

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

**NMS No. AEP-A-00-95-00024-00**

**Awarded by USAID/Washington**

**Original Cooperative Agreement No. AEP-5466-A-00-5024-00**

**PROGRAM PERFORMANCE REPORT**

**October 1, 2000 - September 30, 2001**

**USAID Project Office: Global Bureau**  
**Center for Democracy and Governance (G/DG)**

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# WORLD LEARNING

## Democracy Fellows Program Annual Performance Report

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# **WORLD LEARNING**

**PROJECTS IN INTERNATIONAL DEVELOPMENT AND TRAINING**

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## WORLD LEARNING

### DEMOCRACY FELLOWS PROGRAM

#### I. EXECUTIVE SUMMARY - PROGRAM OVERVIEW

On September 30, 2001, the Democracy Fellows Program (DFP) completed its first program extension (June 15, 2000-September 30, 2001), under a Cooperative Agreement between USAID and World Learning Inc.: NMS Cooperative Agreement No. AEP-A-00-95-00024-00 [Original No. AEP-5466-A-00-5024-00], originally effective June 15, 1995. The current USAID Agreement Officer is Mark Walther of the Management Bureau's Office of Procurement (M/OP); the USAID Cognizant Technical Officer (CTO) and Program Manager is Wendy Marshall of the Global Bureau's Center for Democracy and Governance (G/DG).

As World Learning's Democracy Fellows Program approached the end of the initial extension period of the cooperative agreement, USAID extended the program for another term, from October 1, 2001 to June 15, 2005. Pursuant to USAID procurement policy, this extension will be the final extension for the current program. Throughout its initial extension term, World Learning continued to recruit, screen, qualify, interview, and nominate for USAID selection, a variety of candidates for new Democracy Fellowships. The DFP managed all aspects of this decidedly complex program, awarding eight initial Democracy Fellowships and also awarding new extensions to a very high proportion of existing Democracy Fellows. At the close of fiscal year 2001 (i.e., September 30, 2001), the DFP was administering ten Democracy Fellowships, with three additional Democracy Fellowships in various degrees of activity. Under the new program extension, effective October 1, 2001, the ceiling for Democracy Fellowships in FY-2002 will be 14. Highlights of the program's accomplishments and outcomes over the past year include:

- From June 1995 through September 30, 2001, World Learning has awarded new Democracy Fellowships to 37 individuals interested in pursuing careers in international democracy and governance. Over that period, Democracy Fellows have completed a **cumulative total of 57.6 years of service to USAID**: 28.7 years of service overseas, and 28.9 years in USAID/Washington.
- During FY-2001 World Learning worked actively to reduce program expenses, once again achieving cost reductions in USAID's total annual cost per fellowship over the life of the program. These continuing cost-savings resulted from World Learning's financial and programmatic commitment to the DFP, its strong program management, and economies of scale. These cost reductions were attained despite substantial increases in fellows' travel, and sizeable increases in the salary rates for each

Democracy Fellow who extended during FY-2001. (Democracy Fellows who extended during the year averaged a 10-15% stipend increase.)

- Throughout FY-2001, the applicable USAID personnel ceiling for the DFP was 20 Democracy Fellows. At different times during the year, World Learning administered between 12 and 20 individual fellowships with USAID.
- At year-end, ten Democracy Fellows were on board, and one set of nominations for Democracy Fellowships was awaiting USAID selection. World Learning was actively recruiting for another Washington-based fellowship, and one overseas post (Mexico) was considering whether to sponsor one or two Democracy Fellowships.
- During FY-2001 the DFP awarded initial fellowships to eight new Democracy Fellows; four to serve with overseas USAID Missions, and four to serve in Washington, D.C. with USAID/G/DG. (See Section IV below for profiles of current Democracy Fellows.)
- The DFP awarded ten fellowship extensions of varying duration: four for Washington-based fellows and six for fellows serving with overseas USAID Missions in four different countries.
- Nine Democracy Fellows completed their service during the past year, bringing the number of program alumni/ae to 27.
- At the end of FY-2001, the DFP was considering requests for either initial or renewal extensions for three current Democracy Fellows early in FY-2002.
- During FY-2001 the lack of anticipated funding caused USAID/LAC not to proceed with one proposed fellowship, and one fellowship was curtailed prior to scheduled completion. Following discussions with USAID/G/DG and an overseas USAID mission, World Learning was able to reinstate that fellow and continue his service with a new USAID democracy and governance team.
- World Learning continued its on-going national recruitment, screening, and qualification processes. Efforts included mailing and distributing over 350 application packages, making application materials available for downloading from World Learning's web site to nearly 1,000 additional individuals, and identifying about 75 qualified applicants as potential candidates for Democracy Fellowships.
- Approximately 39% of those seeking applications, and 47% of all candidates found to be eligible, were members of African-American, Hispanic, Asian or other minority or under-represented populations.
- The DFP offered modified individual or group Orientation Programs for every incoming Democracy Fellow.

- The DFP conducted its fourth Democracy Fellows Conference, held in Washington, DC, in November 2000, in conjunction with USAID's Democracy and Governance Officers Training Workshop, and USAID's Democracy and Governance Partners Conference. The DFP conference also coincided with the DFP's pre-service Orientation Programs for three incoming fellows.
- World Learning also began planning for its fifth Democracy Fellows Conference, planned for November 2001, again in conjunction with USAID's Democracy and Governance Officers Training Workshop, and its Democracy and Governance Partners Conference. Planning on this effort was curtailed, however, when USAID was obliged to limit its Democracy and Governance Officers Training Workshop, and Democracy and Governance Partners Conference.
- Throughout the year the DFP continued to work with a number of potential sponsoring USAID units both in Washington (four fellowships), and abroad (six fellowships): to recruit and identify candidates; to check references and obtain additional information on finalists; to arrange travel and interviews for nominees; to assist USAID units in establishing fellowship terms of reference, and in reviewing finalists' fellowship workplans; and to evaluate the potential for awarding Democracy Fellowships during FY-2001.
- World Learning continued its efforts to reduce the operational cost of the program to USAID, both on an absolute and a per fellowship basis. Despite annual stipend increases for extending fellows that averaged 10-15%, World Learning was again able to reduce overall annual program expenses.
- As of September 30, 2001 the average total annual cost per Democracy Fellowship was \$105,374. This amount includes *all* fellowship costs: Democracy Fellows' salaries, benefits and allowances; all fellowship-related travel (including pre-selection interviews, fellows' travel to and from posts, and domestic and international travel to carry out their programmatic work with USAID); fellows' career and professional development activities; necessary equipment and materials purchased for Democracy Fellows (e.g., computers, software, cell phones, security radios, etc.); fellows' professional subscriptions and supplies; and all World Learning/DFP support costs, staff and management expenses, and applicable indirect costs.

The Democracy Fellows Program has thus been both extremely challenging and successful from a program management perspective. From a professional democracy and governance perspective, USAID's continuing satisfaction with the DFP is evident in the fact that USAID Missions or offices that sponsored Democracy Fellowships again offered extensions to 100% of the eligible Democracy Fellows; all but one eligible fellow accepted the offered fellowship extensions. World Learning's Democracy Fellows Program has also been successful over the past six years in supporting the individual fellows' commitments to careers in international democracy and governance. This success can be measured both by the extension rate for Democracy Fellows—which has consistently remained extraordinarily high—and by the

fellows' professional success in finding post-fellowship employment with USAID and its democracy and governance implementing partners.

As in each of the program's prior years, World Learning continued to confront several management issues of on-going concern as it implemented its DFP functions and activities. During FY-2001 these issues primarily involved questions of the terms and conditions of the program's proposed extension, the status of fellows within World Learning, the employment benefits that World Learning might be able, or would be required, to provide to individual fellows, and the practical difficulties arising in coordinating the timing of fellowships –and the expectations of sponsoring USAID units– among a variety of autonomous USAID missions and offices. At the end of September 2001, USAID authorized an extension and a revised budget and Program Description for the DFP, continuing the Democracy Fellows Program through June 15, 2005. This allayed the program's most pressing concerns, and alleviated the greatest impediment to successful candidate recruitment.

## **II. CURRENT STATUS OF INDIVIDUAL DEMOCRACY FELLOWSHIPS**

During Fiscal Year 2001, World Learning's Democracy Fellows Program administered the following Democracy Fellowships and related activities, with the status indicated as of September 30, 2001:

### **A. Ten Democracy Fellows were serving with USAID in the U.S. and overseas as of September 30, 2001:**

#### **Washington, D.C. Democracy Fellows**

- USAID/G/DG – Civil Society team in Washington, DC (Mark Koenig)
- USAID/G/DG – Elections team in Washington, DC (Gene Ward)
- USAID/G/DG – Governance team in Washington, DC (Keith Schulz)
- USAID/G/DG – Civil Society team in Washington, DC (Kimberly Ludwig)
- USAID/G/DG – Strategies team in Washington, DC (Robin Silver)

#### **Overseas Democracy Fellows**

- USAID/Jakarta in Indonesia (Shally Prasad)
- USAID/Jakarta in Indonesia (Michael Bak)
- USAID/Phnom Penh in Cambodia (Bradley Bessire)
- USAID/REDSO in Nairobi, Kenya (Lee Foley)
- USAID/Moscow in Russia (Caryn Wilde)

### **B. USAID and World Learning granted ten Democracy Fellowships extensions during the year (exclusive of separate fellowship extension/renewals for all Democracy Fellows who were to remain on-board as of October 1, 2001):**

- USAID/Pretoria in South Africa (James Kuklinski – 2<sup>nd</sup> year)
- USAID/Pretoria in South Africa (Nicole Barnes – 2<sup>nd</sup> year)
- USAID/Asuncion in Paraguay (Holly Flood – 3<sup>rd</sup> year)
- USAID/G/DG – Governance team in Washington, DC (Stephen Brager – 4<sup>th</sup> year)
- USAID/G/DG – Governance team in Washington, DC (Gary Bland – 3<sup>rd</sup> year)
- USAID/G/DG – Rule of Law in Washington, DC (Cynthia Ambrose – 2<sup>nd</sup> year)
- USAID/G/DG – Strategies team in Washington, DC (Robin Silver – 3<sup>rd</sup> year)
- USAID/Jakarta in Indonesia (Shally Prasad – 3<sup>rd</sup> year)
- USAID/Antananarivo in Madagascar (Leslie Gottert – 2<sup>nd</sup> year)
- USAID/Phnom Penh in Cambodia (Bradley Bessire – 2<sup>nd</sup> year)

**C. World Learning awarded eight new Democracy Fellowships during FY-2001:**

**Washington, D.C. Democracy Fellows**

- USAID/G/DG – Civil Society team in Washington, DC (Mark Koenig)
- USAID/G/DG – Elections team in Washington, DC (Gene Ward)
- USAID/G/DG – Governance team in Washington, DC (Keith Schulz)
- USAID/G/DG – Civil Society team in Washington, DC (Kimberly Ludwig)

**Overseas Democracy Fellows**

- USAID/Jakarta in Indonesia (Michael Bak)
- USAID/REDSO in Nairobi, Kenya (Lee Foley)
- USAID/Phnom Penh in Cambodia (Bradley Bessire)
- USAID/Moscow in Russia (Caryn Wilde)

**D. World Learning was working with USAID on nine pending Democracy Fellowship extensions as of September 30, 2001:**

USAID sponsoring units and/or fellows have requested World Learning to award the following fellowship extensions during FY-2002:

- USAID/Jakarta in Indonesia (Michael Bak – 2<sup>nd</sup> year)
- USAID/Phnom Penh in Cambodia (Bradley Bessire – 3<sup>rd</sup> year)
- USAID/REDSO in Nairobi, Kenya (Lee Foley – 2<sup>nd</sup> year)
- USAID/G/DG – Civil Society team in Washington, DC (Mark Koenig – 2<sup>nd</sup> year)
- USAID/G/DG – Civil Society (Kimberly Ludwig – 2<sup>nd</sup> year)
- USAID/G/DG – Governance team in Washington, DC (Keith Schulz – 2<sup>nd</sup> year)
- USAID/Jakarta in Indonesia (Shally Prasad – 4<sup>th</sup> year)
- USAID/G/DG – Elections team in Washington, DC (Gene Ward – 2<sup>nd</sup> year)
- USAID/Moscow in Russia (Caryn Wilde – 2<sup>nd</sup> year)

**E. One Democracy Fellowship was awaiting USAID selection.**

World Learning has nominated candidates for the following Democracy Fellowship, but the sponsoring USAID unit has not yet selected finalists.

- USAID/Lagos in Nigeria

**F. World Learning was working with USAID on several Democracy Fellowships where the DFP expects to nominate follow-on fellows.**

One additional Democracy Fellow completed her term at the end of FY-2001, another is contemplating a fourth year as a Democracy Fellow during FY-2002, and other fellows have informed the DFP that they may not be seeking fellowship extensions once their current terms conclude.

**G. Nine Democracy Fellows completed their fellowships:**

A total of 27 individuals have completed Democracy Fellowships with World Learning since the program began. The following fellowships ended during FY-2001:

- Cynthia Ambrose, USAID/G/DG – Rule of Law in Washington, DC (2<sup>nd</sup> year)
- Nicole Barnes, USAID/Pretoria in South Africa (2<sup>nd</sup> year)
- Bradley Bessire, USAID/G/WID in Washington, DC (1<sup>st</sup> year)
- Gary Bland, USAID/G/DG – Governance team in Washington, DC (3<sup>rd</sup> year)
- Stephen Brager, USAID/G/DG – Governance team in Washington, DC (4<sup>th</sup> year)
- Holly Flood, USAID/Asuncion in Paraguay (2<sup>nd</sup> year)
- Leslie Gottert, USAID/Antananarivo in Madagascar (2<sup>nd</sup> year)
- James Kuklinski, USAID/Pretoria in South Africa (2<sup>nd</sup> year)
- Sharon Morris, USAID/G/DG – Civil Society team in Washington, DC (1<sup>st</sup> year)

**H. Democracy Fellows have now completed 57.6 years of service for USAID.**

Since February 1, 1996, World Learning has awarded Democracy Fellowships to 39 individuals interested in pursuing careers in international democracy and governance. Over that period, through September 30, 2001, Democracy Fellows have completed a total of 57.6 years of service: 28.7 years of service overseas, and 28.9 years in USAID/Washington. A complete roster of current and former Democracy Fellows is included in this report at **Attachment F**.

**I. Democracy Fellows' Individual Program Descriptions and Periodic Reports.**

World Learning has compiled the initial Fellowship Program Descriptions and workplans developed by each Democracy Fellow during FY-2001, along with any revisions to the fellows' program plans. World Learning has also included in these resource materials the periodic fellowship reports that fellows have submitted during the past program year, as well as the Program Descriptions proposed by Democracy Fellows seeking extensions, and a variety of trip and activity reports, and other professional writing that fellows have completed. These materials are included as **Attachment H** to this report.

## **J. Supplementary Program Materials.**

Copies of various Supplementary Program Materials for World Learning's Democracy Fellows Program may be found in a series of attachments to this Program Performance 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: Recruitment Status Reports
- Attachment H: FY-2001 Democracy Fellows' Program Descriptions and Reports
- Attachment I: Current (FY-2002) Program Description Under the DFP Cooperative Agreement.
- Attachment J: DFP Implementation Plan for FY-2002.
- Attachment K: 2000 DFP Conference Program and Materials

### III. SIXTH YEAR PROGRAM ACTIVITIES

#### A. FY-2001 Goals and Objectives

During FY-2001, USAID's Cooperative Agreement with World Learning for the DFP stated that the primary goal of the Democracy Fellows Program was:

**To build a cadre of experienced technical experts committed to careers in democracy and governance, in order to increase the number of people with expertise working in the field of political development in developing countries, in order to assist USAID in the promotion of democracy.**

World Learning continued to accomplish this goal by awarding Democracy Fellowships to qualified individuals, and by helping them to gain essential field experience that will strengthen their commitment to careers in democracy and governance. Democracy Fellows obtain these experiences by working in overseas USAID Missions and in USAID/Washington offices, helping to implement USAID democracy and governance programs.

Each Democracy Fellowship is also intended to advance the individual fellow's professional development towards a new career in international democracy and governance, and to contribute to USAID and other democracy programs in transitional or emerging democracies. Since 1996, pursuant to USAID policy, Democracy Fellows have served exclusively with sponsoring USAID/Washington bureaus and overseas Missions.

At the end of FY-2001, following several months of negotiation with World Learning, USAID authorized an additional extension of the DFP. The extension also provided that the program's goals and purpose would be as follows from October 1, 2001 – June 15, 2005:

◆ Overall Goal:

To help support a cadre of experienced U.S. technical experts committed to careers in democracy and governance, in order to assist in the promotion of U.S. democracy and governance efforts, and to increase the number or expertise of people working in the field.

◆ Overall Purpose:

To identify, select, support and provide oversight of Democracy Fellows working in USAID assignments that contribute to democracy programs in developing countries, as well as to the fellows' career development and commitment.

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

During 2000-2001, the Democracy Fellows Program continued to evolve to meet changing USAID expectations and requirements. World Learning implemented the DFP in accordance with the Program Description issued by USAID in June 2000, and the program Implementation Plan for the period October 1, 2000–September 30, 2001. World Learning also managed the difficulties in accomplishing its recruitment and solicitation activities, and its efforts to encourage USAID field units to sponsor Democracy Fellowships, in light of the anticipated, but not yet final, extension of the DFP beyond September 30, 2001.

### **1. Program Management.**

World Learning continued to implement the DFP pursuant to its Cooperative Agreement with USAID, and in accordance with the Annual Implementation Plan for the DFP. During FY-2001, the DFP's Associate Director, Jennifer McCaskill, left World Learning after eight years (six years with the Democracy Fellows Program) to join the International Division of the U.S. Treasury Department. World Learning hired a new Associate Program Director for the DFP, Ellen M. Garrett, in April. World Learning's full-time staff positions for the program remained at two during FY-2001, but the program was not fully staffed for part of the year.

World Learning's program management entail recruiting, interviewing, screening, nominating and advising prospective candidates, and soliciting programmatic interest and support from USAID overseas missions and domestic units. The DFP handles all functions necessary to field, support, coordinate and provide oversight of all Democracy Fellows in the U.S. and abroad. In addition, throughout much of the year, the DFP staff worked closely with USAID's Global and Management Bureaus to negotiate the extension of the program. Intensive negotiations encompassed a complete review of the program and its components, ranging from overall program results, to the particular benefits to be accorded to individual fellows.

Other specific program functions accomplished by World Learning include advising USAID on and coordinating the drafting of initial Terms of Reference; assisting each finalist in developing a Fellowship Program Description and Workplan; and providing financial, travel, logistics, communications, computer, insurance coverage, and medical and other personnel support to all fellows. Other duties included maintaining organizational liaison with USAID/G/DG and other sponsoring USAID units in Washington, D.C. and abroad; identifying prospective new USAID fellowship sponsors; and performing requested program reporting for USAID's Global and Management Bureaus, for individual Missions and sponsoring USAID units, and for USAID/G/DG.

World Learning conducted individual or group orientations for every new Democracy Fellow and provided in-service support, information, financial, logistic, and administrative services to each fellow. World Learning also conducted an annual Democracy Fellows Conference to address a range of management, administrative and financial issues of importance to all Democracy Fellows.

## 2. Coordination with USAID.

During FY-2001, DFP staff regularly met with USAID staff on over a dozen occasions, including meetings with the program's designated Cognizant Technical Officers (CTOs), and three meetings with M/OP staff regarding the program's extension. In addition, DFP staff and G/DG staff consulted by e-mail and phone on a frequent basis, averaging at least once each week. Less frequent contacts and communication occurred with other responsible officials of USAID's Center for Democracy and Governance, and with each of the USAID Missions and offices sponsoring, or seeking information about, Democracy Fellowships.

World Learning used these on-going meetings and discussions to accomplish several management objectives, including: (a) keeping USAID informed of DFP progress, problems and issues; (b) obtaining G/DG guidance on the allocation of fellowship slots under USAID program ceilings; (c) negotiating the transfer of one individual from USAID/Washington to an overseas assignment; (d) facilitating the DFP's dealings with current USAID units sponsoring Democracy Fellowships, including the specific assignment of a fellow whose travel to post had been stymied by a post travel freeze; (e) insuring fellows' continuing compliance with applicable USAID policies or program expectations; (f) helping to identify possible USAID units that wanted to sponsor future fellowships; and (g) discussing USAID's selection of candidates for specific Democracy Fellowships.

Throughout the year, DFP staff met the management and coordination challenges posed by the program's scheduled termination in September 2001, and by personnel changes within World Learning and the relevant USAID offices. At different times during FY-2001, World Learning again worked with three designated or acting CTOs in G/DG, and with three different staff members of the Contracting/Agreement Officer's unit in M/OP. As of the end of FY-2001, twelve different staff members of USAID/G/DG have at one time or another served as the designated program contacts or CTOs for the DFP.

During most of the second half of FY-2001, World Learning also worked closely with USAID/M/OP and G/DG to negotiate the terms of, and to secure USAID action on, the proposed extension to the DFP Cooperative Agreement. This process increased in urgency as the DFP neared its scheduled termination date of September 30, 2001. At the end of September, USAID/M/OP extended World Learning's cooperative agreement, including in that procurement action: (a) a Revised Program Description for the DFP (**Attachment I**); (b) USAID's modification to the cooperative agreement regarding the National Industrial Security Program; (c) a revised program budget for the DFP; (d) a new program termination date, June 15, 2005; and (e) a new program ceiling of 14 Democracy fellows, dropping to 12 fellows in FY-2004.

As the program enters FY-2002, some of these issues will continue to impact the program, hopefully for only a brief period. For example, as of mid-October 2001, World Learning is still awaiting the formal USAID documents to extend the program, as well as related modifications to the cooperative agreement that provide incremental funding for the DFP. The

earlier delay in extending the program temporarily reduced World Learning's recruitment and solicitation efforts, and was also an impediment to extending current Democracy Fellows, leading to a short-term administrative bottleneck as the new fiscal year began. However, World Learning remains confident that these temporary concerns will all be resolved quickly and that the Democracy Fellows Program will continue without any significant problems.

During FY-2001, additional management 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's regular budget planning and reporting cycles.

### **3. Recruitment and Applications – Minority Recruitment.**

World Learning continued to conduct its national advertising and recruiting efforts for fellowship applicants this year through an on-going series of advertisements and solicitations intended to attract numerous qualified applicants. As in FY-2000, in order to meet USAID personnel needs in a timely way, the DFP did not establish fixed deadlines for program applicants, and accordingly conducted these activities throughout the year, rather than as part of an annual or semi-annual recruitment cycle.

World Learning again took special efforts to help promote diversity among the pool of qualified applicants for Democracy Fellowships. The DFP worked successfully with numerous minority- and gender-related organizations and networks, and continued its efforts to ensure that the program was widely advertised within academic and public policy communities, particularly among minority-serving institutions such as the consortium of Historically Black Colleges and Universities (HBCUs).

The DFP placed advertisements with many different outlets, including print and electronic media, as well as university graduate and law schools, public policy organizations, and professional and academic associations. These efforts resulted in considerable recruiting success, as approximately 39% of those seeking applications from the DFP were members of African-American, Hispanic, Asian or other minority or under-represented populations. These minority applicants made up an even greater percentage (approximately 47%) of those applicants who were eligible for future fellowships. Qualified minority candidates thus comprised almost half of World Learning's pool of eligible candidates for the DFP during FY-2001.

As previously noted, the delayed extension of the DFP had a general impact on World Learning's ability to recruit applicants and to award new fellowships. A more specific and continuing recruiting constraint was the program's inability to state with certainty which USAID units will want a new Democracy Fellow during any time frame, where such fellows might serve, what their fellowships might involve, and when those fellowships might commence.

