

# DEMOCRACY FELLOWS PROGRAM

## ANNUAL IMPLEMENTATION PLAN

October 2003 – September 2004

USAID Cooperative Agreement

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This document describes the Democracy Fellows Program's (DFP) ninth program year (and third extension year) plan under NMS Cooperative Agreement No. AEP-A-00-95-00024-00. The initial Cooperative Agreement (No. AEP-5466-A-00-5024-00) was effective June 15, 1995.

- The Agreement Officer is Robert Samuel Taylor of the Office of Procurement (M/OP/G/DGHCA).
- The Cognizant Technical Officer (CTO) is Wendy Marshall of the Strategies Division, Office of Democracy & Governance, DCHA.

This Implementation Plan provides detail on the operational activities that World Learning intends to accomplish in implementing the Democracy Fellows Program (DFP). In collaboration with USAID, World Learning's DFP staff will implement the following Implementation Plan for Fiscal Year 2004 (October 1, 2003 – September 30, 2004).

## I. PROGRAM GOAL AND PURPOSE

The Overall Goal of the Democracy Fellows Program is:

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

The program purpose is 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.

## II. PROGRAM ACTIVITIES

### A. Recruiting Applicants.

#### Summary Points:

- *Active recruiting, including attendance at association meetings (e.g., Southwestern Social Science Association Annual Meeting); meeting with university Ph.D. and Master's program administrators and attending career fairs*
- *Attending relevant seminars and workshops and distributing DFP promotional materials*
- *Periodic Web/print DFP announcement and postings*
- *Tap existing Fellows and Alumni to recruit (brown bags and other presentations)*
- *Web site upgrade: Make DFP site more user-friendly and accessible to improve recruiting potential*
- *Refine and upgrade DFP marketing materials*
- *Outreach to minority candidates and minority-serving institutions*

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 applicant diversity and to attract highly qualified US-citizen applicants. It is anticipated that World Learning will supply to USAID up to twelve Democracy Fellows during FY-2004.

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 FY-2004 will approximate six senior, five mid-level, and one junior fellows. As of September 30, 2003, the DFP has on-board five senior-level fellows, two mid-level fellows, and no junior-level fellows. World Learning is also processing current requests for one mid-level Democracy Fellow. Actual needs for particular levels will be coordinated with USAID periodically throughout the year.

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 DFP will also accomplish other outreach to ensure the continuing recruitment of new applicants. World Learning frequently runs on-going advertisements in numerous publications and media, e.g., *The International Career Employment Weekly*, the American Political Science Association on-line newsletter (*APSAnet-PS Online*), the *National and Federal Legal Employment Report*, etc.

The DFP routinely recruits through leading academic institutions – including minority-serving institutions – twice yearly (Fall and Spring semesters). Additionally, the DFP periodically publishes notices and/or purchases advertisements in special and general interest media (e.g., major newspapers, employment and other internationally oriented newsletters targeted to minorities, women, and other prospective applicants). The DFP undertakes these efforts several times each year, and more frequently when necessary. DFP staff members also participate in appropriate graduate-level career-development conferences and recruitment fairs, and regularly accomplish other outreach to ensure the continuing recruitment of qualified applicants. World Learning will also seek additional candidate nominations from USAID staff.

Basic recruitment criteria will include: a minimum of a Masters or JD degree in a relevant field; US citizenship; appropriate language and cross-cultural capabilities; appropriate professional skills and experience; and a career interest in international democracy and governance. As requested by USAID, World Learning also recruits candidates who already possess substantial prior USAID experience. The DFP makes a special effort to assure the opportunity for candidates from minority-serving institutions to apply, and affirmatively recruits women and minorities interested in careers in international democracy and governance. World Learning is firmly committed to a policy of equal opportunity and non-discrimination, and actively seeks applicants who will offer a broad representation of graduates of US universities; it undertakes special efforts to assure participation of candidates from Minority-Serving Institutions, and actively recruits women and minorities interested in working as Democracy Fellows with USAID.

