

USAID/Office of Democracy and Governance
Operational Plan

FY 2006

June 13, 2006

Please Note:

The attached RESULTS INFORMATION is from the FY 2006 Operational Plan and was assembled and analyzed by the country or USAID operating unit identified on the cover page.

The Operational Plan is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

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Program Performance Summary FY 2005: A. Program Performance Summary

Program Narrative (FY 2005): In FY 2005, DCHA/DG continued to focus on developing a knowledge and practice base for supporting democracy and good governance in weak and failing states. The Office's operational tools are 1) direct and virtual field support, 2) development and dissemination of technical leadership and guidance, and 3) a comprehensive training program. The rest of this section will document FY 2005 accomplishments in those areas.

1. Field Support

The DG Office's most important resource is its nearly 60 experts specializing in the planning, analysis, and implementation of assistance programs to build democracy and good governance. This staff provides both direct and virtual support to over 80 field democracy and governance assistance programs. In FY 2005, DCHA/DG staff provided over 1850 person days of direct TDY field assistance covering every geographical region. Of particular note, DCHA/DG staff provided extensive TDY assistance to USAID efforts in Afghanistan, Ethiopia, Sudan, West Bank/ Gaza (all over 100 person days), and Haiti (over 80 person days). While on TDY status DCHA/DG staff assist missions in planning, analyzing, implementing, and evaluating democracy and governance programs. In some instances DCHA/DG staff serve temporarily as acting program managers on behalf of USAID missions. In addition to providing field support through its staff, DCHA/DG supported field missions in a variety of other ways. For example, through its "Bullpen," DCHA/DG placed seasoned experts to work on a variety of democracy and governance programs in the Kenya, Ecuador, Liberia, Haiti, and Honduras missions.

2. Technical Leadership and Guidance

Mapping the most effective response to fragile states and state failure remained the pre-occupation of the Agency throughout 2005. During the year DCHA/DG played the leading role within the Agency in the effort to crystallize policy and strategy related to governance in weak and failing states, and to chart techniques to catapult fragile states - Iraq, Afghanistan and Sudan as well as the myriad other fragile states in USAID's ambit - onto a transformational development trajectory.

The DG office initiated a series of workshops throughout 2005 to identify successful strategy and tactics from past experience trying to stand up democratic governance, or utilize democracy building and good governance interventions to stand up fragile states. Workshops on "Governance in Fragile States", "Lessons Learned from Serbia, Georgia and Ukraine", "Security Sector Reform", and "Dealing with Illicit Power Structures" were both learning experiences for USAID DG staff, as well as expert forums for debating and discussing the challenges of building democracy in fragile states.

In our new environment where defense, diplomacy and development must work together to achieve national security, DCHA/DG was a leader for the Agency in 2005. The DG Office has been an active participant in several S/CRS planning exercises, including working groups on transitional justice, rule of law, and governance, and on country-specific working groups including Sudan and Haiti. In addition, DCHA/DG has supported and helped build S/CRS through both long and short-term staff details. While working closely with State to ensure that development and diplomacy work in tandem, in 2005 DCHA/DG was one of the Agency's lead offices in developing strategic relationships with the Defense Department. DCHA/DG collaborated with the Joint Forces Command (J-9) on two inter-agency planning efforts; "Unified Quest '06", and "Multinational Experiment 4". These efforts simultaneously influence U.S. military doctrine to greater sensitivity to governance and stabilization issues, while helping USAID to interact more effectively in joint planning. In the field DCHA/DG provided technical leadership with respect to police development and security sector reform to USAID/Kyrgyzstan, USAID/Sudan, USAID/West Bank/Gaza, and USAID/Pakistan.

In consultation with sister DCHA offices the DG Office worked through 2005 to develop a crisis response capacity for rapid deployment to seize opportunities or meet challenges in fragile states related to or potentially affected by democratic governance. This capacity, in the form of a small expert expeditionary team, tracks with other DCHA offices (OTI, OFDA, CMM, and OMA), key inter-agency organizations

(S/CRS, JFCOM); provides rapid response to field requests; and assists the DG Office and the Agency in fragile states situations.