In a few cases, World Learning was able to mention specific fellowship locations and statements of work in its advertisements. However, even in those cases World Learning found

it difficult to advise prospective applicants of the timing, scope, or other requirements of potential fellowships. Consequently, most applicants in fact ended up applying to be entered into World Learning's applicant database, rather than applying for a particular Democracy Fellowship opportunity. In practice, when USAID decides to proceed with a specific fellowship, World Learning uses the DFP database to identify individuals who closely meet the qualifications requested by the particular sponsoring USAID units.

#### **4. Screening, Scoring, and Candidate Eligibility.**

The DFP has an established standard of initially reviewing all applications within two weeks, and of notifying applicants of their status within 30 days after their completed applications are submitted for review. As in prior years, the DFP achieved this goal for each applicant.

After receiving and acknowledging completed fellowship applications (following the initial technical review), the DFP once again conducted a qualitative review for all fellowship applications, in order to evaluate candidates for the expected range of potential fellowships that might 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. Because of the program's minimal required qualifications, and the nature of a database-oriented recruitment process, nearly all applicants to the DFP passed through both levels of screening.

Quite apart from delays due to the pending extension of the overall Democracy Fellows program, World Learning again noticed that some current Democracy Fellows and some USAID units had difficulty reaching timely decisions on extending individual fellowships. These situations necessarily limited the DFP's ability to predict which Democracy Fellowships might be available for new individuals, and which fellowships would be continued (or not) as extensions with current fellows. The DFP appreciates that individual fellows and USAID units are invariably busy and that administrative details frequently take a back seat to operational exigencies. Nevertheless, the last-minute nature of many such actions necessarily limits the DFP's ability to accommodate USAID needs as effectively as World Learning intends.

Throughout FY-2001, the DFP continued to expand and update its database of applicants, qualified candidates, finalists and fellows.

#### **5. Candidate Matching, Nomination and Selection.**

DFP staff regularly worked with individual sponsoring USAID units, as well as with USAID's Center for Democracy and Governance, to identify suitable candidates for eight new Democracy Fellowships, both in Washington, DC and abroad. In practice, World Learning tried to accommodate USAID staff preferences by identifying at least three – and often five or more – available candidates for each prospective Democracy Fellowship. This process allows

sponsoring USAID units maximum choice in selecting fellows who seem best suited to the unit's democracy and governance staffing and program needs.

Throughout the year, once a USAID unit advised World Learning that it wanted a Democracy Fellow, the DFP requested sufficient information to understand the unit's democracy program needs, as well as the work, performance results, and personnel qualifications that USAID requires for that fellowship. If a USAID unit provided such information, World Learning used that information as the Terms of Reference for the proposed fellowship, and as the basis for identifying a limited number of available candidates who closely matched those criteria. Sponsoring USAID units ordinarily concurred in the DFP's nominations, and proceeded to select a single finalist from among the nominees. Some USAID units, however, asked World Learning to continue searching for other more suitable candidates, often seeking individuals with exact skills and very specific work experience profiles. In several instances, of course, staff of the sponsoring USAID unit already knew of a particular individual who quite closely matched the unit's expectations and required qualifications. To accommodate these situations, World Learning has agreed to nominate such individuals as may be requested by USAID.

The Democracy Fellows Program continued its active efforts to promote diversity in the nomination and selection of qualified ethnic minorities and individuals of other under-represented groups. This effort begins at the recruitment stage, to insure that interested applicants from a wide range of minority populations are made aware of the DFP and of potential Democracy Fellowships. It continues through World Learning's screening and nomination processes, where the DFP carefully reviews *every* candidate to ensure both equal opportunity in being considered, and a fair and transparent review and nominations process.

The DFP continues to make a specific effort to ensure an equitable review of all candidates for every Democracy Fellowship, including fair consideration of those applicants who come from less traditional backgrounds, or whose academic, personal and work experiences are comparable to, but also differ from, the backgrounds of current USAID personnel. During FY-2001, World Learning nominated 38 individuals for 10 Democracy Fellowships, typically nominating between three and five candidates for each available fellowship. Of World Learning's 38 nominees, 53% were women, and 18% represented racial, ethnic or other minorities. From these nominees, sponsoring USAID units selected 1 minority candidate and 3 women to be Democracy Fellows. One additional minority finalist was unable to obtain a U.S. national security clearance, and one fellowship with pending nominations remained unfilled at year-end.

During FY-2001, some finalists again withdrew their applications due to extensive delays in obtaining selection and/or security clearance decisions from USAID (see below). These situations naturally required the DFP to repeat the candidate review, nomination and selection process for those fellowships. In the case of one proposed Democracy Fellowship, nominations remained inactive within USAID for several months, and the best qualified candidates found other opportunities. As previously discussed, one fellowship finalist was unable to obtain a U.S. national security clearance, and World Learning withdrew that fellowship offer.

At the end of FY-2001, USAID required that World Learning participate in a new security clearance procedure under the National Industrial Security Program (NISP). Under this new procedure, World Learning will seek an institutional Facility Clearance and will subsequently obtain Personal Security Clearances for DFP management staff and for new Democracy Fellows, dealing directly with the Defense Security Service to process the requisite clearances. World Learning looks forward to participating in this new system, which will become effective with the new extension of the DFP.

## **6. Security Clearance Delays.**

As in each of the program's prior years, the DFP continued to encounter significant delays in obtaining USAID security clearances for new Democracy Fellows. World Learning is hopeful that the new NISP process will alleviate many of these issues, because such delays often deter or discourage individuals who have been selected for particular Democracy Fellowships, and may cause some candidates to search for better opportunities (or even to "shop" their pending Democracy Fellowship awards for better offers elsewhere) while awaiting a start date. The DFP also believes that these well-known delays may also deter some interested USAID units from sponsoring Democracy Fellowships at all, and may cause other units to nominate or select a particular individual for a fellowship simply because that person is already at post and/or already has a security clearance.

During FY-2001, the time required for obtaining a clearance generally remained at more than four months. In some cases, USAID/G/DG was able to obtain a temporary clearance or building access for fellows in Washington, D.C., allowing the finalist to begin the fellowship while the security investigation was in process. However, when USAID—primarily overseas—denied requests for a fellow's temporary clearance, finalists continued to face delays of several months even for Confidential or SBU-level clearances.

This problem seems to arise principally from USAID's security workloads, and its operational units' preference for the "on-demand" process of requesting, selecting and nominating Democracy Fellows. Individual USAID units ask World Learning to screen and nominate individuals throughout the year, based on each mission's particular timing and specific staffing needs, rather than on an agency-wide annual or semi-annual schedule. World Learning also makes nominations from an ever-changing database of applicants, rather than from a defined or pre-identified pool of fewer highly qualified candidates whose confirmed availability is more certain. It does not appear that the new NISP program for obtaining security clearances will affect this situation in any appreciable way.

World Learning believes that the advantages of fixed fellowship recruitment/selection cycles include the possibility that selection decisions can be made far enough in advance so that USAID and World Learning can reasonably predict when security clearances will be received, and thus can advertise and schedule fellowship starting dates. Doing this could permit candidates to plan ahead. It would also reduce both their frustration and their tendency to seek other opportunities, while awaiting an indefinite clearance process that can only commence after their selection.

The disadvantages of instituting fixed fellowship cycles (with firm annual, semi-annual or quarterly start dates) are that individual sponsoring USAID units would have to conform to a program schedule and to deadlines established by the DFP and G/DG. Prospective applicants would similarly have to meet firm application and screening/nomination deadlines.

An advantage of selecting candidates for Democracy Fellowships from a fixed pool of nominees is that the DFP could perhaps initiate security clearance requests for all the individuals in that group as soon as they are selected to be in the defined pool of eligible finalists. This could only be done with a small select group of finalists; it is not practical to initiate U.S. national security clearances for the 400 or so eligible individuals who are in the DFP's database at any point.

The disadvantages of the fixed-pool approach are that USAID units would be limited to selecting candidates from a smaller, pre-defined pool of qualified candidates. USAID would thus have less control over the selection process, and USAID units would be less likely to find either candidates with very specific skill and experience profiles, or particular individuals who may be known to USAID but who, for whatever reasons, were not selected to be in the DFP's smaller group of finalists. Applicants in such a pool would represent the best available DFP candidates overall, as of the application deadlines, but they would likely have broader democracy and governance backgrounds and interests than current fellows. They would not necessarily include the best possible individuals for each sponsoring unit's particular personnel or program needs.

## **7. Support for Democracy Fellows.**

World Learning continued to provide an extensive range of support services for individual fellows worldwide. These responsibilities range from organizing individual orientation sessions to maintaining effective and timely electronic, telephone and mail communications for all Democracy Fellows. The DFP also manages World Learning's worldwide financial arrangements in support of each fellowship, including the transition to a new global financial reporting and accounting system within World Learning during 2001.

The DFP's on-going program activities include: providing monthly fellowship salaries; paying fellows' individual benefits and allowances; making travel, insurance and other direct vendor payments for fellows; handling program expense reimbursements; purchasing appropriate fellowship equipment; and helping individual Democracy Fellows to manage their fellowship travel in accordance with applicable USAID and World Learning policies. Through its corporate Sponsored Program Services Office, World Learning also provided USAID/M (FA/FM/CMP/DCB) with regular quarterly financial reporting in accordance with the Cooperative Agreement.

Before conducting its Orientation Programs over the past year, the DFP again reviewed and revised its comprehensive *Democracy Fellows Program Handbook*, including in that volume additional resources and reference materials, examples, forms and instructions, policies and so forth. The latest edition for FY-2001 is enclosed with this report as **Attachment D**. During its

Democracy Fellows Conference in December 2000, the DFP provided fellows the opportunity to discuss and to evaluate the administration and management of their fellowships. The DFP again presented its well-received seminar on U.S. taxation of fellows, including tax information for individuals serving in fellowships abroad.

Because the September 2001 extension of the DFP modified many aspects of the program, World Learning is presently revising the *Democracy Fellows Program Handbook*. The new FY-2002 edition should be available in November, 2001.

Throughout the FY-2001 reporting period, World Learning maintained its ability to provide financial and accounting data services on demand, along with travel advances, vouchers, check payments, budget data and expense reports for all fellows, whether in Washington, DC or overseas. The DFP also improved its electronic system for completing Trip Expense Reports.

#### **8. Counterpart Development.**

At USAID's request, and following consultations with G/DG, this component was eliminated from the program during FY-1998. Consequently, the DFP has not engaged in any Counterpart Development activities since 1998.

#### **9. Program Evaluation.**

World Learning again used a variety of methods that it had developed to monitor and assess each Democracy Fellowship, as well as the various other components of the overall DFP. Under the terms of their fellowships, each Democracy Fellow was requested to submit periodic analytical progress reports on fellowship activities, problems, outcomes, impacts, and career development. Previously these reports had been required on a quarterly basis; since 1998, as required by the then-CTO, these reports have been submitted much less frequently and as a voluntary component of the fellowships. When fellows do submit periodic reports, they usually include any revisions to the respective fellow's work and travel plans for the next period. Sponsoring USAID units are asked to review the fellow's periodic reports for their own information and planning, and as an opportunity to assess the fellow's career development and accomplishments during the reporting period, and throughout the fellowship as a whole. The DFP requires that fellows obtain USAID concurrence in any substantive proposed revisions to previously-approved Program Description or travel plans.

During its conference the DFP 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.

The assessments received by World Learning were generally favorable and positive. Evaluations provided by Democracy Fellows usually identified some suggested areas for additional financial support or improved benefits, although typically in different areas for different individuals. The assigned CTOs for the program, and other USAID staff in G/DG, also regularly provided advice and suggestions on many facets of the program over the course of the year.

World Learning again requested each USAID mission or office that sponsored a Democracy Fellowship during FY-2001 to complete a brief Evaluation of the individual fellow(s) and of the DFP as a USAID-funded program. Evaluations were questionnaires sent to the relevant USAID units in November 2000, and June 2001. Responses received indicated a very high level of satisfaction among USAID units where Democracy Fellows had been assigned.

During the Democracy Fellows Conference in November 2000, and again in June 2001, every Democracy Fellow was asked to provide a similar evaluation of his/her fellowship, and of the World Learning program; individuals completing their fellowships were asked to provide an additional end-of-service evaluation.

## **10. Operational Program Costs.**

World Learning continued to reduce the program's costs, operating through much of FY-2001 with less than two full-time staff members. The DFP also continued to improve its management of the program, adding eight new fellows, extending ten others, and working with the USAID Global and Management Bureaus on an extension of the overall program. As a result of these management efforts and World Learning's continued financial support, the DFP reduced overall program costs for the fifth straight year. The average total annual program cost per Democracy Fellow over the life of the DFP was approximately \$105,374, as of September 30, 2001. Comparable program cost reductions cannot be attained in the future, however, as such efforts will necessarily be constrained by several key factors:

- USAID's new program description for the DFP reduces the total number of Democracy Fellows from 20 to 14 in fiscal years 2002 and 2003, with further reductions to 12 fellows in FY-2004 and FY-2005. This will require the program's fixed costs to be allotted over a smaller number of fellows, thereby increasing the relative cost per fellowship.
- USAID units that sponsor Democracy Fellows continue to demonstrate a preference for more experienced senior-level fellows, whose salaries and benefits are necessarily higher than for Junior or Mid-level Democracy Fellows.
- The program continues to see a near-100% extension rate. This tends to preclude World Learning from bringing in new fellows at the starting salaries for each tier (which are lower than for fellows who continue their service). In addition, under the stipend schedule that USAID established in 1998, fellows who extend their fellowships beyond their first year receive sizeable stipend increases (10% - 15% per year), subject to an overall ceiling. Overseas fellows who extend for a full year receive additional benefits.

- For FY-2002 World Learning will implement the program with less than two full-time staff members. This low level of staffing will preclude further savings from staff reductions.
- In FY-2001 World Learning determined that it was no longer able to continue its financial subsidy of the DFP. Direct and indirect program costs that World Learning had voluntarily absorbed must now be covered within the program budget.
- Beginning in October 2001, the new Program Description for the DFP allows individual USAID Missions and offices where fellows are assigned to authorize the payment of additional benefits to fellows. Some USAID Missions have already informed World Learning that they wish to pay fellows salary and post differentials of 20%, additional housing, shipping and transportation allowances, and other new or additional benefits. In addition, as of October 1, 2001, all fellows will be receiving a health insurance premium reimbursement benefit (ranging up to \$9,000/year per fellow). This represents a very substantial increase in insurance costs for fellows.

Combined, all of these factors lead to the conclusion that per fellowship costs for the program will inevitably increase in FY-2002.

#### **11. Democracy Fellows' Stipends.**

In 1998 USAID requested that World Learning increase the salaries being paid to current fellows, and provide for further automatic increases each year. The DFP thereafter implemented a new stipend system that increased the maximum annual amounts payable to Democracy Fellows, and created three tiers of Democracy Fellowships: Junior, Mid-level, and Senior Fellows. The system also established minimum stipends for each tier, generally tied to the U.S. Civil Service General Schedule in effect at the time a particular fellowship begins.

For FY-2001, the stipend range increased to \$33,254 per year (minimum for a Junior Fellow), up to \$87,400 (maximum for a Senior Fellow). World Learning anticipates that new fellows beginning their fellowships in FY-2002 will benefit from similar increases.

Minimum and maximum stipend levels for each tier may be adjusted periodically to track the *General Schedule (Not Including Locality Rates)* issued by the U.S. Office of Personnel Management, except that there is a fixed ceiling of \$87,400 for any Democracy Fellowship stipend. The established stipend system also provides substantial salary increases when fellows extend. When fellows extend after completing one full year, they receive a 15% stipend increase. When fellows extend after completing a full second year, they receive an additional 10% salary increase. Senior fellows receive a 10% salary increase after both their first and their second full years, subject to the prevailing ceiling. Given the very high rate of Democracy Fellows extending and re-extending, World Learning expects that future fellowship costs will increase as additional extensions occur.

## **12. Program Results and Outlook.**

### **A. Program Extension.**

During the year, USAID and World Learning worked extensively to negotiate the Cooperative Agreement for the DFP, to extend the program beyond September 2001, and to insure that the Cooperative Agreement closely reflects the program that USAID wants World Learning to implement (see **Attachment I**).

In negotiating the extension of the Cooperative Agreement, World Learning reiterated its commitment to support up to 25 Democracy Fellows each year, and to manage costs carefully in order to help USAID meet its budget requirements. USAID advised World Learning, however, that it would require fewer Democracy Fellows over the next several years: up to 14 fellows in FY-2002 and FY-2003, and up to 12 fellows in FY-2004 and FY-2005.

World Learning and USAID also discussed in detail the employment status of fellows within World Learning, the program's staffing and management arrangements, the specific program benefits to be paid to fellows collectively and individually, and the opportunities for various individual USAID units to require World Learning to pay fellows new, additional or different benefits on an individual basis.

At year end, USAID notified World Learning that the program had been extended until mid-June 2005, and that USAID/M/OP would soon be providing incremental funding to support the program beyond FY-2001.

### **B. Results.**

The DFP continued its efforts over the past six years to advance the reputation, respect and intellectual and programmatic capacities of the DFP. This undertaking primarily involved three program elements and one financial element:

- Ensuring sufficient quantity and quality at the front end of the program, e.g., through broad national and international recruitment, particularly targeted towards encouraging minority applicants, followed by prompt screening of applicants to establish a large – if constantly changing – pool of eligible candidates, each highly qualified for a range of potential Democracy Fellowship assignments.
- Actively coordinating, supporting, and occasionally mediating, the efforts of fellowship finalists to draft Fellowship Program Descriptions that the sponsoring USAID units would find satisfactory. During FY-2001, incoming fellows drafted these written workplans, basing them on the fellowship Terms of Reference that sponsoring USAID units usually prepared. Under USAID policy and the terms of the DFP, the sponsoring USAID unit must approve the proposed Fellowship Program Description before World Learning awards that Democracy Fellowship. World Learning believes that substantive Fellowship Program Descriptions can help both fellows and USAID to

avoid potential problems and misunderstandings that sometimes arise in the absence of mutual agreement on a fellow's activities and responsibilities.

- Assuring responsive professional, personal and financial support for each fellowship. This allows fellows to concentrate on their USAID-assigned responsibilities within the fellowship, without being diverted by excessive administrative and other matters.
- Continuing to manage program costs efficiently, as evidenced by the steady reduction in per fellowship costs over the life of the Democracy Fellows Program.

Perhaps the most significant endorsements of World Learning's results in developing, directing and implementing the DFP continue to be found in three facts:

- Interest in the program remains stable. During FY-2001, World Learning awarded eight new fellowships and ten fellowship extensions, with approximately half of the fellows serving overseas at any moment. On the applicant side, hundreds of prospective applicants again downloaded the DFP's application materials from World Learning's Internet web site. The DFP also mailed out and distributed several hundred application packages for the program during FY-2001, resulting in approximately 75 new well-qualified eligible candidates. As in previous years, World Learning did not limit the size of the DFP eligible candidate pool; instead, the DFP database includes all candidates who applied to the program and met the program's technical eligibility standards.
- USAID asked World Learning to extend the current Democracy Fellow or to recruit a follow-on fellow for every Democracy Fellowship that was at or near its conclusion. The DFP has now awarded a total of 46 extensions to 39 Democracy Fellows serving in USAID, and as of September 30, 2001, was discussing with USAID the extension of three additional fellowships.
- DFP staff managed the program effectively and efficiently during FY-2001, thereby helping to reduce USAID's average total annual cost per fellowship to \$105,374.

## **B. Outlook.**

As the Democracy Fellows Program enters FY-2002, its major challenges are largely in the past, although several operational issues will remain important. Of greatest concern is the question of national security clearances for fellows. The length of time that it previously took to obtain a security clearance for a new fellow has historically been a significant obstacle for the program and its nominees. World Learning has not yet worked with either the Defense Security Service, nor the new NISP procedures for obtaining national security clearances, so we cannot judge whether this new process will be an improvement or not. In the meantime, World Learning is proceeding to seek its own institutional Facilities Clearance through the NISP program so that it can subsequently directly request national security clearances for incoming and current fellows.

World Learning will also begin implementing the program during FY-2002 under the Revised DFP Program Description and Budget approved by USAID on September 27, 2001, and in accordance with the DFP's Annual Implementation Plan for FY-2002.

Operationally, during FY-2002 the DFP will coordinate the implementation of World Learning's new financial and accounting system with USAID's method of funding the DFP's direct and indirect program costs. Under current funding procedures, the DFP will continue to allocate an estimated per-fellowship administrative fee to each of the individual Democracy Fellowships authorized by USAID, in addition to World Learning's approved indirect cost recovery rate. These charges will be covered by funds provided to USAID/G/DG from each sponsoring USAID unit, as part of its funding of the particular fellowship. Usually the Missions accomplish this process through an internal USAID OYB funding transfer to G/DG. As in FY-2000 and FY-2001, the amount of the allocable program administrative charge is included in the Annual DFP Implementation Plan and its cost estimates. This funding process continues to pose some management and financial timing and coordination challenges, but has the advantage of allowing each USAID unit that sponsors a Democracy Fellow to bear its pro-rata share of the program's actual annual expenses.

The DFP expects that USAID will continue to demand more senior and more experienced individuals to serve as Democracy Fellows throughout the program. In FY-2001, half of all new Democracy Fellowships were awarded to senior-level candidates. DFP staff believe that this trend will continue within USAID. The increased recruitment of more experienced senior-level candidates presents its own challenges for the DFP, both in terms of increased costs and fellows' higher financial expectations, and in terms of the relatively smaller size of the senior-level recruitment pool, and the competition (including within USAID) for senior-level consultants with democracy and governance expertise.

World Learning also anticipates that several USAID Missions will wish to offer fellows enhanced program benefits, and that USAID will continue to offer extensions to a substantial proportion of current Democracy Fellows. The DFP therefore expects that annual per fellowship costs will increase noticeably during FY-2002.

These expectations reflect USAID's need for Democracy Fellows who already possess greater democracy and governance field experience than has historically been represented in the DFP candidate pool. Because of this trend, the DFP focussed its national and international recruitment efforts during FY-2001 primarily at the high-end of the experience continuum, i.e., on potential senior candidates, and more experienced mid-level applicants, rather than on junior-level applicants, or on mid-level prospects who lack solid democracy and governance experience. Doing so required some trade-offs, both as to costs and in terms of the number of qualified democracy and governance experts added to the program's pool of eligible candidates. These circumstances also posed a recruitment challenge for the DFP, but resulted in an applicant pool that better meets USAID's evolving democracy and governance needs. World Learning will continue to meet these challenges in FY-2002.

## **IV. PROFILES OF DEMOCRACY FELLOWS**

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

#### **1. Michael Bak**

##### **USAID Mission**

**Jakarta, Indonesia (11/01/2000 – 10/31/2002)**

Michael Bak's fellowship is with the Office of Civic Participation and Transition at USAID's Mission in Jakarta, Indonesia. He is supporting USAID/Jakarta's efforts to sustain and deepen democratic reforms and to reduce the impact of indigenous conflicts and crises. In particular, he works closely with USAID's Office of Transition Initiatives on conflict resolution and reconciliation activities. He also works with the USAID-funded Civil Society Support & Strengthening Program.

Michael received his M.A. in International Economics and Southeast Asian Studies from Johns Hopkins University's School of Advanced International Studies. Before becoming a Democracy Fellow, Michael spent several months working in Indonesia. He was a Summer Program Associate in the U.S. Embassy's Economic Section in Jakarta. He also served as an election monitor in Central Java and worked as a consultant with the US Committee for Refugees and Catholic Relief Services. In addition to his travels in Indonesia, Michael has lived in Japan, France, and Switzerland. He is proficient in French, Bahasa Indonesia, Bahasa Malaysia, and Japanese.

