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DCHA/DG

USER'S GUIDE TO DG PROGRAMMING



An Overview: The Office of Democracy and Governance

User's Guide to DG Programming **Prepared by the Office of Democracy and Governance**

USAID Missions and the Washington-based Office of Democracy and Governance (DG) cadre have a noble and challenging mandate captured in **USAID's Vision Statement**: To accelerate the advance of democracy, prosperity and human well-being in developing countries. The Office of Democracy and Governance has a further defined mission statement to "advance the effectiveness of global USG efforts to promote the transition to, and consolidation of, democratic institutions, civic values and good governance, and directly impact broader USG stabilization and development objectives."

This *User's Guide to DG Programming* has been crafted to serve as a fundamental reference tool for USAID Missions and Bureaus to utilize in pursuit of advancing democracy and good governance. This Guide outlines the structure of the DG Office and the breadth of its technical expertise, as well as the funding and implementing mechanisms that may be accessed through the DG Office. The Office is committed to enhance policy, strategy and programmatic decision making by providing USAID and the broader DG development community state-of-the-art technical leadership.

The Agency's primary means of implementing DG programs in "presence" countries remains in USAID Missions. In well-defined circumstances, these mechanisms may also be used in "non presence" countries. Overall, the DG Office's support of missions is provided through an interlinked approach that involves technical leadership, vigorous field support, and direct program management.

The six Divisions of the DG Office are: 1) Rule of Law; 2) Elections and Political Processes; 3) Civil Society; 4) Governance; 5) Special Programs to Address the Needs of Survivors (SPANS); and 6) Strategic Planning and Research. The Program team manages the Office's outreach and communications including the Internet presence, coordinates substantive training for DG officers, and manages the Office's official reporting, budget and finance. Among the DG Office's technical tools are various assessment tools which assist in the formulation of country-specific strategies for promoting the "transition to, and consolidation of, democratic institutions, civic values and good governance." In addition to extensive DG assessments, new tools provide for sub-sector assessments such as the rule of law strategic framework and the role of labor-related issues in the foreign assistance framework. The *User's Guide to DG Programming* is intended to be a dynamic, virtual document. While a limited number of hard copies may be produced for special events, the Intranet will be the tool of choice for updates to this guide.

Defining our Strategic Direction:

Pursuing Excellence

Ensuring Relevance

Maximizing Leverage

Building Consensus

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*See page 85 for biographical information on DG Office staff.

** SPANS = Special Programs to Address the Needs of Survivors

*** Strategies = Strategic Planning and Research

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SECTORAL AND SUB-SECTORAL DESIGNATIONS

The following section is presented as a quick reference to the broad array of program areas supported by the DG Office and covered by its implementing mechanisms. For a further elaboration of these program categories, please contact the DG Office directly.

RULE OF LAW

There is growing recognition that promoting democratic governance rooted in the rule of law contributes to long-term, sustainable economic and social development. The rule of law is also a key component of democratic development and can help facilitate the empowerment of the poor and other vulnerable groups. In many states, the processes and institutions that are necessary to uphold the rule of law are incompletely evolved, ineffective, or may not even exist. The justice sector is part of the larger political context. Effective rule of law must reflect a holistic appreciation of country dynamics. The DG Office focuses its rule of law support on:

- Reforming legal frameworks
- Strengthening actors and institutions within and beyond the justice sector

ELECTIONS AND POLITICAL PROCESSES

A free and fair election reflecting the will of the people is one of the most important events in a democratic society. The DG Office assists emerging democracies to hold elections and organize political parties, as well as expand citizens' knowledge about electoral and political processes. The DG Office provides comprehensive services to strengthen:

- Election planning and administration
- Political party development and political finance
- Domestic/international monitoring
- Voter education
- Women's and marginalized groups' political participation

CIVIL SOCIETY

A vibrant politically-active civil society is a crucial element of all democratic systems of good governance. It is through the advocacy efforts of civil society that individuals have a voice in formulating public policy, enhancing citizen oversight of public institutions, and improving public dialogue. The DG Office works with a variety of civil society organizations, including media, trade unions, business associations, faith-based organizations, and educational institutions. Key strategic priorities aim to:

- Strengthen the mediums through which citizens can freely organize and communicate with their government and with each other
- Strengthen a democratic political culture
- Mobilize constituencies for reform

GOVERNANCE

USAID assists young democracies to reform government structures and processes to make them more transparent, accountable, and participatory at all levels. Overall, the Agency's goal is to encourage new governments to see themselves as being responsible "to" the people, rather than being responsible "for" the people. The DG Office focuses its good governance support on:

- Anticorruption initiatives
- Public policy development and implementation
- Decentralization/local capacity-building
- Legislative strengthening
- Security sector reform

HOW TO ACCESS A DG IMPLEMENTING MECHANISM

Sample statements of work are available from DCHA/DG staff or on the web at inside.usaid.gov/DCHA/DG/Pub/searchpubs.cfm.

Accessing an Indefinite Quantity Contract (IQC):

NOTE: There is no dollar value or time limit on delivery orders other than the IQC ceiling/period of performance.

1. To access an IQC, Missions prepare a statement of work (SOW) for a task order that briefly describes the purpose, background, objectives, desired tasks or activities, deliverables, evaluation or performance measures as appropriate, as well as a notional budget, time frame, and evaluation/selection criteria including weighting of each criteria. Missions should consider providing advance notice to IQC holders of their intention to request proposals.
2. The SOW must be shared with the DCHA/DG Contracting Officer's Technical Representative (COTR). The COTR must review the prospective task order requirements or statement of work and agree that it complies with the SOW for the basic contract before the task order contracting officer (CO) may begin the fair opportunity process.
3. For IQCs issued on or after September 30, 2003, thresholds of task order ceilings determine the process of fair opportunity to be followed. Missions should specify which threshold is being used in the Request for Task Order Proposal (RFTOP), and thus what page limits apply.
 - a. Task Orders (TO) up to \$100,000: All holders will be asked for proposals not to exceed a 2-page cost proposal and a 3-page technical proposal.
 - b. Task Orders between \$100,000 and \$2M: All holders will be asked for proposals not to exceed 2-page cost proposal and 10-page technical proposal. Past performance information may also be required but this is not part of the 10-page technical proposal limit.
 - c. Task Orders for more than \$2M: Two-page cost proposal and 10-page technical proposal may be used, but the CO may request whatever level of information s/he deems appropriate.
4. All IQC holders must be given a fair opportunity to be considered for task orders over \$2,500, unless the CO determines that one of the following exceptions to the fair opportunity requirements applies:
 - a. An urgent need exists, and seeking competition would result in unacceptable delays;
 - b. Only one contractor is capable at the level of quality required because the requirement is unique or highly specialized;
 - c. The task order must be issued on a sole source basis in the interest of economy and efficiency because it is a logical follow-on to an order already issued under the contract, provided that all awardees were given a fair opportunity to be considered for the original order;
 - d. To satisfy contract minimum award obligations; or
 - e. Small business set aside.
5. After review of the SOW by the DCHA/DG COTR, the Mission sends a formal request to its COTR to negotiate a task order under an IQC.

Accessing a Grant or a Cooperative Agreement (CA):

NOTE: Proposed programs must fit within the scope of the activities funded by the central award. However, grantees and CAs may agree to extend their program in a given country or to initiate a program in a new country. Because grants and CAs are assistance instruments, USAID may not impose a particular activity, nor may it dictate which member of the CA shall implement a given program. Preferences, however, should be stated and will be forwarded to the CA by the Agreement Officer's Technical Representative (AOTR) along with the draft program description.

1. The Mission sends a draft program description to the DCHA/DG program contact who serves as the Agreement Officer's Technical Representative (AOTR). A notional budget should be attached.
2. If the existing grant or cooperative agreement program scope accommodates the proposed activity, the AOTR reviews the Mission program description with the grantee. With grantee agreement the AOTR responds to the Mission, a funds transfer is arranged, and an incremental funding action is scheduled. If the Mission program description cannot be accommodated in the program description of the existing grant or cooperative agreement, the AOTR assesses partner organization interest in the Mission program description and then, as necessary, requests negotiation of modification of the grant/cooperative agreement by the grants officer. This requires significantly more time.

Accessing an Associate Award under a Grant or Cooperative Agreement:

The Mission sends a draft program description to the DCHA/DG program contact who serves as the AOTR. If the existing grant or cooperative agreement program scope accommodates the proposed activity, the AOTR reviews the Mission program description, provides any comments or feedback and signs off on the award. The Mission then conducts the procurement action for the award.



CROSS-CUTTING SERVICES
(Program Areas 2.1-2.4)

DG Analytical Services
Democracy Fellows
Evaluating Democracy and Governance Effectiveness (EDGE)

IQCS FOR DG ANALYTICAL SERVICES

Program Areas 2.1-2.4

DCHA/DG Contact: Josh Kaufman (COTR)

IQCs	Award Number	Expiration	Performance Period
ARD, Inc. Management Systems International (MSI)	DFD-I-00-04-00227-00	3/27/2010	9/27/2010
Democracy International*	DFD-I-00-04-00228-00	3/27/2010	9/27/2010
	DFD-I-00-04-00229-00	3/27/2010	9/27/2010

* This is a small business.

PURPOSE:

Missions and USAID/Washington units can use this contract for high-quality DG sector, sub-sector, and cross-sectoral assessment, program design, and evaluations. In addition, the contract can be utilized to provide research, public opinion surveys, and conference support.

POSSIBLE WORK AREAS:

The IQCs may be used for:

Core Program Support Analytical Services

Undertake DG and sub-sectoral assessments, e.g.,

- Full-scale DG sector assessments that include examination of all major functional components and areas of USAID interest;
- Single component or sub-sectoral DG assessments (e.g., rule of law, decentralization, elections and political processes, civil/military relations);
- Regional or multi-country DG assessments.

Develop DG strategies, e.g.,

- Long-term strategic plans, including strategic objectives and targets of opportunity, or incorporating DG strategies, principles, and approaches into an overall program portfolio;
- Regional level DG strategies, programs, and action plans;
- Agency-wide DG strategies, programs, and action plans.

Management for Results and Results Reporting (Especially Performance Measurement and Monitoring), e.g.,

- DG indicators at the strategic (Objectives), sectoral (Subject Areas), and activity (Implementation) levels;
- Data collection and analysis plans and methodologies to track achievement toward stated objectives;
- Refining candidate DG indicators to monitor progress and measure impact of its own programs and those of the Missions and Central Bureaus;
- The Agency's Annual Performance Plan and Annual Performance Review (as it relates to DG);
- Developing or revising performance plans, results frameworks and/or Annual Reports (or their functional equivalents), including objectives and indicators;
- Responding to Agency/U.S. government reviews of results reporting.