To help make strategic decisions on how and when to invest for greatest impact, DCHA/DG uses a strategic assessment framework to analyze country political conditions and craft program interventions aimed at overcoming the greatest constraints to democracy. The assessment framework has been heralded both inside and outside the Agency by academics and practitioners as one of the best applications of development assistance theory in the field of democracy. In FY 2005, DCHA/DG conducted 6 comprehensive DG assessments in Uganda, Liberia, Nepal, Moldova, Columbia, and Ecuador. Beginning in the last quarter of the fiscal year, demand for assessments has rapidly increased at an annualized rate of approximately 10-15 per year. These assessments review conditions, opportunities, and constraints for democratic development. In each case, the strategic recommendations have helped inform missions' strategic thinking as they design their DG portfolios. In addition, DCHA/DG assisted missions in the development and drafting of strategy statements in places like Afghanistan, West Bank/Gaza, and Nigeria. The DG Office will continue to conduct sectoral assessments, with assistance planned in FY 2006 for USAID Missions in Albania, Djibouti, Haiti, Dominican Republic, and East Timor.

USAID launched its Anticorruption Strategy in January, 2005. To provide leadership for the implementation of this strategy, DCHA/DG helped establish the AA-level Steering committee, and a technical-level Implementation Working Group, both of which were approved by the Administrator and are currently being staffed by DCHA/DG. The strategy recommended the development of a more sophisticated corruption assessment tool which was designed and piloted in Mozambique. The aspect of the strategy with perhaps the greatest potential impact for Agency programming is the recommendation that Missions mainstream anticorruption elements across their entire portfolio. In support of this, the DG Office designed a multi-day Mission-wide workshop which was piloted in El Salvador and West Bank/Gaza and delivered in several additional countries.

In 2005, DCHA/DG expanded the potential use of democracy surveys undertaken by USAID missions in Latin America, beginning construction of a website to provide not only findings and reports from the surveys, but the survey databases themselves, which should eventually be available to users world-wide. These surveys represent the highest quality research standards, and are increasingly used by USAID and the State Department to guide programming and to more rigorously examine their own performance. The DG office began discussions with other donors on increasing support for higher quality survey research, and within USAID, on how to use selected survey responses as common indicators of mission progress. The DG office also examined and approved a unique proposal to pilot test a new survey methodology that does not rely on the accuracy of a national census and should be particularly appropriate in difficult or poor political environments.

As part of DCHA/DG's Strategic and Operational Research Agenda (SORA), a sub-grant to a consortium of US universities was competitively awarded in FY 05 to conduct a quantitative study of the impact of USAID DG assistance. The Vanderbilt-Pittsburgh research team broke new ground, using a sophisticated statistical model and surveying the entire portfolio of USAID DG programs since 1990. The study found consistent and clear positive impacts of USAID democracy and governance assistance, both on countries' overall level of democracy, and on certain sub-sectors, such as elections and civil society. Using the widely recognized Freedom House scale of democratic progress, the study found that, overall, each \$1 million in USAID democracy assistance leads to a 50% greater change in a typical country than would be expected if no USAID assistance had been provided. Moreover, each \$10 million additional of USAID democracy and governance assistance produces about a 500% greater change than would be expected otherwise. These findings will help inform subsequent research, including in-depth country case studies. The results of the different pieces of research will be combined to provide the information needed by policy makers and practitioners to make the best possible investments in supporting democratic development and good governance.

