidate, generally striving for an "income-neutral" net annual stipend, within the program's established stipend ranges. In order better to meet the program needs of USAID, World Learning proposes to implement the following changes in the way that the DFP awards Democracy Fellowships and establishes fellowship stipends:

### **Initial Stipend Levels**

(a) **New Junior-level Democracy Fellows** (defined below) will receive an initial annual stipend based on their education, experience and prior earnings, within a fixed range established according to the U.S. Civil Service schedule in effect at the time the fellowship is awarded.

The minimum initial Junior-level stipend will be at the level of a GS-9/Step 1 of the Civil Service schedule. The maximum initial stipend for a Junior fellow will be at the level of a GS-12/Step 2.

-- As of October 1998 the Junior-level stipend range is \$30,257 - \$45,339.

The specific stipend amount for each fellow will be equal to that fellow's prior verified earnings, as certified on his/her USAID Form 1420, but not less than the established minimum, nor more than the maximum, initial Junior-level stipend.

Junior-level Democracy Fellows are those fellows

- \* Who have a Masters degree in a relevant area, *and*
- \* Who have less than 5 years full-time professional work experience in a field similar to or closely related to international democracy and governance.

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(All candidates for the Democracy Fellows Program must have least a Masters or J D degree to be eligible for the program )

(b) **New Mid-level Democracy Fellows** (defined below) will receive initial annual stipends based on their education, experience and prior earnings, within a fixed range established according to the Civil Service schedule in effect at the time the fellowship is awarded

The minimum initial Mid-level stipend will be at the level of a GS-12/Step 3 of the Civil Service schedule The maximum initial Mid-level stipend will be at a GS-14/Step 3 level

As of October 1998 the Mid-level stipend range is \$46,802 - \$65,766

The specific stipend amount for each Mid-level fellow will be equal to that fellow's prior verified earnings, as certified on his/her USAID Form 1420, but not less than the established minimum, nor more than the maximum, initial Mid-level stipend

Mid-level Democracy Fellows are those

- \* Who have at least a J D or Ph D degree, *or*
- \* Who have between 5 and 10 years full-time professional work experience in a field similar to or closely related to international democracy and governance, *or*
- \* Whose prior verified earnings, as certified on his/her USAID Form 1420, are greater than the then-prevailing GS-12/Step 2 salary amount
- \* Mid-level fellows need not have been prior employees of World Learning

(c) **New Senior-level Democracy Fellows** (defined below) will receive an initial stipend based on their education, experience and prior earnings, within a fixed range established according to the Civil Service schedule in effect at the time the fellowship is awarded

The minimum initial Senior-level stipend will be at the level of a GS-14/Step 3 The maximum initial Senior-level stipend will be subject to a fixed ceiling determined by USAID Currently that stipend cap is \$80,000 (approximately GS-15/Steps 4-5)

As of October 1998 the Senior-level stipend range is \$65,766 - \$80,000

The specific stipend amount for each Senior-level fellow will be equal to that fellow's prior verified earnings, as certified on his/her USAID Form 1420, but not less than the established minimum stipend, nor more than the established ceiling

Senior-level Democracy Fellows are those

- \* Who have more than 10 years full-time professional work experience in a field similar to or closely related to international democracy and governance, regardless of their prior earnings level, *and*
- \* Who have at least a J D or Ph D degree (or at least an additional 10 years related or unrelated professional experience)
- \* Senior-fellows need not have been prior employees of World Learning

## Annual Fellowship Stipend Increases

(a) Junior- and Mid-level Democracy Fellows will receive a stipend increase of 15% after successfully completing their first full year of service. This increase takes into account both longevity and cost of living factors, and will be limited by any stipend caps or ceilings that USAID may impose.