DG Program and Activity Designs, e.g.,

- Designing or redesigning stand-alone, multi-component, or single component DG programs or activities;
- Designing or redesigning programs or activities in other program sectors which have either a DG component or in which DG principles and strategies are to be incorporated;
- Special studies or specific information for program or activity designs or redesigns;
- Preparation of various design documents and requirements (e.g., concept papers, new activity designs, activity proposals, technical analyses, and activity protocols or authorizing documents);
- Design or redesign functional activities.

DG Evaluations, e.g.,

- Evaluations of programs and activities at various points during and following implementation including initial, mid-term, and final evaluations;
- Developing monitoring and evaluation plans for programs and activities;
- Developing a common evaluation methodology for use at all levels of the Agency.

Core Research and Development Services

Sector Operations Research Agenda, e.g.,

- **Collection:** Collecting new data and/or adapting existing data on USAID activities: inputs, outputs, outcomes and impacts. Collecting and/or adapting data on political, economic, social and other phenomena in USAID recipient and non-recipient countries;
- **Research & Analysis:** Performing research and analyses of both USAID and non-USAID data using state-of-the-art qualitative and quantitative methods that may be applied either within a single country or across multiple countries;
- **Reporting:** Translating research findings from above analyses into reports that spell out practical, programmatic implications of the research for democracy assistance practitioners;
- **Learning:** Incorporating conclusions from the foregoing analyses and reports into the training and development of USAID/Washington and overseas personnel.

Research and Special Studies, e.g.,

- Developing indices to monitor DG programming;
- Reviewing secondary source research, including desk studies, evaluations, analyses of best practices, and syntheses of other sources of relevant materials;
- Conducting primary source research, for example via case studies, public opinion surveys, or general sectoral evaluations;
- Conducting cutting edge research in such areas as patronage, corruption or Islam and Democracy;
- Writing handbooks, manuals, and reference materials needed for program development, implementation, monitoring, and evaluation;
- Conducting studies pertaining to policy constraints, theoretical limitations, and systemic or sectoral problems.

Survey Research, e.g.,

- Undertaking surveys;
- Assessing the feasibility of survey research in a given context and providing general assistance to Missions interested in using survey data or undertaking surveys;
- Providing guidance on ensuring high quality and relevant research findings;
- Analyzing survey data, and analyzing the validity of other methodological approaches in a particular context;
- Developing training materials, workshops, and other pedagogical/information dissemination products in the field
- of survey research and methodology;
- Developing and/or expanding online and web-related capabilities in USAID to provide survey findings and data for further use by Missions and Central Offices.

USAID Training and Networking, e.g.,

- Developing and implementing a training program to increase the knowledge and skills of USAID personnel or that of cooperating partners or other donors;
- Providing fora for Mission and Bureau staff to exchange experiences and lessons learned. The fora could take a variety of forms, such as conferences, workshops, electronic distributions and video-conferencing;
- Facilitating workshops with USAID staff and cooperating agencies including Private Voluntary Organizations (PVOs), Non Government Organizations (NGOs), universities, and consulting firms to discuss the Agency's DG programs and the potential role of these partners in its implementation;
- Facilitating workshops and conferences to discuss issues and problems of common interest to USAID, its partners, other donors, and others concerned about DG issues.

Grants Management

Funds may be made available on a grant basis for institutional capacity building which the contractor will administer. Participating organizations may be expected to provide a portion of their costs from their own resources. In this regard, the Contractor may be required to execute and/or administer grants under awarded task orders.

PRIME CONTRACTORS		
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<p>To ARD Inc: Academy for Educational Development (AED) The Asia Foundation, University of Maryland, University Research Corporation International (IRIS & CIDCM) Checchi & Company Consulting Inc. Creative Associates International Development and Training Services Foundation for Election Systems International Science and Technology Institute, Inc. MetaMetrics Social Science Research Council (SSRC)</p>	<p>To MSI: Center for Democracy Development and Rule of Law - Stanford Univ. Center for Global Peace - American University Center for Strategic and International Studies (CSIS) Integration Technologies Group International London Middle East Institute LTL Strategies Westat MSI has resource institutions based in The Hague, Uganda, South Africa, Philippines, Fiji Islands, and Argentina.</p>	<p>To DI: Charney Research DPK Consulting IFES Institute for the Study of Diplomacy at Georgetown University IT Shows Planning and Learning Technologies, Inc.(Pal-Tech)</p>

DEMOCRACY FELLOWS COOPERATIVE AGREEMENT

Program Areas 2.1-2.4

DCHA/DG Contact: Sheron Moore (AOTR)

Cooperative Agreement	Award Number	Expiration
World Learning	DFD-A-00-05-00230	9/26/2010

PURPOSE:

The Democracy Fellows Program (DFP) develops the talents and the career commitment of junior-, mid-, and senior-level democracy experts by providing them with essential field experiences in international democracy-building. The DFP is intended to help promote democratic institutions in developing countries and transitional or emerging democracies, while also helping to develop a cadre of U.S. professionals and technical experts who will have gained invaluable field experience in international democracy, development, and governance issues.

POSSIBLE WORK AREAS:

Fellows are expected to work in a specific field of democracy and governance, for example, working with evolving democratic institutions or transitional governments; providing policy analysis and advice; developing evaluation indicators and practical, applied (not purely academic) research or methodologies; actively promoting improved democratic practices; providing technical comment on host country, USAID, or other donor organizations' plans and programs; helping to strengthen the capacities of local democratic organizations; providing electoral/constitutional assistance; promoting legal or judicial administration; promoting legislative and electoral reforms; and aiding the development of counterpart institutions and individuals. Each Democracy Fellowship must also include both some technical assistance that directly benefits a host country counterpart, as well as an approved "work product" (e.g., a series of articles, book, etc.) that significantly advances the state of democracy and development.

Matching and Negotiation: Any successful fellowship necessarily requires a high degree of symmetry between the expectations and needs of the fellow and those of the sponsoring organization. This also requires a measure of mutual flexibility, all within the stated fellowship program policies that USAID has established for the DFP. Obviously, pre-award negotiations may occur among the DFP, the identified fellowship candidate, and the Mission which sponsors the fellowship. It is not anticipated that any candidate's proposal will exactly match the needs and priorities of the sponsoring organization, but it is expected that the fellowship selection process will yield specific Democracy Fellows whose proposals will serve as a realistic basis for jointly negotiating with the sponsor the annual fellowship work plan that is required of each fellow.

USAID costs for DFP fellowships come from Mission program budget funding (not OE (Operating Expense) budgets), via an Operating Year Budget (OYB) transfer to DCHA/DG. Missions may sponsor a fellowship for a period of one or two years, or (as most Missions seem to prefer) for a one-year term, with the possibility of a renewal if mutually agreeable. The DFP will also consider the feasibility of somewhat shorter term fellowships (e.g., a nine-month fellowship which may be better suited to a fellow who otherwise works on an academic calendar). In general, however, very short-term Mission needs, e.g., less than six months or so, probably should be pursued through alternative short-term consultant and contractor mechanisms, rather than through the DFP.

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EVALUATING DEMOCRACY AND GOVERNANCE EFFECTIVENESS (EDGE)

Program Areas 2.1-2.4

DCHA/DG Contact: David Black

Are USAID's programs in support of democracy and good governance effective? Which programs work best, and under what circumstances? USAID's Office of Democracy and Governance (DCHA/DG) is tackling these questions through EDGE, a new initiative to promote and support impact evaluations, advance organizational learning, and provide evidence-based knowledge and guidance to missions and policymakers.

USAID has supported democratic development for twenty-five years, providing assistance to over 100 countries with a level of investment of more than \$10 billion. We currently spend over \$1 billion a year in a broad range of programs covering justice, human rights, peace and security; the development of democratic institutions in civil society, local governments, political parties, elections and legislatures; and good governance initiatives to fight corruption and improve government effectiveness and accountability. Other donors, both multilateral and bilateral, have also entered intensively into some of these fields, often in coordination with USAID. Many lessons have been learned and yet there is little evidence-based guidance on the best methods and sequencing of programs to most effectively encourage sustainable democracies and democratic practices. Given the importance of this development sector as a pillar of US foreign policy, DCHA/DG has taken the lead in pressing for better democracy evaluations and measures of effectiveness.

EDGE is a comprehensive, long-term program to measure the impact and effectiveness of various approaches to democratic development and incorporate the findings into USAID policies and programs through outreach, training, and field support. In 2010, EDGE will be focused on the following initiatives:

- 1. Democracy and Governance project impact evaluations.** DCHA/DG will collaborate with participating USAID missions from project design through program completion, employing state-of-the-art evaluation methodologies. This effort will provide strong evidence and significant findings on "what works, what doesn't, and under what circumstances" in specific programming areas (e.g., independent media, legislative development) enabling the development of better DG policies and programs. The initiative has piloted impact evaluations in Cambodia, Dominican Republic, Peru, Ukraine and several Latin American countries in cooperation with the Merida Initiative.
- 2. Contributing to Improvement of USAID evaluations.** EDGE will promote and support the institutional change needed to enable USAID to support better evaluations and learning. At the Agency level, EDGE will work with USAID's Evaluation Unit to improve its guidance and procedures, as well as make changes in program design and procurement processes that currently impede the implementation of best practices in evaluation. The DG Office is investing in qualified methodologists and democracy experts, providing evaluation support to missions, and improving the training of DG officers in essential evaluation-related subjects.
- 3. Democracy surveys.** Public opinion surveys have become a mainstay of program design and evaluation in USAID missions, but survey quality is uneven and survey data is often underutilized. EDGE will build on previous USAID investments in democracy surveys and collaborate with DG officers in the field to improve survey quality and utilization. More frequent use of DG surveys in project impact evaluations is expected, as well as more systematic extraction and dissemination of survey findings relevant to USAID, host-country governments and citizens, and the wider development community.
- 4. Improving mid-level indicators of democratic change.** DCHA/DG has begun an in-depth analysis and refinement of indicators of democratic change useful for field program managers and

policymakers. The effort will emphasize causal analysis, as well as questions of sequencing and analysis of intervention “inputs.” The program will draw on academic experts and involve the wider donor community to develop internationally accepted indicators of democratic change.