3. Cadre Development

DCHA/DG conducted three major training events in 2005 in addition to numerous less formal workshops, seminars and symposia. In March, DG conducted simultaneous training workshops in El Salvador and

Ecuador on governance and anti-corruption for approximately 50 mission staff in the LAC region. The Annual DG Officers Conference was held in June, and featured keynote contributions from Congressman David Dreier, Ambassador Carlos Pascual (State Coordinator for Conflict, Reconstruction and Stabilization), and AA/PPC Douglas Menarchik. Approximately 100 DG officers from Washington and field missions attended the workshop component. In October the DG Orientation workshop was attended by 48 USAID DG officers, including 25 from USAID field missions. DG organized one-day workshops on "Governance in Fragile States", "Lessons Learned from Serbia, Georgia and Ukraine," "Introduction to the DG Strategic Framework," and "Security Sector Reform" (two-day). In addition DG co-sponsored with Joint Forces Command (J-9) a two-day symposium on "Illicit Power Structures." These training efforts are designed to ensure that USAID continues to have an informed expert staff with up-to-date knowledge of the most recent developments related to democratization and good governance.

FY 2006 Program

SO: 932-001 Legal systems operate more effectively to embody democratic principles and protect human rights

Protect Human Rights

Protect Human Rights: The FY 2006 program that addresses the Justice Sector will also contribute substantially to the goals of protecting human rights and assuring equal access to justice. Almost all funds indicated as necessary for the Justice Sector objective will also support the Human Rights objective. For example, rapid response funding could be used for a legal aid group that is defending a journalist accused of treason. Additionally, in FY 2006, USAID plans to obligate \$100,000 in DA for a Human Rights Field Guide for DG officers. This guide will provide information about USAID's approaches to human rights protection in the past, and offer lessons learned and practical guidance on how USAID programs can contribute to a stronger framework for human rights protection.

Strengthen the Justice Sector

Strengthen the Justice Sector: The ROL Division will build upon activities that have provided innovative technical guidance to USAID missions, helped improve U.S. ROL field programs, and further established USAID's role as a leader in rule of law and justice sector assistance. FY 2006 resources will increase DCHA/DG's capacity to provide such technical assistance through DG Office staff, research, new mechanisms, and training. The primary uses for FY 2006 funds are: 1) technical personnel to carry out field support and grant and contract management (\$798,000 DA), including a new law enforcement advisor to provide technical leadership and field support on community policing and crime prevention, and maintaining a Democracy Fellow at the Administrative Offices of the U.S. Courts (AOC) to facilitate the development contributions of the federal judiciary; 2) new Leader with Associate grants, which were not awarded last year due to procurement issues, to fund core programs and provide a rapid response capability for crisis and non-presence countries (\$400,000 DA); (3) rapid response contracts to provide the capacity for rapid and robust field response to emerging crises in the justice sector (\$300,000 DA); (4) technical research and guidance in the areas of program impact evaluation, program design, human rights, community policing, customary law, and other emerging rule of law issues (\$560,000 DA); and (5) support for the judicial cooperation activities carried out by the International Judicial Relations Committee of the United States Judicial Conference (\$75,000 DA). Funding will be used to train USAID officers in emerging fields, such as administrative law and post-conflict justice (\$45,000). Finally, funding for a community policing pilot program is also sought (\$200,000 DA).

FY 2007 Program

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Protect Human Rights

Protect Human Rights: The FY 2007 program that addresses the Justice Sector will also contribute substantially to the goals of protecting human rights and assuring equal access to justice. Almost all funds indicated as necessary for the Justice Sector objective will also support the Human Rights objective. Additionally, funds will likely be sought for research, field support, or pilot programs to improve access to justice, including alternative dispute resolution and legal advocacy programs (\$200,000 DA).

Strengthen the Justice Sector

Strengthen the Justice Sector: The FY 2007 program will most likely require continued funding of three non-direct hire staff in order to provide an adequate level of field support to missions, and to carry out the technical research and training for which the division is responsible (\$820,000 DA). The focus of the three positions will be: 1) community policing and crime prevention technical leadership; 2) backstopping

Latin American and Caribbean missions and ROL programs; and 3) backstopping African missions and ROL programs, including the fragile states of Sudan, Liberia, Angola, Congo, and elsewhere. The DG Office will likely continue funding a Democracy Fellow to facilitate the contributions of the Federal Judiciary to USAID programs and to promote inter-agency learning and outreach (\$166,000 DA). We will also likely continue to provide resources to facilitate judicial and judicial-staff travel (\$75,000). In FY 2007, the DG Office will require additional funds to carry out core programs under the new Leader with Associates award (\$200,000 DA). Also in FY 2007, we anticipate that USAID field missions will request assistance in developing community policing, election security, anti-trafficking, and other programs involving civilian police training, all of which were restricted until FY 2005. USAID will possibly fund a pilot community-policing program (\$200,000 DA).