## B. Screening and Selecting Applicants.

### Summary Points:

- *Screen, review, qualify, select, and nominate candidates*
- *Maintain a database of current qualified 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. World Learning will use objective standards to classify applicants into three tiers: Junior, Mid-level and Senior, based on their education and years of directly related professional employment. Minimum technical eligibility standards for applicants to the program include the following qualifications:

- Awarded at least a Master's degree or J.D. in political science, government, international relations, law, or other social science relevant to advancing democratic institutions abroad;
- US citizenship;
- Professional interest in pursuing a career in international democracy and governance; and
- Appropriate work experience, e.g., between zero and five years' relevant experience for junior candidates; between five and ten years' relevant experience for mid-level candidates; and more than 10 years relevant experience for senior candidates. (Applicants pursuing a significant permanent career change to the field international democracy and governance may also be considered, as may other individuals of particular interest to USAID).

The preceding criteria are the program's usual minimum application requirements. In practice the most competitive candidates for Democracy Fellowships also have outstanding professional and personal references, high personal and professional standards, and foreign language proficiency as appropriate for particular fellowships. Nearly all recent candidates who eventually were awarded Democracy Fellowships also had previous professional experience with USAID's democracy and governance programs, and/or overseas experience relevant to the thematic areas and program responsibilities of available fellowships.

#### C. Identifying USAID Fellowship Assignments.

##### Summary Points:

- *Achieving Fellowship "fit" based on effective recruiting and communication with USAID*
- *Solicit sponsorship interest and identify potential fellowship assignments*

World Learning will work closely with USAID's Center for Democracy and Governance (USAID/DCHA/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 DCHA/DG and interested missions and offices to understand their democracy program and staffing needs, and to determine their preferred and required qualifications for fellowship candidates.

World Learning will coordinate with each sponsoring mission or office to secure a specific Statement of Work, outlining the program objectives, activities, responsibilities, functions and duties that the mission or office seeks to have a Democracy Fellow accomplish. To the extent that such information is available, the DFP will use these Statements of Work when it specifically recruits and/or recommends candidates for particular Democracy Fellowships.

#### D. Nominating New Fellows

##### Summary Points:

- *Database refinement and development; add categories to existing database,*
- *Terms of reference development*
- *Interview coordination*

In nominating candidates for particular USAID assignments, World Learning will identify from its database of current applicants, as well as from any specific individuals recommended or referred by USAID, one or more eligible candidates who best meet(s) the goals and purposes of the program, and needs of the sponsoring USAID unit, and whom World Learning considers suitable to undertake the activities contemplated by USAID as described in the sponsoring unit's Statement of Work for a Democracy Fellow.

World Learning typically performs a database search of every applicant in the DFP's pool of eligible candidates, in order to identify those who seem best suited for the particular fellowship under consideration. The DFP's review process involves two parallel assessments:

- evaluations of the eligible candidates' professional and academic abilities and experience, vis-à-vis the stated needs and desires of the sponsoring USAID unit; and
- assessments of the candidates' personal and professional attributes, career promise, and overall suitability for meeting USAID's professional and institutional expectations.

For each Democracy Fellowship, World Learning normally identifies from its database up to five applicants whom the DFP believes best match USAID's stated needs. 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. Often the sponsoring USAID unit already knows of other individuals who may or may not have applied to the DFP, but who closely meet USAID's needs and/or are of particular interest to the sponsoring USAID unit. When USAID indicates its interest in such candidates, the DFP will also nominate these individuals, so that USAID can consider them as well. World Learning will coordinate with the relevant USAID unit to conduct whatever additional interviews or activities the sponsoring unit considers appropriate and affordable.

USAID and/or World Learning might conduct personal or telephone interviews with one or more of the candidates, or check additional references and verify application information. The DFP may seek clarification or additional information from the candidate(s), or undertake similar screening so as to identify the single finalist whom the sponsoring USAID unit considers best suited to the fellowship opportunity that it is sponsoring.

World Learning will also provide the sponsoring USAID unit with information about the operations and limitations of the DFP, the typical current costs and funding procedures for

sponsoring a Democracy Fellowship, and similar matters. World Learning will consult with the sponsoring missions and offices and with DCHA/DG as necessary to address (i) any concerns about the appropriateness of particular candidates for the planned fellowship; and (ii) any concerns about the activities or functions contained in the proposed fellowship assignment. The DFP will also coordinate with DCHA/DG in allocating fellowship slots to USAID missions or domestic offices.