EDGE builds on a decade of DCHA/DG comparative studies, evaluations, international workshops, and consultation with methodological experts. Significant reports include:

- **National Academy of Sciences (NAS) (2008): “Improving Democracy Assistance: Building Knowledge Through Evaluations and Research.”** The NAS examined USAID’s DG evaluation efforts and recommended specific improvements in USAID institutional practices, the introduction of impact and mixed-method evaluations, and use of better quality surveys and other DG-related indicator data. This report has served as the foundation document for the new EDGE initiative and a touchstone for institutional reforms. See: http://www.nap.edu/catalog.php?record_id=12164
- **Cross-national quantitative studies on DG effectiveness:** In two highly-regarded studies in 2006 and 2007, researchers examined democratic patterns in 165 countries from 1990 to 2005, and found that USAID DG assistance has a significant, positive impact on democratic development. The studies concluded that in any given year an investment of \$10 million of USAID DG funding produces a five-fold (500%) increase in the amount of democratic change over what the average country would otherwise be expected to achieve. The cross-national studies, conducted by a team of researchers from the University of Pittsburgh and Vanderbilt University, also identified hypotheses to test and provided valuable information on indicators of democratic change. See: <http://www.pitt.edu/~politics/democracy/democracy.html>.
- **USAID DG Office (1998): “Handbook of Democracy and Governance Indicators.”** This remains a classic compendium of indicators of democratic change used in the field. Its findings will now be more systemically tested and improved through the EDGE initiative. DCHA/DG is committed to the development of good indicators that integrate USAID’s extensive field experience in measuring for results with advances in the democratic development academic literature. See: http://pdf.usaid.gov/pdf_docs/PNACC390.pdf

For more information on these products and on EDGE, visit:

http://www.usaid.gov/our_work/democracy_and_governance/technical_areas/dg_office/evaluation.

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RULE OF LAW

Strengthening rule of law and respect for human rights (Program Area 2.1)

The rule of law (RoL) sector is viewed through the prism of the DCHA/DG analytic framework: The Rule of Law Strategic Framework. Using this framework helps in systematically identifying the problems and weaknesses with rule of law in a country and suggests a range of potential programmatic approaches to problems in the rule of law.

The DG Office helps Missions undertake strategic analyses that link building rule of law with strengthening democracy. It supports efforts to strengthen five elements comprising the rule of law:

- Order and security;
- Legitimacy;
- Checks and balances;
- Fairness:
 - Equal application of the law;
 - Procedural fairness;
 - Protection of human rights and civil liberties;
 - Access to justice;
- Effective application.

Priority Areas with these elements:

Order and security: Establishing, rebuilding or expanding justice institutions; crime prevention, community security and civilian policing; disarmament, demobilization and reintegration process; and witness and court personnel protection programs.

Legitimacy: Constitutional drafting processes; legal reform commissions and citizen mobilization; harmonization of non-state customary or religious law with state-based law; and transitional justice mechanisms to address past abuses.

Checks and Balances: Establishing or strengthening independent judicial bodies; upgrading or reforming judicial career processes; improving working conditions for judicial personnel; strengthening judicial administration, management and self-governance; strengthening independent judicial and legal professional associations; enhancing judicial professional development and access to the laws; and stimulating citizen support for judicial independence.

Fairness: Reforming and implementing procedural codes; reforming administrative law; improving transparent and efficient administration of justice system components; expanding access to legal services; improving the quality of private defense; improving the accessibility of the state justice system; supporting or expanding alternative dispute resolution; increasing citizen awareness of human rights standards and issues; strengthening human rights institutions; and working with non-state justice institutions to improve access to justice.

Effective Application: Improving investigative capacity of police and/or prosecutors; enforcing judgments; and strengthening the implementation of administrative law and procedure.

HUMAN RIGHTS AND RULE OF LAW COOPERATIVE AGREEMENT

Program Elements 2.1.1-2.1.4

DCHA/DG Contact: Keith Crawford (AOTR)

Cooperative Agreement	Award Number	Expiration
RIGHTS Consortium	DFD-A-00-09-00058-00	1/11/2014

PURPOSE:

DCHA/DG has awarded a “leader with associates award” cooperative agreement to Freedom House on behalf of the Rights Consortium. The RIGHTS Consortium brings together the formidable capabilities and geographical and substantive reach of three primary partners, Freedom House, the American Bar Association’s Rule of Law Initiative, and the National Democratic Institute for International Affairs.

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

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

POSSIBLE WORK AREAS:

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

- 1. Order and Security:** Improving capacity to protect persons, property, and democratic institutions against criminal and other extralegal elements.
- 2. Legitimate Constitutions, Laws and Legal Institutions:** Developing constitutions, laws, and institutions derived from democratic processes and consistent with international human rights standards.
- 3. Strengthened Checks and Balances:** Strengthening judicial independence and improving transparency in judicial decision-making and administration, ethics and discipline for all actors in the justice system, and public respect for judicial decision-making.
- 4. Fairness:** Ensuring equal application of the law, procedural fairness, and the protection of basic human rights and civil liberties, and improving both the quantity and quality of justice available to citizens.
- 5. Effective Application of the Law:** Improving the consistent enforcement and application of the law by strengthening administrative systems capacities to carry out core functions and coordination among justice sector actors.

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

LEADER AWARD:

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

ASSOCIATE AWARDS:

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

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

CONTACT INFORMATION:

Freedom House (lead organization/consortium point of contact)

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American Bar Association/Rule of Law Initiative (ABA/ROLI)

Michael Maya

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National Democratic Institute (NDI)

John Johnson

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Web: www.ndi.org

IQCS FOR RULE OF LAW: INTERNATIONAL RULE OF LAW TECHNICAL ASSISTANCE SERVICES

Program Elements 2.1.1-2.1.4

DCHA/DG Contact: Susan Pologruto (COTR)

IQCs	Award Number	Expiration	Performance Period
Checchi and Company Consulting, Inc.	DFD-I-00-04-00170-00	9/30/2010	7/15/2012
Chemonics International Inc.	DFD-I-00-04-00171-00	9/30/2010	7/15/2012
DPK Consulting	DFD-I-00-04-00173-00	9/30/2010	7/15/2012
Management Sciences for Development, Inc.*	DFD-I-00-04-00175-00	9/30/2010	7/15/2012
National Center for State Courts	DFD-I-00-04-00176-00	9/30/2010	7/15/2012

* This is a small business.

PURPOSE:

The purpose of these IQCs is to support transition to, and consolidation of the rule of law, and the promotion and protection of human rights throughout the world. Activities under these IQCs will improve and enhance the Agency's performance in facilitating the growth and sustainability of legal and judicial systems that promote a rule of law consistent with respect for human rights and market-based economies, commitment to legal equity, and democratic principles.

The Rule of Law IQC offers the following features:

- One collective ceiling of \$300 million to sufficiently accommodate growing demand for rule of law services
- A larger pool of contractors from which Missions can select
- New cost structures and "fair opportunity to be considered" requirements
- Simplified proposal formats for activities under \$2 million
- Task order performance may continue through July 15, 2012

POSSIBLE WORK AREAS:

Activities under these IQCs will involve the following functional areas: (1) legal framework development, (2) justice sector institution reform, (3) access to justice, and (4) building constituencies for sectoral reform.

Legal Frameworks: Work in this area addresses a nation's legal framework: its constitution, organizational, procedural and substantive laws, and regulations. If these are inadequate, promoting the rule of law can become a futile endeavor. For example, many developing countries inherited legal structures from colonial powers. These structures are usually antiquated or inconsistent with contemporary social and economic realities. Often, constitutionally recognized human rights guarantees are not supported in the secondary laws that effectively govern sectoral operations. These operations are also impeded by laws defining basic organization in ways that entrench inefficiencies, facilitate or encourage corruption, and undermine institutional mandates. Outdated laws often inhibit commercial transactions, and prohibit the adoption of modern technologies and practices.

Justice Sector Institutions: In most countries, the justice sector is comprised of several interdependent institutions: the judiciary, prosecutors, investigators and the police, public defenders, and the private bar. In most developing and transition countries, justice sector institutions suffer from a lack of integration, uneven development, and often incompatible institutional mandates and traditions. In addition, lack of skills and knowledge to make new systems work as intended, along with informal practices, may further distort performance. The objective for work in this area is to assist institutions to make them more efficient and effective.

Access to Justice: In many countries, years of colonialism, authoritarianism, or brutal dictatorship have robbed individuals of any expectation of fair treatment by governmental institutions. Often there is little understanding or information about rights and how to use the justice system to defend them. Inadequate capacity of the courts and resulting case backlogs frequently mean that justice is both delayed and denied. Work in this area focuses on promoting equal access to justice to ensure that all individuals are able to seek and obtain redress for their grievances—be they with other private parties or with state officials or organizations.

Building Constituencies for Reform: Reform of the justice sector is a political process and requires political support to succeed. Despite the many complaints about justice systems, and the often very clear picture of what needs to be fixed, reform programs are often stymied by a lack of effective local backing. Vested interests, powerful opposition, or the sheer weight of inertia and fear of the unknown frequently prevent any but the most minimal advances. Like the particular problems, the political obstacles vary from country to country, but in all cases, the common challenge is to generate broader interest, coordinate the actions and concerns of a variety of political actors, reach consensus on a common plan of action, and maintain support through its implementation. Work in this area is focused on developing the political will necessary to carrying through with reforms. Specific tasks under these IQCs may include, but are not limited to the following:

- Justice sector assessments
- Justice sector strategy development
- Justice sector activity design
- Justice sector institutional analysis
- Justice sector planning
- Justice sector technical assistance
- Analysis of linkages between rule of law and economic growth objectives
- Judicial training
- Human rights training
- Other justice sector training
- Managing for results planning
- Financial analysis
- Legal analysis and research (in common and civil law systems, comparative legal systems, international law, labor law, constitutional law, business law, commercial law, law of associations, and general law)
- Auditing of justice-sector institutions
- Workshop and conference planning
- Publishing (e.g., monographs, studies)
- Procurement/logistics (e.g., computers and office supplies for courts)

Missions with an interest in using the IQCs should submit their scopes of work to the COTR for clearance to access the mechanism. The role of the IQC is to ensure that proposed task orders fall under the scope of work of the overall IQCs. The Mission's procurement office is responsible for issuing task orders upon obtaining such clearance.

Under the RoL IQC's, several fair opportunity (competition) exceptions are included in the contracts. One allows for a task order to be placed directly with any category of small or small disadvantaged business that received one of the IQC's. Among the RoL IQC contractors, Management Sciences for Development, Inc. (MSD) is in the small business category. Please contact the COTR or your contracts officer for more information.