#### **2. Bradley Bessire**

##### **USAID Mission**

**Phnom Penh, Cambodia (03/01/2001 – 08/14/2002)**

Bradley Bessire is serving his fellowship with the office of Democracy and Human Rights at USAID's office in Cambodia. His fellowship focuses on: protecting human rights, rehabilitating the judicial sector, combating trafficking in people, supporting local commune elections, and assisting the coordination and development of the new DHR program strategy.

Before his assignment to USAID/Phnom Penh, Brad worked with USAID's Global Bureau in Washington, with both the Center for Democracy and Governance, and the Women in Development Office. Previously, Brad was employed at law firm that works exclusively on Native American legal rights. He earned his J.D. at American University's Washington College of Law, where he also participated in the International Human Rights Clinic. Prior to law school Bradley worked and traveled extensively in Southeast Asia and Central America, where his activities ranged from teaching English in Seoul, Korea to setting up a shelter for street girls in Managua, Nicaragua.

**3. Leonora Foley**  
**USAID REDSO/ESA**  
**Nairobi, Kenya (01/15/2001 – 01/14/2003)**

Leonora Foley is a Democracy Fellow with USAID's REDSO office in Nairobi, Kenya. The focus of her fellowship is conflict resolution and democratization issues, and includes working with civil society groups to identify barriers to achieving institutional objectives and to make recommendations for support to those groups in order to overcome those barriers. Lee works on these issues throughout the Horn of Africa region, travelling frequently to countries and jurisdictions in the region.

Before becoming a Democracy Fellow, Lee worked with the Harvard Institute for International Development on programs of economic development. Additionally, she has worked on several refugee-related projects, including the American Refugee Committee, where she administered the NGO's operations in Rwanda, as well as the United Nations High Commissioner for Refugees in Guinea, which included working with implementing partners on such topics as health care, education, agriculture, income-generation and sanitation. She is proficient in French and Italian. Lee holds an MA in Law and Diplomacy from Tufts University, and a BA from the University of Massachusetts.

**4. Mark Koenig**  
**Civil Society Team, USAID Center for Democracy and Governance**  
**Washington, DC (10/01/2000 - 10/31/2002)**

Mark Koenig is a Democracy Fellow with the Civil Society team in USAID's Center for Democracy and Governance. Mark is analyzing best practices and lessons learned from USAID's media assistance programs. He plans to write media program guides for USAID program development based on his research. He also provides technical assistance to USAID field missions in the area of civil society and media sector development in particular.

Mark is a media sector specialist focusing on the countries of the former Soviet Union. He holds a Ph.D. in Political Science from Columbia University, as well as an M.A. in International Relations from the School of Advanced International Studies at Johns Hopkins University. Before becoming a Democracy Fellow, Mark spent several years working in Russia on USAID's media and rule-of-law programs. Previously, Mark taught political science at the University of Maryland at College Park and Northwestern University. He was a Research Fellow at Duke University's Center on East-West Trade, Investment, and Communications. As a Fulbright Scholar in Russia, he conducted research on Soviet media. In addition to his travels in the former Soviet Union, Mark has lived in France, Germany, and Italy and has traveled in Mongolia. He is proficient in Russian, French, and Italian.

**5. Kimberly Ludwig**  
**Civil Society Team, USAID Center for Democracy and Governance**  
**Washington, DC (02/01/2001 - 09/30/2002)**

Kimberly Ludwig is a Democracy Fellow with USAID's Center for Democracy and Governance/Civil Society team. In her fellowship she assists in designing and implementing civil society development strategies. These include exploring synergies between the Africa Bureau and the Civil Society team, identifying opportunities for collaboration and contributing to the Civil Society team's knowledge of African affairs and current programs, and improving the advocacy roles and organizational capacity of Civil Society organizations.

Before becoming a Democracy Fellow, Kimberly was Assistant to USAID/Zambia's DG Advisor, and worked as a consultant for the Institute for Democracy in South Africa. In this activity, funded by USAID's Southern African Regional Democracy Fund, Kimberly evaluated citizen's attitudes and interaction with democracy, government, and the economic system in six countries in Southern Africa. She has authored several papers on issues of democratization and political representation in Zambia. Kimberly is proficient in French and Bemba and holds a Ph.D. from Michigan State University in Political Science.

**6. Shally Prasad**  
**USAID Mission**  
**Jakarta, Indonesia (01/1/1999 - 12/31/2001)**

Shally Prasad is with USAID's Democracy and Governance team (the Office of Civic Participation and Transition) in Jakarta, Indonesia. Her focus is developing and implementing training programs in organizational assessment and capacity building for Indonesian civil society organizations (CSOs). She has developed and pilot tested training programs in organizational development; facilitated several workshops for CSOs and USAID; conducted Training-of-Trainers sessions in organizational self-assessment; and institutionalized training programs through Indonesian training organizations.

Before becoming a Democracy Fellow, Shally worked in India and Washington, DC with several women's advocacy organizations addressing violence against women, women's political participation, and human rights. In Washington, DC, she worked to develop and manage subsistence level micro-enterprise and financial sustainability projects with the African Development Foundation. During two years of field work in India, supported in part by the Univ. of California/ Research Fellows Program, Shally developed and directed a New Delhi-based NGO called WARLAW that provides legal services to survivors of gender-based violence. While in India, she conducted primary research on women's access to health and legal services, and the role and impact of the police and judiciary in asserting women's legal rights. She has presented her work at several international conferences and published her findings in books and journals. Shally earned her Master of Public Policy (MPP) from the Univ. of Michigan in 1992. Her interests include civil society, organizational development, capacity building, training, gender, advocacy, and legal reform. Shally speaks Hindi and Bahasa Indonesia, and has traveled throughout Europe, India, Nepal, and across Southeast Asia.

**7. Keith Schulz**  
**Governance Team, USAID Center for Democracy and Governance**  
**Washington, DC (11/01/2000 – 10/31/2002)**

Keith Schulz serves as a Democracy Fellow with the Governance team in USAID's Center for Democracy and Governance. He supports activities that build upon and improve the Center's capacity to act as a technical resource on legislative strengthening issues. In particular, Keith is conducting research in order to determine the correlation between USAID-funded assistance and legislative performance. He also is developing and implementing a training program on legislative strengthening for both new and experienced democracy and governance officers.

Prior to becoming a Democracy Fellow, Keith worked on several USAID-funded legislative strengthening and rule-of-law projects. He also served as a Legal Advisor for The Asia Foundation's Legal Development Project in Cambodia. Previously, he was the Deputy Legislative Counsel in the Office of the Legislative Counsel of the State of California. Keith has worked in the West Bank/Gaza and Cambodia. He is proficient in Spanish and speaks some Arabic and Khmer. Keith holds a J.D. from the University of San Diego School of Law, and is currently working toward a Master's degree in International Policy and Practice at George Washington University's Elliott School of International Affairs.

**8. Robin S. Silver**  
**Strategies Team, USAID Center for Democracy and Governance**  
**Washington, DC (05/1/1999 - 04/30/2001)**

As a Democracy Fellow in USAID's Center for Democracy and Governance, Robin Silver serves as a member of the Strategies team. She works on managing for results initiatives, developing qualitative performance measures and strategies for promoting democracy. Prior to becoming a Democracy Fellow, Robin worked as a Senior Associate in Integrated Democracy Studies in USAID's Center for Development Information and Evaluation (CDIE). Her focus was democracy promotion in post-conflict societies.

Robin holds a Ph.D. in Political Science from the University of California at Berkeley and an AB from Princeton's Woodrow Wilson School. As a Fulbright Scholar, she completed a study on state policies toward immigrant and refugee populations in the Middle East and Europe. Robin has taught at the University of Oregon, Grinnell College and the University of Maryland-Baltimore County. Her research and publications have encompassed public sector reform and decentralization, the development of nation-states, and performance measurement.

**9. Gene Ward**

**Elections Team, USAID Center for Democracy and Governance  
Washington, DC (09/01/2000 - 09/24/2001)**

Gene Ward is a Democracy Fellow with the Elections team in USAID's Center for Democracy and Governance. The focus of his fellowship is campaign finance, and he is both researching and documenting campaign finance models in order to develop a policy manual or handbook for USAID. Gene also provides support to USAID's field missions in the area of elections and campaign finance in particular.

Before becoming a Democracy Fellow, Gene worked on USAID-funded local government and legislative strengthening programs in Indonesia and Angola. Previously, he was elected as a Member of the Hawaii House of Representatives and as a State Delegate to two national conventions. In addition to his work in the field of democracy and governance, Gene is an expert on small business development. He has worked as a consultant on small business development with the United Nations on several occasions, and he was part of the U.S. delegation at APEC talks on Small and Medium Enterprise Development. Gene has worked in Bhutan, Indonesia, Malaysia, Nepal, Vietnam, Kenya, and Malawi. He is proficient in Malay/Indonesian and Vietnamese. Gene holds a Ph.D. in Business Sociology from the University of Hawaii.

**10. Caryn Wilde**

**USAID Mission  
Moscow, Russia (05/01/2001 - 05/14/2002)**

Caryn Wilde is a Democracy Fellow with USAID's mission in Moscow, Russia. The focus of her fellowship is NGO development across Russia. Her work includes analyzing and making recommendations for directing future U.S. assistance to support Russian NGOs that contribute to the creation of a participatory civil society. This includes providing Russian NGOs working on democracy, business and economic reform, and social sector reform with resources and information relating to strategic planning, NGO board development, fundraising, public relations, organizational restructuring, and staff development and training.

Before becoming a Democracy Fellow, Caryn worked as the principal of an international consulting firm that focused on best business practices for emerging NGOs in the CIS, including transferring and adapting western models to promote sustainable organizational development. Caryn has also done independent consulting projects on women's economic empowerment, rule of law/human rights, independent media, and civil society. She is proficient in the Russian language, and holds a MPA from the University of Minnesota.

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

### **1. Cynthia L. Ambrose**

**Rule of Law Team, USAID Center for Democracy and Governance  
Washington, DC (12/15/1999 - 04/30/2001)**

Cynthia Ambrose served her fellowship with the Rule of Law Team in USAID's Center for Democracy and Governance, in Washington, D.C. Cindy's fellowship focused on three areas: research and analysis, program development and support, and field support. Her projects included organizing and developing a curriculum for USAID's Democracy and Governance (DG) Training Conference, working with the National Center for State Courts on completing a Case Management/Tracking Guide for DG officers in the field, and assisting the field in developing programs and a democracy strategy for Nigeria. Cindy's regional assignments were Africa for rule of law, and South Africa for democracy and governance in general.

Cindy received her B.A. in political science from the University of Maryland, a J.D. from Michigan State University's Thomas Cooley Law School, and an L.L.M in international development from Georgetown Law School. Before becoming a Democracy Fellow, Cindy worked as an attorney in Maryland, specializing in government relations and legislative law. Prior to her work in private practice, Cindy worked for the Federated States of Micronesia in Kosrae. Her work in Kosrae was with the legislative branch. In addition, while in Kosrae, Cindy taught advocacy and writing courses at the College of Micronesia and authored a chapter on issues affecting women in the South Pacific.

### **2. Robert R. Barr**

**Strategies Team, USAID Center for Democracy and Governance  
Washington, DC (09/01/1997 - 08/31/1998)**

Robert Barr 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 developing and testing democracy indicators in the field, and assisting the Center with writing and editing a comprehensive handbook on democracy indicators.

After completing his fellowship, Rob returned to the University of Texas to continue working on his Ph.D. in Comparative Politics/International Relations, a program he began before becoming a Democracy Fellow. His research focuses 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.

**3. Nicole C. Barnes**  
**USAID Mission**  
**Pretoria, South Africa (04/15/1999 - 11/30/2000)**

Nicole Barnes served her fellowship with the Democracy and Governance Team at USAID's Mission in Pretoria, South Africa. She worked with the Local Governance Unit of the DG Team on the implementation of an \$18M, five year bilateral agreement with the South African Government to strengthen local government capacity. Nicole primarily focused on assisting the Mission with identification and monitoring of key policy studies for the South African government, largely related to local government finance issues. In addition, she worked directly with a limited number of municipalities to facilitate their assistance from USAID.

Nicole earned her Masters in City Planning from the Massachusetts Institute of Technology, where she studied fiscal decentralization and poverty alleviation. Prior to her fellowship, Nicole worked in Cape Town, South Africa's largest township, to investigate strategies for private sector investment in low income communities. She has also worked on fiscal decentralization research and training in Uganda, and taught in a historically disadvantaged high school in rural South Africa.

**4. Bradley D. Bessire**  
**USAID Office of Women in Development**  
**Washington, DC (08/15/2000 - 02/28/2001)**

Bradley Bessire served his fellowship with the Office of Women in Development in USAID's Global Bureau. He also worked with USAID's Center for Democracy and Governance. His primary activities includes the development of a women's property rights program as well as projects focusing on legal literacy.

Before becoming a Democracy Fellow, Bradley worked at law firm that works exclusively in Native American rights. He earned his J.D. at American University's Washington College of Law where he also participated in the International Human Rights Clinic. Prior to beginning law school Bradley worked and traveled extensively in Southeast Asia and Central America, where his work ranged from teaching English in Seoul, Korea to setting up a shelter for street girls in Managua, Nicaragua.

**5. Gary A. Bland**  
**Governance Team, USAID Center for Democracy and Governance**  
**Washington, DC (09/08/1998 - 09/30/2001)**

As a Fellow in USAID's Center for Democracy and Governance, Gary Bland served as a decentralization advisor and a member of the Governance team. He helped to train USAID D/G officers, working to build intra-agency coordination on decentralization and local government, and working closely with missions to help improve programming in this area. His fellowship research project focused on the emergence of local democracy in Latin America.

Gary is a specialist in decentralization and the development of local government. He holds a Ph.D. from the Johns Hopkins University School of Advanced International Studies. Prior to becoming a Democracy Fellow, he served as a legislative assistant in the House of Representatives and senior program associate at the Latin American Program of the Woodrow Wilson International Center for Scholars. Gary's democracy work has focused on Latin America and he has consulted with USAID, the World Bank, and the United Nations Development Programme.

**6. Stephen M. Brager**  
**Governance Team, USAID Center for Democracy and Governance**  
**Washington, DC (05/19/1997 - 04/14/2001)**

Stephen Brager served his fellowship with the Governance team in USAID's Center for Democracy and Governance in Washington, DC. Stephen examined various issues in good governance, including legislative strengthening, government integrity, decentralization and local governance. He previously worked on civil-military relations, transitions, and conflict mitigation. In addition, he assisted in the development of training programs for USAID staff in issues of democratization.

Stephen earned his M.A. 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.

**7. Lisa M. Cannon**  
**Development Resources Centre**  
**Johannesburg, Republic of South Africa (10/29/1996 - 10/28/1997)**

Lisa Cannon served her Democracy Fellowship with the Development Resources Centre (DRC), a 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 B.S. 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. After she completed her fellowship, Lisa worked as a short-term consultant for World Learning. Since returning to the U.S., she has accepted a position with Ashoka, a non-profit organization that awards grants to support social entrepreneurs and civil society organizations.

**8. Carrie S. Chernov**  
**USAID Mission**  
**Asuncion, Paraguay (01/31/1997 - 05/07/1997)**

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. Following the conclusion of her fellowship, Carrie worked for a law firm in Paraguay focusing on NGO advocacy and legal assistance.

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 B.A. (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.

**9. Dawn P. Emling**  
**USAID Mission**  
**Pretoria, Republic of South Africa (04/26/1997 - 04/25/1998)**

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. After completing her fellowship, Dawn accepted a position focusing on democracy and governance issues with the USAID Mission in Jakarta, Indonesia.

Dawn received her M.A. 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.

**10. Holly Flood**  
**USAID Mission**  
**Asuncion, Paraguay (05/15/1999 - 01/23/2001)**

Holly Flood served as a Democracy Fellow with the USAID Mission in Asuncion, Paraguay. Her focus was on decentralization of health services, strengthening local government, and strategic planning of democracy and governance programs. Holly was a liaison between USAID/Asuncion and USAID contractors which are implementing health decentralization programs. Holly also provided technical assistance to USAID/Asuncion during its strategic planning process. Holly's fellowship was an opportunity to gain experience applying her skills in program management and strategic planning to the field of democracy and governance.

Holly earned her M.A. in International Affairs at George Washington University. Before beginning her fellowship, Holly was Regional Director for the International Rescue Committee, overseeing the resettlement of refugees. Previously, she served as a Peace Corps Volunteer in Paraguay. Holly is proficient in Spanish and also speaks Guarani and Portuguese. Her interests include civil society, elections, international human rights, public administration, and public health.

**11. Leslie L. Gottert**  
**USAID Mission**  
**Antananarivo, Madagascar (11/01/1999 - 09/30/2001)**

Leslie Gottert was a Democracy Fellow with USAID's mission in Madagascar. Her focus was on assisting USAID's efforts to strengthen civil society and to support Malagasy efforts to increase the responsiveness and accountability of democratic institutions in Madagascar. She also designed a training workshop for her USAID colleagues and for USAID contractors and grantees in the application of gender considerations in program planning and evaluation.

Before becoming a Democracy Fellow, Leslie worked as a Consultant and Trainer with various USAID contractors and grantees in Madagascar and Cameroon. Previously, she co-founded Development Graphics, a communications design firm in Benin. She also directed the English Language Program in Benin for the U.S. Information Agency. Leslie is fluent in French and has traveled extensively in West Africa. Her interests include conflict resolution, civil society, and governance. Leslie earned her M.A. in Conflict Resolution at Antioch University; she also holds a B.A. in Studio Art from Brown University.

**12. J. Michele Guttmann**  
***Corporacion Participa***  
**Santiago, Chile (09/28/1996 - 09/27/1997)**

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. Since she completed her Democracy Fellowship, Michele has worked as a consultant with a number of USAID contractors on democracy and governance issues.

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.

**13. Linn A. Hammergren**  
**Rule of Law Team, USAID Center for Democracy and Governance**  
**Washington, DC (04/01/1996 - 11/2/1998)**

Linn Hammergren completed her fellowship with the Rule of Law team in USAID's Center for Democracy and Governance in Washington, DC. Her focus was 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 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. Since completing her Democracy Fellowship, Linn has worked at the World Bank on governance issues.

Linn earned her Ph.D. and M.A. in political science from the University of Wisconsin. Her B.A. 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. She is fluent in Spanish. 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.

**14. Elizabeth I. Hart**  
**Civil Society Team, USAID Center for Democracy and Governance**  
**Washington, DC (10/21/1996 - 10/31/1999)**

Elizabeth Hart worked with the Civil Society team of USAID's Center for Democracy and Governance in Washington, DC. Liz pursued the relationship between economic and political liberalization, as well as the roles of the private sector and labor in civil society, and the processes of economic and political reform. During her fellowship she also assisted the Democracy Center in the development and presentation of a series of democracy and governance training workshops to provide technical guidance to USAID Missions. After completing her Democracy Fellowship, Liz accepted a position as a Democracy Officer with the USAID Mission in Lagos, Nigeria.

Liz 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 publications on democratic reform in Africa, and politics in Kenya. She has traveled and worked in a number of African and Asian nations, particularly in Ghana.

**15. Abigail Horn**  
**Bureau for Latin America & Caribbean, USAID**  
**Washington, DC (02/22/1999 – 09/30/1999)**

Abigail Horn worked with USAID's Latin America Bureau in Washington, DC. Abby focused on USAID's anti-corruption initiatives in that region, providing technical input for the Bureau's anti-corruption programming. In addition, Abby also helped to restructure a USAID program on financial integrity. At the conclusion of Abby's fellowship, the USAID Latin America Bureau hired her as a democracy advisor.

Abby earned her M.I.A. 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.

**16. Abigail Horn**  
**USAID Mission**  
**Asuncion, Paraguay (10/01/1997 - 01/31/1999)**

Abigail Horn completed her initial Democracy Fellowship with the USAID Mission in Asuncion, Paraguay in January 1999. Abby was centrally involved with Mission programs supporting both Paraguay's recent elections, and national anti-corruption efforts. She worked on anti-corruption efforts, voter education, electoral administration and monitoring, political party development, and judicial strengthening. She also helped Paraguayan NGOs on training methods, approaches, and in addressing problems in civic education and capacity building, particularly with the Paraguayan branch of Transparency International.

Abby earned her M.I.A. 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.

**17. Ann C. Hudock**  
**Civil Society Team, USAID Center for Democracy and Governance**  
**Washington, DC (01/01/1998 - 12/31/1998)**

Ann Hudock served her fellowship with the Civil Society team in USAID's Center for Democracy and Governance in Washington, DC. Ann's focus was 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. After completing her Democracy Fellowship, Ann accepted a position as a Human Rights Officer with the State Department's Bureau of Democracy, Human Rights, and Labor. She later accepted an appointment as Special Assistant to the State Department's Undersecretary for Global Affairs, and now works with World Learning as Senior Advisor on Civil Society and Democracy.

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 Central America, Mongolia, South Africa and the Gambia.

**18. Brian D. Kelliher**  
**Foundation for Human Rights Initiative**  
**Kampala, Uganda (10/12/1996 - 10/11/1997)**

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. He returned to the Justice Department at the conclusion of his Democracy Fellowship. 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.

**19. Patricia J. Kendall**  
**USAID Mission**  
**Jakarta, Indonesia (03/16/1997 - 11/30/1999)**

Patricia Kendall served her fellowship with the USAID Mission in Jakarta, Indonesia. She concentrated on issues of legal and judicial reform, the legal aspects of economic reform, and the development of NGO advocacy and organizational capacities, as well as legal issues relating to democratic participation and human rights. Her Democracy Fellowship has served as a transition from her background as a trial lawyer in constitutional and civil rights law, to the field of international law, and towards efforts to build democratic institutions. Since completing her fellowship, Patty has worked both in the U.S. and in Indonesia as a short-term consultant to USAID contractors in the field of democracy and governance.

Before becoming a Democracy Fellow, Patty was 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.

**20. Sepideh Keyvanshad**  
**USAID Mission**  
**Moscow, Russia (07/01/1999 - 09/15/2000)**

Sepideh Keyvanshad served her fellowship with the USAID Mission in Moscow, Russia. Sepideh concentrated on issues of anti-corruption, strengthening the Russian judicial system, and building respect for human rights. She used her Democracy Fellowship to gain experience working with USAID in the field of democracy and governance. After completing her fellowship, Sepideh entered USAID's New Entry Professional (NEP) Program.

Sepideh earned her J.D. at the University of Illinois. Prior to becoming a Democracy Fellow, she worked as a Project Coordinator for the National Center for State Courts. She has also been a consultant for the World Bank. Sepideh has lived in Haiti, Mexico, Russia, and Iran. Her interests include administration of justice, conflict resolution, rule of law, human rights, and civil society.

**21. James P. Kuklinski**  
**USAID Mission**  
**Pretoria, South Africa (04/1/1999 – 07/15/2001)**

James "Jaime" Kuklinski served as a Democracy Fellow with USAID's mission to South Africa. He assisted in the design and implementation of a \$9 million six-year program to strengthen South African civil society and government partnerships for improved policy development and service delivery. Jaime also helped to provide oversight for a senior executive cooperative educational program between the University of Witwatersrand (WITS) and Harvard Univ., providing management capacity to high level public, private, and public-enterprise sector officials. He helped to manage a USAID grant to the National Democratic Institute (NDI) to promote public participation in policy formulation and strengthening of democratic pluralism and governance systems. As Activity Manager for the USAID/US Embassy-Public Affairs Section Transitional Support Funds (TSF) Program, Jaime helped to design US and South African exchange activities. Upon completing his fellowship, he accepted a management position with a USAID grantee in Southern Africa.