### Examples of 2nd Year Stipends

- A Junior-level fellow whose initial stipend is \$35,542 (GS-10/Step 3) would receive a second year stipend of \$40,873 (approximately GS-10/Steps 7-8)
- A Mid-level fellow with an initial stipend of \$46,802 (GS-12/Step 3 - the low end of the established range) would receive a second-year stipend of \$53,822 (equivalent to the level of a GS-13/Step 2)
- A Mid-level fellow with an initial stipend of \$65,766 (GS-14/Step 3 - the high end of the established range) would receive a second-year stipend of \$75,631 (equivalent to the level of a GS-14/Steps 7-8)

(b) Senior-level Democracy Fellows will receive a stipend increase of 10% after successfully completing their first full year of service. This increase likewise takes into account both longevity and cost of living factors, but payment will be limited by any stipend caps or ceilings that USAID may impose.

- A Senior-level fellow with an initial stipend of \$70,000 (a GS-14/Steps 5-6) would receive a second-year stipend of \$77,000 (approximately GS-15/Steps 2-3)

(c) Democracy Fellows extending beyond a second year will receive a 10% stipend increase after successfully completing their second full year of service. These increases likewise take into account both longevity and cost of living factors, and will similarly be limited by any stipend caps or ceilings that USAID may impose.

### Examples of 3rd Year Stipends

- A Junior-level fellow whose second-year stipend is \$40,873 (approximately the level of a GS-10/Steps 7-8), would receive a third-year stipend of \$44,960 (approximately the level of a GS-12/Steps 1-2)
- A low-end Mid-level fellow with a second-year stipend of \$53,822 (approximately the level of a GS-13/Step 2), would receive a third-year stipend of \$59,204 (approximately equivalent to a GS-13/Step 5-6)

- A high-end Mid-level fellow with a second-year stipend of \$75,631 (equivalent to GS-14/Steps 7-8) would receive a third-year stipend of \$80,000 (approximately the level of a GS-15/Steps 4-5), limited by the prevailing stipend cap
- A Senior-level fellow with a second-year stipend of \$77,000 (GS-15/Steps 2-3) would have a third-year stipend of \$80,000 (GS-15/Steps 4-5), limited by the prevailing stipend cap

**Effective Date October 1, 1998.**

World Learning proposes that the effective date for implementing these modifications to the cooperative agreement, including specifically any adjustments in stipend levels and related procedures for the DFP be as of October 1, 1998, i e , the start of Fiscal Year 1999

The DFP will from time to time establish appropriate minimum and maximum fellowship stipend ranges for the different levels of Democracy Fellowships, and will also establish a modest package of allowances suitable for fellows. In establishing appropriate benefits and allowances for each fellowship, World Learning will take into account pertinent local cost and programmatic information supplied by the sponsoring mission or office. As provided in the original RFA for the Democracy Fellows Program, World Learning is presently authorized to provide stipends and allowances only for individual fellows. World Learning understands that USAID is currently reviewing the various allowances paid to fellows in all of the USAID-sponsored fellowship programs, with the intention that those fellowship allowances be standardized and harmonized across all programs. Once USAID decides on these changes, World Learning will promptly modify its existing procedures to implement any new or modified benefits and allowances.

World Learning will continue to provide USAID/FA/FM with the recurring quarterly financial reports (original SF-269A, plus two copies) previously required by M/OP in awarding this Cooperative Agreement.

**Democracy Fellowships To Offer Field Experience**

Subject to the needs and available funding of sponsoring USAID missions or offices, World Learning will strive to ensure that each Democracy Fellowship includes a modest travel budget. This component will help to provide fellows, whether they are serving domestically or overseas, the opportunity to acquire field experience and professional career development during their fellowships. Should additional funding become available for the program, World Learning may also award fellowships for fellows to serve directly with other appropriate organizations, e g , local democracy-related NGOs, host country institutions, international or multilateral organizations, etc.