E. Awarding and Extending Fellowships.

1. Initial Fellowships.

Summary Points:

- *Initiate security clearance for DFP fellows*
- *Award fellowships and establish appropriate fellowship terms and conditions*
- *Ensure that fellowship program activities comply with applicable restrictions on fellows' assignments, and avoid creating potential organizational conflicts of interest*
- *Conduct orientation of fellows, and training as required*
- *Negotiate individual fellowship budgets with USAID and fellows*
- *Provide logistic and other support for fellows' assignment to and return from post*

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. World Learning enters into a Fellowship Agreement with each fellow, pursuant to which the individual is a contractor, serving within USAID. USAID units do not themselves enter into formal employment or contractual agreements with Democracy Fellows.

Fellowships will normally be awarded for initial terms of one- or two-years, subject to specific USAID funding and the mutual agreement of World Learning, the selected candidate and the sponsoring USAID mission or office. The specific term for any particular fellowship is usually a function of the sponsoring USAID unit's ability to commit funding for that fellowship. World Learning and USAID must both concur in the selection of any individual fellow.

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 (see below). World Learning will use the sponsoring unit's initial statement of work 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., semi-annually, after an initial quarterly report), 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.

Under USAID policy, 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.

The award of senior-level fellowships will require the prior approval of USAID/DCHA/DG. The DFP's direct and indirect program costs, overhead and other program expenses will be supported through USAID funding and allocated to each fellowship in accordance with World Learning's established financial procedures, and the terms of the Cooperative Agreement and any subsequent modifications.

## 2. Fellowship Extensions.

### Summary Points:

- *Coordinate and approve fellowship extensions, curtailments, and related actions*
- *Periodically review and revise workplans as necessary*

Sponsoring USAID units may determine that fellowship extensions should be offered to individuals who successfully complete their initial fellowship terms. Provided that USAID/DCHA/DG (the CTO for the program) concurs in the proposed fellowship term and workplan for the extension period, a fellowship may be extended for a second fellowship year, and/or renewed for additional periods at the discretion and direction of USAID. Any fellowship term of greater than one year will additionally require that the sponsoring unit, World Learning, and DCHA/DG annually concur in that fellow's workplan.

Fellowship extensions or awards that would carry an individual into a third or fourth fellowship year must be approved by World Learning and by USAID/DCHA/DG, and must be based on an appropriate justification, in accordance with USAID policy. Such fellowships may not be merely

a continuation of the fellow's previous assignments or the routine work of the sponsoring unit, but must be discrete, and essential new activities and objectives that the fellow can begin and conclude during the proposed extension term. The duration of the proposed extension must be directly tied to the specific timeframe of the proposed activity or objective. Additionally, USAID/DCHA/DG and World Learning must approve the fellow's annual workplans for each part of such third- or fourth-year extensions.

Fellows who have once received a Democracy Fellowship may subsequently be awarded another Democracy Fellowship with a different sponsoring USAID unit. Subject to the policy for third- and fourth-year extensions, USAID will decide the duration of each fellowship or extension on an individual basis, taking into account the current fellow's performance for USAID, and USAID's staffing and program needs. All fellowship extensions or renewals are subject to available funding and USAID fellowship ceilings, and require the concurrence of USAID/DCHA/DG, World Learning, and the sponsoring USAID unit.

## F. Fellowship Workplans

### Summary Points:

- *Review and accept fellows reports*
- *Provide information resources to fellows, and fellowship reports to USAID*

Once a single finalist has been selected for a particular Democracy Fellowship, s/he will be required to develop a written Fellowship Workplan. This document serves as the fellow's annual workplan, and outlines for each Democracy Fellowship the specific goals, results, duties and responsibilities that USAID expects the fellow to accomplish during that fellowship. The specific Fellowship Workplan is usually derived from a Statement of Work or program activities (see above) developed by the sponsoring USAID unit, and all Fellowship Workplans must be approved by USAID before being finalized.

As necessary, World Learning will coordinate with DCHA/DG and the sponsoring USAID unit to help assure that Democracy Fellows are assigned responsibilities that are appropriate for their status as fellows. Accordingly, Democracy Fellowships emphasize practical work experience and the performance of specified duties to support USAID democracy and governance programs. Democracy Fellowships are not intended for fellows to accomplish other individual activities such as independent research, writing, teaching, etc.