Jaime earned his MBA at the Monterey Institute for International Studies in California, where he focussed on international economic development and the need for strong alliances between government, private industry and civil society. Jaime served on four occasions as an international elections polling station supervisor with the Organization for Security and Cooperation in Europe (OSCE) in Bosnia & Herzegovina and Armenia. As US Peace Corps Country Director in three African nations, Jaime supervised volunteer efforts in civil society, government, and the private sector for purposes of local community development. Jaime also worked as an international relief logistics delegate for the American Red Cross both in Honduras and at the home office in Washington, DC. Jaime is interested in civil society, public sector management capacity building, and promoting corporate social investment.

**22. Carolyn J. Logan**  
**REDSO/ESA – Greater Horn of Africa Initiative**  
**Nairobi, Kenya (12/01/1997 - 07/31/2000)**

Carolyn Logan served her Democracy Fellowship with USAID's Regional Economic Development Services Offices for East and Southern Africa in Nairobi, Kenya. Carolyn worked in the areas of regional democratic transitions, crisis prevention, crisis management, and conflict resolution. She used her Democracy Fellowship to complete her own transition from the field of engineering to a career in policy and democracy and governance.

Carolyn received her M.A.L.D. in international relations from the Fletcher School at Tufts University in 1996. After completing her Democracy Fellowship, she returned to school to finish her Ph.D. in international relations, a program she began before becoming a Democracy Fellow. Previously, Carolyn spent several years as a water resources management professional in India, Lesotho, Rwanda and Somalia. She is especially interested in the relationship of indigenous practices to questions of political conflict, participation and representation.

- 23. Michael R. McCord**  
**USAID Mission**  
**Asmara, Eritrea (01/01/1997 - 05/31/1998);**  
**USAID/AFR**  
**Washington, DC (08/18/1998 - 09/30/1998)**

Michael McCord served his fellowship with the USAID Mission in Asmara, Eritrea where his work emphasized support for the rule of law and democratic elections. He also strengthened local 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. His Democracy Fellowship was interrupted when the USAID Mission was evacuated due to the war between Eritrea and Ethiopia. Following his return to the U.S., Mike was awarded a short-term extension of his fellowship, and he worked with Mission personnel who were temporarily based in Washington, DC. There he helped to analyze and design programs supporting the improvement of human capacity in Eritrea's government institutions. After he finished his Democracy Fellowship, Mike accepted a position focusing on democracy and governance with the USAID Mission in Abidjan, Côte d'Ivoire.

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.

- 24. Sharon L. Morris**  
**Civil Society Team, USAID Center for Democracy and Governance**  
**Washington, DC (09/01/2000 - 09/24/2001)**

As a Democracy Fellow in USAID's Center for Democracy and Governance, Sharon Morris worked as an expert on Conflicts with the Civil Society team. She examined the ways in which local civil society groups interact with international partners during the process of democratization and democratic consolidation. In particular, she focused on how this interaction influences the stability and content of the new democratic regime. Upon completing her fellowship she accepted a position as USAID's in-house expert on Conflicts.

Sharon holds a Ph.D. and M.A. in Political Science from the University of Chicago. Before beginning her Democracy Fellow, Sharon worked as a Research Associate for The MacArthur Foundation, managing grants in the areas of U.S. foreign policy, media, and globalization. She also conducted research on various aspects of civil society and international security. Sharon's interests include civil society, civil-military relations, and conflict in transitional states. She has worked in Nigeria and Senegal and lived in France, Belgium, and the United Kingdom. Sharon is proficient in French and also speaks some Arabic.

**25. Brian C. Murphy**  
**USAID/REDSO/ESA**  
**Nairobi, Kenya (02/01/1996 - 03/31/1997)**

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. Since completing his Democracy Fellowship, Brian has worked as a consultant on democracy and governance issues with contractors for USAID and other donor organizations.

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.

**26. Ronald G. Shaiko**  
**Elections Team, USAID Center for Democracy and Governance**  
**Washington, DC (12/08/1997 - 11/07/1999)**

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

Previously, Ron was an Associate Professor of Government at American University, where he taught courses on U.S. government, lobbying, political parties, legislative behavior and political leadership, and worked as a consultant on a USAID-sponsored legislative strengthening project in West Bank/Gaza. Ron also served as an expert on U.S. government for USIA's International Visitors Program, and consulted as a media pollster and political analyst. His Ph.D. (political science) is from Syracuse University. Since completing his Democracy Fellowship, Ron returned to American University, but is also working as a consultant with ARD, a USAID contractor in the field of democracy and governance.

**27. Sara Steinmetz**  
**Democracy Office, USAID Bureau for Policy & Program Coordination**  
**Washington, DC (01/06/1997 - 01/05/1999)**

Sara Steinmetz served as a Democracy Fellow in the Democracy and Governance Office of USAID's Bureau for Policy and Program Coordination. She applied her previous research to policy analysis, focusing on the degree of and potential for democratization in host states. She examined 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 was the democracy transition in Indonesia, and its relationship to local NGOs. Since completing her Democracy Fellowship, Sara has worked with the USAID Mission in Jakarta, Indonesia, and has continued work on a book on democracy and governance.

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

**28. Mark Thieroff**  
**Tolerance Foundation**  
**Prague, Czech Republic (09/30/1996 - 09/29/1997)**

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 Roma, and helped to prepare a landmark legal case before the Supreme Court of the Czech Republic.

After completing his Democracy Fellowship, Mark decided to attend law school at the University of Minnesota for additional preparation for a career focusing on international human rights. Mark completed his M.A. in international relations at Yale University, and a B.A. 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.

**29. Dwayne Woods**  
**Civil Society Team, USAID Center for Democracy and Governance**  
**Washington, DC (09/15/1999 - 08/14/2000)**

Dwayne Woods served his fellowship with the Civil Society Team in USAID's Center for Democracy and Governance in Washington, DC. Dwayne's focus was on measuring the impact of civil society advocacy groups on their governments and societies. During his fellowship, Dwayne assisted the Center with conducting and writing civil society assessments in three countries: Mozambique, Mali, and Kenya. He also helped design and present the civil society team's segment of USAID's Democracy and Governance Training Workshop. Since completing his Democracy Fellowship, Dwayne has returned to his faculty position at Purdue University's Department of Political Science.

Dwayne earned his Ph.D. in political science at the University of Chicago. He has received numerous grants and fellowships, including at the post-doctoral level, in support of his scholarship, and has authored several articles on civil society and labor issues in Italy and African nations. In his academic research, Dwayne has focused on the contributions of labor unions and rural associations to the democratization process in Sub-Saharan Africa. Dwayne is fluent in French and Italian. His interests include civil society, governance, NGOs, comparative politics, and democratic initiatives.

# APPENDICES

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World Learning  
Democracy Fellows Program  
Annual Program Performance Report

# **Attachment A**

## **DFP Solicitation and Recruitment Materials**

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

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**Program Solicitation, Recruitment and Advertising Activities**

**1. Public Media and Advertising Efforts**

World Learning recruited applicants during FY-2001 via several targeted and coordinated mechanisms. The DFP placed a substantial number of advertisements in key media, most with a national or international distribution. In most cases the DFP arranged for either on-going or repeated publication of the DFP's recruitment ads in:

- *International Career Employment Opportunities* (special editions on fellowship programs; and on-going both in regular editions and on-line)
- InterAction's *Monday Developments* (periodic)
- *The Washington Post* (periodic)
- *The National and Federal Legal Employment Report* (on-going and on-line)
- *International Employment Hotline* (on-going)
- *International Employment Gazette* (on-going)
- The American Political Science Association's *APSAnet-PS Online* job-site (on-going)
- *NGO News* (on-going)
- *Peace Corps Hotline* (on-going).

**2. Academic Recruiting Efforts**

Program information was also sent to the Association of Professional Schools of International Affairs (APSIA) which, in turn, forwarded information and application packets to the career placement offices of each of its 18 member institutions. In addition, the DFP also sent program information and application packets directly to approximately 25 other graduate schools or programs, including Historically Black Colleges and Universities and other minority-serving institutions.

### **3. Association Recruiting Efforts**

The DFP supplied additional recruitment materials to numerous professional, and democracy-related associations and organizations. Typical recipients included:

- Africa-America Institute
- American Bar Association/CEELI – Central and East European Law Initiative
- American Political Science Association (and its regional constituents such as the Mid-West Political Science Association, the Western Political Science Association, etc.)
- American Society for International Law
- Association for Women in Development
- Center for International Private Enterprise (CIPE)
- InterAction
- International Center for Labor Solidarity
- International Foundation for Electoral Support (IFES)
- International Republican Institute (IRI)
- Joint Center for Political and Economic Studies
- National Bar Association
- National Democratic Institute (NDI)
- National Endowment for Democracy
- Open Society Institute
- Society for International Development
- Other non-profit and for-profit organizations that help to implement USAID democracy and governance initiatives.

DFP application forms and program information were also posted on World Learning's web page, generating an average of 200-225 "hits" per month to the site's Democracy Fellows Program page. Additional application packages were also mailed to a large number of individuals who had expressed interest directly to USAID or to World Learning via phone, letter, e-mail, personal contacts, etc.

**FOREIGN POLICY;  
GOVERNANCE;  
INTELLIGENCE**

**SENIOR TECHNICAL ADVISOR/LOCAL  
GOVERNANCE INITIATIVE PROJECT (LGI)  
KIGALI, RWANDA**

Africare seeks a Senior Technical Advisor. The Senior Technical Advisor: Provides guidance to the Project Coordinator, Field Agents and other staff in the day-to-day management of project activities; Assists in the refinement and transfer of LGI project management systems to render them more useful and sustainable for the needs of Rwandan citizens; Assists LGI project staff in the design and implementation of work planning process and methodology. S/he will provide guidance in the development of annual workplans for the LGI Project; Assists Project Coordinator in the design and implementation of training sessions for LGI project staff, including development of a Training of Trainers (TOT) program; Provides technical support and guidance to project staff in the areas of decentralization/governance, fiscal systems development and financial management, and, civic education; Helps to manage the activity of local and international consultants, including developing scopes of work, hiring, monitoring performance, etc.; Prepares reports on the progress of project implementation and the status of subgrants on a monthly/quarterly basis and submits them to the Country Representative; Serves as a resource person to the MINALOC and participates in major activities programmed by MINALOC upon request. Qualifications: Project management specialist with a graduate degree in Public Administration, Political Science, Development Management or some combination thereof; at least 5 years of development experience in Africa; familiarity with recent trends and studies in democracy and governance in Africa and with recent developments in local governance and decentralization in Rwanda. French FSI 3 required. Working knowledge of Swahili useful. How to Apply: No phone calls, please. Address cover letter and resume to: Director of Personnel, Africare, 440 R Street, NW, Washington, DC 20001; fax: 202-328-3624; or email: Cwgullatt@africare.org.

**LEBANON RESIDENT REPRESENTATIVE  
BEIRUT, LEBANON**

The National Democratic Institute for International Affairs (NDI) seeks an advocacy specialist (Lebanon Resident Representative). Duties: provide skills training and organizational development support to Lebanese civic organizations in the

**SENIOR MANAGER, INTERNATIONAL RELATIONS  
& TRADE  
WASHINGTON, DC**

The League of Women Voters, a national grassroots organization, seeks individual to serve as primary staff for the process of updating the League's positions on international relations, particularly focusing on international trade, but also including the United Nations. Duties: provide associated public policy analysis, research and citizen education; provide expertise on international trade issues; and work with volunteer leaders and other staff. **REQUIRES:** excellent written and oral communication and interpersonal skills; research, design and presentation skills; ability to work well under pressure and to meet deadlines; strong computer skills; program and financial management experience; some travel; and cross-cultural sensitivity and understanding. **Prefers:** Master's degree or substantially equivalent experience in an appropriate field. Send resume with salary history to: Senior Manager, International Relations/Trade Search, Human Resources, League of Women Voters, 1730 M Street NW, #1000, Washington, DC 20036; fax: 202-429-0854; or email: hr@lww.org. No phone calls.



**SENIOR ADVISOR DEMOCRACY &  
GOVERNANCE/CIVIL SOCIETY  
WASHINGTON, DC**

World Learning's Projects in International Development and Training Division (PIDT) seeks a full-time Senior Advisor for Democracy and Governance/Civil Society (DG/CS), to be based in its Washington, DC office. The Senior Advisor for DG/CS will have principal responsibility for shaping on-going strategies to position World Learning for public and private funding opportunities; will generate knowledge about, and contribute to a broader understanding of the civil society sector; and will identify the most effective DG/CS interventions to enhance World Learning's growth. The position has both external and internal responsibilities: representing World Learning in DG/CS form; contributing technical writing about DG/CS topics and PIDT projects; advising on World Learning's expansion into other DG/CS areas; and supervising a portfolio of DG/CS projects. Candidates should submit a resume, cover letter, and writing sample such as a published article, technical report, or similar DG/CS-related document, or other suitable writing by October 27 to: Executive Assistant, World Learning/PIDT, 1015 15th Street, NW, Washington, DC 20005. No phone calls, please.

**SENIOR LOCAL GOVERNMENT ADVISOR  
UKRAINE**

Kyiv-based USAID-funded municipal development project is seeking a Senior Local Government Advisor. Responsibilities include: Work with Project Director to provide leadership and oversight of a continuing 2-year partnership and training program between US and American cities focused on sustainable innovation in Ukrainian local government. Manage team of Ukrainian professional municipal development advisors, work with Project Director to liaise with Washington headquarters on program execution. Assist in design and maintenance of program for efficient execution of project activities. Prepare internal and external written reports, including documentation of appropriate progress on USAID-mandated performance indicators. Requirements include: US citizenship; Fluency in Ukrainian preferred, or Russian with a willingness to learn written/spoken Ukrainian; Strong management, teamwork and organizational skills; Minimum 3 years experience in US local government, experience in economic development a plus; Experience with USAID-funded technical assistance projects desirable. Send resume and cover letter by October 31 to the U.S.-Ukraine Foundation by email to hr@usukraine.kiev.ua or fax to 380-44-290-6464 in Kyiv or 202-347-4267 in Washington, D.C. For more information www.usukraine.org

**INTERNATIONAL FOUNDATION FOR ELECTION  
SYSTEMS**

The International Foundation for Election Systems seeks candidates for the following positions. For more information, access: www.ifes.org. Resume and cover letter to: (Job Code), International Foundation for Election Systems, 1101 15th Street, NW, 3rd Floor, Washington, DC 20005; fax: (202) 452-0804; or email: recruit@ifes.org. No phone calls please. Reference job code, if applicable.

**INTERNATIONAL PROGRAM OFFICER/ASIA  
WASHINGTON, DC**

S/he will support home office management of projects in Asia. S/he will supervise implementation and management of democratization projects; oversee budgets and project proposals; liaise with international organizations and financial donors; manage staff and consultants; assist in research and activity development. Qualifications: MA in International Relations or related field, or similar degree at Bachelor's level with 5 years related professional experience; demonstrated organizational, writing, research, communications skills. Exposure to Asian politics and proficiency in MS Office software required. Job code: PO/Asia.

**PROGRAM MANAGER & RULE OF LAW  
COORDINATOR  
D.R. CONGO**

The International Foundation for Election Systems (IFES), an international democracy assistance NGO, seeks 2 persons for

gram in Burundi. The Project Manager will monitor and analyze regional events; recruit and supervise staff and consultants; develop program activities and budgets; and draft reports. S/he will liaise with Burundian citizens, national civil society and non-governmental organizations, international NGOs, donors, USAID, the U.S. embassy and others to promote IFES' rule of law program. Skill requirements: Background in international law, adult and/or legal education, or post-conflict participatory governance, with 2 years specialized experience in rule of law, human rights or governance. Experience in Burundi and the Great Lakes region beneficial. Prior project management experience, oral and written French fluency, and strong communications and writing skills required. Job code: IFES/HR/BURUNDI.

**VOTER EDUCATION/ELECTION ADMINISTRATION  
SPECIALIST  
BENIN**

The International Foundation for Election Systems (IFES) plans to compete for a voter education/election administration assistance program in support of Benin's presidential elections in 2001. This program will include: 1) the conduct of a voter education campaign through support of a series of fora on issues at stake at the local and national levels; and 2) election administration assistance to the election commission. **DUTIES:** Represent IFES in Benin; Establish and manage a field office; Develop an implementation plan for a voter education/election administration program; Implement program, manage project finances, and track project activities against objectives; Maintain a dialogue with civil society organizations, national and international non-governmental organizations, representatives of other interested Beninese communities, representatives of donor organizations and diplomatic missions and representatives of USAID to maximize the impact of IFES' program; Recruit and supervise local staff; Coordinate and supervise international and local consultants; Generate weekly and quarterly reports. **QUALIFICATIONS:** Background in voter education/election administration with 2 years specialized experience in training, small grants management and good governance. Experience in Benin and the West African region beneficial. Prior project management experience, oral and written French fluency and strong communications and writing skills required.

**PROJECT MANAGER  
GUINEA**

The International Foundation for Election Systems (IFES) plans to compete for a broad-based civic education program in Guinea to reinforce civil society's participation in building a democratic culture at the grassroots level. This program will include the development of civic education material, subgrants to local NGOs, and training and education programs to increase citizens' awareness of their rights in a democracy. **DUTIES:** Represent IFES in Guinea; Establish and manage a field office; Develop an implementation plan for a broad-based civic education program; Implement program, manage

# WORLD LEARNING

## DEMOCRACY FELLOWS PROGRAM

World Learning's **Democracy Fellows Program**, funded primarily by the U.S. Agency for International Development (USAID), seeks applicants for Mid- and Junior-level fellowships to advance democratic institutions and the fellow's professional development. Fellows work with USAID missions in transitional or newly emerging democracies, or with USAID offices in Washington, DC.

**Requirements:** U.S. citizenship; minimum JD or Master's Degree; concentration and/or experience in political science, government, law, public administration, elections, justice systems, conflict prevention, etc. Foreign language proficiency as applicable. Program is intended for individuals with strong career interests in international democracy and governance.

**Duration:** One or two years, starting in summer/fall 2000 or later. Extensions possible.

**Stipends:** Based on fellowship level and prior earnings, approx. \$30-53K for Junior-level; \$54-76K for Mid-level. Travel, insurance and other allowances also provided.

**Specific Opportunities:** *In addition to general recruiting* for 2000 – 2001, the program currently seeks to award the following Democracy Fellowships:

**RUSSIA:** Focus is NGO sustainability and institutional strengthening; Russian language ability.

**UGANDA:** Requires law and/or political science background with specialty in African political issues.

**KENYA (regional):** Focus is conflict prevention, mitigation, response; civil society and local governance; practical peace-building.

**WASHINGTON, D.C.-based fellowships (all require international travel):**

---**Civil Society:** Media program development, technical assistance, evaluation, research and analysis. Political science teaching or training background, civil society and media program experience.

---**Rule of Law:** Judicial training, reform and institutional strengthening; program development, implementation and support; ROL research and analysis. Requires law degree. Possible geographic focus in Central/East Europe, NIS, Asia or Mid-East.

---**Political Processes and Elections:** Political party development, alternative electoral systems, elections administration; possible focus on South/Central America region.

---**Democracy and Drug Control:** Policy, planning, research, writing and program development on narcotics-democracy issues in Colombia. Requires Spanish and knowledge of current democracy institutions, reforms and responses.

For application materials, please send resume or CV to: Democracy Fellows Program, World Learning, 1015 15<sup>th</sup> Street, NW, Suite 750, Washington, DC, 20005; telephone: (202) 408-5427, ext. 310; fax: (202) 408-5397; e-mail: "[dfp.info@worldlearning.org](mailto:dfp.info@worldlearning.org)".

**Applications are accepted throughout the year.  
Fellowships are awarded as promising candidates are identified.**

Priority: Normal  
Topic: RE:Deadline for Internation  
Sent: 5/4/01  
From: Fellows, Democracy  
To: L. Law, Lisa  
CC:

RE:Deadline for International Career Employment Weekly  
Hello. I'm forwarding a copy of an ad we would like to place in your "Hot Jobs This Week" page on your website and in this week's issue of International Career Employment Weekly. We would like to have the ad listed on the website for two weeks, and in one issue of the print version of ICEW.

The ad is inserted below, and also included as an attachment. If you have any questions, please contact me. Thank you.

#####

Junior or Mid-Level Democracy Fellowship (Washington, DC)

World Learning's Democracy Fellowship Program seeks applications for a junior or mid-level Democracy Fellowship, to be based in Washington, DC, with an award date of Fall 2001. Requirements include US citizenship, an MA or PhD in Political Science, International Development, or Public Administration, and 2-5 years academic or professional experience in: decentralization; local governance; applied local government work; or implementing international development programs focused on building local governance capabilities. Candidates must demonstrate experience in collaboratively working with host-country colleagues under challenging cross-cultural circumstances to achieve shared objectives.

The fellow will be part of a team assigned to assist USAID in managing its decentralization programs, implementing and refining its decentralization and local governance strategies, and developing specific program indicators and evaluation criteria. S/he will also provide field support to overseas USAID missions, assist with USAID's technical leadership agenda in local governance, and advise on cross-sectoral linkages and opportunities within USAID. Requires periodic overseas travel assignments of varying length.

For application materials, please send resume or CV to: Democracy Fellows Program, World Learning, 1015 15th Street, NW, Suite 750, Washington, DC 20005; fax (202) 408-5397; e-mail: dfp.info@worldlearning.org

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Ellen M. Garrett  
Associate Program Manager  
World Learning/Democracy Fellows Program  
1015 15th Street, NW, Suite 750  
Washington, DC 20005 USA

e-mail: dem.fellows@worldlearning.org  
tel.: 202-408-5420 fax: 202-408-5397  
http://www.worldlearning.org/pidt/dfp

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Date: 5/3/01 1:17 PM  
To: Fellows, Democracy  
From: L. Law, Lisa

Deadline for International Career Employment Weekly

Friday, May 4th at 2 pm is the deadline for submitting job openings or revisions in current job listings for the next issue of International Career Employment Weekly.

# **Attachment B**

## **DFP Application Packets**

# **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. \_\_\_\_\_ resume or c.v. (name on each page)
3. \_\_\_\_\_ personal statement
4. \_\_\_\_\_ synopsis of thesis/dissertation/article
5. \_\_\_\_\_ USAID Form 1420 (contractor biographical data sheet)
6. \_\_\_\_\_ pre-addressed return postcard

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

A synopsis should be just that – a summary 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 writing samples at this time; they cannot be returned.

Applicants are required to include a salary history form (USAID Contractor Employee Biographical Data Sheet - Form 1420) with their applications. Please complete the enclosed form, leaving items 4 to 7 blank. This information will be used to help USAID determine the appropriate level for the applicant and to establish the fellowship budget.

### **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 accepts fellowship applications year-round, and processes applications 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 are considered active for at least one year from the date of receipt.

## 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 provide Democracy Fellows with valuable professional experience in international democracy and governance programs;
- to increase the number, diversity and commitment of U.S. experts working in USAID democracy and governance activities; and
- to assist in advancing USAID democracy and governance projects.

The Democracy Fellows Program (DFP) plans to offer approximately ten fellowships this year, although the final number of fellowships offered annually depends upon available USAID funding and fellowship opportunities. Fellowships are awarded to support USAID democracy and governance programs through work with a USAID overseas mission or Washington office, and thus are not intended for fellows to pursue teaching or independent research. Although most new fellowships will be at mid- and senior levels, a limited number of junior-level fellowships might also be awarded. Depending upon specific USAID program needs, different 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 USAID plans or activities. The specific focus of each fellowship is developed by 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 practical professional fellowship meets your own career needs and expectations. In this regard, we stress a key distinction between World Learning's Democracy Fellows Program and other international fellowships, namely, that these fellowships are not for the primary pursuit of the fellow's own professional research or other independent activities. Instead, our focus is on finding the most highly qualified applicants to support the proposed goals and work activities of the sponsoring USAID office.

For additional information about World Learning or the Democracy Fellows Program, we invite you to consult World Learning's website (<http://www.worldlearning.org/pidt/dfp>) or to contact the DFP staff. Again, thank you for your interest in the Democracy Fellows Program. We look forward to receiving your fellowship application.