FY 2006 Program

SO: 932-002 Political processes, including elections, are competitive and more effectively reflect the will of an informed citizenry

Promote and Support Credible Elections Processes

Promote and Support Credible Elections Processes: Regional and country programs to support political freedom through credible electoral processes will continue to be implemented through the grants and contracts managed by the DG Office. Countries with national elections scheduled for 2006 and 2007 that may be candidates for DG Office assistance, include, but are not limited to the following: Algeria, Angola, Armenia, Bahrain, Benin, Brazil, Bulgaria, Burkina Faso, Cambodia, Colombia, Croatia, Democratic Republic of Congo, Djibouti, East Timor, Ethiopia, Georgia, Guinea, Iraq, Kuwait, Macedonia, Madagascar, Mauritania, Morocco, Nicaragua, Nigeria, Pakistan, Peru, Philippines, Russia, Senegal, Sierra Leone, Sri Lanka, Tajikistan, Togo, Uganda, Ukraine, Venezuela, Yemen, and Zambia. The DG Office will support the completion of innovative technical election projects, such as the development of international standards for election monitoring, and initiate others, on topics that include innovations in election technology and access to political processes by persons with disabilities. EPP plans to develop toolkits to help guide the field in free and fair democratic elections, including in post-conflict and fragile state environments. The DG Office will pursue innovative programming in support of more inclusive and secure political processes-- such as, consensus building for peace-processes, elections, and referenda in fragile states, countries in conflict, and countries in transition. At the end of FY 2006, EPP will have supported the training and development of an expanded cadre of election technical experts capable of fulfilling key positions in support of electoral and other political processes, in various political environments. EPP will continue to provide highly accessible expertise to support free and fair elections worldwide.

Principal mechanisms: The DG Office will manage at least one cooperative agreement, for election and political process support, called the Consortium for Elections and Political Process with the primary holders of IFES, the International Republican Institute and the National Democratic Institute for International Affairs (subgrantees: The Asia Foundation and the Carter Center). The DG office will manage three Indefinite Quantity Contracts (IQC) with IFES, Democracy International and Creative Associates International, Inc. (there are 34 subcontractors within these three IQCs). Another Cooperative Agreement may be competed. The same principal mechanisms are used for both EPP program components. (\$13,000,000)

Strengthen Democratic Political Parties

Strengthen Democratic Political Parties: Regional and country programs to support political party development and the development of competitive and fair political party systems will continue to be implemented through the grants and contracts managed by the DG Office. Countries with national elections scheduled for 2006 and 2007 that are candidates for DG Office assistance, include, but are not limited to, the following: Algeria, Angola, Bulgaria, Burkina Faso, Cambodia, Colombia, East Timor, Georgia, Haiti, Liberia, Macedonia, Madagascar, Mauritania, Morocco, Nicaragua, Nigeria, Pakistan, Peru, Russia, Senegal, Sierra Leone, Sri Lanka, Uganda, Ukraine, Uzbekistan, West Bank/Gaza, Yemen,

and Zambia. Demand for political party development advice and support and/or continued programming through one of our mechanisms may be requested in Algeria, Burkina Faso, Haiti, Liberia, Jordan, Nigeria, Morocco, Somaliland, Sri Lanka, Uganda, West Bank/Gaza, and Yemen. Significant assistance and programming to strengthen democratic political groupings in Bahrain and Kuwait are also anticipated. For our technical leadership agenda, the DG Office will support the development of innovative tools and programs in various areas, such as to help assess countries' progress in transparency of political finance, to improve the development of political parties in conflict settings, and to update the DG Office guide to political party programming. At the end of FY 2006, the DG office will have supported the training and development of an expanded cadre of technical experts capable of fulfilling key positions in support of political party development, including the development of political party systems. The DG Office will continue to provide highly accessible expertise to support political party development and transparency worldwide.