PRIME CONTRACTORS		
Checchi and Company Consulting, Inc. Pat McPhelim, Ruslan Konstantinov and James Agee 1899 L Street, NW, Suite 800 Washington, DC 20036	Chemonics International Inc. Peggy Ochandarena, Irina Sedova and Hilary Drew 1717 H Street, NW Washington, DC 20006	DPK Consulting Bob Page and Jason Schwarz 605 Market Street, Suite 800 San Francisco, CA 94105 Tel: (415) 495-7772

<p>Tel: (202) 452-9700 Fax: (202) 466-9070 E-mail: pmcphelim@checchiconsulting.com; rkonstantinov@checchiconsulting.com; jagee@checchiconsulting.com Web: www.checchiconsulting.com</p>	<p>Tel: (202) 955-3300 Fax: (202) 955-3400 E-mail: roliqc@chemonics.com (primary address); eenbteam@chemonics.com pochandarena@chemonics.com; isedova@chemonics.com; hdrew@chemonics.com Web: www.chemonics.com</p>	<p>Fax: (415) 495-6017 E-mail: DPKRPage@aol.com; jschwarz@dpkconsulting.com; mgruner@dpkconsulting.com Web: www.dpkconsulting.com</p>
<p>Management Sciences for Development, Inc.* Tony Cardona, Peter Dunkelberger and Bertra McGann 4301 Connecticut Avenue, NW Suite 140 Washington, DC 20008 Tel: (202) 537-7410 Fax: (202) 537-5099 E-mail: tcardona@msdglobal.com; pdunkelberger@msdglobal.com; bmcgann@msdglobal.com; rol@mscglobal.com Web: www.msdglobal.com *This firm holds the small business set aside.</p>	<p>National Center for State Courts William Kaschak or Wendy Betts 2425 Wilson Boulevard, Suite 350 Arlington, VA 22201 Tel: (703) 841-6917 or 6922 Fax: (703) 841-0206 E-mail: wkaschak@ncsc.org; wbetts@ncsc.org Web: www.ncsonline.org</p>	
<p>SUB-CONTRACTORS</p>		
<p>To Checchi: AMEG Conflict Management Group Intermedia Survey Institute Justice Management Institute Management Systems International National Conference of State Legislatures Pact, Inc. University of San Francisco</p>	<p>To Chemonics: Conflict Resolution, Research and Resource Institute Development and Training Services, Inc. Florida International University Integrated Information Solutions, Inc. International Development Law Organization Management Sciences for Development, Inc. Maximize Potential, Inc. MetaMetrics, Inc. National Judicial College Street Law, Inc. Partners for Democratic Change</p>	<p>To MSD: American University Americans for Indian Opportunity CARANA Chemonics International Inc. Environmental Law Institute Ketchum Inc. Planitech Secure Source The Spangenberg Group University of New Mexico Walker and Company</p>
<p>To DPK: CDR Associates Overseas Strategic Consulting</p>		

FEDERAL JUDICIAL CENTER

Program Element 2.1.1-2.1.4

DCHA /DG Contact: Tamaira Rivera

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

POSSIBLE WORK AREAS:

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

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

CONTACT INFORMATION:

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Web: www.fjc.gov

FEDERAL MEDIATION & CONCILIATION SERVICE (FMCS)

Program Element 2.1.1-2.1.4

DCHA /DG Contact: Tamaira Rivera

PURPOSE: Aside from promoting improved labor-management relations in the United States, the FMCS also provides technical assistance to many other nations. Its efforts are designed to support U.S. companies and workers in the global market by advocating core labor standards for all nations. By strengthening the rule of law and workers' rights, the Service's programs encourage the creation of the stable and productive labor forces that are needed to support economic growth and stability. Moreover, the FMCS helps establish the labor relations institutions that are essential to the smooth functioning of market economies.

POSSIBLE WORK AREAS:

The FMCS provides briefings for foreign leaders on industrial relations processes and institutional responses to change in the industrial relations environment. The Service also offers programs for foreign labor attachés and arranges and facilitates meetings for foreign representatives with American industrial relations practitioners. International visitors also may register for courses offered by the Agency's Institute for Conflict Management. Special tutorials also have been set up for small groups of foreign visitors with interest in relationship development, training, and observation of field mediators in actual cases.

FMCS programs include:

- Dispute Systems Design – designing systems that resolve and prevent industrial conflict where a formal system has not been developed to manage it.
- Education & Mentoring – training representatives of labor, management and government in industrial relations practices, mediation techniques, negotiation skills, and conflict resolution processes.
- Mediation & Facilitation Services – assisting in consensus-building dialogue that promotes economic growth and legal or institutional reform.

CONTACT INFORMATION:

International Training and Exchange Programs
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Web: www.fmcs.gov

INTERNATIONAL CRIMINAL INVESTIGATIVE TRAINING ASSISTANCE PROGRAM (ICITAP)

Program Element 2.1.1-2.1.4 **DCHA /DG Contact:** Eric Beinhart

PURPOSE: To develop and administer technical assistance, mentoring, and training of foreign law enforcement and prosecutorial agencies so these agencies will realize long-term sustainable institutional development.

POSSIBLE WORK AREAS:

ICITAP has resident offices in 19 countries, 16 of which are led by U.S. Government Senior Law Enforcement Advisors. ICITAP can assist USAID by conducting assessments that develop realistic and measurable performance indicators. ICITAP has extensive experience in developing and implementing programs in the following topical areas that coincide with USAID priorities and needs: community based policing, respect for human rights and human dignity, community justice, anti-corruption, developing internal affairs capacity within police departments, election security development for police, forensics development, and anti-trafficking-in-persons programs. Like USAID, ICITAP is committed to promoting the concept of sustainable institutional development.

CONTACT INFORMATION:

International Criminal Investigative Training Assistance Program (ICITAP)
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INTERNATIONAL JUDICIAL RELATIONS COMMITTEE

Program Element 2.1.1-2.1.4

DCHA /DG Contact: Tamaira Rivera

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

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

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

POSSIBLE WORK AREAS:

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

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

CONTACT INFORMATION:

Administrative Office of the US Courts

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Web: www.uscourts.gov/adminoff.html

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

Program Element 2.1.1-2.1.4

DCHA /DG Contact: Eric Beinhart

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

POSSIBLE WORK AREAS:

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

CONTACT INFORMATION:

Office of Overseas Prosecutorial Development, Assistance and Training (OPDAT)

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GOVERNANCE

More transparent and accountable government institutions (Program Area 2.2)

Many citizens of developing countries recognize the intrinsic value of democracy (e.g., elections, human rights, and representation). However, they are also concerned with a government's ability to function. In general, governance issues pertain to the ability of government to develop an efficient and effective public management process. Because citizens lose confidence in a government that is unable to meet their basic security and service needs, the degree to which a government is able to carry out its responsibilities at any level is often a key determinant of a country's ability to sustain democratic reform.

Priority Areas: Legislative strengthening, public policy development and implementation, decentralization and local capacity-- anticorruption initiatives and security sector reform.

IQCS FOR DELIBERATIVE BODIES

Program Element 2.2.1

DCHA/DG Contact: Keith Schulz (COTR)

IQCs	Award Number	Expiration	Performance Period
Development Alternatives, Inc.	DFD-I-00-04-00129	9/30/2010	9/30/2011
Pal-Tech, Inc. (formerly Development Associates)	DFD-I-00-04-00135	9/30/2010	9/30/2011
Financial Markets International*	DFD-I-00-04-00136	9/30/2010	9/30/2011
Management Systems International (MSI)	DFD-I-00-04-00138	9/30/2010	9/30/2011
SUNY/CID	DFD-I-00-04-00128	9/30/2010	9/30/2011

*This is a small business.

PURPOSE:

To improve the capacity and performance of legislatures, their members, and staff in realizing their representative, lawmaking, and oversight functions. This activity establishes a mechanism for Missions to assist host country legislatures to improve their deliberative processes so that they are more democratic, more transparent and accountable, better represent the public interest, and result in better monitoring of governmental performance.

POSSIBLE WORK AREAS:

Missions and Bureaus will be able to draw on these IQCs to develop general programs and specific activities to help national or sub-national legislatures become transparent and accountable as they improve their capacity to perform their democratic functions. Activities in these areas may include, but are not limited to:

- Conducting assessments of the operations of deliberative bodies, designing strategies to improve their operation and effectiveness within a democratic context, and carrying out evaluations of legislative assistance programs;
- Developing understanding and means of improving the democratic links between legislators and their districts, their elected sub-national government bodies, and their constituents;
- Clarifying role and responsibility definitions for parliamentary bodies vis-à-vis the executive and judicial branches of government, NGOs, and constituents;
- Providing training to host country legislators and staff regarding best practices for policy formulation, the conduct of public meetings/hearings, and public policy mediation/negotiation; and
- Providing advisory services pertaining to the drafting, oversight, and implementation of laws, regulations, and ordinances consistent with a democratic government reform.

DCHA/DG has pre-positioned funds allowing for the rapid deployment of resources, including qualified technical personnel for reconnaissance, planning, and early implementation of assistance activities. Also, the IQCs include authorization for the management of a small grants program. Please contact the COTR for more information.

PRIME CONTRACTORS		
Development Alternatives, Inc. (DAI) Ann Hudock and Shiranee Paul 7600 Wisconsin Avenue Bethesda, MD 20814 Tel: (301) 771-7911 Fax: (301) 771-7777 E-mail: ann_hudock@dai.com ; shiranee_paul@dai.com Web: www.dai.com	Pal-Tech, Inc. (formerly Development Associates) Cherise L. Haskins, Paul Gunaratnam, and Jeanne Oliver 1000 Wilson Boulevard Suite 1000 Arlington, VA 22209 Tel: (703) 243-0495 Fax: (703) 243-0496 E-mail: chaskins@pal-tech.com ;	Financial Markets International (FMI)* Nick Kennedy 7735 Old Georgetown Road Suite 310 Bethesda, MD 20814 Tel: (301) 215-7840 Fax: (301) 215-7838 E-mail: nkennedy@fmi-inc.net Web: www.fmi-inc.net

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SUB-CONTRACTORS		
To DAI: The Asia Foundation Indiana University International Roll Call Metropolitan Consulting Corp National Conference of State Legislatures Social Impact	To Pal-Tech, Inc. (formerly Development Associates): Aurora Associates International, Inc. Research Triangle Institute University of Texas	To MSI: The Center for Legislative Development Congressional Management Foundation The Constitution Unit, University College of London Harvard University Kennedy School of Government The Inter-America Dialogue The Pacific Institute of Advanced Studies in Development and Governance Public Administration International Urban Institute
To SUNY/CID: Amex International, Inc. ARD, Inc. DPK Consulting Pact, Inc. State Legislature Foundation		

IQCS FOR DEMOCRATIC LOCAL GOVERNANCE AND DECENTRALIZATION

Program Element 2.2.3

DCHA/DG Contact: Ed Connerley (COTR)

IQCs	Award Number	Expiration	Performance Period
ARD, Inc.	DFD-I-00-05-00121-00	6/30/2010	6/30/2011
Development Alternatives, Inc.	DFD-I-00-05-00127-00	6/30/2010	6/30/2011
AECOM	DFD-I-00-05-00125-00	6/30/2010	6/30/2011
Research Triangle Institute (RTI)	DFD-I-00-05-00128-00	6/30/2010	6/30/2011
The Urban Institute	DFD-I-00-05-00129-00	6/30/2010	6/30/2011

PURPOSE:

To provide decentralization/local governance strengthening technical assistance services. These contracts will provide decentralization, sub-national government strengthening, and public administration services. Two functional activities are included under these contracts: a) decentralization and participatory government and b) public management and administration.