February 2001

# WORLD LEARNING

## DEMOCRACY FELLOWS PROGRAM

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### FREQUENTLY ASKED QUESTIONS ABOUT THE APPLICATION

#### ? **What are the basic 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.
- **Ph.D., J.D. or Master's degree, minimum** (an undergraduate degree plus significant related democracy and governance experience may be considered on an exceptional basis).
- Previous professional experience appropriate for a USAID fellowship program. Most recent fellows have had some experience with USAID democracy and governance programs.
- Academic background or practical expertise in democracy programs, elections, government, law, international relations, political science, or other fields relevant to USAID democracy and governance projects.
- Professional foreign language capabilities 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 seeks senior (10+ years) and mid-level (5-10 years) professionals with prior experience in the field of international democracy and governance. Some junior-level fellowships may also be available for those with 0-5 years democracy and governance experience. Current or past employees of USAID are not eligible; however, PSC and institutional contractors or other non-employees who have previous experience in USAID-funded democracy and governance programs *are* eligible, and often have the particular types of experience that USAID prefers. Please note that the DFP is not a vehicle leading to permanent employment with USAID.

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

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, qualifications and professional experience desired by USAID for the particular fellowship under consideration.
- Applicant indicates commitment to/promise for a successful career in democracy and governance.
- Applicant's Personal Statement clearly illustrates how the applicant's past experiences and participation in this program will contribute towards USAID's democracy and governance goals.
- Application demonstrates suitable language and cross-cultural skills.
- Applicant has appropriate academic and professional background and experience.

#### ? **Where are fellowships served?**

Fellows work in, and as a part of, USAID missions and offices overseas, or in Washington, DC. Because individual USAID units request fellows at various times during the year, we cannot be more specific about which USAID missions or offices will sponsor fellowships during the coming year.

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

Initial stipends are intended to be wage-neutral to the fellow, providing neither financial gain nor loss from previous earnings. USAID determines the skill level needed for each fellowship, which determines the stipend range for that particular fellowship. Individual stipends are based primarily on the fellow's documented salary history, education and experience, and are awarded within a fixed range for each fellowship level. The minimum stipend for each level takes into account the situation of fellows who were full-time students and thus have limited relevant salary history, and often reflects a significant increase. The approximate current stipend ranges for FY2000-2001 are: (a) for junior fellows \$32K to \$54K (GS 9-12 equivalents); (b) for mid-level fellows \$54K to \$76K (GS 12-14 equivalents); and (c) for senior fellows \$76K to \$87K (GS 14-15 equivalents).

In addition to the stipend, the fellowship award package also provides allowances such as individual health 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 USAID 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 or retirement benefits. The DFP is not able to fund travel or other allowances for dependents or others.**

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

**Fellowships are awarded for a one-year term**, although somewhat shorter or longer terms might be possible under certain conditions (e.g., where a fellow is on an academic calendar). USAID may extend fellowships, subject to the fellow's performance. Discussions about extensions normally take place during the second half of a given fellowship. Although nearly all Democracy Fellows have extended, there is no guarantee that any particular fellowship will be renewed. **Please note that although the DFP is officially scheduled to end in September 2001, USAID has advised World Learning that it intends to extend the DFP for several additional years.**

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

**Applications are accepted year-round, and are processed on a continuing basis.** Individual fellowships are awarded periodically throughout the year as USAID requests new Democracy Fellows. Within one week after receiving your application, we will mail you a postcard acknowledging receipt and requesting any missing forms. Only complete applications will be considered. We will notify you of acceptance into the DFP's "candidate pool" within one month of receiving your completed application. Applications will be considered active for approximately one 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 nomination.** 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 10 awards will be made for fellowships beginning in 2001.

**Awards of fellowships.** Individual fellowships are awarded periodically throughout the year as the DFP nominates and USAID selects candidates who best meet the qualifications for specific fellowships. Selection is based on the needs of the sponsoring USAID unit. Fellowships are not awarded until USAID has issued the proposed fellow a security clearance. The DFP conducts a program orientation for new fellows before they begin their fellowships.

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

Fellowships are awarded to secure the best match between the available candidates and the particular requirements and preferences of the sponsoring USAID office, at the time USAID is prepared to select a finalist. Criteria for any particular fellowship reflect USAID's needs, as well as the nature and location of that fellowship, and may include specific skills such as foreign language, academic credentials or previous professional experience in a certain field, region or country. The precise criteria for a particular fellowship may be very general or quite specific. Some particularly competitive candidates may be nominated for more than one potential fellowship during the period their applications are active. Other candidates, although eligible, may never be nominated for a specific fellowship.

Upon acceptance as a candidate for the program, World Learning will hold your application in its pool of eligible candidates. When an interested USAID office decides to sponsor a fellowship, DFP staff review *all* qualified and available candidates to identify those who are most suitable, and whose backgrounds and qualifications are most appropriate to the needs and interests of the USAID unit. After personal interviews and reference checks, the DFP will propose one or more of these candidates to USAID. Further interviews or discussions may occur at this point. Eventually, USAID selects a single candidate for the particular fellowship. At this point, that candidate becomes the "finalist" for that fellowship. Please note that this process can take several weeks or even months.

**? What happens after USAID selects the finalist for a specific fellowship?**

After the individual finalist is notified, s/he completes the paperwork required to obtain a USAID security clearance, and, in coordination with the DFP and the sponsoring USAID unit, drafts a Program Description and workplan for the fellowship. This plan is based on the activities and scope of work that USAID had previously identified in its Terms of Reference for the fellowship. The finalist's proposed Program Description outlines the activities, outcomes and impacts that the finalist will pursue during the fellowship; and how the proposed activities will meet USAID's expectations and goals for the fellowship. The Program Description is intended to help insure that the finalist's expectations match USAID's expectations on the scope of the fellowship. After all parties have concurred in the fellowship Program Description, and USAID has issued a security clearance (a process which can take two to four months), World Learning makes a formal offer and a Fellowship Award Letter is signed. At this point, the finalist becomes a Democracy Fellow and a specific start date is determined.

**? 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, please note it on the application. However, this will not limit consideration for fellowships in other regions of the world, as long as other criteria for the fellowship (e.g. language, experience, etc.) 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 or in Washington, DC, in areas such as decentralization and devolution, conflict resolution, the rule of law, and the development of technical indicators. Democracy Fellows have served in Eritrea, Indonesia, Kenya, Chile, Russia, Paraguay, Madagascar, Uganda, South Africa and the Czech Republic. About half of the fellows serve in USAID/Washington. Each fellowship focuses on different aspects of USAID democracy programming (e.g., civil society, judicial administration, elections systems, governance, democratization strategies, etc.) including the design and/or implementation of USAID programs. Please understand, however, that geographic locations and subject areas vary from year to year according to USAID's needs. For descriptions of past fellowships and samples of materials produced by Democracy Fellows, please consult our website.

# 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.) and how long you were there.

<i>Region</i>	<i>Countries</i>	<i>How Obtained</i>	<i>Duration of Stay</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/university degrees completed. If presently enrolled in a degree program, indicate when you will graduate or receive your degree. 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.	_____	_____	_____	_____
	_____	_____	_____	_____

**F. SYNOPSIS:** Please provide one title of a thesis, dissertation or similar article or manuscript, published or unpublished. The piece may have been written for school, work, or publication. Attach the synopsis as a separate sheet. Please do not include actual papers, articles, chapters, etc.

\_\_\_\_\_

**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 overseas and in Washington, DC., 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.

3.  Please check here if you ONLY 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.

	<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](mailto:dfp.info@worldlearning.org)

Website: <http://www.worldlearning.org/pidt/dfp>

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

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**PERSONAL STATEMENT**

Please provide a statement that outlines how your short- and long-term career plans relate to USAID's democracy and governance activities in your area(s) of interest or expertise. Your statement should be no longer than two pages (front and back of this form), and should address:

- your professional interests and related democracy and governance experiences to date;
- skills that you would bring to a Democracy Fellowship with USAID; and
- how your career interests and USAID's democracy and governance strategic goals and program objectives might be advanced if you are selected as a Democracy Fellow.

**PROFESSIONAL PROFILE CODE SHEET**

World Learning/DFP

**OCCUPATION CODES**

ADV Advocacy  
 AOJ Administration of Justice  
 ANT Anti-Corruption  
 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 Sci. 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

**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  
TAI 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:**

# **Attachment C**

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

**WORLD LEARNING  
DEMOCRACY FELLOWS PROGRAM**

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**APPLICATION COVER SHEET**

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

Application _____	Resume _____	Personal Statement _____
Synopsis _____	1420 _____	Other _____
-----		
Applicant level:	junior (1-5 years) _____	mid (5-10 years) _____ senior (10+ years) _____
Applicant claims:	advanced degree _____	or substantial equivalent experience
Citizenship _____	-----	
Postcard sent _____		
Application Review _____	Accepted	Rejected
Notification sent _____		

Notes:

**WORLD LEARNING  
DEMOCRACY FELLOWS PROGRAM**

**APPLICATION REVIEW SHEET**

<b>Applicant name</b> _____			
<b>Program review by</b> _____			<b>Date</b> _____
(circle one)	accepted	rejected	incomplete / discuss
<b>Placement considerations / red flags / comments:</b>			

Please rate on a scale of 1 – 5, with 5 being the most positive or strongest score.

**A. Professional development**

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

1	2	3	4	5
---	---	---	---	---

**B. Potential impact/contribution to the field**

Does the applicant exhibit the ability to impact positively upon her/his colleagues and/or upon citizens of newly emerging democracies? Is this applicant expected to be able to make a significant contribution to the Democracy Fellows Program and/or to the field of democracy and governance?

1	2	3	4	5
---	---	---	---	---

**C. Cross-cultural and personal skills**

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

1	2	3	4	5
---	---	---	---	---

**D. Communication skills**

Does the applicant demonstrate a professional level of written and oral communication skills? /

1	2	3	4	5
---	---	---	---	---

**E. Other professional skills**

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

1	2	3	4	5
---	---	---	---	---

**F. General appraisal of application**

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

1	2	3	4	5
---	---	---	---	---

**COMMENTS:**

**Total Score:** \_\_\_\_\_

# **Attachment D**

## **Democracy Fellows Program Handbook**

# **Attachment E**

## **DFP Evaluation Materials**

**DEMOCRACY FELLOWS PROGRAM EVALUATION**

Please rate each aspect of your Democracy Fellowship by circling the number that best applies. Please leave blank any questions that are not applicable.

1. How valuable do you believe that your fellowship been to the USAID team where you are serving? Please reply in terms of your substantive contributions 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

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. Do you believe that your fellowship is meeting the stated goals and expectations of the USAID team, office or mission where you serve? (You may wish to review your *Fellowship Program Description and Workplan* to refamiliarize yourself with specific expectations at the start of your fellowship.)

1                      2                      3                      4                      5

not at all                      somewhat                      very much

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**3. Has this fellowship had the impact you expected 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

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**4. How valuable has this fellowship been to you? Have you made progress toward the career development objectives stated in your Fellowship Program Description?**

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

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**5. 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

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**6. Are you interested in or currently considering an extension of your fellowship?**

yes                      no                      unknown at this time

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**7. Do you think the USAID unit where you are serving will want a "follow-on" Democracy Fellow? (Your answer does not imply that there is any particular commitment on the part of the sponsoring office.)**

yes                      no                      unknown at this time

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**8. USAID will soon be considering another extension of the DFP. What improvements or changes should USAID make to improve the program?**

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

9. World Learning welcomes feedback and suggestions on improving and managing the Democracy Fellows Program. Your suggestions might include administrative and/or programmatic aspects of the program (e.g. nomination, selection or preparation of candidates; technical contributions made by fellows; particular information to include in (or omit from) DFP Orientation programs; DFP oversight of fellows; the general USAID-World Learning relationship; continuation of the DFP; program features that could be improved; etc.). Please feel free to add comments on any of the above topics or on additional areas.

10. Other comments or suggestions:

\_\_\_\_\_  
Name of Democracy Fellow (optional)

\_\_\_\_\_  
date

**WORLD LEARNING**

**DEMOCRACY FELLOWS PROGRAM**

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

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**SPONSORING USAID UNIT'S 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.

1. 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

2. 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

3. 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

4. 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? 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

5. 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)

6. 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 sponsoring unit.)

yes

no

unknown at this time

7. 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, information to include in DFP Orientations, etc.). Please feel free to comment on any of the above topics or on additional areas below:

Other comments or suggestions:

\_\_\_\_\_  
USAID Mentor, Team Leader or  
Other Staff Member

\_\_\_\_\_  
Date

Name of Fellow: \_\_\_\_\_

DEMOCRACY FELLOWS PROGRAM

SAMPLE

Dennis Wendel  
USAID/Jakarta.  
Box 4  
APO AP 96520

Dear Mr. Wendel:

As World Learning's Democracy Fellows Program nears the end of its five-year cooperative agreement with USAID, we are soliciting the views of USAID staff in units that have sponsored Democracy Fellowships. We are therefore pleased to send you the enclosed USAID Sponsoring Organization Evaluation. We are seeking responses from each USAID office or mission which is currently sponsoring, or has recently sponsored, 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 member of the sponsoring USAID office or mission, your comments and responses to the evaluation questions are a source of valuable information about how the Democracy Fellows Program has met its goals, and how can be improved. Therefore, we value your participation in our evaluation efforts.

We at World Learning appreciate your unit's participation as a USAID 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 (2 copies)

## DEMOCRACY FELLOWS PROGRAM

July 5, 2001

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

Dear «Title» «Contact\_2»:

World Learning's Democracy Fellows Program has just completed its sixth year under a cooperative agreement with USAID. We are soliciting the views of USAID staff in units that have recently sponsored Democracy Fellowships, and are therefore pleased to send you the enclosed USAID Sponsoring Organization Evaluation. We are seeking responses from each USAID office or mission which is currently sponsoring, or has recently sponsored, 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 member of the sponsoring USAID office or mission, your comments and responses to the evaluation questions are a source of valuable information about how the Democracy Fellows Program has met its goals, and how can be improved. We value your participation in our evaluation efforts, and are aware of the many demands on your time.

We at World Learning appreciate your unit's participation as a USAID sponsor in the Democracy Fellows Program. We look forward to receiving your response to the evaluation questions. (Please note: if your unit has recently sponsored more than one World Learning Democracy Fellow, please feel free to submit an evaluation form for each individual.)

Sincerely,

David Burgess  
Director  
Democracy Fellows Program

Enclosure

**DEMOCRACY FELLOWS PROGRAM EVALUATION**

Please rate each aspect of your Democracy Fellowship by circling the number that best applies. Please leave blank any questions that are not applicable.

1. How valuable do you believe that your fellowship has been to the USAID team where you are currently serving? Please reply in terms of your substantive contributions to the USAID team's democracy goals and objectives (e.g. contributions to the technical expertise of the team and/or its USAID constituents).

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

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. Do you believe that your fellowship is meeting the stated goals and expectations of the USAID team, office or mission where you serve? (You may wish to review your *Fellowship Program Description and Workplan* to refamiliarize yourself with specific expectations at the start of your fellowship.)

1	2	3	4	5
not at all		somewhat		very much

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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

1	2	3	4	5
not at all		somewhat		very much

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**4. How valuable has this fellowship been to you? Have you made progress toward the professional career development objectives you had in mind when you prepared your Fellowship Program Description?**

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

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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

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

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**6. Are you interested in or currently considering an extension (or an additional extension) of your fellowship?**

yes

no

unknown at this time

Comment: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**7. Do you think the USAID unit where you are serving will want a "follow-on" Democracy Fellow when you eventually leave? (Your answer does not imply that any particular commitment on the part of the sponsoring office.)**

yes

no

unknown at this time

Comment: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**8. What key improvements or specific changes should World Learning or USAID make to improve the program?**

Comment: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

July 2001

9. World Learning welcomes feedback and suggestions on improving and implementing managing the Democracy Fellows Program. Your suggestions might include administrative and/or programmatic aspects of the program (e.g. nomination, selection or preparation of candidates; technical contributions made by fellows; particular information to include in --or to omit from-- DFP Orientation programs; DFP oversight of fellows; the general USAID-World Learning relationship; the continuation of the DFP; program features that could be improved; etc.). Please feel free to add comments on any of the above topics or on additional areas.

10. Other comments or suggestions:

---

Name of Democracy Fellow (optional)

---

date

FY 2000-2001

4

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**SPONSORING USAID UNIT'S EVALUATION**

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

1. How valuable has this fellowship been to the team in terms of the Democracy Fellow's substantive contributions to the USAID team's democracy and governance 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

2. 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

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

1                      2                      3                      4                      5  
not at all                      somewhat                      very much

4. Recognizing that a 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? Has s/he made progress toward the career development objectives identified in his/her Fellowship Program Description?

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

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

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

6. 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 a firm commitment on the part of the sponsoring unit.)

yes

no

unknown at this time

7. The Democracy Fellows Program welcomes feedback and suggestions on sponsoring a Democracy Fellow, and on any other aspects of the program. These 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 assigned D/G team, information to include in DFP Orientations, etc.).

Please feel free to comment on any of the preceding topics or on additional areas:

Other comments or suggestions:

\_\_\_\_\_  
USAID Mentor, Team Leader or  
Other Staff Member

\_\_\_\_\_  
Date

Name of Fellow: \_\_\_\_\_

FY2000-2001

# **Attachment F**

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

## ROSTER OF CURRENT AND FORMER DEMOCRACY FELLOWS

### A. Current Democracy Fellows

#### 1. Michael Bak

**USAID Mission**

**Jakarta, Indonesia (11/01/2000 – 10/31/2002)**

Michael Bak's fellowship is with the Office of Civic Participation and Transition at USAID's Mission in Jakarta, Indonesia. He is supporting USAID/Jakarta's efforts to sustain and deepen democratic reforms and to reduce the impact of indigenous conflicts and crises. In particular, he works closely with USAID's Office of Transition Initiatives on conflict resolution and reconciliation activities. He also works with the USAID-funded Civil Society Support & Strengthening Program.

Michael received his M.A. in International Economics and Southeast Asian Studies from Johns Hopkins University's School of Advanced International Studies. Before becoming a Democracy Fellow, Michael spent several months working in Indonesia. He was a Summer Program Associate in the U.S. Embassy's Economic Section in Jakarta. He also served as an election monitor in Central Java and worked as a consultant with the US Committee for Refugees and Catholic Relief Services. In addition to his travels in Indonesia, Michael has lived in Japan, France, and Switzerland. He is proficient in French, Bahasa Indonesia, Bahasa Malaysia, and Japanese.

#### 2. Bradley Bessire

**USAID Mission**

**Phnom Penh, Cambodia (03/01/2001 – 08/14/2002)**

Bradley Bessire is serving his fellowship with the office of Democracy and Human Rights at USAID's office in Cambodia. His fellowship focuses on: protecting human rights, rehabilitating the judicial sector, combating trafficking in people, supporting local commune elections, and assisting the coordination and development of the new DHR program strategy.

Before his assignment to USAID/Phnom Penh, Brad worked with USAID's Global Bureau in Washington, with both the Center for Democracy and Governance, and the Women in Development Office. Previously, Brad was employed at law firm that works exclusively on Native American legal rights. He earned his J.D. at American University's Washington College of Law, where he also participated in the International Human Rights Clinic. Prior to law school Bradley worked and traveled extensively in Southeast Asia and Central America, where his activities ranged from teaching English in Seoul, Korea to setting up a shelter for street girls in Managua, Nicaragua.

**3. Leonora Foley**  
**USAID REDSO/ESA**  
**Nairobi, Kenya (01/15/2001 – 01/14/2003)**

Leonora Foley is a Democracy Fellow with USAID's REDSO office in Nairobi, Kenya. The focus of her fellowship is conflict resolution and democratization issues, and includes working with civil society groups to identify barriers to achieving institutional objectives and to make recommendations for support to those groups in order to overcome those barriers. Lee works on these issues throughout the Horn of Africa region, travelling frequently to countries and jurisdictions in the region.

Before becoming a Democracy Fellow, Lee worked with the Harvard Institute for International Development on programs of economic development. Additionally, she has worked on several refugee-related projects, including the American Refugee Committee, where she administered the NGO's operations in Rwanda, as well as the United Nations High Commissioner for Refugees in Guinea, which included working with implementing partners on such topics as health care, education, agriculture, income-generation and sanitation. She is proficient in French and Italian. Lee holds an MA in Law and Diplomacy from Tufts University, and a BA from the University of Massachusetts.

**4. Mark Koenig**  
**Civil Society Team, USAID Center for Democracy and Governance**  
**Washington, DC (10/01/2000 - 10/31/2002)**

Mark Koenig is a Democracy Fellow with the Civil Society team in USAID's Center for Democracy and Governance. Mark is analyzing best practices and lessons learned from USAID's media assistance programs. He plans to write media program guides for USAID program development based on his research. He also provides technical assistance to USAID field missions in the area of civil society and media sector development in particular.

Mark is a media sector specialist focusing on the countries of the former Soviet Union. He holds a Ph.D. in Political Science from Columbia University, as well as an M.A. in International Relations from the School of Advanced International Studies at Johns Hopkins University. Before becoming a Democracy Fellow, Mark spent several years working in Russia on USAID's media and rule-of-law programs. Previously, Mark taught political science at the University of Maryland at College Park and Northwestern University. He was a Research Fellow at Duke University's Center on East-West Trade, Investment, and Communications. As a Fulbright Scholar in Russia, he conducted research on Soviet media. In addition to his travels in the former Soviet Union, Mark has lived in France, Germany, and Italy and has traveled in Mongolia. He is proficient in Russian, French, and Italian.

**5. Kimberly Ludwig**  
**Civil Society Team, USAID Center for Democracy and Governance**  
**Washington, DC (02/01/2001 - 09/30/2002)**

Kimberly Ludwig is a Democracy Fellow with USAID's Center for Democracy and Governance/Civil Society team. In her fellowship she assists in designing and implementing civil society development strategies. These include exploring synergies between the Africa Bureau and the Civil Society team, identifying opportunities for collaboration and contributing to the Civil Society team's knowledge of African affairs and current programs, and improving the advocacy roles and organizational capacity of Civil Society organizations.

Before becoming a Democracy Fellow, Kimberly was Assistant to USAID/Zambia's DG Advisor, and worked as a consultant for the Institute for Democracy in South Africa. In this activity, funded by USAID's Southern African Regional Democracy Fund, Kimberly evaluated citizen's attitudes and interaction with democracy, government, and the economic system in six countries in Southern Africa. She has authored several papers on issues of democratization and political representation in Zambia. Kimberly is proficient in French and Bemba and holds a Ph.D. from Michigan State University in Political Science.

**6. Shally Prasad**  
**USAID Mission**  
**Jakarta, Indonesia (01/1/1999 - 12/31/2001)**

Shally Prasad is with USAID's Democracy and Governance team (the Office of Civic Participation and Transition) in Jakarta, Indonesia. Her focus is developing and implementing training programs in organizational assessment and capacity building for Indonesian civil society organizations (CSOs). She has developed and pilot tested training programs in organizational development; facilitated several workshops for CSOs and USAID; conducted Training-of-Trainers sessions in organizational self-assessment; and institutionalized training programs through Indonesian training organizations.

Before becoming a Democracy Fellow, Shally worked in India and Washington, DC with several women's advocacy organizations addressing violence against women, women's political participation, and human rights. In Washington, DC, she worked to develop and manage subsistence level micro-enterprise and financial sustainability projects with the African Development Foundation. During two years of field work in India, supported in part by the Univ. of California/ Research Fellows Program, Shally developed and directed a New Delhi-based NGO called WARLAW that provides legal services to survivors of gender-based violence. While in India, she conducted primary research on women's access to health and legal services, and the role and impact of the police and judiciary in asserting women's legal rights. She has presented her work at several international conferences and published her findings in books and journals. Shally earned her Master of Public Policy (MPP) from the Univ. of Michigan in 1992. Her interests include civil society, organizational development, capacity building, training, gender, advocacy, and legal reform. Shally speaks Hindi and Bahasa Indonesia, and has traveled throughout Europe, India, Nepal, and across Southeast Asia.