Principal mechanisms: These are described in the election and political process component. (\$6,800,000)

FY 2007 Program

SO: 932-002 Political processes, including elections, are competitive and more effectively reflect the will of an informed citizenry

Promote and Support Credible Elections Processes

Promote and Support Credible Elections Processes: The DG Office will continue to focus on field support, technical leadership, and cadre development for elections and political processes. While all election calendars are not set for 2007 worldwide, countries that may be candidates for DG Office election assistance include, but are not limited to: Algeria, Armenia, Cambodia, Croatia, East Timor, Georgia, Russia, Nigeria, Philippines, Sierra Leone, Sri Lanka, and Uzbekistan. Conduct of credible elections in post-conflict and weak states will continue to be a focus of EPP's technical leadership, given the elections schedule for 2007 and 2008, and the need for an increase in highly qualified election technical expertise in post-conflict and fragile state settings. Cadre development, through various types of trainings, will also continue.

The DG Office will manage the following worldwide election support mechanisms: 1) one cooperative agreement; and 2) Three IQCs -- IFES, Democracy International, and Creative & Associates International, Inc. -- combined these IQCs have 34 subcontractors. The same mechanisms are used for both EPP program components. (\$4,645,000)

Strengthen Democratic Political Parties

Strengthen Democratic Political Parties: While all election calendars are not set for 2007 worldwide, countries that will have elections and may be candidates for DG Office assistance in political party development may include, but are not limited to, Algeria, Cambodia, Croatia, East Timor, Georgia, Nigeria, Russia, and Sri Lanka. Longer-term political party development, between election cycles, will also continue. The DG Office will continue to provide highly qualified technical expertise to political party development worldwide and support its technical leadership on democratic political party strengthening, with an emphasis on assessment, evaluations, and best practices, particularly in transitional, weak, and failing states. Cadre Development, through various types of training, will also continue. (\$2,505,000)

FY 2006 Program

SO: 932-003 Informed citizens' groups effectively contribute to more responsive government

Establish & Ensure Media Freedom & Freedom Of Information

Establish & Ensure Media Freedom & Freedom Of Information: The media activities will include the expansion throughout the Middle East and parts of Africa of a media sustainability index to measure annual progress in the growth of free and viable media organizations. A separate activity will be to

conduct a pilot project involving the use of community radio to help citizens identify and discuss solutions to their most pressing local challenges, particularly under fragile state conditions. The DG Office will also produce a Guide to Media in Fragile States. (\$866,000)

Strengthen Civil Society

Strengthen Civil Society: School-based civic education will continue to be a major focus of activity, with a new emphasis on developing a broader civic education curricula and working with host-country universities to establish pre-service training for elementary and high school teachers in civic education. This effort will be undertaken in cooperation with the USAID Office of Human Capacity Development and the Department of State Middle East Partnership Initiative.

A new initiative on the role of youth in democracy will be undertaken to identify and pilot more innovative ways to engage youth in positive political change.

The grant to fund the American Center for International Labor Solidarity will be continued in order to enhance the role of labor in democratic transitions.

An activity will focus on how civil society can be a constructive actor in strengthening democratic participation and institutions in fragile states.

An activity will be undertaken to analyze lesson learned on the role of civil society in enhancing citizen/community empowerment in relation to local governments in decentralization programs.

There will be continued engagement in exploring prospects for co-funding programs aimed at making host-country legal and regulatory frameworks more favorable to civil society organizations.