POSSIBLE WORK AREAS:

Decentralization and Participatory Government: This activity has five objectives: (1) to increase participatory decision-making, transparency, accountability, and responsiveness at all levels of government by working with both state and non-state actors; (2) to increase citizen participation in local and national government decision-making; (3) to assist local governments to serve as counterweights to central state authorities and to participate in policy-making at regional and national levels; (4) to enhance the fiscal adequacy and probity of decentralized democratic governments; and (5) to enable local governments to influence their own destinies by promoting and sustaining local economic development.

Major components of this activity include, but are not limited to:

- Improvements in the design, implementation and monitoring of decentralization processes and decentralized governments;
- Improvement of administrative and technical skills of local authorities (to include local elected officials, government employees at all levels of government, and participating citizens);
- Establishment of practices and procedures to oppose and combat local government corruption;
- Insuring fiscal adequacy and probity of decentralized local governments;
- Development of strategies, programs, and practices that seek to increase citizen participation and empower participant citizens;
- Development of strategies, programs, and activities that optimize linkages between local governance and other sectoral areas of USAID's sustainable development strategy;
- Development of regional, national and/or sub-national associations of public officials and/or sub-national governments to serve as advocates for improved national policies concerning decentralization and local government;
- Provision of technical assistance and training to support planning and implementation of local economic development strategies;
- Strengthening of potential sub-national government support organizations, such as private consulting firms, professional associations, universities, non-governmental organizations, and training institutes; and
- Design and support of decentralized governance structures and processes under the difficult circumstances presented in failed, failing, and fragile states.

Public Management and Administration: The objective of this activity is to increase the capacity and performance of all levels of government (with specific focus on sub-national government agencies and elected officials) and NGOs to execute public management functions related to the provision and production of public goods and services. Providing technical assistance and training to increase the capacity and performance of public agencies, especially the capacity of sub-national governments to obtain, allocate and monitor resources will be emphasized.

Major components that may be required by citizen groups, units of host country governments, USAID Missions, USAID Regional Bureaus, U.S. government agencies and/or the Office of Democracy and Governance include, but are not limited to:

- Development of general programs and specific projects to address problems of administrative, financial, and political autonomy and transparency;
- Development of strategies for financing local government;
- Development of the capacities of local governments and supporting groups and organizations to plan, initiate and implement local economic development efforts;
- Advising on merit-based civil service;
- Training of host country public servants and participating citizens at all levels to design and operate sustainable, transparent finance and management systems;
- Clarification of roles and responsibilities for local governments vis-à-vis other levels of government, NGOs, and the private sector; and
- Information management and e-government to enhance transparency and accountability, to promote citizens' participation in local decision making and to improve public service delivery.

PRIME CONTRACTORS		
<p>ARD, Inc. Ben Lawrence and Peter Clavelle P.O. Box 1397, Suite 300 159 Bank Street Burlington, VT 05401 Tel: (802) 658-3890 Fax: (802) 658-4247 E-mail: blawrence@ardinc.com; pclavelle@ardinc.com Web: www.ardinc.com</p>	<p>Research Triangle Institute (RTI) Christian Arandel and Margaret Davide-Smith 3040 Cornwallis Road Research Triangle Park, North Carolina 27709 Tel: (919) 541-7361/541-7235 Fax: (919) 541-6621 E-mail: 9703@rti.org Web: www.rti.org/page.cfm?nav=365</p>	<p>Development Alternatives Inc. Rebecca Lawrence and Lindsay Barclay 7600 Wisconsin Ave Bethesda, MD 20814 tel. (301) 771-7879 (Lawrence) tel. (301) 771-7566 (Barclay) Fax: (301) 771-7777 E-mail: rebecca_lawrence@dai.com; Lindsay_barclay@dai.com decentralization@dai.com Web: www.dai.com</p>
<p>AECOM International Development 2101 Wilson Boulevard Suite 700 Arlington, VA 22201 Tel: (703) 682-0863 (Pashaj) Tel: (703) 682-0960 (Benn) Fax: (703) 247-3056 E-mail: ejonta.pashaj@aecom.com joy.benn@aecom.com Web: www.aecominterdev.com</p>	<p>The Urban Institute Katharine Mark 2100 M Street, NW Washington, DC 20037 Tel: (202) 833-7200 Fax: (202) 466-3982 E-mail: ui-dlgicq@urban.org Web: www.urban.org/center/idg</p>	
SUB-CONTRACTORS		
<p>To ARD: Almy, Gloudemans, Jacobs and Denne BearingPoint The Maxwell School, Syracuse Univ. MetaMetrics, Inc.</p>	<p>To RTI: Aurora Associates International Carana Corporation DPK Consulting IRIS Center, University of Maryland</p>	<p>To DAI: Academy for Educational Development CarlVinson Institute of Government Computer Frontiers De Angelis & Associates</p>

<p>The QED Group, LLC</p>	<p>Mercy Corps/ CMG Pal-Tech, Inc. Overseas Strategic Consulting, Ltd. Worldwide Strategies</p>	<p>Electronic Data Systems Corporation Jacobs and Associates The League of Women Voters Metropolitan Consulting Corporation National League of Cities PFK (non-U.S.) Social Impact Spectrum Media Valu Add Management Services VNG International (non-U.S.)</p>
<p>To AECOM: ACDI/VOCA American Society for Public Administration American University Center for Global Peace The Asia Foundation Fire Lake Resources Georgia State University In*Sight Solutions LGI Development (non-U.S.) Mendez England & Associates Pact Partners for Democratic Change Planning and Learning Technologies Sister Cities Voxiva</p>	<p>To Urban Institute: Crimson Capital International City/County Management Association J.E. Austin Associates Management Systems International TCG International Training Resources Group</p>	

IQCS FOR ENCOURAGING GLOBAL ANTICORRUPTION AND GOOD GOVERNANCE (ENGAGE)

Program Areas 2.1-2.4

DCHA/DG Contact: Christina del Castillo (COTR)

IQCs	Award Number	Expiration Date
ARD, Inc.	DFD-I-00-08-00067-00	3/13/2013
Casals and Associates, Inc.	DFD-I-00-08-00069-00	3/13/2013
Chemonics International Inc.	DFD-I-00-08-00070-00	3/13/2013
Development Alternatives Inc.	DFD-I-00-08-00071-00	3/13/2013
Management Systems International, Inc. (MSI)	DFD-I-00-08-00072-00	3/13/2013
QED Group, LLC (QED) *	DFD-I-00-08-00073-00	3/13/2013

* This is a small business.

PURPOSE

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

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

RANGE OF SERVICES

Activities may be carried out with regard to a given sector (e.g., democracy and governance, health, environment, education, economic growth), or across several sectors. The list of possible activities is indicative, not necessarily exhaustive.

POSSIBLE WORK AREAS

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

PRIME CONTRACTORS		
<p>ARD, Inc. Aaron Chassy and Don Bowser 159 Bank Street, Suite 300 Burlington, VT 05401 Tel: (802) 658-3890 E-mail: achassy@ardinc.com Web: www.ardinc.com</p>	<p>Casals and Associates Inc. Michael Geertson and David Cohen 1199 North Fairfax Street, 3rd Floor Alexandria, VA 22314 Tel: (703) 920-5750 E-mail: mgeertson@casals.com ; dcohen@casals.com Web: www.casals.com</p>	<p>Chemonics International Inc. Scott N. Carlson and Bradford Johnson 1133 20th Street NW Washington, DC 20036 Tel: (202) 955-3300 E-mail: scarlson@chemonics.com; bjohnson@chemonics.com Web: www.chemonics.com</p>
<p>Development Alternatives, Inc. Jeremy Kanthor and Marianne Camerer 7600 Wisconsin Avenue, Suite 200 Bethesda, MD 20814 Tel: (301) 771-7600 Fax: (301) 771-7777 E-mail: jeremy_kanthor@dai.com Web: www.dai.com</p>	<p>Management Systems International Stacy Stacks and Bert Spector 600 Water Street, SW Washington, DC 20024-4288 Tel: (202) 484-7170 E-mail: sstacks@msi-inc.com; bspector@msi-inc.com Web: www.msiworldwide.com</p>	<p>The QED Group, LLC Larry Birch and Keith Henderson 1250 Eye Street NW, Suite 1100 Washington, DC 20005 Tel: (202) 521-1919 Web: www.qedgroupllc.com</p>
SUB CONTRACTORS (ICQS)		
<p>To Associates in Rural Development, Inc.: Bankworld Inc. BearingPoint, Inc. Contracting Assessment Researches (CAR) Cooperative League of the USA (CLUSA) Development & Training Services, Inc. (dTS) Diane Cromer Enterprises Financial Services Volunteer Corps (FSVC) Humphreys Consulting, LLC Institutional Reform and the Informal Sector (The IRIS Center) International Research & Exchanges Board (IREX) MetaMetrics Inc. World Learning for International Development</p>	<p>To Casals and Associates, Inc.: AMIDEST The Asia Foundation (TAF) Boston University Claro & Associates, Inc. Commonwealth Trading Partners EAM, Inc./Mosley & Associates EDF Consulting, Inc. The Emergency Group, Ltd. Enterprise Solutions, Inc. Eurasia Foundation International Decision Strategies, Inc. International Foundation for Electoral Systems (IFES) Mendez England & Associates, Pact International UHY Advisors Vanderbilt University World Resources Institute (WRI)</p>	<p>To Chemonics International Inc.: Alfa XP Web Software Company, LLC. BlueForce International, LLC. Electoral Reform International Services Ltd. Institute for Sustainable Communities QED Group, LLC. Skol and Associates Inc. The Urban Institute Vogl Communications, Inc.</p>

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

KEY SUBCONTRACTOR (PILOT)

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

IQCS FOR BUILDING RECOVERY AND REFORM THROUGH DEMOCRATIC GOVERNANCE (BRDG)

Program Elements 2.2.2, 2.2.5*

DCHA/DG Contact: Nils Mueller (COTR)

IQCs	Award Number	Expiration	Performance Period
ARD, Inc.	DFD-I-00-05-00218-00	9/12/2010	9/12/2011
Chemonics, Inc.	DFD-I-00-05-00219-00	9/12/2010	9/12/2011
Development Alternatives, Inc.	DFD-I-00-05-00220-00	9/12/2010	9/12/2011
Management Systems International (MSI)	DFD-I-00-05-00221-00	9/12/2010	9/12/2011
Millennium/IP3*	DFD-I-00-06-00028-00	11/28/2010	11/28/2011

*This is a small business.