**7. Keith Schulz**

**Governance Team, USAID Center for Democracy and Governance  
Washington, DC (11/01/2000 – 10/31/2002)**

Keith Schulz serves as a Democracy Fellow with the Governance team in USAID's Center for Democracy and Governance. He supports activities that build upon and improve the Center's capacity to act as a technical resource on legislative strengthening issues. In particular, Keith is conducting research in order to determine the correlation between USAID-funded assistance and legislative performance. He also is developing and implementing a training program on legislative strengthening for both new and experienced democracy and governance officers.

Prior to becoming a Democracy Fellow, Keith worked on several USAID-funded legislative strengthening and rule-of-law projects. He also served as a Legal Advisor for The Asia Foundation's Legal Development Project in Cambodia. Previously, he was the Deputy Legislative Counsel in the Office of the Legislative Counsel of the State of California. Keith has worked in the West Bank/Gaza and Cambodia. He is proficient in Spanish and speaks some Arabic and Khmer. Keith holds a J.D. from the University of San Diego School of Law, and is currently working toward a Master's degree in International Policy and Practice at George Washington University's Elliott School of International Affairs.

**8. Robin S. Silver**

**Strategies Team, USAID Center for Democracy and Governance  
Washington, DC (05/1/1999 - 04/30/2001)**

As a Democracy Fellow in USAID's Center for Democracy and Governance, Robin Silver serves as a member of the Strategies team. She works on managing for results initiatives, developing qualitative performance measures and strategies for promoting democracy. Prior to becoming a Democracy Fellow, Robin worked as a Senior Associate in Integrated Democracy Studies in USAID's Center for Development Information and Evaluation (CDIE). Her focus was democracy promotion in post-conflict societies.

Robin holds a Ph.D. in Political Science from the University of California at Berkeley and an AB from Princeton's Woodrow Wilson School. As a Fulbright Scholar, she completed a study on state policies toward immigrant and refugee populations in the Middle East and Europe. Robin has taught at the University of Oregon, Grinnell College and the University of Maryland-Baltimore County. Her research and publications have encompassed public sector reform and decentralization, the development of nation-states, and performance measurement.

**9. Gene Ward**

**Elections Team, USAID Center for Democracy and Governance  
Washington, DC (09/1/2000 - 09/24/2001)**

Gene Ward is a Democracy Fellow with the Elections team in USAID's Center for Democracy and Governance. The focus of his fellowship is campaign finance, and he is both researching and documenting campaign finance models in order to develop a policy manual or handbook for USAID. Gene also provides support to USAID's field missions in the area of elections and campaign finance in particular.

Before becoming a Democracy Fellow, Gene worked on USAID-funded local government and legislative strengthening programs in Indonesia and Angola. Previously, he was elected as a Member of the Hawaii House of Representatives and as a State Delegate to two national conventions. In addition to his work in the field of democracy and governance, Gene is an expert on small business development. He has worked as a consultant on small business development with the United Nations on several occasions, and he was part of the U.S. delegation at APEC talks on Small and Medium Enterprise Development. Gene has worked in Bhutan, Indonesia, Malaysia, Nepal, Vietnam, Kenya, and Malawi. He is proficient in Malay/Indonesian and Vietnamese. Gene holds a Ph.D. in Business Sociology from the University of Hawaii.

**10. Caryn Wilde**

**USAID Mission  
Moscow, Russia (05/01/2001 - 05/14/2002)**

Caryn Wilde is a Democracy Fellow with USAID's mission in Moscow, Russia. The focus of her fellowship is NGO development across Russia. Her work includes analyzing and making recommendations for directing future U.S. assistance to support Russian NGOs that contribute to the creation of a participatory civil society. This includes providing Russian NGOs working on democracy, business and economic reform, and social sector reform with resources and information relating to strategic planning, NGO board development, fundraising, public relations, organizational restructuring, and staff development and training.

Before becoming a Democracy Fellow, Caryn worked as the principal of an international consulting firm that focused on best business practices for emerging NGOs in the CIS, including transferring and adapting western models to promote sustainable organizational development. Caryn has also done independent consulting projects on women's economic empowerment, rule of law/human rights, independent media, and civil society. She is proficient in the Russian language, and holds a MPA from the University of Minnesota.

## **B. Former Democracy Fellows**

### **1. Cynthia L. Ambrose**

**Rule of Law Team, USAID Center for Democracy and Governance  
Washington, DC (12/15/1999 - 04/30/2001)**

Cynthia Ambrose served her fellowship with the Rule of Law Team in USAID's Center for Democracy and Governance, in Washington, D.C. Cindy's fellowship focused on three areas: research and analysis, program development and support, and field support. Her projects included organizing and developing a curriculum for USAID's Democracy and Governance (DG) Training Conference, working with the National Center for State Courts on completing a Case Management/Tracking Guide for DG officers in the field, and assisting the field in developing programs and a democracy strategy for Nigeria. Cindy's regional assignments were Africa for rule of law, and South Africa for democracy and governance in general.

Cindy received her B.A. in political science from the University of Maryland, a J.D. from Michigan State University's Thomas Cooley Law School, and an L.L.M in international development from Georgetown Law School. Before becoming a Democracy Fellow, Cindy worked as an attorney in Maryland, specializing in government relations and legislative law. Prior to her work in private practice, Cindy worked for the Federated States of Micronesia in Kosrae. Her work in Kosrae was with the legislative branch. In addition, while in Kosrae, Cindy taught advocacy and writing courses at the College of Micronesia and authored a chapter on issues affecting women in the South Pacific.

### **2. Robert R. Barr**

**Strategies Team, USAID Center for Democracy and Governance  
Washington, DC (09/01/1997 - 08/31/1998)**

Robert Barr 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 developing and testing democracy indicators in the field, and assisting the Center with writing and editing a comprehensive handbook on democracy indicators.

After completing his fellowship, Rob returned to the University of Texas to continue working on his Ph.D. in Comparative Politics/International Relations, a program he began before becoming a Democracy Fellow. His research focuses 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.

**3. Nicole C. Barnes**  
**USAID Mission**  
**Pretoria, South Africa (04/15/1999 - 11/30/2000)**

Nicole Barnes served her fellowship with the Democracy and Governance Team at USAID's Mission in Pretoria, South Africa. She worked with the Local Governance Unit of the DG Team on the implementation of an \$18M, five year bilateral agreement with the South African Government to strengthen local government capacity. Nicole primarily focused on assisting the Mission with identification and monitoring of key policy studies for the South African government, largely related to local government finance issues. In addition, she worked directly with a limited number of municipalities to facilitate their assistance from USAID.

Nicole earned her Masters in City Planning from the Massachusetts Institute of Technology, where she studied fiscal decentralization and poverty alleviation. Prior to her fellowship, Nicole worked in Cape Town, South Africa's largest township, to investigate strategies for private sector investment in low income communities. She has also worked on fiscal decentralization research and training in Uganda, and taught in a historically disadvantaged high school in rural South Africa.

**4. Bradley D. Bessire**  
**USAID Office of Women in Development**  
**Washington, DC (08/15/2000 - 02/28/2001)**

Bradley Bessire served his fellowship with the Office of Women in Development in USAID's Global Bureau. He also worked with USAID's Center for Democracy and Governance. His primary activities includes the development of a women's property rights program as well as projects focusing on legal literacy.

Before becoming a Democracy Fellow, Bradley worked at law firm that works exclusively in Native American rights. He earned his J.D. at American University's Washington College of Law where he also participated in the International Human Rights Clinic. Prior to beginning law school Bradley worked and traveled extensively in Southeast Asia and Central America, where his work ranged from teaching English in Seoul, Korea to setting up a shelter for street girls in Managua, Nicaragua.

**5. Gary A. Bland**  
**Governance Team, USAID Center for Democracy and Governance**  
**Washington, DC (09/08/1998 - 09/30/2001)**

As a Fellow in USAID's Center for Democracy and Governance, Gary Bland served as a decentralization advisor and a member of the Governance team. He helped to train USAID D/G officers, working to build intra-agency coordination on decentralization and local government, and working closely with missions to help improve programming in this area. His fellowship research project focused on the emergence of local democracy in Latin America.

Gary is a specialist in decentralization and the development of local government. He holds a Ph.D. from the Johns Hopkins University School of Advanced International Studies. Prior to becoming a Democracy Fellow, he served as a legislative assistant in the House of Representatives and senior program associate at the Latin American Program of the Woodrow Wilson International Center for Scholars. Gary's democracy work has focused on Latin America and he has consulted with USAID, the World Bank, and the United Nations Development Programme.

**6. Stephen M. Brager**  
**Governance Team, USAID Center for Democracy and Governance**  
**Washington, DC (05/19/1997 - 04/14/2001)**

Stephen Brager served his fellowship with the Governance team in USAID's Center for Democracy and Governance in Washington, DC. Stephen examined various issues in good governance, including legislative strengthening, government integrity, decentralization and local governance. He previously worked on civil-military relations, transitions, and conflict mitigation. In addition, he assisted in the development of training programs for USAID staff in issues of democratization.

Stephen earned his M.A. 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.

**7. Lisa M. Cannon**  
**Development Resources Centre**  
**Johannesburg, Republic of South Africa (10/29/1996 - 10/28/1997)**

Lisa Cannon served her Democracy Fellowship with the Development Resources Centre (DRC), a 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 B.S. 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. After she completed her fellowship, Lisa worked as a short-term consultant for World Learning. Since returning to the U.S., she has accepted a position with Ashoka, a non-profit organization that awards grants to support social entrepreneurs and civil society organizations.

**8. Carrie S. Chernov**  
**USAID Mission**  
**Asuncion, Paraguay (01/31/1997 - 05/07/1997)**

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. Following the conclusion of her fellowship, Carrie worked for a law firm in Paraguay focusing on NGO advocacy and legal assistance.

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 LL.M. in International and Comparative Law at Georgetown University; a J.D. from New York University; and a B.A. (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.

**9. Dawn P. Emling**  
**USAID Mission**  
**Pretoria, Republic of South Africa (04/26/1997 - 04/25/1998)**

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. After completing her fellowship, Dawn accepted a position focusing on democracy and governance issues with the USAID Mission in Jakarta, Indonesia.

Dawn received her M.A. 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.

**10. Holly Flood**  
**USAID Mission**  
**Asuncion, Paraguay (05/15/1999 - 01/23/2001)**

Holly Flood served as a Democracy Fellow with the USAID Mission in Asuncion, Paraguay. Her focus was on decentralization of health services, strengthening local government, and strategic planning of democracy and governance programs. Holly was a liaison between USAID/Asuncion and USAID contractors which are implementing health decentralization programs. Holly also provided technical assistance to USAID/Asuncion during its strategic planning process. Holly's fellowship was an opportunity to gain experience applying her skills in program management and strategic planning to the field of democracy and governance.

Holly earned her M.A. in International Affairs at George Washington University. Before beginning her fellowship, Holly was Regional Director for the International Rescue Committee, overseeing the resettlement of refugees. Previously, she served as a Peace Corps Volunteer in Paraguay. Holly is proficient in Spanish and also speaks Guarani and Portuguese. Her interests include civil society, elections, international human rights, public administration, and public health.

11. **Leslie L. Gottert**  
**USAID Mission**  
**Antananarivo, Madagascar (11/01/1999 - 09/30/2001)**

Leslie Gottert was a Democracy Fellow with USAID's mission in Madagascar. Her focus was on assisting USAID's efforts to strengthen civil society and to support Malagasy efforts to increase the responsiveness and accountability of democratic institutions in Madagascar. She also designed a training workshop for her USAID colleagues and for USAID contractors and grantees in the application of gender considerations in program planning and evaluation.

Before becoming a Democracy Fellow, Leslie worked as a Consultant and Trainer with various USAID contractors and grantees in Madagascar and Cameroon. Previously, she co-founded Development Graphics, a communications design firm in Benin. She also directed the English Language Program in Benin for the U.S. Information Agency. Leslie is fluent in French and has traveled extensively in West Africa. Her interests include conflict resolution, civil society, and governance. Leslie earned her M.A. in Conflict Resolution at Antioch University; she also holds a B.A. in Studio Art from Brown University.

12. **J. Michele Guttman**  
**Corporacion Participa**  
**Santiago, Chile (09/28/1996 - 09/27/1997)**

Michele Guttman 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. Since she completed her Democracy Fellowship, Michele has worked as a consultant with a number of USAID contractors on democracy and governance issues.

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.

**13. Linn A. Hammergren**  
**Rule of Law Team, USAID Center for Democracy and Governance**  
**Washington, DC (04/01/1996 - 11/2/1998)**

Linn Hammergren completed her fellowship with the Rule of Law team in USAID's Center for Democracy and Governance in Washington, DC. Her focus was 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 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. Since completing her Democracy Fellowship, Linn has worked at the World Bank on governance issues.

Linn earned her Ph.D. and M.A. in political science from the University of Wisconsin. Her B.A. 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. She is fluent in Spanish. 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.

**14. Elizabeth I. Hart**  
**Civil Society Team, USAID Center for Democracy and Governance**  
**Washington, DC (10/21/1996 - 10/31/1999)**

Elizabeth Hart worked with the Civil Society team of USAID's Center for Democracy and Governance in Washington, DC. Liz pursued the relationship between economic and political liberalization, as well as the roles of the private sector and labor in civil society, and the processes of economic and political reform. During her fellowship she also assisted the Democracy Center in the development and presentation of a series of democracy and governance training workshops to provide technical guidance to USAID Missions. After completing her Democracy Fellowship, Liz accepted a position as a Democracy Officer with the USAID Mission in Lagos, Nigeria.

Liz 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 publications on democratic reform in Africa, and politics in Kenya. She has traveled and worked in a number of African and Asian nations, particularly in Ghana.

**15. Abigail Horn**  
**Bureau for Latin America & Caribbean, USAID**  
**Washington, DC (02/22/1999 – 09/30/1999)**

Abigail Horn worked with USAID's Latin America Bureau in Washington, DC. Abby focused on USAID's anti-corruption initiatives in that region, providing technical input for the Bureau's anti-corruption programming. In addition, Abby also helped to restructure a USAID program on financial integrity. At the conclusion of Abby's fellowship, the USAID Latin America Bureau hired her as a democracy advisor.

Abby earned her M.I.A. 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.

**16. Abigail Horn**  
**USAID Mission**  
**Asuncion, Paraguay (10/01/1997 - 01/31/1999)**

Abigail Horn completed her initial Democracy Fellowship with the USAID Mission in Asuncion, Paraguay in January 1999. Abby was centrally involved with Mission programs supporting both Paraguay's recent elections, and national anti-corruption efforts. She worked on anti-corruption efforts, voter education, electoral administration and monitoring, political party development, and judicial strengthening. She also helped Paraguayan NGOs on training methods, approaches, and in addressing problems in civic education and capacity building, particularly with the Paraguayan branch of Transparency International.

Abby earned her M.I.A. 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.

**17. Ann C. Hudock**  
**Civil Society Team, USAID Center for Democracy and Governance**  
**Washington, DC (01/01/1998 - 12/31/1998)**

Ann Hudock served her fellowship with the Civil Society team in USAID's Center for Democracy and Governance in Washington, DC. Ann's focus was 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. After completing her Democracy Fellowship, Ann accepted a position as a Human Rights Officer with the State Department's Bureau of Democracy, Human Rights, and Labor. She later accepted an appointment as Special Assistant to the State Department's Undersecretary for Global Affairs, and now works with World Learning as Senior Advisor on Civil Society and Democracy.

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 Central America, Mongolia, South Africa and the Gambia.

**18. Brian D. Kelliher**  
**Foundation for Human Rights Initiative**  
**Kampala, Uganda (10/12/1996 - 10/11/1997)**

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. He returned to the Justice Department at the conclusion of his Democracy Fellowship. 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.

**19. Patricia J. Kendall**  
**USAID Mission**  
**Jakarta, Indonesia (03/16/1997 - 11/30/1999)**

Patricia Kendall served her fellowship with the USAID Mission in Jakarta, Indonesia. She concentrated on issues of legal and judicial reform, the legal aspects of economic reform, and the development of NGO advocacy and organizational capacities, as well as legal issues relating to democratic participation and human rights. Her Democracy Fellowship has served as a transition from her background as a trial lawyer in constitutional and civil rights law, to the field of international law, and towards efforts to build democratic institutions. Since completing her fellowship, Patty has worked both in the U.S. and in Indonesia as a short-term consultant to USAID contractors in the field of democracy and governance.

Before becoming a Democracy Fellow, Patty was 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.

**20. Sepideh Keyvanshad**  
**USAID Mission**  
**Moscow, Russia (07/1/1999 - 09/15/2000)**

Sepideh Keyvanshad served her fellowship with the USAID Mission in Moscow, Russia. Sepideh concentrated on issues of anti-corruption, strengthening the Russian judicial system, and building respect for human rights. She used her Democracy Fellowship to gain experience working with USAID in the field of democracy and governance. After completing her fellowship, Sepideh entered USAID's New Entry Professional (NEP) Program.

Sepideh earned her J.D. at the University of Illinois. Prior to becoming a Democracy Fellow, she worked as a Project Coordinator for the National Center for State Courts. She has also been a consultant for the World Bank. Sepideh has lived in Haiti, Mexico, Russia, and Iran. Her interests include administration of justice, conflict resolution, rule of law, human rights, and civil society.

**21. James P. Kuklinski**  
**USAID Mission**  
**Pretoria, South Africa (04/1/1999 – 07/15/2001)**

James “Jaime” Kuklinski served as a Democracy Fellow with USAID’s mission to South Africa. He assisted in the design and implementation of a \$9 million six-year program to strengthen South African civil society and government partnerships for improved policy development and service delivery. Jaime also helped to provide oversight for a senior executive cooperative educational program between the University of Witwatersrand (WITS) and Harvard Univ., providing management capacity to high level public, private, and public-enterprise sector officials. He helped to manage a USAID grant to the National Democratic Institute (NDI) to promote public participation in policy formulation and strengthening of democratic pluralism and governance systems. As Activity Manager for the USAID/US Embassy-Public Affairs Section Transitional Support Funds (TSF) Program, Jaime helped to design US and South African exchange activities. Upon completing his fellowship, he accepted a management position with a USAID grantee in Southern Africa.

Jaime earned his MBA at the Monterey Institute for International Studies in California, where he focussed on international economic development and the need for strong alliances between government, private industry and civil society. Jaime served on four occasions as an international elections polling station supervisor with the Organization for Security and Cooperation in Europe (OSCE) in Bosnia & Herzegovina and Armenia. As US Peace Corps Country Director in three African nations, Jaime supervised volunteer efforts in civil society, government, and the private sector for purposes of local community development. Jaime also worked as an international relief logistics delegate for the American Red Cross both in Honduras and at the home office in Washington, DC. Jaime is interested in civil society, public sector management capacity building, and promoting corporate social investment.

**22. Carolyn J. Logan**  
**REDSO/ESA – Greater Horn of Africa Initiative**  
**Nairobi, Kenya (12/01/1997 - 07/31/2000)**

Carolyn Logan served her Democracy Fellowship with USAID’s Regional Economic Development Services Offices for East and Southern Africa in Nairobi, Kenya. Carolyn worked in the areas of regional democratic transitions, crisis prevention, crisis management, and conflict resolution. She used her Democracy Fellowship to complete her own transition from the field of engineering to a career in policy and democracy and governance.

Carolyn received her M.A.L.D. in international relations from the Fletcher School at Tufts University in 1996. After completing her Democracy Fellowship, she returned to school to finish her Ph.D. in international relations, a program she began before becoming a Democracy Fellow. Previously, Carolyn spent several years as a water resources management professional in India, Lesotho, Rwanda and Somalia. She is especially interested in the relationship of indigenous practices to questions of political conflict, participation and representation.

**23. Michael R. McCord**

**USAID Mission**

**Asmara, Eritrea (01/01/1997 - 05/31/1998);**

**USAID/AFR**

**Washington, DC (08/18/1998 - 09/30/1998)**

Michael McCord served his fellowship with the USAID Mission in Asmara, Eritrea where his work emphasized support for the rule of law and democratic elections. He also strengthened local 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. His Democracy Fellowship was interrupted when the USAID Mission was evacuated due to the war between Eritrea and Ethiopia. Following his return to the U.S., Mike was awarded a short-term extension of his fellowship, and he worked with Mission personnel who were temporarily based in Washington, DC. There he helped to analyze and design programs supporting the improvement of human capacity in Eritrea's government institutions. After he finished his Democracy Fellowship, Mike accepted a position focusing on democracy and governance with the USAID Mission in Abidjan, Côte d'Ivoire.

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.

**24. Sharon L. Morris**

**Civil Society Team, USAID Center for Democracy and Governance**

**Washington, DC (09/1/2000 - 09/24/2001)**

As a Democracy Fellow in USAID's Center for Democracy and Governance, Sharon Morris worked as an expert on Conflicts with the Civil Society team. She examined the ways in which local civil society groups interact with international partners during the process of democratization and democratic consolidation. In particular, she focused on how this interaction influences the stability and content of the new democratic regime. Upon completing her fellowship she accepted a position as USAID's in-house expert on Conflicts.

Sharon holds a Ph.D. and M.A. in Political Science from the University of Chicago. Before beginning her Democracy Fellowship, Sharon worked as a Research Associate for The MacArthur Foundation, managing grants in the areas of U.S. foreign policy, media, and globalization. She also conducted research on various aspects of civil society and international security. Sharon's interests include civil society, civil-military relations, and conflict in transitional states. She has worked in Nigeria and Senegal and lived in France, Belgium, and the United Kingdom. Sharon is proficient in French and also speaks some Arabic.

**25. Brian C. Murphy**  
**USAID/REDSO/ESA**  
**Nairobi, Kenya (02/01/1996 - 03/31/1997)**

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. Since completing his Democracy Fellowship, Brian has worked as a consultant on democracy and governance issues with contractors for USAID and other donor organizations.

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.

**26. Ronald G. Shaiko**  
**Elections Team, USAID Center for Democracy and Governance**  
**Washington, DC (12/08/1997 - 11/07/1999)**

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

Previously, Ron was an Associate Professor of Government at American University, where he taught courses on U.S. government, lobbying, political parties, legislative behavior and political leadership, and worked as a consultant on a USAID-sponsored legislative strengthening project in West Bank/Gaza. Ron also served as an expert on U.S. government for USIA's International Visitors Program, and consulted as a media pollster and political analyst. His Ph.D. (political science) is from Syracuse University. Since completing his Democracy Fellowship, Ron returned to American University, but is also working as a consultant with ARD, a USAID contractor in the field of democracy and governance.

**27. Sara Steinmetz**  
**Democracy Office, USAID Bureau for Policy & Program Coordination**  
**Washington, DC (01/06/1997 - 01/05/1999)**

Sara Steinmetz served as a Democracy Fellow in the Democracy and Governance Office of USAID's Bureau for Policy and Program Coordination. She applied her previous research to policy analysis, focusing on the degree of and potential for democratization in host states. She examined 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 was the democracy transition in Indonesia, and its relationship to local NGOs. Since completing her Democracy Fellowship, Sara has worked with the USAID Mission in Jakarta, Indonesia, and has continued work on a book on democracy and governance.

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

**28. Mark Thieroff**  
**Tolerance Foundation**  
**Prague, Czech Republic (09/30/1996 - 09/29/1997)**

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 Roma, and helped to prepare a landmark legal case before the Supreme Court of the Czech Republic.