The DFP's Fellowship Agreement Letter and its guidelines for Fellowship Workplans (Attachment B) encourage Democracy Fellows to prepare and submit periodic written reports as their respective fellowships progress. The DFP will also request fellows periodically to review their Fellowship Workplans, and if necessary, to propose to the sponsoring USAID unit appropriate revisions to those workplans. The sponsoring USAID unit must concur in any proposed amendments or revisions to be made to a previously approved Fellowship Workplan. As previously noted, additional approvals by USAID/DCHA/DG may also be required. World Learning provides general oversight of this process, and assists finalists in developing Fellowship Workplans for approval by the appropriate USAID units.

## G. Fellowship Reports and Resource Materials.

### Summary Points:

- *Review and accept fellows' reports*
- *Explore means of promoting fellows' work and achievements, e.g., Web-based publishing; monographs/essays (collective/collaborative or individual)*
- *Review, revise, and simplify fellows' Report Guidelines*

The DFP will collect and make available to USAID/DCHA/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. World Learning will also provide copies of final reports and any professional fellowship work products to USAID/PPC/CDIE.

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 and accomplishments, as well as the 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 (see below) in the sponsoring mission or office, and with other interested USAID staff for comment, additional information and guidance.

As noted above, fellows are 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. World Learning will inform fellows of their obligation to include the required disclaimers, and USAID acknowledgements in any public activities, writing or published materials.

#### H. Fellowship Orientation.

##### Summary Points:

- *Develop and maintain appropriate program policies and the DFP Handbook*
- *Upgrade/update DFP Handbook to make more user-friendly*

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. If USAID circumstances permit and the relevant sponsoring USAID units deem it desirable, the DFP will attempt to schedule fellowship starting dates so that a group of new fellows may attend the same orientation. This "Orientation Class" model has many advantages and is widely followed in other fellowship programs. It is particularly useful in arranging for orientation briefings by other interested offices such as USAID's Global Bureau (G/AA and G/AMS), Management Bureau (M/HR), and General Counsel's Office (GC/EA). 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 current edition of the *DFP Handbook*, which includes detailed explanations, instructions, policies, examples, background materials, and appropriate administrative and financial forms.

#### I. Fellowship Mentoring and Career Guidance.

#### Summary Points:

- *Identify fellowship mentors and other means of providing career guidance*
- *Ensure that all fellowships offer opportunities and funding for field experience and professional development*
- *Formalize DFP Alumni network; link fellows, current/past*

World Learning will work with each sponsoring mission or office to identify a suitable mentor or other responsible official (usually a democracy and governance team leader) to advise, support and be the collaborative point of contact for each Democracy Fellow assigned to that organization. More than one such mentor may be designated within a sponsoring USAID unit when more than one Democracy Fellow is assigned to a particular unit. World Learning will coordinate with DCHA/DG and the sponsoring mission to advise the designated mentor(s) or responsible official(s) 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 USAID mission or office, should any questions, difficulties or concerns arise.

To the extent practicable, and subject to available funding, 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. Activities under this function may include reimbursing Democracy Fellows for professional publications, or providing travel allowances to support their participation in relevant career development opportunities such as professional conferences and workshops. The DFP also includes some professional development components in its annual Democracy Fellows Conference. DFP staff regularly provide review and comment on the fellows' initial Fellowship Workplans, as well as on any periodic reports submitted during the course of each fellowship. DFP mentoring activities may be revised to reflect any future USAID guidance on this topic.

#### J. Support for Democracy Fellows.

##### Summary Points:

- *Authorize fellows' travel and per diem, and approve all fellowship expenditures*
- *Establish and pay all fellowship salaries, benefits, allowances, and travel*
- *Provide fellows on-going technical, logistic, communications/computer and other support*
- *Maintain regular electronic and other communication with USAID, and with fellows throughout their assignments*
- *Reintroduce concept of Web-based fellows' message board*
- *Review procedures to improve processing of Fellows' travel*

World Learning provides support to each Democracy Fellow, along with general oversight of each fellowship. Fellows will not be considered employees or personal service contractors (PSCs)

of USAID or the US 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.

For planning purposes, the DFP will provide USAID/DCHA/DG with an annual estimated budget 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.