PURPOSE:

To provide services for governance and state building; provide government, civil society and private sector group support for policy reform and implementation; respond to fragile state as well as transformational state needs, and possible demands by Millennium Challenge Account threshold countries. These contracts will provide direct support to ministries and executive offices, with particular attention to transition settings. BRDG IQCs will provide services to promote democratic governance across all sectors and include security sector reform assistance. All work under these IQCs will promote principles of accountability, transparency, and responsiveness in the way services are designed and delivered.

POSSIBLE WORK AREAS:

- Reinforcing legitimacy of state structure, policies, and functions: Ensuring that the entire society is engaged in building the state in such a way that institutions are rooted in that society and appropriate to it is fundamental to effective governance. Specific reforms may succeed or fail based on whether citizens judge that they are legitimate, i.e., that they are important and appropriate matters for the public agenda and that they are being executed in an acceptable manner. Services through this IQC will assist in establishing structures, policies, functions, and decision processes that are perceived as necessary and just by citizens.
- Public management: This IQC will assist governments to operate more efficiently and effectively and will assist governments and their citizens to incorporate democratic structures and principles into their systems of governance. Services will assist with policies and procedures to guide operations, including for ministries and executive offices, linkages between and among branches and levels of government, budget formulation, revenue flows, distribution and use of resources, civil service reforms, public/private partnerships, and working with citizens as customers of government.
- Strategic planning, policy, and institutional reform: Reforms often entail changed rules, roles, altered incentive structures, and unfamiliar ways of doing business. Reformers are commonly confronted by powerful interest groups with stakes in the status quo and yet they are frequently inexperienced at building coalitions of support and lack skills in negotiation and advocacy. Services will be provided to help designated policy planners and implementing managers develop and integrate analytical, technical, and political skills sets to build capacity to strategically manage policy reform processes (policy making, implementation, and enforcement). Services will support the reform of institutions (i.e., systems of rules), of policies, and of organizations. Services may improve processes of decision making and follow through requirements for effective implementation after laws have been passed or policies established.

* BRDG applies primarily to Program Elements 2.2.2 and 2.2.5 and secondarily to the other governance elements. It can be provide services across all of the good governance elements and other sectors' elements when governance reform is a key objective of the program.

CONTRACTORS		
<p>ARD, Inc. Olga P. Segars 1601 N. Kent, #800 Arlington, VA 22209 Tel: (703) 807-5700 Fax: (703) 807-0889 E-mail: osegars@ardinc.com Web: www.ardinc.com</p>	<p>Chemonics International, Inc. Peggy Ochanderena (IQCM) 1717 H Street, NW Washington, DC 20006 Tel: (202) 955-3300 Fax: (202) 955-7570 E-mail: brdgiqc@chemonics.com pochandarena@chemonics.com Web: www.chemonics.com</p>	<p>Development Alternatives, Inc. Ann Hudock (IQCM) 7600 Wisconsin Avenue, Suite 200 Bethesda, MD 20814 Tel: (301) 771-7600 Fax: (301) 771-7777 E-mail: ann_hudock@dai.com Web: www.dai.com</p>
<p>Management Systems International (MSI) William Rich 600 Water Street, SW Washington, DC 20024 Tel: (202) 484-7170 Fax: (202) 488-0754 E-mail: wrich@msi-inc.com Web: www.msiworldwide.com</p>	<p>Millennium/IP3 Partners Brian Hannon Waterfront Center 1010 Wisconsin Avenue, NW Suite 250 Washington, DC 20007 Tel: (540) 514-9294 Fax: (540) 899-9875 E-mail: hannon@earthlink.net Web: www.millenniumip3.com</p>	
SUB-CONTRACTORS		
<p>To ARD: The Asia Foundation Bankworld, Inc. Centre for Development and Population Activities Crown Agents Consultancy, Inc. Democracy International Development & Training Services, Inc. DynCorp International Integration Technologies Group, Inc. Maxwell School, Syracuse University MetMetrics Inc. The QED Group, LLC The Services Group, Inc</p>	<p>To Chemonics: Advocacy Institute Blue Force, LLC Booz Allen Hamilton, Inc. Charney Research Civic Action Strategies International Resources Group Internews Network The Kaizen Company L.T.Associates, Inc. MPRI, Inc. Pal-Tech, Inc. Partners for Democratic Change Public International Law & Policy Group The State University of New York/ Center for International Development The Urban Institute</p>	<p>To DAI: Academy for Educational Development Bannock Consulting, Ltd. BearingPoint, Inc. Center for Global Development Center for Institutional Reform and the Informal Sector Center for Strategic and International Studies Computer Frontiers, Inc. DPK Consulting, Inc. Duke University Center for International Development Electoral Reform International Services Enterprise Resources Group, Inc. Grant Thornton, LLP International Research and Exchanges Board King's College London LTG Associates, Inc. Mercy Corps</p>

		Overseas Strategic Consulting, Ltd. Social Impact, Inc. Training Resources Group, Inc.
To MSI: American University, School of Public Service Center for Strategic and International Studies Emerging Markets Group, Ltd. J. E. Austin and Associates, Inc. The Louis Berger Group, Inc. LTL Strategies Mendez England & Associates National Center for State Courts Research Triangle Institute Segura Consulting, LLC Vision Latina, Inc.	To Millennium/IP3: BroadReach Healthcare, LLC Center for Legislative Development of University of New York at Albany Dalberg DFI International Government Services Foundation for a Civil Society IBM International Law Institute International Research & Exchanges Board The PBN Company Spearman-Welch Associates TMS Associates Transnational Public Policy Advisors	Resource Institutions to Millennium/IP3: Center on Democracy, Development, and the Rule of Law, Stanford Institute for International Studies Independent Journalism Foundation Scholastic, Inc.

Technical assistance (including assessments, feasibility studies, options papers and evaluations), training services, applied research, study tours, workshops, conference organization and hosting, purchase of commodities, and award and management of grants will support USAID's programs during their design, implementation, and evaluation stages. Activities will assist governments, quasi-governmental organizations, non-governmental organizations, interest groups, private sector organizations, U.S. government agencies and/or units of USAID.



ELECTIONS AND POLITICAL PROCESSES

More genuine and competitive political processes (Program Area 2.3)

Elections can be a primary tool to help force political openings and expand political participation. In recent years, elections have been a principal vehicle for democratization, as authoritarian governments have frequently fallen to democratic forces. Electoral campaigns also tend to foster political liberalization. For an election to be free and fair, certain civil liberties, such as the freedoms of speech, association, and assembly are required. Elections offer political parties and civic groups an opportunity to mobilize and organize supporters and share alternative platforms with the public. They also serve to encourage political debate.

Priority Areas: Impartial electoral frameworks, credible electoral administration, effective over-sight of electoral processes, informed and active citizenries, representative and competitive multi-party systems, inclusion of women and other disadvantaged groups, effective governance by elected leaders and bodies, election monitoring, voter education and effective transfers of political power.

CONSORTIUM FOR ELECTIONS AND POLITICAL PROCESSES STRENGTHENING III

Program Elements 2.3.1-2.3.3

DCHA/DG Contact: Shally Prasad (AOTR)

Cooperative Agreement	Award Number	Expiration
CEPPS III	DFD-A-00-08-00350-00	9/30/2013

PURPOSE:

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

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

POSSIBLE WORK AREAS:

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

Objective 1: Impartial Legal Framework for Elections and Political Parties

Although not a sufficient condition, an impartial framework (i.e. constitutional provisions, laws, rules, regulations, and institutions which govern electoral and political processes) is a necessary condition for sustainable, credible electoral processes and representative, democratic political parties.

Objective 2: Credible Electoral Administration

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

Objective 3: An Informed and Active Citizenry

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

Objective 4: Effective Oversight of Electoral Processes

Monitoring electoral processes can reduce the opportunities and incentives for electoral fraud, identify shortcomings of the electoral process with the intention of facilitating genuine and competitive elections, and legitimize a peaceful transfer of power. Recognizing that election day comprises only one component of the

electoral process, effective oversight of electoral processes includes sufficient pre/post-election monitoring. Election monitors may include: political contestants who monitor violations of their supporters' political rights; nonpartisan citizen organizations; and international organizations which evaluate a country's electoral framework and administration compared to international standards and practices. The media can also serve a useful watchdog function during an electoral process if it has the capacity to produce credible and accurate reports about the preparations for, and the conduct of, elections. Monitoring of the electoral process -- by international organizations, domestic monitors, political party poll watchers or local media -- can lend confidence in the outcome of an election.

Objective 5: Increased Political Participation of Women & Historically Disenfranchised Groups

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

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

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

Objective 7: Representative and Competitive Multiparty System

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

Objective 8: Effective Transfer of Political Power

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

Objective 9: Effective Governance by Elected Leaders and Bodies

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

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

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

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

CEPPS Administration c/o International Republican Institute Colleen House 1225 Eye Street, NW Suite 700 Washington, DC 20005-5962 Tel: (202) 408-9450 Fax: (202) 408-9462 E-mail: chouse@iri.org		
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IQCS FOR ELECTIONS AND POLITICAL PROCESSES

Program Elements 2.3.1-2.3.3

DCHA/DG Contact: Carrie Gruenloh (COTR)

IQCs	Award Number	Expiration	Performance Period
Creative Associates International, Inc.	DFD-I-00-05-00197-00	9/11/2010	9/10/2011
Democracy International*	DFD-I-00-05-00198-00	9/11/2010	9/10/2011
IFES	DFD-I-00-05-00225-00	9/11/2010	9/10/2011

*This is a small business.

PURPOSE:

To support the transition to, and consolidation of, democratic governments through which citizens choose their leaders and participate in all levels of political decision-making, particularly in transition and sustainable development countries.