After completing his Democracy Fellowship, Mark decided to attend law school at the University of Minnesota for additional preparation for a career focusing on international human rights. Mark completed his M.A. in international relations at Yale University, and a B.A. 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.

**29. Dwayne Woods**

**Civil Society Team, USAID Center for Democracy and Governance  
Washington, DC (09/15/1999 - 08/14/2000)**

Dwayne Woods served his fellowship with the Civil Society Team in USAID's Center for Democracy and Governance in Washington, DC. Dwayne's focus was on measuring the impact of civil society advocacy groups on their governments and societies. During his fellowship, Dwayne assisted the Center with conducting and writing civil society assessments in three countries: Mozambique, Mali, and Kenya. He also helped design and present the civil society team's segment of USAID's Democracy and Governance Training Workshop. Since completing his Democracy Fellowship, Dwayne has returned to his faculty position at Purdue University's Department of Political Science.

Dwayne earned his Ph.D. in political science at the University of Chicago. He has received numerous grants and fellowships, including at the post-doctoral level, in support of his scholarship, and has authored several articles on civil society and labor issues in Italy and African nations. In his academic research, Dwayne has focused on the contributions of labor unions and rural associations to the democratization process in Sub-Saharan Africa. Dwayne is fluent in French and Italian. His interests include civil society, governance, NGOs, comparative politics, and democratic initiatives.

World Learning Democracy Fellows Program

10/01/01

Chart - I  
Current USAID Fellowships

	WASHINGTON, D.C.	FELLOW	UNIT	START DATE	END DATE	COMMENTS
1	G Bureau	Robin Silver <sup>3</sup>	G/DG/Strategies-II	05/01/99	04/30/02	
2	G Bureau	Mark Koenig <sup>2</sup>	G/DG/Civ. Society-A-II	10/01/00	09/30/02	
3	G Bureau	Keith Schulz	G/DG/Governance-A-II	11/01/00	10/31/02	
4	G Bureau	Gene Ward	G/DG/Elections-A-II	11/15/00	11/14/02	
5	G Bureau	Kimberly Ludwig	G/DG/Civ. Society-C-I	02/01/01	09/30/02	
6	G Bureau	TBD	G/DG/Civ. Society-D-I	TBD		
7	G Bureau	TBD	TBD	TBD		
8	G Bureau	TBD	TBD	TBD		
	<b>OVERSEAS</b>					
9	Indonesia	Shally Prasad <sup>3</sup>	USAID/Jakarta-B-I	01/01/99	12/31/01	ext. rqstd to 03/31/02
10	Indonesia	Michael Bak	USAID/Jakarta-A-II	11/01/00	10/31/02	
11	Kenya	Leonora Foley	REDSO/ESA - Nairobi-III	01/15/01	01/14/03	
12	Cambodia	Bradley Bessire <sup>2</sup>	USAID/Phnom Penh	03/01/01	08/14/02	
13	Russia	Caryn Wilde	USAID/Moscow-B-I	05/01/01	05/14/02	
14	Nigeria	TBD	USAID/Lagos	TBD		
15	TBD	TBD	TBD	TBD		
16	TBD	TBD	TBD	TBD		
17	TBD	TBD	TBD	TBD		
18	TBD	TBD	TBD	TBD		

1. Candidate selected; fellowship not yet awarded; dates estimated.
2. Extended into 2nd yr.
3. Extended into 3rd yr.
4. Extended into 4th yr.
5. Fellowship ended.

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	WASHINGTON, D.C.	FELLOW	UNIT	START DATE	OFFICIAL END DATE	COMMENTS
1	G Bureau	Linn Hammergren <sup>5</sup>	G/DG/Rule of Law-A-I	04/01/96	11/02/98	
2	G Bureau	Elizabeth Hart <sup>5</sup>	G/DG/Civ. Society-A-I	10/21/96	10/31/99	
3	PPC Bureau	Sara Steinmetz <sup>5</sup>	PPC/DG	01/06/97	01/05/99	
4	G Bureau	Steven Brager <sup>5</sup>	G/DG/Governance-A-I	05/19/97	04/14/01	
5	G Bureau	Robert Barr <sup>5</sup>	G/DG/Strategies-I	09/01/97	08/31/98	
6	G Bureau	Ronald Shaiko <sup>5</sup>	G/DG/Elections-A-I	12/08/97	11/07/99	
7	G Bureau	Ann Hudock <sup>5</sup>	G/DG/Civ. Society-B-I	01/01/98	12/31/98	
8	G Bureau	Gary Bland <sup>5</sup>	G/DG/Governance-B-I	09/08/98	09/30/01	
9	LAC Bureau	Abigail Horn <sup>5</sup>	LAC/RSD/DHR - I	02/22/99	09/30/99	
10	G Bureau	Robin Silver <sup>3</sup>	G/DG/Strategies-II	05/01/99	04/30/02	
11	G Bureau	Dwayne Woods <sup>5</sup>	G/DG/Civ. Society-B-II	09/01/99	08/14/00	
12	G Bureau	Cynthia Ambrose <sup>5</sup>	G/DG/Rule of Law-A-II	12/15/99	04/30/01	
13	G Bureau	Bradley Bessire <sup>5</sup>	G/WID	08/15/00	02/28/01	
14	G Bureau	Sharon Morris <sup>5</sup>	G/DG/Civ. Society-B-II	09/01/00	09/24/01	
15	G Bureau	Mark Koenig <sup>2</sup>	G/DG/Civ. Society-A-II	10/01/00	09/30/02	
16	G Bureau	Keith Schulz	G/DG/Governance-A-II	11/01/00	10/31/02	
17	G Bureau	Gene Ward	G/DG/Elections-A-II	11/15/00	11/14/02	
18	G Bureau	Kimberly Ludwig	G/DG/Civ. Society-C-I	02/01/01	09/30/02	
19	G Bureau	TBD	G/DG/Civ. Society-D-I			
20	TBD	TBD	TBD			

1. Candidate selected; fellowship not yet awarded; dates estimated
2. Extended to 2nd yr.
3. Extended to 3rd yr.
4. Extended to 4th yr.
5. Fellowship ended

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	OVERSEAS	FELLOW	UNIT	START DATE	OFFICIAL END DATE	COMMENTS
1	Kenya	Brian Murphy <sup>5</sup>	REDSO/ESA-Nairobi	02/01/96	03/31/97	
2	Chile	Michelle Guttman <sup>5</sup>	Participa Found. - Santiago, Chile	09/28/96	09/27/97	
3	Czech Republic	Mark Thieroff <sup>5</sup>	Tolerance Found. - Prague, Czech Republic	09/30/96	09/29/97	
4	Uganda	Brian Kelliher <sup>5</sup>	Found. for Human Rts. Initiatives - Kampala, Uganda	10/12/96	10/11/97	
5	South Africa	Lisa Cannon <sup>5</sup>	Dev. Resources Centre, Johannesburg, RSA	10/29/96	10/28/97	
6	Eritrea	Michael McCord <sup>5</sup>	USAID/Asmara	01/01/97	06/30/98	
7	Paraguay	Carrie Chernov <sup>5</sup>	USAID/Asuncion-I	01/31/97	05/07/97	
8	Indonesia	Patricia Kendall <sup>5</sup>	USAID/Jakarta-A-I	03/16/97	11/30/99	
9	South Africa	Dawn Emling <sup>5</sup>	USAID/Pretoria-A-I	04/26/97	04/25/98	
10	Paraguay	Abigail Horn <sup>5</sup>	USAID/Asuncion-II	10/01/97	01/31/99	
11	Kenya	Carolyn Logan <sup>5</sup>	REDSO/ESA - Nairobi-II	12/01/97	07/31/00	
12	Indonesia	Shally Prasad <sup>3</sup>	USAID/Jakarta-B-I	01/01/99	12/31/01	4th yr. Ext. requested to 03/31/02
13	South Africa	James Kuklinski <sup>5</sup>	USAID/Pretoria-A-II	04/01/99	07/15/01	
14	South Africa	Nicole Barnes <sup>5</sup>	USAID/ Pretoria-B-I	04/15/99	11/30/00	
15	Paraguay	Holly Flood <sup>5</sup>	USAID/ Asuncion-III	05/15/99	01/23/01	
16	Russia	Sepideh Keyvanshad <sup>5</sup>	USAID/Moscow-A-I	07/01/99	09/15/00	
17	Madagascar	Leslie Gottert <sup>5</sup>	USAID/Antananarivo	11/01/99	09/30/01	
18	Indonesia	Michael Bak	USAID/Jakarta-A-II	11/01/00	10/31/02	
19	Kenya	Leonora Foley	REDSO/ESA - Nairobi-III	01/15/01	01/14/03	
20	Cambodia	Bradley Bessire <sup>2</sup>	USAID/Phnomh Penh	03/01/01	08/14/02	Orig. start 08/15/01
21	Russia	Caryn Wilde	USAID/Moscow-B-I	05/01/01	04/30/02	
22	Nigeria	TBD	USAID/Lagos			
23	TBD	TBD	TBD			
24	TBD	TBD	TBD			

1. Candidate selected; fellowship not yet awarded; dates estimated
2. Extended to 2nd yr.
3. Extended to 3rd yr.
4. Extended to 4th yr.
5. Fellowship ended

	FELLOW	"As Of" Date	Current Fellowship Years	Total Fwship. Months when completed	Total Fwship. Years when completed	COMMENTS
1	Linn Hammergren <sup>5</sup>	11/02/98	2.6	31.5	2.6	
2	Elizabeth Hart <sup>5</sup>	10/31/99	3.0	36.8	3.0	
3	Sara Steinmetz <sup>5</sup>	01/05/99	2.0	24.3	2.0	
4	Steven Brager <sup>5</sup>	04/14/01	3.9	47.5	3.9	
5	Robert Barr <sup>5</sup>	08/31/98	1.0	12.1	1.0	
6	Ronald Shaiko <sup>5</sup>	11/07/99	1.9	23.3	1.9	
7	Ann Hudock <sup>5</sup>	12/31/98	1.0	12.1	1.0	
8	Gary Bland <sup>5</sup>	09/30/01	3.1	37.3	3.1	
9	Abigail Horn <sup>5</sup>	09/30/99	0.6	7.3	0.6	
10	Robin Silver <sup>3</sup>	10/01/01	2.4	36.5	3.0	
11	Dwayne Woods <sup>5</sup>	08/14/00	1.0	11.6	1.0	
12	Cynthia Ambrose <sup>5</sup>	04/30/01	1.4	16.7	1.4	
13	Bradley Bessire <sup>5</sup>	02/28/01	0.5	6.6	0.5	
14	Sharon Morris <sup>5</sup>	09/25/01	1.1	12.9	1.1	
15	Mark Koenig <sup>2</sup>	10/01/01	1.0	24.3	2.0	
16	Keith Schulz	10/01/01	0.9	24.3	2.0	
17	Gene Ward	10/01/01	0.9	24.3	2.0	
18	Kimberly Ludwig	10/01/01	0.7	20.2	1.7	
19	TBD		0.0	0.0	0.0	
20	TBD		0.0	0.0	0.0	
<b>Washington, DC Totals:</b>			<b>28.9</b>	<b>409.8</b>	<b>33.7</b>	

1. Candidate selected; fellowship not yet awarded; dates estimated
2. Extended to 2nd yr.
3. Extended to 3rd yr.
4. Extended to 4th yr.
5. Fellowship ended

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	FELLOW	"As Of" Date	Current Fellowship Years	Total Fwship. Months when completed	Total Fwship. Years when completed	COMMENTS
1	Brian Murphy <sup>5</sup>	03/31/97	1.2	14.1	1.2	
2	Michelle Guttman <sup>5</sup>	09/27/97	1.0	12.1	1.0	
3	Mark Thieroff <sup>5</sup>	09/29/97	1.0	12.1	1.0	
4	Brian Kelliher <sup>5</sup>	10/11/97	1.0	12.1	1.0	
5	Lisa Cannon <sup>5</sup>	10/28/97	1.0	12.1	1.0	
6	Michael McCord <sup>5</sup>	06/30/98	1.5	18.2	1.5	
7	Carrie Chernov <sup>5</sup>	05/07/97	0.3	3.2	0.3	
8	Patricia Kendall <sup>5</sup>	11/30/99	2.7	33.0	2.7	
9	Dawn Emling <sup>5</sup>	04/25/98	1.0	12.1	1.0	
10	Abigail Horn <sup>5</sup>	01/31/99	1.3	16.2	1.3	
11	Carolyn Logan <sup>5</sup>	07/31/00	2.7	32.4	2.7	
12	Shally Prasad <sup>3</sup>	10/01/01	2.8	36.5	3.0	
13	James Kuklinski <sup>5</sup>	07/15/01	2.3	27.9	2.3	
14	Nicole Barnes <sup>5</sup>	11/30/00	1.6	19.8	1.6	
15	Holly Flood <sup>5</sup>	01/23/01	1.7	20.6	1.7	
16	Sepideh Keyvanshad <sup>5</sup>	09/15/00	1.2	14.7	1.2	
17	Leslie Gottert <sup>5</sup>	09/30/01	1.9	23.3	1.9	
18	Michael Bak	10/01/01	0.9	24.3	2.0	
19	Leonora Foley	10/01/01	0.7	24.3	2.0	
20	Bradley Bessire <sup>2</sup>	10/01/01	0.6	17.7	1.5	
21	Caryn Wilde	10/01/01	0.4	12.1	1.0	
22	TBD		0.0	0.0	0.0	
23						
24						
	<b>Overseas Totals:</b>		<b>28.7</b>	<b>399.1</b>	<b>32.8</b>	
	<b>Cumulative Totals:</b>		<b>57.6</b>	<b>808.9</b>	<b>66.5</b>	

1. Candidate selected; fellowship not yet awarded; dates estimated
2. Extended to 2nd yr.
3. Extended to 3rd yr.
4. Extended to 4th yr.
5. Fellowship ended

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# **Attachment G**

## **DFP Application Status Reports**

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

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**ANALYSIS OF APPLICATIONS**  
**RECEIVED IN FY-2001**

**FY-2001 Inquiries**

<i>Status</i>	<i>Number</i>
Inquiries received/applications mailed	500+ / 220
Application packets mailed in bulk	150
Applications picked-up in person	12
Applications downloaded from World Learning's website	1000+

The Democracy Fellows Program mails out application packets to all individuals who request information on the program. Inquiries are received by telephone, by e-mail, by letter and through web-site requests, and may be made directly to the DFP, to World Learning's headquarters in Brattleboro, Vermont, or to any of its overseas field offices. World Learning also has a regular flow of walk-in applicants, who pick up program materials directly from the DFP office.

In addition, the DFP actively distributes bulk quantities of application materials to a variety of university and professional schools' career centers, including Historically Black Colleges and Universities and other minority-serving institutions. Similar distribution is made to U.S. democracy-related organizations, think-tanks, and similar for-profit and non-profit organizations that help to implement USAID D/G projects and activities. Finally, since 2000, the DFP has made its application materials available for individuals to download directly from World Learning's website. This has proven to be one of the most popular methods of obtaining application materials, averaging 274 visitors per month to the DFP "Application Download Instructions" page.

**Results of Application Review Process in FY-2001**

<i>Status</i>	<i>Number</i>
Eligible for Placement	74
Tentatively Eligible for Placement *	9
Rejected	4
Incomplete	3
<b>TOTAL</b>	<b>91</b>

\* Pending receipt of advanced degree.

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

**ANALYSIS OF APPLICATIONS**  
**RECEIVED IN FY-2001**

**Applicants By Experience Level**

<i>Fellowship Tier</i>	<i>Number Received</i>	<i>Percentage of Total Received</i>
Junior Candidates	25	34%
Mid-Level Candidates	32	44%
Senior Candidates	16	22%
<b>TOTAL</b>	<b>73</b>	<b>100%</b>

**By Highest Degree Received**

<i>Highest Degree Received</i>	<i>Number Received</i>	<i>Percentage of Total Received</i>
Ph.D.	23	32%
J.D./L.L.M.	16	22%
MA/MS/Other Master's	31	42%
BA	3	4%
<b>TOTAL</b>	<b>73</b>	<b>100%</b>

**By Geographic Region**

<i>Geographic Region</i>	<i>Number Received</i>	<i>Percentage of Total Received</i>
United States		
Northeast/Mid-Atlantic	9	12%
DC Metro Area	22	30%
Southeast/South-Central	11	15%
Mid-West/Mountain.	9	12%
West Coast	5	7%
Outside United States	17	23%
<b>TOTAL</b>	<b>103</b>	<b>100%</b>

## APPLICANT RECRUITMENT REPORT

### FY-2001 FELLOWSHIPS

Fellowship	No. Nominees	Male	Female	Minority Candidates	Selected Candidate
USAID/Moscow	8	1	7	1	F
USAID/G/DG-Civil Society	3	1	2	0	M
USAID/G/DG-Elections	5	3	2	1	M
USAID/G/DG-Governance	7	5	2	1	M
USAID/G/DG-Civil Society <sup>1</sup>	1	0	1	0	F
USAID/Jakarta	4	3	1	0	M
USAID/REDSO	3	1	2	0	F
USAID/Phnom Penh <sup>1</sup>	1	1	0	1	M-Minority
USAID/G/DG-Governance <sup>2</sup>	3	2	1	1	N/A
USAID/Lagos <sup>2</sup>	4	1	3	2	F-Minority
USAID/LAC <sup>2</sup>	3	2	1	1	M
Totals	42	20	22	8	

1. Only one candidate was nominated because USAID had already identified the best candidate for this fellowship.
2. Although World Learning recruited applicants and nominated candidates for these fellowships, the fellowships could not proceed due to USAID funding or other reasons.

# **Attachment H**

## **FY-2001 Democracy Fellows' Program Descriptions and Reports**

# **Attachment I**

## **Current Program Description Under the DFP Cooperative Agreement**

6. Following the existing program description currently included in the instrument add the following amendment to cover the extended award period:

## DEMOCRACY FELLOWS PROGRAM

Awarded to World Learning, Inc.

USAID Cooperative Agreement No. AEP-A-00-95-00024

Project Extension Period: 10/01/01 - 06/15/05

USAID Project Management: USAID/G/DG

## REVISED PROGRAM DESCRIPTION

August 17, 2001

The following Revised Program Description modifies and replaces the Program Description previously attached to Modification Number 8 (dated 03/30/00), of the Cooperative Agreement between World Learning and USAID, originally awarded June 16, 1995 as Agreement No. AEP-5466-A-00-5024-00. Except as changed by this Extension, or as required in order to conform to this modification, other applicable provisions of Cooperative Agreement No. AEP-A-00-95-00024 [AEP-5466-A-00-5024-00], and the Standard Provisions, Optional Provisions and Schedule attached thereto, remain in effect.

### A. OVERALL GOAL:

- To help support a cadre of experienced U.S. technical experts committed to careers in democracy and governance, in order to assist in the promotion of U.S. democracy and governance efforts, and to increase the number or expertise of people working in the field.

### B. OVERALL PURPOSE:

-- To identify, select, support and provide oversight of Democracy Fellows working in USAID assignments that contribute to democracy programs in developing countries, as well as to the fellows' career development and commitment.

### C. Program Activity

#### 1. Recruiting Applicants.

World Learning will recruit junior, mid-level and senior 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 U.S.-citizen applicants. It is anticipated that World Learning will supply to USAID up to fourteen Democracy Fellows during Extension Years 1 and 2, and twelve Democracy Fellows during Extension Years 3 and 4.

World Learning will recruit candidates on an open-ended basis, retaining applications in its active files for approximately one year. All qualified applicants will be entered into a DFP database (see below), organized and retrievable according to the candidates' eligibility level, academic training, geographic interest and experience, language abilities, and other skills and interests.

World Learning will target its recruitment efforts to meet USAID's needs for fellows at different levels of expertise. Initially, World Learning and USAID expect that the profile of Democracy Fellows serving during Extension Years 1 and 2 will approximate five senior, seven mid-level, and two junior fellows. Actual needs will be coordinated with USAID periodically throughout the duration of the program.

In organizing its recruiting, World Learning will solicit university graduate and law schools, contact relevant professional organizations, and advertise in appropriate journals, international employment newsletters and similar publications. The Democracy Fellows Program (DFP) will also accomplish other outreach to ensure the continuing recruitment of new applicants. Basic recruitment criteria will include: a minimum of a Masters or JD degree in a relevant field; U.S. citizenship; appropriate language and cross-cultural capabilities; and appropriate professional skills and experience. World Learning does not tolerate or practice discrimination, and will seek a broad representation of graduates of U.S. universities, undertaking special efforts to assure participation of candidates from Minority-Serving Institutions, and actively recruiting women and minorities interested in working as Democracy Fellows with USAID.

## 2. 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 each applicant's technical eligibility, relevant experience, professional and academic background, and other personal qualifications, as well as other needs of USAID missions or offices that from time to time may wish to sponsor Democracy Fellowships.

## 3. Identifying Fellowship Assignments.

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 assignments in a wide range of democracy-related activities. World Learning will periodically communicate with USAID missions and offices to solicit their interest in funding Democracy Fellowships. The DFP will work with G/DG and interested missions and offices to understand their democracy needs, and to determine their preferred and required qualifications for fellowship candidates.

World Learning will coordinate with each sponsoring mission or office to secure specific program objectives that outlines the activities, responsibilities, functions and duties that the mission or office seeks to have a Democracy Fellow accomplish. World Learning will consult with the sponsoring missions and offices and with G/DG to address any concerns about the appropriateness of particular activities or functions contained in the proposed fellowship assignment.

## 4. Awarding Fellowships.

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

In selecting candidates, World Learning will identify from its applicant pool one or more eligible candidates who best meet(s) the goals and purposes of the program, as well as the needs of the sponsoring USAID mission or office, and whom World Learning considers suitable to undertake the activities contemplated by USAID. In awarding each Democracy Fellowship, World Learning will ordinarily identify up to three well-qualified candidates for each proposed Democracy Fellowship. However, depending upon candidate availability and the specific skills, experiences and attributes sought by particular missions, the DFP may propose a greater or lesser number of candidates for consideration. World Learning and USAID must both concur in the selection of any individual fellow. The award of senior-level fellowships will require the prior approval of USAID/G/DG.

Direct and indirect program costs, overhead and other program expenses will be supported through USAID funding and allocated to each fellowship in accordance with the terms of the Cooperative Agreement and any subsequent modifications.

A written workplan will be established for each Democracy Fellowship, outlining the specific goals, objectives, activities and responsibilities that the sponsoring USAID unit seeks to have accomplished during that fellowship. World Learning

will use the sponsoring unit's initial program activity to identify suitable applicants and to nominate specific candidates for the proposed fellowship. USAID, the selected finalist and World Learning must concur in a final workplan before World Learning will award that Democracy Fellowship. Fellows are expected to provide periodic substantive written reports (e.g., quarterly), detailing progress and problems occurring during the reporting period, as well as results attained, and plans for the next period. World Learning anticipates that fellows and their respective USAID sponsors will periodically review and revise the pertinent workplans throughout the course of the fellowship. World Learning will provide general oversight, and will assist fellows and candidates in developing an initial workplan for approval by the appropriate USAID unit. World Learning will not approve any fellowship workplan that would require a fellow to undertake inherently governmental duties.

The following conditions reflect patterns of personal services and are therefore prohibited:

- USAID personnel specify how, when, what or where the fellows' work is to be performed;
- The agency provides the work space and basic tools and materials to accomplish the work;
- The fellow gives the appearance of being a government employee in the performance of his/her assignment;
- The fellow is continuously supervised and controlled by government officials or employees and the supervisory control allows the government employee to protect the government's interests by retaining control of and responsibility for that function.

World Learning will additionally implement the program in accordance with USAID policy set out in ADS Functional Series 400 INTERIM UPDATE #3, regarding the appropriate roles of Democracy Fellows within USAID, and the range of activities defined as personal services.