## **Fellowship Orientation.**

World Learning will organize a formal orientation program for incoming Democracy Fellows, including an orientation to World Learning, the DFP, USAID, and the procedures, rules and regulations applicable to the program. World Learning will attempt to schedule fellowship starting dates so that a group of new fellows may attend the same orientation (e.g., quarterly). This "Orientation Class" model has many advantages and is widely followed in other fellowship programs. However, World Learning may also provide individual orientation sessions or briefings when this is deemed preferable.

## **Number of Fellowships Supported**

World Learning will maintain the capability of fulfilling the program established for the DFP, and the ability to support up to 25 Democracy Fellows per year. This figure is based on current levels of USAID sponsorship of individual fellowships and core program support. Depending upon (a) future demand for Democracy Fellows by USAID missions or offices, (b) USAID's ceilings on fellowship programs, and (c) available resources, World Learning will be prepared to increase its management capacity, and will be able to support *an unlimited number* of Democracy Fellowships over the remaining term of the DFP. The level of 25 Democracy Fellows per year represents an increase from the life-of-program total of sixteen fellows previously established in the RFA for this program.

## **Democracy Fellows Conference.**

World Learning will coordinate closely with G/DG in planning and conducting an annual DFP Conference as part of the fellows' career development. These conferences will be designed to achieve four related goals:

- To serve as a forum for Democracy Fellows to discuss broad issues of democracy in the international arena. This will enable fellows to conduct substantive discussions of democracy programming with a variety of practitioners and democracy experts, and in a number of different practical contexts.
- To provide a specific structured opportunity for Democracy Fellows to assess and reflect on their fellowship progress to date, and to share technical advice, experiences and results from their democracy-building activities. Each fellow will have (a) a forum to discuss lessons-learned and cross-cutting issues with other conference participants, (b) the opportunity to present the successes and challenges of her/his own fellowship, including the professional work product being developed during the fellowship, and (c) the opportunity to make mid-term corrections.
- To permit Democracy Fellows, USAID and World Learning to review the overall DFP and to address any fellowship policy or management issues which may be of concern.

Time will be set aside for discussion of internal DFP administrative, management, financial and logistic matters, with respect both to individual fellowship issues, and to program-related problems, opportunities, improvements, etc

- To provide career guidance and networking opportunities to Democracy Fellows in order to promote the fellows' professional development in the field of democracy. This component will allow fellows to strengthen their commitment to careers in international democracy, governance and civil society, and to identify additional career development opportunities

It is anticipated that participants in the annual conference may include current and incoming Democracy Fellows, recent program alumni/ae, democracy officers from USAID, DFP staff, other representatives of World Learning, and democracy experts, practitioners and academics from other government and non-governmental organizations. Depending upon the timing of the annual DFP Conference, it might also include an Orientation Program for new Democracy Fellows. World Learning will coordinate with G/DG on the scheduling and content of the annual DFP Conference, in order to facilitate USAID participation, and to avoid duplication and scheduling conflicts with other USAID programs and conferences. World Learning and USAID may also find it most appropriate to hold the DFP Conference in conjunction with a democracy conference or meetings scheduled by USAID or other organizations.

### **Fellows' Professional Contribution or Work Product**

World Learning will strongly encourage each Democracy Fellow to complete a substantial analytical report or other relatively independent professional work product that materially advances or contributes to the field of democracy and governance. This DFP component has the potential to add long-term value to the fellowships, and will help to ensure that Democracy Fellows have something tangible to show for their efforts, once their fellowships conclude. USAID will also benefit from the fellows' efforts, as their professional work products are expected to contribute in meaningful ways to the fields of international democracy and governance. USAID and World Learning expect that each professional contribution or work product will be related to the Democracy Fellow's daily responsibilities with USAID. At the same time, however, these professional contributions should be determined by the fellow, and thus will be relatively independent of the fellow's day-to-day work, and also more than merely a recapitulation of those daily activities.