Subsequently, based on available funds and consultations with the particular sponsoring USAID unit, World Learning will establish a comprehensive fellowship program budget for each Democracy Fellowship, including travel and other fellowship allowances, stipends, housing, and other indirect and direct expenses, before it awards that fellowship. The DFP thereafter monitors each fellowship budget to ensure that the fellows' travel and other expenses remain within their respective budgets, and that they comply with applicable travel and other policies and regulations.

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, housing and other local 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.

#### 1. Work Assignments.

##### Summary Points:

- *Monitor individual fellowships to identify and resolve problems arising from performance, conduct, personality difference, time or attendance, leave, or other factors*

Subject to the needs and available funding of sponsoring USAID missions or offices, the DFP will strive to ensure that each fellowship includes the opportunity for the fellow to obtain practical field experience working with USAID missions, contractors and implementing partners. 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.

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. As necessary, the DFP will discuss fellows' assignments with USAID, to help USAID to avoid actual or perceived organizational conflicts of interest in procurement matters.

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 *are* subject to USAID's day-to-day oversight and administration, will continue to be required to observe local office work schedules, administrative and security 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 US government programs, projects or funds, nor officially represent USAID outside the agency. World Learning will coordinate with USAID to initiate, renew or update national security clearances that USAID may require for fellows.

Fellows are required to perform their fellowship responsibilities personally, and cannot delegate fellowship activities to others. However, with prior approval, Democracy Fellows may from time to time pay others for providing certain support services to the fellow. Such paid services might include administrative or logistic personnel (e.g., drivers, translators, interpreters, typists, etc.), or comparable expenses incurred to support the individual fellow's personal efforts in fulfilling his/her fellowship responsibilities.

Democracy Fellows are expected to devote full time and attention to their fellowships, and are prohibited from accepting other compensation for work done with USAID under the fellowship. Fellows are also precluded from undertaking any other activity that would significantly interfere with or compromise the successful fulfillment of their fellowship responsibilities with USAID.

## 2. Leave Policies.

Currently, Democracy Fellows are granted (but do not accumulate) a total of 30 days combined personal leave, vacation, sick leave, religious holiday leave, etc., for each full calendar year of service as a fellow. This leave amount is prorated for periods less than one year. USAID may change the accrual of leave for Democracy Fellows by providing written notice to World Learning.

## 3. Equipment.

World Learning will coordinate with the sponsoring mission or office to identify any equipment, communications, or other particular needs for each fellowship. World Learning will coordinate with the sponsoring USAID unit to ensure that these components are included as part of the pertinent fellowship workplan and budget.

As required, World Learning will continue to procure appropriate equipment for various Democracy Fellows, including computers, printers, communication equipment, security radios, cell-phones, etc. The DFP consults with the sponsoring USAID units, and with DCHA/DG, to obtain necessary guidance as to equipment standards, compatibility and similar concerns. Equipment purchases, title, and disposition by World Learning will be in accordance with the terms of the Cooperative Agreement for the DFP, and OMB Circulars A-110 and A-121.

#### 4. Fellowship Travel

In order to plan and manage fellowship budgets under the Cooperative Agreement, World Learning encourages finalists, Democracy Fellows – and the relevant sponsoring USAID unit – to identify three factors for all planned *international* travel:

- the proposed destination(s) of trips during the period of the plan;
- the estimated duration of each trip; and
- the number of trips planned for each destination.

Fellows' travel plans need not specify precise travel dates, nor will fellows be required to pre-plan each international trip that may occur during the fellowship term. In accordance with guidance issued by USAID/M/OP, Democracy Fellows are not required to obtain USAID country clearance for international travel unless the primary purpose of the trip is to work with USAID mission personnel, or the Democracy Fellow requires significant administrative or substantive programmatic support from the mission. The DFP recognizes that Democracy Fellows usually will be working closely with USAID and will thus ordinarily require individual country clearances.

## 5. Financial Controls.

### Summary Points:

- *Operate financial, management and administrative systems and controls, in accordance with World Learning's corporate representations and certifications*
- *Provide required financial and program reports to USAID*

Using World Learning's established financial controls and administrative procedures, the DFP monitors and oversees the expenditure of funds by or on behalf of each Democracy Fellow throughout the term of each fellowship. World Learning advises fellows on applicable domestic and international travel and per diem regulations, and will seek to insure fellows' compliance through program orientations and periodic training efforts, and through DFP management of the fellows' travel budgets, advances, claims and reimbursements. World Learning also employs reasonable controls to determine that the sponsoring USAID Mission or office has approved the proposed travel.