An activity will be initiated to expand the role of information communication technology in democracy and governance programs. (\$2,500,000)

FY 2007 Program

SO: 932-003 Informed citizens' groups effectively contribute to more responsive government

Establish & Ensure Media Freedom & Freedom Of Information

Establish & Ensure Media Freedom & Freedom Of Information: Support for the media sustainability index will continue in order to measure progress in building an independent media sector in the Middle East and Africa. Increased levels of co-funding for the activity will be achieved. The pilot project on the use of radio to facilitate citizen/community empowerment will also continue. (\$750,000)

Strengthen Civil Society

Strengthen Civil Society: The activity to support the development of a comprehensive curriculum for school-based civic education will continue along with the introduction of civic education courses in teacher training universities for pre-service training of elementary and secondary school teachers. The youth and democracy initiative will also continue. (\$2,750,000)

FY 2006 Program

SO: 932-004 National and local government institutions more openly and effectively perform public responsibilities

Promote And Support Anti-Corruption Reforms

Promote And Support Anti-Corruption Reforms: The Governance Division has been the focal point for

activities aimed at implementing the Agency's Anticorruption Strategy which was issued in 2005. Implementation activities will include the design and procurement of a new Indefinite Quantity Contract (IQC) to provide global anticorruption services. The current mechanism exhausted 60% of its \$125 million ceiling in its first year of operation, indicating high demand from missions for anticorruption programming support. Technical leadership will include the finalization of a corruption assessment methodology, aimed at developing recommendations for USAID programs that address root causes of corruption and can be applied across development sectors. Training in anticorruption approaches will continue for DG and other USAID staff and will be broadened to include implementing organizations. Regional training in the Middle East is also planned. The "Mission Mainstreaming Anticorruption" training module, successfully piloted in FY 2005, will be offered to interested missions in FY 2006. This module provides tools on how to make mission wide efforts to address the corruption issue across USAID's entire development portfolio. Other technical leadership products will include an issue brief on working with Anticorruption Agencies and Social Auditing Approaches to Anticorruption. Implementers are ARD Inc., Casals and Associates, DPK Consulting, Management Systems International and PADCO. (\$323,000)

Promote Effective and Democratic Governance of the Security Sector

Promote Effective and Democratic Governance of the Security Sector: As a new sub-sector, security sector reform (SSR) activities planned for FY 2006 will build on technical leadership, training, and pilot activities which began in FY 2005. The goals of this program are: 1) to increase the Agency's capacity to design and deliver SSR programs; 2) to expand the Agency's experience base in this sub-sector through pilot activities; and 3) to increase inter-agency and donor cooperation through joint programs, including training, exchange of best practices, and field activities. Specific activities will include: field support to strategic ongoing SSR programs (West Bank/Gaza, Philippines, Nicaragua, Guatemala); piloting best practices in defense expenditure oversight in cooperation with other donors; joint training for inter-agency personnel in Washington, D.C. and the field; and technical publications on emerging issues. Implementers include consortia led by ARD, Inc. and Development Alternatives, and others to be determined. (\$300,000)

Strengthen Public Sector Executive Function

Strengthen Public Sector Executive Function: The Governance Division has designed a new \$750 million, five-year Indefinite Quantity Contract (IQC) to provide assistance to missions seeking to program assistance for executive branch offices, line ministries, and other organizations aimed at promoting transparent, accountable government administration. Technical leadership in this area will focus particularly on the challenges affecting fragile states as well as the civilian responsibilities of stability operations. It will also address the perennial question of how to prioritize assistance interventions -- what to do first -- and what is the sequence for effective democratic governance in fragile state environments. An Emerging Leadership initiative aimed at identifying and training a cadre of dynamic, skilled leaders as an adjunct to ongoing mission-based programs will be explored. Implementers are consortia led by ARD, Inc., Chemonics International, Development Alternatives, Inc., Millennium IP3, and Management Systems International. (\$600,000)

Strengthen the Legislative Function/Legal Framework

Strengthen the Legislative Function/Legal Framework: Field support will focus on the active portfolio of parliamentary strengthening activities in all regions, including key programs in Afghanistan and Iraq. Special attention will be paid to the coordination of USAID programs with the work of the U.S. House of Representatives Development Assistance Commission (HDAC). With initial assessments undertaken in FY 2005, HDAC plans to initiate programs in Georgia, Kenya, Macedonia, Indonesia, and East Timor. These programs will be designed to augment, and be followed up by, USAID's ongoing programs. FY 2006 assessments are planned for Lebanon, Afghanistan, Ukraine, and other countries to be determined. With assistance from the Middle East Partnership Initiative (MEPI), a grant will be provided to the Global