POSSIBLE WORK AREAS:

- **Pre-election assessments:** Country-specific assessments which identify the needs and constraints of conducting free and fair elections.
- **Election administration:** Technical assistance to: a) election management bodies and other institutions that conduct elections and/or adjudicate electoral disputes; b) develop and strengthen election laws or the constitution; c) address problems identified in pre-election assessments. This includes providing commodities, poll-worker training, and voter and civic education.
- **Election monitoring:** Support for election monitoring may be provided prior to and/or during national or local elections. Training or technical assistance can be provided for domestic and international observation; indigenous civil society and political party poll-watching; “quick-counts” or other methods for monitoring the election process; information dissemination on electoral results, and monitoring and mitigating of election-related violence.
- **Political party development:** Support is provided to strengthen pluralism through political parties. Political party development activities provided through IQCs are governed by specific federal statutory language, as well as by USAID policy guidance regarding political party activities. Section 116e of the Foreign Assistance Act of 1961, while clearly allowing political party development activities to be funded as part of development assistance that “will encourage or promote increased adherence to civil and political rights,” concludes with the following caveat: “none of these funds may be used, directly or indirectly, to influence the outcome of any election in any country.” USAID’s political party assistance policy set forth in ADS 200-203, as reissued in 2003, states that the goals of USAID’s political party assistance are to: Develop and consolidate representative democracies; develop transparent political environments; establish viable democratic parties; and ensure conduct of free and fair elections. Two core principles govern USAID’s political party assistance policy: 1) USAID programs support representative, multiparty systems; and 2) USAID programs do not seek to determine election outcomes. (Note: additional guidelines for political party assistance program, based on these core principles, are found in the policy at the following site: www.usaid.gov/policy/ads/200/200.pdf.)
- **Pre-and post-election institution building:** Support may be provided to legislatures as well as legislators, regional and/ or local government representatives to strengthen political processes and support new governments or coalitions. Training and/or technical assistance may be provided to support the facilitation of national dialogues and fora for consensus-building.
- **Voter and civic education:** Support for long and short-term programs covering the entire range of pre, post and interim-voter and civic education, including support for message development and various media transmissions, as well as research and evaluation. Support may also be provided to empower historically marginalized groups (such as women, youth, racial, ethnic, religious minorities, and IDPs) to participate and exercise their rights in electoral and political processes.
- **Technical leadership support:** Support for a range of activities that contribute to furthering state-of-the-art elections and political process programming.

PRIME CONTRACTORS		
<p>Creative Associates International, Inc. Patrick Quirk 5301 Wisconsin Avenue, NW Washington, DC 20015 Tel: (202) 966-5804 Fax: (202) 363-1468 Web: www.caii-dc.com</p>	<p>Democracy International Eric Bjornlund 4802 Montgomery Lane, Suite 200 Bethesda, MD 20814 Tel: (301) 961-1660 Fax: (301) 961-6605 E-mail: eric@democracyinternational.us Web: www.democracyinternational.us</p>	<p>IFES Michael Svetlik 1101 15th Street, NW, Third Floor Washington, DC 20005 Tel: (202) 350-6700 Fax: (202) 350-6701 E-mail: msvetlik@ifes.org Web: www.ifes.org</p>
SUB-CONTRACTORS		
<p>To Creative Associates: American Manufacturers Export Group The Asia Foundation Carr Swanson & Randolph, LLC Center for Strategic and International Studies Computer Frontiers, Inc. Greenberg, Quinlan, Rosner Research, Inc. Kroll Government Services Management Systems International Mud Springs Geographers Pa Consulting Group Pae Government Services, Inc. Paige International, Inc. Public International Law and Policy Group</p>	<p>To Democracy International: Charney Research Civic Action Strategies League of Women Voters The Pollworker Institute The QED Group RTI International</p>	<p>To IFES: AMIDEAST Aristotle Blue Force LLC The Carter Center Inter-Parliamentary Union (IPU) International Organization for Migration (IOM) IT Shows Lord Guernsey and Associates PACT Partners of the America Institute for Sustainable Communities (ISC) SUNY Center for International Development (SUNY/CID) USAFMC/The International Election Monitors Institute (IEMI)</p>



CIVIL SOCIETY

Increased development of a politically active civil society (Program Area 2.4)

It is through the advocacy efforts of civil society organizations and civic education that people are empowered to exercise their rights and gain a voice in the process of formulating public policy and political processes.

Organizations such as human rights groups, professional associations, religious institutions, pro-democracy groups, environmental activist organizations, business associations, labor unions, media organizations, and think tanks play a vital role in educating and engaging with the public and the government on important local and national issues.

Many Civil Society Organizations (CSOs) supported by USAID champion women's rights, ferret out government corruption and impunity, and spot light business practices that are exploitative of labor and the environment. Their presence and activities help assure that government and citizens comply with the rule of law.

To assist the independent media, the Division provides technical leadership in such areas as: training of journalists and other media practitioners, financial management and business development, the enabling legal environment for media, and support for media sector CSOs. USAID, along with the State Department and other donors, supports the Media Sustainability Index (MSI), a comprehensive, annual analysis of the media sectors, in 77 countries in the Middle East, North Africa, sub-Saharan Africa, and Europe and Eurasia.

Priority Areas: Strengthening the mediums through which citizens can freely organize and communicate with their government and with each other, particularly via support for independent media, democratic labor movements, and the enabling environment for civil society organizations, strengthening a democratic political culture through support for civic engagement and civic education. Through these avenues of support, USAID helps to mobilize constituencies for democratic reform.

GLOBAL CIVIL SOCIETY STRENGTHENING (GCSS) COOPERATIVE AGREEMENT

Program Area 2.4

DCHA/DG Contact: Asta Zinbo (AOTR)
Amanda Eichelkraut

Cooperative Agreement	Award Number	Expiration	Performance Period
Counterpart International	DFD-A-00-09-00141-00	05/07/2014	5/07/2019

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

GCSS LEADER: The Media Assistance utilizing Technological Advancements And Direct Online Response (MATADOR) program funded and implemented through the DCHA/DG GCSS Leader Award will provide short-term consultative assistance to indigenous DG organizations on the use of new media (digital interactive media) technologies to enhance communication and/or coordination efforts for purposes supporting DG objectives. The MATADOR activity will fund up to 20 days of in-country assistance and 5 days (40 hours) of online follow-up assistance remotely. MATADOR interventions will be considered pilot activities aimed at gathering a wealth of information concerning the most effective programmatic approaches which emphasize the use of technology and will be explicitly tailored to gather lessons learned for use in future programmatic interventions. Missions interested in receiving MATADOR assistance should contact the GCSS AOTR and Troy Etulain (tetulain@usaid.gov), the MATADOR Activity Manager.

POSSIBLE WORK AREAS:

ENHANCING CIVIC PARTICIPATION through:

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

STRENGTHENING INDEPENDENT MEDIA through:

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

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

USAID PROGRAM DESIGN and LEARNING through:

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

And integrating **CROSS CUTTING THEMES**, such as:

Community Mobilization: Strengthening the capacity of civic groups, community based organizations, professional associations and advocacy groups to contribute to an active civil society.

Youth: Implementing programs, partnerships and policies that actively and constructively involve young people, while helping them to develop the knowledge, skills, and attitudes they need to be active and constructive members of society.

Conflict Mitigation and Transformation: Working to avert imminent violence or the escalation of a dispute into a violent encounter by identifying and addressing the root causes and triggers of conflict. Mitigating ongoing violence and addressing its immediate aftermath.

Labor: Serving as a watchdog for labor rights, labor markets, and labor governance, including worker rights; labor migration and trafficking; labor organizations and trade unions, among others.

Media Outreach: Using mass media (newspapers, magazines, radio, television, internet, text messaging and/or other media) to disseminate information about any aspect of civil society development or citizen empowerment.

GRANTEE/LEADER	ASSOCIATES
Ms. Sibel Berzeg Director, GCSS LWA Counterpart International 2345 Crystal Drive, Suite 301 Arlington, VA 22202 Tel: (703) 236-2284 Fax: (703) 412-5035 E-mail: sibel@counterpart.org	American Bar Association Rule Of Law Initiative (ABA-ROLI) Casals and Associates, Inc. Development Training Services Freedom House International center for Not-for-Profit Law International Foundation for Electoral Systems (IFES) International Labor and Rights Forum (ILRF) International Research & Exchanges Board (IREX) Management Systems International (MSI)

	RESOURCE PARTNERS
	The American University's Center for Global Peace The Carter Center The International Youth Foundation The Wilson Center Youthbuild International

GLOBAL LABOR PROGRAM COOPERATIVE AGREEMENT

Program Element 2.4.1

DCHA/DG Contact: Kimberly Ludwig (AOTR)

Cooperative Agreement	Award Number	Expiration
Solidarity Center	DGC-A-00-02-00002-00	12/31/2009

Note: In 2002, USAID/DCHA/DG awarded the cooperative agreement “Global Trade Union and NGO Strengthening” to the Solidarity Center (also known as the American Center for International Labor Solidarity, or ACILS). In the past, these programs were administered by the American Federation of Labor and Congress of Industrial Organizations (AFL-CIO) regional institutes. The institutes were then consolidated into the Solidarity Center, which now operates programs worldwide.

PURPOSE:

The Solidarity Center provides technical assistance to (1) promote the adoption and effective enforcement of core labor standards; (2) establish legal frameworks to protect and promote civil society; (3) increase citizen participation in policy processes, implementation, and oversight of public institutions; (4) increase institutional and financial viability of labor unions and labor NGOs; (5) enhance free flow of information; (6) strengthen democratic culture and gender equity; (7) support anti-sweatshop activities; (8) promote broad-based, equitable economic growth; (9) build human capacity through education and training; and (10) improve health through workplace and peer-to-peer health education and prevention. The center’s work is based on three fundamental issues: adherence to core labor standards, gender integration, and the use of partnerships and communications technology to promote coalitions across civil society and national borders.

POSSIBLE WORK AREAS:

USAID and the Solidarity Center continue to focus their work on the role and participation of unions in promoting democratic governance, free and transparent elections, the rule of law, and broad-based economic growth strategies. Additional areas of focus include health issues (like HIV/AIDS), democratic-industrial relations, and human resource development.

The Solidarity Center is the lead organization of the cooperative agreement. DCHA/DG developed this leader-associate award mechanism to provide Missions and other U.S. government agencies with a pre-approved grant vehicle that allows for timely procurement of labor-related awards that fall within the scope of the leader award objectives. After the DCHA/DG AOTR determines whether a proposed activity fits within the award objectives, the Mission may develop and implement its own independent grant or cooperative agreement with the Solidarity Center. These associate awards are managed by the Mission or Bureau. Awards can be extended for up to five years beyond the life of the leader award.