## K. 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, World Learning is guided both by its existing practices and by USAID requirements for establishing personal compensation. USAID has authorized the DFP to pay fellows under a system of compensation that is based on and generally linked to the US Civil Service Schedule. The present system approved by USAID/DCHA/DG, classifies individual Democracy Fellows as Junior-level, Mid-level, or Senior-level fellows, based on their respective prior education, relevant democracy experience and prior earnings (e.g., applicants complete USAID Form 1420). The DFP will generally strive for an "income-neutral" net annual salary, within the program's established stipend ranges. From time to time USAID may require exceptions to this procedure. The DFP will consult with DCHA/DG periodically to review general stipend and allowance levels for the program, and to make any revisions necessitated by modifications to USAID or USG policies, to the US Civil Service Schedule, or by other relevant factors.

World Learning understands that USAID is continuing its review of the various stipends and allowances paid to fellows in all USAID-sponsored fellowship programs, with the expectation that those fellowship stipends and allowances may eventually be standardized across all USAID programs. Once USAID decides on these policies, World Learning will consult with DCHA/DG to modify its existing procedures and to implement any new or revised USAID guidance on fellowship stipends, benefits and allowances.

As previously approved by USAID, the following salary ranges have been established for senior, mid-level and junior fellowships, generally pegged to the prevailing US Civil Service Schedule (Non-Locality Pay):

## 1. Initial Compensation Levels

### (a) Junior-level Democracy Fellows

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 US 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.

### (b) Mid-level Democracy Fellows

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 US 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.

### (c) Senior-level Democracy Fellows

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 US 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.

## 2. FY-2002 Payment Levels

For FY-2002, subject to future adjustments to the applicable civil service schedule, this system establishes the following fellowship stipend ranges for each category of fellowship:

- **Junior-level Democracy Fellows.** Initial stipends range from about \$35,519 to about \$58,376 per year (approximately the levels of GS-9/Step 1 through GS-12/Step 5);
- **Mid-level Democracy Fellows.** Initial stipends range from about \$60,093 to about \$84,446 per year (approximately the levels of GS-12/Step 6 through GS-14/Step 6); and
- **Senior-level Democracy Fellows.** Initial stipends range from about \$84,446 to a fixed ceiling of \$87,400 per year (approximately the levels of GS-14/Step 6 to GS-15/Step 3).

## 3. Annual Fellowship Stipend Increases

(a) 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.

(b) 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.

(c) 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.

## L. Other Fellowship Benefits and Allowances

At the discretion of the sponsoring USAID unit, and subject to available funding and USAID/DCHA/DG approval, USAID may authorize World Learning 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.

#### M. 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 international 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. World Learning understands that sponsoring USAID units will advise fellows as to whether, how and when they may undertake such professional efforts.

#### N. 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, coordinating with the sponsoring USAID units regarding telephone, e-mail, cable, pouch, private courier and similar services, 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.

#### O. Democracy Fellows Conference

##### Summary Points:

- *Conduct periodic conferences as appropriate, in coordination with USAID*
- *Hold Second Annual Fellows' Retreat*
- *Conduct DFP Needs Assessment*

World Learning will coordinate with DCHA/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 might include current and incoming Democracy Fellows, recent program alumni, 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 DCHA/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.

In December of this program year, the DFP will conduct its second annual Democracy Fellows' Retreat in Brattleboro, VT. The first annual retreat, held in December 2002, sought to identify, refine, and tailor ways of supporting and promoting the current group of Democracy Fellows. As with the previous year, the main areas of focus will promote a balance of program and technical D&G emphasis.

1. We will reinforce (and in some cases, establish) fellow-to-fellow connections. While many fellows have worked together, many have never actually met or at least spent

significant time together. The retreat will provide space to explore areas of mutual professional interest, and to identify potential means of collaboration where possible.