#### 5. Fellowship Reports and Resource Materials.

The DFP will collect and make available to G/DG periodic activity and trip reports, analyses and other materials that fellows may submit over the course of their fellowships, so that these materials can serve as resources available to help advance the field of democracy and governance. The DFP expects fellows to provide periodic substantive analytical reports on their progress in attaining the goals and activities established in their respective fellowship workplans. These reports should describe the fellow's democracy activities, as well as the accomplishments and results they achieve, and the efforts and problems encountered in pursuing those activities. These fellowship reports are not considered official USAID agency documents requiring mission or office clearance. However, fellows will continue to be encouraged to share their periodic reports with mentors in the sponsoring mission or office and with other interested USAID staff for comment, additional information and guidance.

Fellows will be required to obtain the concurrence of the sponsoring mission or office for any substantive revisions to their workplans. In accordance with the standard terms of the cooperative agreement for the program, USAID and World Learning retain an irrevocable, non-exclusive, royalty-free, non-commercial right to digest, edit, excerpt, reproduce, distribute and/or otherwise use any reports, materials and work products arising from any Democracy Fellowship. The DFP will provide copies of the fellows' final reports and their professional work products to USAID/PPC/CDIE/PIO.

#### 6. Fellowship Orientation.

World Learning will periodically organize orientations for incoming Democracy Fellows, including an orientation to World Learning, the DFP, USAID, and the procedures, rules and regulations applicable to the program. To the extent permitted by USAID, the DFP will attempt to schedule fellowship starting dates so that a group of new fellows may attend the same orientation (e.g., quarterly). However, in order to meet USAID needs, World Learning will provide individual orientation sessions or briefings when USAID deems this preferable. During orientation World Learning will provide each fellow with a copy of the DFP Handbook, which includes detailed explanations, instructions, policies, examples, background materials, and appropriate administrative and financial forms.

#### 7. Fellowship Mentoring and Career Guidance.

World Learning will work with each sponsoring mission or office to identify a suitable 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 the sponsoring mission to ensure that the designated mentor or responsible official is informed of relevant procedures, requirements and restrictions that affect the fellow's duties. This official 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 through review and comment on the fellows' workplans and periodic reports, or through other appropriate means. DFP mentoring activities may be revised to reflect any future USAID guidance on this topic.

#### 8. Support for Democracy Fellows.

The DFP will support each Democracy Fellow, and provide general oversight of each fellowship. Fellows will not be considered employees or personal service contractors (PSCs) of USAID or the U.S. Government, nor employees of World Learning. Fellows will continue to be governed by World Learning's general financial and administrative policies and procedures. For example, fellows are required to comply with World Learning and DFP policies and determinations on matters such as leave, time and attendance, the location of work, the authorization and ticketing of travel, the payment of per diem or subsistence payments, the payment and reconciliation of allowances and travel advances, the reimbursement of approved expenses etc. The DFP will provide each Democracy Fellow with a substantive pre-service orientation to these policies and procedures, as well as periodic updates to the DFP Handbook, and its detailed policies, explanations, examples and forms.

World Learning does not undertake to direct the day-to-day program activities of fellows in their USAID assignments, but will coordinate with USAID in exercising general oversight of the fellows' activities. In accordance with current USAID policies, Democracy Fellows are not permitted to serve under direct government supervision (as opposed to general oversight and administration), however, fellows will continue to be required to observe local office work schedules, administrative procedures, and other requirements of the sponsoring USAID office or mission. Democracy Fellows are prohibited from supervising USAID grantees, contractors or staff, including FSNs and PSCs. Fellows may not manage U.S. government programs, projects or funds, nor officially represent USAID outside the agency. World Learning will coordinate with USAID to initiate national security clearances that USAID may require for prospective fellows.

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 fellowship workplan. Using World Learning's established financial controls and administrative procedures, the DFP will closely monitor and manage the expenditure of such funds throughout the term of each fellowship. World Learning will advise fellows of its reimbursement policies and its domestic and international travel regulations, and will seek to insure individual fellows' compliance through program orientations and periodic educational efforts, and through DFP management of each fellow's 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. The DFP will particularly encourage sponsoring missions or offices and fellows to describe specific fellowship travel plans and/or budget expectations, e.g., when developing the fellowship workplans, and when making periodic program revisions. Fellows should identify for all international travel: (a) the proposed destination(s) of trips during the period of the plan; (b) the estimated duration of each trip; and (c) the number of trips planned for each destination. Plans need not specify precise travel dates, nor will the DFP be required to pre-plan each trip that may occur during the fellowship term.

For planning purposes, the DFP will provide USAID/G/DG with an annual estimated cost for generic senior, mid-level and junior fellowships, including salaries and benefits, insurance, shipping and other standard fellowship allowances, travel, and other direct and indirect expenses. World Learning will establish a comprehensive fellowship program budget, including travel and other fellowship allowances and benefits, at the time it awards each Democracy Fellowship, and will monitor each fellowship budget to ensure that benefits, travel and other expenses remain within budget and comply with applicable regulations.

#### 9. Fellowship Stipends and Allowances.

World Learning will from time to time determine appropriate stipends, benefits and allowances for each fellow and fellowship, bearing in mind the goals and purposes of the DFP. In determining fellows' initial salary levels, the DFP will refer to USAID requirements for employment compensation, and will consider the selected candidate's education, experience and prior earnings. The program will generally strive for an "income-neutral" net annual salary, within the program's established stipend ranges. As previously approved by USAID, the following salary ranges have been established for senior, mid-level and junior fellowships, generally pegged to the prevailing U.S. Civil Service Schedule (Non-Locality Pay):

(a) Initial Compensation Levels.

(1) Junior-level Democracy Fellows must have, at the time the initial fellowship is awarded, a Masters degree in a relevant professional field, and have 0 - 5 years full-time professional work experience in a field closely related to international democracy and governance. (All candidates for the Democracy Fellows Program must have at least a Masters or J.D. degree to be eligible for the program. Under exceptional circumstances, World Learning may at its discretion accept five years of relevant full-time professional experience as a substitute for a Masters degree.)

Junior-level Democracy Fellows receive initial annual stipends based on their education, experience and prior earnings, within a fixed range established according to the U.S. Civil Service schedule (Non-Locality Pay) in effect at the time the fellowship is awarded. The minimum initial salary for a junior fellow will be at the level of a GS-9/Step 1 of the applicable Civil Service schedule. The maximum initial salary for a junior fellow will be at the level of a GS-12/Step 5. The specific salary amount for each fellow will be equal to that individual's prior verified earnings, as certified on USAID Form 1420, but not less than the established minimum, nor more than the maximum, initial junior-level stipend. Individuals whose verified earnings in full-time directly related employment exceed the junior-level salary range may only be awarded a fellowship at the mid-level with USAID concurrence.

(2) Mid-level Democracy Fellows must have, at the time the initial fellowship is awarded, at least a J.D. or Ph.D. degree; or have a Masters degree and between 5 and 10 years full-time professional work experience in a field closely related to international democracy and governance; or have at least a Masters degree and prior verified earnings, as certified on USAID Form 1420, that are greater than the then-prevailing salary of a GS-12/Step 5.

Mid-level Democracy Fellows receive initial annual stipends based on their education, experience and prior earnings, within a fixed range established according to the U.S. Civil Service schedule (Non-Locality Pay) in effect at the time the fellowship is awarded. The minimum initial salary for a mid-level fellow will be at the level of a GS-12/Step 6 of the applicable Civil Service schedule. The maximum initial salary for a mid-level fellow will be at the level of a GS-14/Step 6. The specific salary amount for each mid-level fellow will be equal to that individual's prior verified earnings, as certified on USAID Form 1420, but not less than the established minimum, nor more than the maximum, initial mid-level stipend. For all fellows, the maximum annual salary payable under the DFP is limited by a fixed ceiling of \$87,400. Individuals whose verified earnings in full-time directly related employment exceed the mid-level salary range may only be awarded a fellowship at the senior-level with USAID concurrence.

(3) Senior-level Democracy Fellows must have, at the time the initial fellowship is awarded, more than 10 years full-time professional work experience in a field closely related to international democracy and governance; and have at least a J.D. or Ph.D. degree (or at least an additional 10 years of full-time related or unrelated professional experience).

Senior fellows receive initial annual stipends based on their education, experience and prior earnings, within a fixed range established according to the U.S. Civil Service schedule (Non-Locality Pay) in effect at the time the fellowship is awarded. The minimum initial salary for a senior fellow will be at the level of a GS-14/Step 6. For all fellows, the maximum annual salary payable under the DFP is limited by a fixed ceiling of \$87,400. The specific salary amount for each senior fellow will be equal to that individual's prior verified earnings, as certified on USAID Form 1420, but not less than the established minimum initial stipend, nor more than the established ceiling.

(b) Annual Fellowship Stipend Increases.

(1) Junior- and Mid-level Democracy Fellows: Annual stipend levels will be increased by 15% for junior and mid-level fellows who continue into a second fellowship year, provided that they have successfully completed their first full year of service. These salary increases take into account both longevity and cost of living factors, but payment will be limited by the program's established salary caps.

(2) Senior-level Democracy Fellows: Annual stipend levels will be increased by 10% for senior fellows who continue into a second fellowship year, provided they have successfully completed their first full year of service. These salary increases take into account both longevity and cost of living factors, but payment will be limited by the program's established salary caps.

(3) Democracy Fellows extending beyond a second year: Annual stipend levels will be increased by 10% for fellows who continue into a third fellowship year, provided they have successfully completed their second full year of service. These salary increases take into account both longevity and cost of living factors, but payment will be limited by the program's established salary caps.

#### (c) Fellowship Benefits and Allowances.

In paying appropriate benefits and allowances for each fellowship, the DFP will take into account pertinent local cost and programmatic information supplied by the sponsoring USAID mission or office. At the discretion of the sponsoring USAID unit, and subject to available funding and USAID/G/DG approval, World Learning may be authorized to provide additional benefits to fellows, such as post differentials, hazard pay, local COLA increments, shipping and storage payments, educational and dependent allowances, etc.. World Learning understands that USAID in the future may wish to recommend changes that would standardize the various allowances paid to fellows in the different USAID-sponsored fellowship programs. Should USAID do so, World Learning expects that it would modify its existing procedures to implement any new or modified benefits and allowances.

#### 9. Fellows' Professional Contribution or Work Products.

The DFP will encourage each Democracy Fellow to complete a substantial analytical report or other relatively independent professional work product that 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 the fellows' professional work products can contribute in meaningful ways to the fields of international democracy and governance. USAID and World Learning expect that fellows' professional contributions or work products will be related to the Democracy Fellows' daily responsibilities with USAID. At the same time, however, these professional contributions should be more than a recapitulation of the fellows' daily activities.

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

The DFP will establish and maintain electronic and other communications links with Democracy Fellows located in USAID/Washington and in USAID missions overseas. This communications effort includes 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.

#### 12. Democracy Fellowships To Offer Field Experience.

Subject to the needs and available funding of sponsoring USAID missions or offices, the DFP will strive to ensure that each fellowship includes a suitable travel budget. This will help to provide fellows, whether serving domestically or overseas, the opportunity to acquire both field experience and professional career development during their fellowships.

#### 13. Democracy Fellows Conference.

World Learning will coordinate with G/DG in planning and conducting occasional DFP Conferences or other activities to promote the fellows' career development. If approved by USAID, such conferences would 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 would 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. This could provide fellows with: (a) the opportunity to present the successes and challenges of their own fellowships, including any professional work products developed during the fellowship; (b) a forum to discuss lessons-learned and cross-cutting issues; 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 institutional or policy issues that may be of concern.
- To provide career guidance and networking opportunities to Democracy Fellows to promote their professional development in the field of democracy. This component could allow fellows to strengthen their commitment to careers in international democracy and governance, and to identify additional career development opportunities.

World Learning anticipates that participants in any future DFP conferences 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 timing, a DFP Conference could also include an Orientation Program for new Democracy Fellows. World Learning will coordinate with G/DG before proposing any DFP Conference, in order to facilitate USAID participation, and to avoid duplication of content or scheduling conflicts with other USAID programs and conferences. World Learning and USAID may find it appropriate to hold any DFP Conference in conjunction with other democracy conferences or meetings scheduled by USAID or other organizations.

#### 4. Duration of Fellowships.

The DFP will generally award Democracy Fellowships for terms of one or two years, depending upon the financial and program commitments of the sponsoring mission/office and the individual fellow, and subject to the approval of USAID/G/DG. While USAID and World Learning share a preference for two-year fellowship terms, World Learning recognizes that few USAID missions or offices have been willing to make such a commitment to a new fellow. Each 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 USAID/G/DG, the fellow, the sponsoring USAID mission or office, and World Learning all agree to an extension. World Learning will not award a fellowship that would cause any person to serve as a fellow in USAID for more than two years, unless each such extension is approved by USAID/G/DG and authorized by USAID in accordance with USAID agency policy. World Learning is not authorized to award a Democracy Fellowship that would cause any individual to serve as a fellow in USAID for longer than four years.

#### 15. Database of Qualified Applicants.

The DFP will maintain a database of qualified applicants, to be updated quarterly. This database will organize information on qualified applicants for the DFP, and each candidate's materials will be held for at least the one-year period that the application is considered active. Information in the candidate database will allow World Learning to search the database by appropriate variables such as current contact information, fellowship eligibility level, highest academic degrees attained, previous employment and professional experience, foreign language abilities, geographic and thematic interests and experience, etc.

#### 16. Number of Fellowships Supported.

Subject to the availability of future USAID funding, World Learning will maintain the capability of fulfilling the program established for the DFP, including the ability to support an anticipated fourteen Democracy Fellows per year for Extension Years 1 and 2; and an anticipated twelve Democracy Fellows per year for Extension Years 3 and 4. Depending upon: (a) future demand for Democracy Fellows by USAID missions or offices; (b) USAID's ceilings on fellowship

programs and the DFP; and (c) available resources, World Learning will be prepared to increase its management capacity to support additional Democracy Fellows over the remaining term of the DFP.

#### 17. Evaluation of Democracy Fellows Program.

World Learning will conduct appropriate annual and other reviews 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 and offices and host organizations. The DFP will from time to time develop and administer formal questionnaires (e.g., for evaluations of DFP orientation programs, conferences and similar activities). World Learning may also rely on informal or general observations and program feedback from sponsoring missions, etc. In addition, the DFP expects to benefit from regular USAID comments on program activities, reviews of the DFP's periodic reports, and formal DFP questionnaires or other assessment instruments that may be returned by sponsoring USAID missions or offices. Mid-term and final program evaluations may be conducted by USAID staff and/or outside experts. The results of such evaluations could be used to decide the continuation of the Democracy Fellows Program.

#### 18. Program Implementation and Financial and Administrative Management.

World Learning will implement the DFP and provide comprehensive financial and administrative management for the program in accordance with the standard provisions of this Cooperative Agreement and World Learning's corporate representations and certifications. World Learning will coordinate with G/DG to develop an annual Implementation Plan for the DFP in conjunction with its Annual Program Performance Report (see below). Functions that World Learning will perform in providing its comprehensive management and implementation of the DFP include:

- Recruiting applicants and managing DFP information and advertising;
- Continuing outreach to minority candidates and minority-serving institutions;
- Screening, reviewing, qualifying, selecting and nominating candidates;
- Maintaining a database of current qualified applicants;
- Soliciting sponsorship interest and identifying potential fellowship assignments;
- Reviewing, negotiating and approving fellowship program activities;
- Periodically reviewing and revising workplans as necessary;
- Initiating security clearances for DFP fellows and staff;
- Awarding fellowships and establishing appropriate fellowship terms and conditions;
- Ensuring that fellowship program activities comply with applicable restrictions on fellows' assignments, and avoid creating potential Organizational Conflicts of Interest;
- Coordinating and approving fellowship extensions, curtailments and related actions;
- Conducting orientation of fellows, and training as required;
- Providing logistic and other support for fellows' assignment to and return from post;
- Monitoring and overseeing fellows' progress in their assignments;
- Reviewing and accepting fellows' reports;
- Providing information resources to fellows, and fellowship reports to USAID;
- Negotiating individual fellowship budgets with USAID and fellows;
- Managing fellows' budgets, as well as all USAID funding received by World Learning;
- Ensuring financial and regulatory compliance with applicable federal, USAID and World Learning policies, regulations and statutes, including USAID's ADS Functional Series 400, Interim Update #3 ("Implementation of Policy Guidance Concerning Fellows");
- Developing and maintaining appropriate program policies, and the DFP Handbook;
- Authorizing fellows' travel and per diem, and approving all fellowship expenditures;
- Ensuring that all fellowships offer opportunities and funding for field experience and professional development;
- Establishing and paying all fellowship salaries, benefits, allowances, travel, etc.;
- Providing on-going technical, logistic, communications/computer and other support to fellows;
- Identifying fellowship mentors and other means of providing career guidance;
- Developing and implementing World Learning's annual program implementation work plans;

- Monitoring individual fellowships to identify and resolve problems arising from performance, conduct, personality differences, time and attendance, leave issues, or other factors;
- Maintaining regular electronic and other communication with USAID, and with fellows throughout their assignments;
- Conducting periodic conferences as appropriate, in coordination with USAID;
- Operating financial, management and administrative systems and controls, in accordance with World Learning's corporate representations and certifications;
- Providing required financial and program reports to USAID;
- Maintaining contact with DFP program alumni, USAID contractors and grantees, academic institutions, and other organizations involved in promoting democracy and governance;
- Conducting periodic evaluations of the DFP and its specific components, and coordinating with USAID on mid-term and final evaluations it may conduct;
- Providing continual review and oversight of program policies, procedures and direction;
- Supervising World Learning program staff and managing program operations;
- Coordinating with other institutions, offices, individuals and vendors involved in providing services to or support for the DFP.

#### D. REPORTING

##### Quarterly Financial and Annual Performance Reports.

1. Financial. World Learning will submit required Quarterly Financial Reports [USAID form SF-269A, Financial Status Report (short form)] to USAID as provided in the standard provisions of the Cooperative Agreement for the DFP.

2. Performance. World Learning will submit to the USAID Cognizant Technical Officer by October 31 each year one hard copy and one electronic media copy of an Annual Program Performance Report for the preceding fiscal year, including an Implementation Plan for the subsequent fiscal year. Reports will be concise and contain information on progress and problems for the reporting period, and plans for the upcoming period. Separate sections will address diversity recruitment efforts and contain reviews of the reporting period finances and a forecast of expected expenditures. One hard copy and one electronic copy of the annual reports, except for financial reports and forecasts, will also be submitted to the USAID Development Experience Clearinghouse (USAID/PPC/CDIE/PIO).

World Learning will provide two copies of a final report to the USAID project officer within 90 days of the completion date of the agreement. The final report will include an executive summary, a description of accomplishments and lessons learned, and recommendations.

End of Program Description

End of USAID / WORLD LEARNING Cooperative Agreement Modification AEP-A-00-95-00024-10

# **Attachment K**

**2000**

**DFP Conference**

**Program and Materials**

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

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**Conference Schedule**

**November 28-29, 2000**  
**World Learning**  
**Washington, DC**

Unless otherwise noted, all sessions will be held in the offices of World Learning at 1015 15<sup>th</sup> Street, NW, Suite 750, Washington, DC.

**TUESDAY, NOVEMBER 28**

9:00 a.m. – 12:30 p.m.      **Individual Meetings with DFP Staff**

9:00 – 10:00 a.m.      Holly Flood

10:15 – 11:15 a.m.      Leslie Gottert

11:30 – 12:30 p.m.      Shally Prasad

12:30 – 1:30 p.m.      **Lunch (on your own)**

1:30 – 2:00 p.m.      **Welcome**

Robert Chase  
Vice President  
World Learning

2:00 – 3:00 p.m.      **USAID Update**

Jerry Hyman  
Chief, Democracy Strategies and Policy  
Center for Democracy and Governance  
U.S. Agency for International Development

Wendy Marshall  
Democracy Specialist  
Center for Democracy and Governance  
U.S. Agency for International Development

Aud-Frances McKernan  
Democracy Specialist  
Center for Democracy and Governance  
U.S. Agency for International Development

**Democracy Fellows Program Update**

David Burgess  
Jennifer McCaskill

This session will provide fellows with an update on the latest program changes and the ever-present ambiguities of the DFP. In addition, the DFP's managers at USAID will provide an overview of upcoming changes in USAID's Center for Democracy and Governance.

3:00 – 3:15 p.m.

Break

3:15 – 4:30 p.m.

**Democracy Fellows Program Evaluation**

Fellows will have an opportunity to give written and oral feedback on the program and their individual fellowships. They will also be invited to share their views regarding the future implementation of the DFP. World Learning's Cooperative Agreement with USAID is scheduled to end in September 2001, but USAID has communicated its intention to continue the Democracy Fellows Program beyond that date. The need to either extend the current program or create a new one presents an opportunity to make changes to the DFP. This evaluation session offers fellows the chance to have input into this process.

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**WEDNESDAY, NOVEMBER 29**

9:00 – 10:30 a.m.

**Fellowships and U.S. Tax Issues**  
John Devlin, CPA

This morning's speaker will address federal tax regulations affecting fellows, U.S. citizens residing overseas, income received through fellowships, and related tax deductions, forms, and requirements.

10:30 – 10:45 a.m.

Break

10:45 a.m. – 12:15 p.m.

**Fellowships and U.S. Tax Issues (cont.)**

12:15 p.m.

**Lunch (on your own)**

1:00 – 5:00 p.m.

**Individual Meetings with DFP Staff**

1:00 – 2:00 p.m.

Jaime Kuklinski

2:30 – 3:30 p.m.

4:00 – 5:00 p.m.

**DEMOCRACY FELLOWS PROGRAM  
1099 ADDRESS FORM**

Where should World Learning send your IRS Form 1099 for the **2000** tax year? Please write the address on the blanks provided below:

**Name:** \_\_\_\_\_

**Address:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Please check one of the following options, if applicable:

- This is my new address; please update the DFP's files.
- This address is *only* for the 1099; please do not send anything else there.

**DEMOCRACY FELLOWS PROGRAM EVALUATION**

Please rate each aspect of your Democracy Fellowship by circling the number that best applies. Please leave blank any questions that are not applicable.

1. How valuable do you believe that your fellowship has been to the USAID team where you are serving? Please reply in terms of your substantive contributions 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

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. Do you believe that your fellowship is meeting the stated goals and expectations of the USAID team, office or mission where you serve? (You may wish to review your *Fellowship Program Description and Workplan* to refamiliarize yourself with specific expectations at the start of your fellowship.)

1                      2                      3                      4                      5

not at all                      somewhat                      very much

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**3. Has this fellowship had the impact you expected 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

**Comment:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**4. How valuable has this fellowship been to you? Have you made progress toward the career development objectives stated in your Fellowship Program Description?**

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

**Comment:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**5. 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

**Comment:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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**6. Are you interested in or currently considering an extension of your fellowship?**

yes                      no                      unknown at this time

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**7. Do you think the USAID unit where you are serving will want a "follow-on" Democracy Fellow? (Your answer does not imply that there is any particular commitment on the part of the sponsoring office.)**

yes                      no                      unknown at this time

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**8. USAID will soon be considering another extension of the DFP. What improvements or changes should USAID make to improve the program?**

Comment: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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9. World Learning welcomes feedback and suggestions on improving and managing the Democracy Fellows Program. Your suggestions might include administrative and/or programmatic aspects of the program (e.g. nomination, selection or preparation of candidates; technical contributions made by fellows; particular information to include in (or omit from) DFP Orientation programs; DFP oversight of fellows; the general USAID-World Learning relationship; continuation of the DFP; program features that could be improved; etc.). Please feel free to add comments on any of the above topics or on additional areas.

10. Other comments or suggestions:

\_\_\_\_\_  
Name of Democracy Fellow (optional)

\_\_\_\_\_  
date