### **Quarterly Financial and Annual Performance Reports**

World Learning will provide periodic financial and program performance reports to USAID as follows:

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- Quarterly Financial Reports (USAID form *SF-269A, Financial Status Report (short form)*), original plus two copies) will be submitted to USAID/FA/FM as provided in the letter awarding the Cooperative Agreement for the DFP, and
- Annual Program Performance Reports for the preceding Fiscal Year will be submitted by October 31 to USAID/G/DG (original plus one copy), with an additional copy to USAID/PPC/CDIE as provided in the Cooperative Agreement. World Learning will collaborate with USAID/G/DG, to ensure that the designated USAID program officer is regularly kept informed of DFP activities

### **Duration of Fellowships**

World Learning will generally award Democracy Fellowships for terms of one or two years, depending upon the financial and program commitments of the sponsoring mission or office and the individual fellow

Each Democracy Fellowship will automatically conclude at the end of its stated term (whether the initial fellowship term was for one- or two-years, or some intermediate term), unless the fellow, the sponsoring USAID mission or office, and World Learning mutually agree to an extension. An extension or renewal may be made for a term of one additional year or less

Regardless of the length of the initial fellowship term, the DFP will not award a fellowship that will cause any person to serve as a fellow with USAID for more than two years, unless authorized by USAID. USAID's Democracy Center may grant the DFP a waiver to this two-year limitation under exceptional circumstances, and when all of the following conditions are met

- the proposed extension beyond two years is for a fixed duration related to the accomplishment of specific objectives,
- the period of the extension continues to provide a demonstrable professional learning opportunity for that Democracy Fellow, and does not entail merely the continuation of previous on-going objectives or the performance of routine work with the sponsoring mission or office, *and*
- the sponsoring mission or office, and USAID/G, find that retention of the specific fellow is essential because recruiting another fellow or an employee or contractor would be so detrimental as to preclude or substantially impair accomplishment of the identified activities, and that this situation outweighs the detriment to the goals of the Democracy Fellows Program. In the case of a fellowship term that continues an individual for more than two years as a Democracy Fellow, the Associate Administrator responsible for USAID fellowship programs must also concur in the proposed extension

Given the goals of the Democracy Fellows Program, and its fundamental goal of enlarging the available pool of new democracy experts, World Learning is not authorized under any

circumstances to award a Democracy Fellowship that would cause the recipient to serve as a USAID fellow for more than a total of three years

### **Database of Qualified Applicants.**

World Learning will maintain a database of qualified DFP applicants, to be updated quarterly. This database will organize information on qualified applicants for the DFP, and each applicant's materials will be held for the one-year period that the candidate's application is considered active. Information in the candidate database will include appropriate data such as current contact information, highest academic degrees attained, previous employment and work experience, foreign language abilities, geographic and thematic interests and experience, etc.

### **Evaluation of Democracy Fellows Program.**

World Learning will arrange for periodic evaluation of the DFP, using a variety of methods and instruments to accomplish these assessments. Evaluations will be sought from the different participants in the DFP, e.g., from fellows, from USAID program officials, from sponsoring missions or offices and host organizations, etc. World Learning will from time to time develop and administer formal questionnaires (e.g., for evaluations of DFP Conferences, Orientation Programs). In other instances, World Learning may rely on informal or general observations and program feedback from sponsoring missions or offices, etc. In addition, the DFP expects to benefit from regular USAID/G/DG comments on program activities, reviews of the DFP's periodic reports, and formal questionnaires or other assessment instruments submitted by sponsoring USAID missions or offices.

### **Electronic and Other Communications with Fellows.**

World Learning will establish and maintain electronic and other communications links with all Democracy Fellows, whether they are located in USAID/Washington or with USAID missions or offices overseas. This communications effort will include providing emergency contact information, as well as supplying technical and other support for fellows' communications needs. The DFP will also assist Democracy Fellows, especially those serving abroad, in securing Internet access or other means of communications suitable for accessing democracy resources, materials and information networks.