2. Throughout the retreat we will make efforts to identify relevant resources that support and promote the fellows and their work (and by extension USAID's democracy agenda), as well as to identify what works and what does not work in the fellowship program.
3. We will use the retreat as a catalyst for fellows to debate and reflect (without the distraction of day-to-day work demands) on the more pressing issues of democracy development in USAID and in general.
4. The retreat will also offer a forum in which the fellows can discuss their democracy development career objectives and strategies. Toward this end, we expect to invite recent alumni to join the Retreat. These recent fellows can share their inside knowledge of the program and the transition to work in the post-fellowship world.
5. We will utilize this time with the fellows to conduct a frank needs-assessment of the program. To fine tune programmatic issues and streamline administrative procedures where possible.

#### P. Duration of Fellowships

As noted above, 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/DCHA/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/DCHA/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/DCHA/DG and authorized by USAID in accordance with USAID agency policy (specific USAID approval requirements are discussed above). 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.

#### Q. Database of Qualified Applicants

The DFP has established and will maintain a database of qualified applicants, which is updated periodically depending on volume. This database organizes 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.

#### R. 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 twelve Democracy Fellows per year for FY-2004. 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.

#### S. Evaluation of Democracy Fellows Program

##### Summary Points:

- *Conduct periodic evaluations of the DFP and its specific components, and coordinate with USAID on mid-term and final evaluations it may conduct*

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.

#### T. Program Funding

Each USAID unit that sponsors a Democracy Fellowship will provide funding to USAID's Center for Democracy and Governance to support the direct and indirect program expenses for that fellowship, and a pro rata share of the DFP's general administrative expenses.

USAID/DCHA/DG in turn makes incremental funding available to World Learning through M/OP.

To insure that each fellowship can be appropriately supported, World Learning will work closely with fellows and sponsoring missions or offices to identify estimated fellowship travel, housing, equipment and other benefits and expenses that may differ significantly from the normally projected costs. World Learning will ordinarily not propose candidates for a prospective Democracy Fellowship until funding for that fellowship has been secured and DCHA/DG has authorized World Learning to proceed. USAID, however, may request the DFP to proceed with particular fellowships in advance of USAID funding.

The DFP will coordinate with sponsoring USAID units as they develop Statements of Work for particular Democracy Fellowships, and will encourage USAID staff to identify the particular level of Democracy Fellow desired (e.g., junior, mid-level, etc.). World Learning will also request sponsoring units to identify any specific fellowship travel plans, local cost of living factors or mission-specific additional benefits, equipment needs, and other USAID expectations for the fellowship. These financial and programmatic expectations provide important information for World Learning in its candidate recruitment, review and nomination processes. Such data are also essential to the individuals who are eventually selected as finalists for particular fellowships.

Under the current year's Implementation Plan, the estimated annual cost of each new Democracy Fellowship beginning during FY-2004 will be:

- Junior-level Democracy Fellowships: \$152,682
- Mid-level Democracy Fellowships: \$185,530
- Senior-level Democracy Fellowships: \$189,252

These estimated FY-2004 costs are estimated maximum costs, assuming that all new fellows will start at the highest salary for their fellowship level, and that all will require travel to post. The estimates include insurance, an annual travel budget of \$15,000, and all of the standard Democracy Fellowship direct and indirect expenses and allowances. These estimates **do not include** any post-specific housing, security or similar allowances, nor any additional benefits that the sponsoring USAID unit may wish to authorize for a fellow and/or for any dependents. The DFP will discuss any such additional local costs with sponsoring USAID units. In addition, sponsoring USAID units would have to provide additional funding if they anticipated that a Democracy Fellow would be required to undertake more travel than can be supported by a \$15,000 annual travel budget.

**Note:** For all fellows, the cost of fellowship extensions beyond the first year may be significantly higher than the amounts set out above, due to individual fellowship factors such as stipend increases for Democracy Fellows continuing past their first year, home leave travel for fellows extending overseas, etc.

U. Program Implementation and Financial and Administrative Management

Summary Points:

- *Ensure financial and regulatory compliance with applicable federal, USAID, and World Learning policies, regulations and statutes, including USAID's AD Functional Series 400, Interim Update #3*
- *Provide continual review and oversight of program policies, procedures, and direction*

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 DCHA/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:

### III. REPORTING

#### A. Quarterly Financial Reports.

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.

#### 1. Annual Performance Reports

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.

#### **Attachments:**

- **Sample World Learning Democracy Fellows Program Award Letter**
- **World Learning Guidelines for Fellowship Workplans**