Organization of Parliamentarians Against Corruption to start a regional chapter in the Middle East. This organization provides peer support, information, and training for Members of Parliament in countries throughout the region who are active in anticorruption activities. A second MEPI program will create a Legislative Resource Center in Bahrain to provide training and support to legislative institutions in the Gulf Region. Implementers are State University of New York Center for International Development, Development Alternatives, Inc., Development Associates, Financial Markets International, and Management Systems International. (\$1,000,000)

Support Democratic Local Government & Decentralization

Support Democratic Local Government & Decentralization: Activities will focus on providing support to the large portfolio of more than three dozen USAID field-based democratic local government and decentralization programs, with particular attention to fragile states. Technical leadership will focus on the revision of the Decentralization and Democratic Local Governance Handbook, originally published in 2000, to include emerging issues such as conflict and local governance, the impact of local elections, economic development and local government, natural resource management, and other topics to be identified. Individual topics will be researched and presented to practitioner audiences, including colleagues in the Office of Urban Programs and Conflict Management and Mitigation and USAID field officers, in order to better tailor the product to the audience and to ensure solid peer review. Training of DG officers in democratic local governance approaches will continue. Implementers are ARD, Inc., Abt Associates, Chemonics International, Development Alternatives, Inc., International City and County Managers Association, Research Triangle Institute, and Urban Institute. (\$500,000)

FY 2007 Program

SO: 932-004 National and local government institutions more openly and effectively perform public responsibilities

Promote And Support Anti-Corruption Reforms

Promote And Support Anti-Corruption Reforms: The program will focus on technical support to field missions with anticorruption programs. This may take the form of assessment, program design and delivery, training, and evaluation. Technical leadership will focus on short issue briefs designed to capture best practices, programming challenges, and resources available to field managers. A new grant mechanism, either through an Annual Program Statement or a Leader with Associate Award will be designed to identify and support new partnerships with anticorruption organizations. (\$625,000)

Promote Effective and Democratic Governance of the Security Sector

Promote Effective and Democratic Governance of the Security Sector: Activities will focus on building USAID practice in security sector reform through technical leadership, training, and pilot activities. Technical leadership topics to be explored include: 1) Non-state security service delivery in remote areas; 2) addressing organized crime and public safety; and 3) building local ownership of the SSR process. USAID will deliver two practitioner courses for USAID and other U.S. Government staff based on ongoing and completed USAID programs, as well as the experience of other donors. Pilot activities will include continuing implementation of defense budget oversight and "white paper" national security strategy development programs. (\$300,000)

Strengthen Public Sector Executive Function

Strengthen Public Sector Executive Function: A new program for Emerging Leadership will be initiated. The program will aim to identify developing world leaders now associated with USAID host country partners in the public and private sector. The goal is to inculcate the value of service for the public good and the appropriate role of the public servant. A new cadre of emerging leaders will be expected to return

from their training experience with a detailed strategy for implementing their own plan for organizational transformation, while continuing to develop and use their leadership skills. A program for tracking, networking, and supporting graduates of the program is also contemplated. (\$1,000,000)

Strengthen the Legislative Function/Legal Framework

Strengthen the Legislative Function/Legal Framework: Activities will continue to emphasize field support of USAID's legislative strengthening programs worldwide. This support will be augmented by technical leadership and training activities. Technical leadership will focus on dissemination of products developed in FY 2006, including a research paper on the issue of parliamentary immunity. Programmatic emphasis will be placed on how support to legislatures can work to support other DG and Agency goals in areas such as anticorruption, security sector reform, and HIV/AIDS. USAID may choose to co-host, with other donors, a major conference on recent experience and emerging issues in parliamentary development. Continued collaboration with the House Democracy Assistance Commission is also envisioned. (\$325,000)

Support Democratic Local Government & Decentralization

Support Democratic Local Government & Decentralization: Rollout and dissemination of the new Democratic Local Governance and Decentralization Handbook will be the priority for the technical leadership agenda. Events will be planned to present the Handbook and its key new findings to USAID and other U.S. Government staff, USAID implementers and other practitioners, and other donors. Field support will continue to local government programs on a worldwide basis. New material will be folded into training programs for DG staff. We will also look to partner with the Office of Urban Programs on training and technical leadership activities. (\$500,000)

FY 2006 Program

SO: 932-005 Improved social, economic, and/or developmental status of targeted vulnerable populations

Address Other Health Vulnerabilities

Under DCOF, the Associate grant with Care and Right To Play will continue. This grant uses sport to convey health messages to vulnerable children in Rwanda, Mozambique, and Sierra Leone. Further success in training coaches and building local capacity to manage and implement activities will be achieved.

The DCOF grant to Colombia University is working to develop more precise information on choosing the most effective interventions for children affected by war and conflict. (\$2,970,000)

Support Populations at Risk

Under War Victims Fund, grant to International Committee of the Red Cross for the Special Fund for the Disabled will continue. This grant supports technical assistance to over 30 small technical workshops in Africa that provide prosthetics and orthotics services.

Work will continue with the International Society for Prosthetics and Orthotics (P&O), who oversee a scholarship program to individuals in P&O. They mentor students, certify the technical competence of schools, and provide technical evaluations of various P&O devices and methodology. They bring developers together and promote minimum acceptable standards. This has the effect of improving these devices worldwide.

Grant to Polus in Central America, working in the field of rehabilitation in Leon, Nicaragua and Motivation

in their world wide wheelchair training and development program will also continue. The plan is for POLUS activities to slowly be handed over to the responsible government ministry. Motivation is a key player in the development of world wide wheelchair standards in design, production, distribution, and service. Their goal is to improve the quantity and quality of wheelchairs in the developing world. This year, those goals will be furthered with the establishment of a new wheelchair service center in Central America.

Under the Victims of Torture Fund, the program will continue to support the centers for the victims of torture, with new site locations anticipated but unspecified at this time. Work will continue in the training of individuals who, with their improved skills, will provide better counseling to victims of torture. (\$9,009,000)

FY 2007 Program

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Grant to Colombia University is working to develop more precise information on choosing interventions for children affected by war and conflict. Future programming will be improved by measuring which child-centered interventions have worked best and under what circumstances. (\$3,000,000)

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Grants to Polus in Central America, working in the field of rehabilitation in Leon, Nicaragua and Motivation in their world wide wheelchair training and development program will also continue. The plan is for POLUS activities to slowly be handed over to the responsible government ministry.

Under the Victims of Torture Fund, the program will continue to support the centers for the victims of torture, with new site locations anticipated but unspecified at this time. (\$8,000,000)

Results Framework

932-001 Legal systems operate more effectively to embody democratic principles and protect human rights

Program Title: Rule of Law Program

IR No. 1: Promoting Human Rights

IR No. 2: Legal Reform

IR No. 3: Access to Justice

IR No. 4: Institutional Reform

932-002 Political processes, including elections, are competitive and more effectively reflect the will of an informed citizenry

Program Title: Elections and Political Processes Program

IR No. 1: Promoting free and fair elections

IR No. 2: Developing impartial electoral frameworks

IR No. 3: Representative and competitive multi-party systems

IR No. 4: Informed and active citizenries

932-003 Informed citizens' groups effectively contribute to more responsive government

Program Title: Civil Society Program

IR No. 1: Encourage the development of civil society groups

IR No. 2: Increase development of a politically active civil society

IR No. 3: Assisting groups to become financially viable and self-sufficient

IR No. 4: Strengthen independent print and broadcast media

932-004 National and local government institutions more openly and effectively perform public responsibilities

Program Title: Governance Program

IR No. 1: Anticorruption

IR No. 2: Decentralization and local capacity-building

IR No. 3: Public policy development and implementation

IR No. 4: Legislative Strengthening

932-005 Improved social, economic, and/or developmental status of targeted vulnerable populations

Program Title: Special Programs to Address the Needs of Survivors