GRANTEE:

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NGO LEGAL ENABLING ENVIRONMENT PROGRAM COOPERATIVE AGREEMENT

Program Element 2.4.1

DCHA/DG Contact: Eric Picard (AOTR)
Maryanne Yerkes

Cooperative Agreement	Award Number	Expiration
International Center for Not-for-Profit Law (ICNL)	DFD-A-00-08-00332-00	09/29/2013

PURPOSE:

In September 2008, DCHA/DG launched the NGO Legal Enabling Environment Program (LEEP), a five-year cooperative agreement implemented by the International Center for Not-for-Profit Law (ICNL) through an Associate Award issued under DCHA/DG's Global Civil Society Strengthening Cooperative Agreement with Pact. The purpose is to support the enabling legal and regulatory environment that protects and promotes civil society and civic participation. LEEP offers:

- Technical assistance on legislation or regulations that (1) threaten to restrict the enabling environment, or (2) present an opportunity to advance favorable legal reform;
- Initiatives to strengthen local capacity to advance legal and regulatory reform through research fellowships, study tours, and other activities; and
- Targeted research to advance the analytic basis for reform.

POSSIBLE WORK AREAS:

LEEP offers both in-country and remote technical assistance. Under LEEP, ICNL will work with DCHA/DG, Regional Bureaus and Missions to develop appropriate annual work plans that identify and prioritize countries for technical assistance. Each fiscal year LEEP will be positioned to provide rapid response technical assistance for a small number of urgent, high priority situations not envisioned in the work plan. Illustrative activities include written analysis of NGO-related legislation, one to two trips by ICNL staff to conduct an assessment and/or provide technical assistance, and/or provision of a small grant to local partners to help advance NGO law reform.

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

CONTACT INFORMATION:

International Center for Not-for-Profit Law (ICNL) through Pact, Inc.

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**SPECIAL PROGRAMS TO ADDRESS THE NEEDS OF SURVIVORS
(SPANS)**

**Social and economic services and
protection for vulnerable populations
(Program Area 3.3)**

SPANS programs are targeted to reduce the risks and reinforce the capacities of communities, local non-governmental organizations, and governments to provide services and protection for vulnerable groups.

DISABILITY POLICY INITIATIVE

Program Area 3.3

DCHA/DG Contact: Lloyd Feinberg (COTR)
Agency Disability Coordinator

Technical Support Contract	Award Number	Expiration
Technical Support Contract	DFD-M-00-00-24-00238	09/27/2010

PURPOSE:

USAID is committed integrating people with disabilities into its programs and activities and to building the capacity of disability organizations that advocate for and offer services on behalf of people with disabilities. This commitment is reinforced by the USAID disability policy and extends from the design and implementation of USAID programming to advocacy for and outreach to people with disabilities.

USAID's policy on disability is to avoid discrimination against people with disabilities in programs which USAID funds and to stimulate an engagement of host-country counterparts, governments, implementing organizations and other donors in promoting a climate of nondiscrimination against and equal opportunity for people with disabilities. The USAID policy ensures that people with disabilities are included at every level, as administrators, partners, and beneficiaries.

POSSIBLE WORK AREAS

USAID's disability funds are used to support programs and activities to address the needs of people with disabilities, including protecting the rights and increasing the independence and full participation of people with disabilities in programs related to health, education, economic growth, political participation, and humanitarian aid. The Funds' focus is on reducing barriers for people with disabilities in existing USAID programs. The Fund also supports the development and implementation of training for USAID staff and its partners overseas to promote the full inclusion and equal participation of people with disabilities in countries where USAID is present.

This fund is coordinated and supported by the Office of Democracy and Governance, although most activities are implemented through Mission-managed grants and agreements. The Disability Fund is active in over 30 countries worldwide. As part of its oversight and managerial responsibilities for the Fund, DCHA/DG maintains a technical assistance contract with Manila Consulting. This contract provides technical assistance and support for field Missions that are interested in developing programs under the Fund.

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DISPLACED CHILDREN AND ORPHANS FUND

Program Area 3.3

DCHA/DG Contact: Lloyd Feinberg (COTR)

Technical Support Contract	Award Number	Expiration
Technical Support Contract	DFD-M-00-00-24-00238	09/27/2010

PURPOSE

Established in 1988, the Displaced Children and Orphans Fund (DCOF) provides care, support, and protection for the special needs of children at risk, including orphans, unaccompanied minors, children affected by armed conflict, and children with disabilities. Programs center on strengthening the capacity of families and communities to address the physical, social, educational, economic, and emotional needs of children in crisis. The program aims to preserve the family structure; promote the growth and development of vulnerable children; and develop community structures to care, support, and protect vulnerable populations.

POSSIBLE WORK AREAS

Most DCOF activities are implemented through USAID Mission-managed grants and agreements. A major portion of these Congressionally-mandated funds are used to support programs and activities that provide direct assistance to vulnerable children. DCOF funds also support the design, implementation, and monitoring of programs that provide evidence-based guidance and replicable models for future expansion or replication. DCOF is currently active in 25 countries, including Afghanistan, Angola, Azerbaijan, Bangladesh, Belarus, Burundi, Brazil, Cambodia, Colombia, Democratic Republic of the Congo, Egypt, Georgia, Guatemala, Kenya, Liberia, Mozambique, Nepal, Philippines, Sri Lanka, Sudan, Tanzania, Thailand, Uganda, Ukraine, and Zambia.

As part of its oversight and managerial responsibilities for the Fund, DCHA maintains the SPANS technical assistance contract with Manila Consulting, Inc. This contract provides technical assistance and support for Field Missions that are interested in developing programs under the Fund.

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VICTIMS OF TORTURE FUND

Program Area 3.3

DCHA/DG Contact: Lloyd Feinberg (COTR)

Technical Support Contract	Award Number	Expiration
Technical Support Contract	DFD-M-00-00-24-00238	09/27/2010

PURPOSE:

The Victims of Torture Fund primarily supports programs that help heal the psychological and physical trauma caused by torture, recognizing that communities, along with survivors, need to heal and recover.

The Fund works through non-governmental organizations overseas that: (1) provide direct services to survivors, their families, and communities; (2) strengthen the capacity of country-based institutions in their delivery of services to survivors; and (3) increase the level of knowledge and understanding about the needs of torture victims. These programs include advocacy, training, technical assistance, and research. The Fund is coordinated and supported by the Office of Democracy and Governance, although most activities are Mission-managed grants and agreements. The program currently supports activities in 23 countries including Bangladesh, Bulgaria, Burundi, Cambodia, Costa Rica, Democratic Republic of the Congo, Ethiopia, Guatemala, Iraq, Kenya, Kosovo, India, Namibia, Pakistan, Peru, Romania, Rwanda, Sierra Leone, South Africa, Sri Lanka, Tibet, Uganda, and Zimbabwe.

As part of its oversight and managerial responsibilities for the Fund, DCHA maintains a technical assistance contract with Manila Consulting. This contract provides technical assistance and support for Field Missions that are interested in developing programs under the Fund.

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WAR VICTIMS FUND

Program Area 3.3

DCHA/DG Contact: Lloyd Feinberg (COTR)

Technical Support Contract	Award Number	Expiration
Technical Support Contract	DFD-M-00-00-24-00238	09/27/2010

PURPOSE:

The Leahy War Victims Fund (LWVF) focuses on the needs of civilian victims of conflict in developing countries with the primary objective of expanding access to affordable and appropriate prosthetic/orthotic services. Established in 1989, the program has slowly expanded beyond the provision of essential orthopedic services and related medical, surgical, and rehabilitation assistance to include programs that work to enable amputees and other people with disabilities to regain accessibility to mainstream educational, recreational, and economic opportunities.

POSSIBLE WORK AREAS

The LWVF is concerned with the provision of orthopedic services and devices to ensure unassisted mobility for civilian war victims and other persons with disabilities in post-conflict countries. Assistance may include training and institutional capacity strengthening, facilities upgrading, materials provision, and support for national disabilities policy reform and public advocacy. In addition, programs include support for increasing the social and economic opportunities of these survivors.

This fund is coordinated and supported by the Office of Democracy and Governance, although most activities are implemented through Mission-managed grants and agreements. The LWVF is active in Cambodia, Colombia, Central America, Sudan, Kenya, Ethiopia, Uganda, Democratic Republic of the Congo, Angola, Nepal, Sri Lanka, Laos, Lebanon, Vietnam, Philippines, and Afghanistan. As part of its oversight and managerial responsibilities for the Fund, DCHA/DG maintains a technical assistance contract with Manila Consulting. This contract provides technical assistance and support for Field Missions that are interested in developing programs under the Fund.

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WHEELCHAIR INITIATIVE

Program Area 3.3

DCHA/DG Contact: Lloyd Feinberg (COTR)

Technical Support Contract	Award Number	Expiration
Technical Support Contract	DFD-M-00-00-24-00238	09/27/2010

PURPOSE:

The goal of the Wheelchair Fund is to improve the mobility of people with mobility-related disabilities, which can lead to advances in their overall health. Grantees currently work in many facets of wheelchair provision: in researching better, more durable chairs, in appropriate cushions and seating, in training to prescribe and fit wheelchairs, in testing and developing international standards.

POSSIBLE WORK AREAS:

Funds are used to support programs that improve access to, availability and sustainability of, appropriate wheelchair programs in the developing world. At a broad level, programs contribute to the full and equal participation of people with disabilities in social and economic life. At an implementation level programs aim for, but are not limited to: introducing wheelchairs that are suitable and appropriate for use in developing countries and that are adaptable and fitted to the needs and requirements of each individual; develop and/or increase the capacity of national programs to produce and repair wheelchairs; strengthen human resource capacity to prescribe, fit, and train users; and develop and/or introduce new technologies that are appropriate for local conditions.

This fund is coordinated and supported by the Office of Democracy and Governance, although most activities are implemented through Mission-managed grants and agreements. Nine new programs are now beginning in Afghanistan, Georgia, Indonesia, Iraq, Kenya, Morocco, Nepal, Romania, and West Africa. As part of its oversight and managerial responsibilities for the Fund, DCHA/DG maintains a technical assistance contract with Manila Consulting. This contract provides technical assistance and support for Field Missions that are interested in developing programs under the Fund.

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**DG-RELATED MECHANISMS HELD IN OTHER USAID BUREAUS
OR MISSIONS***

C-CHANGE

**USAID/Egypt:
REDI IQC**

**EGAT:
SUM II**

**LAC/RSD:
Americasbarometer**

**ODP:
Capable Partners Program (CAP)**

*This is not an exhaustive list of DG-related mechanisms held in other bureaus or Missions. It will continue to be updated in future versions of the DG User's Guide.

COMMUNICATION FOR CHANGE (C-CHANGE)

Program Element 2.4.2*

Global Health Contact: Gloria Coe (AOTR)

DCHA/DG Contact: Mark Koenig

EGAT/Environment Contact: Roberta Hilbruner

Cooperative Agreement	Award Number	Expiration
AED Consortium (C-CHANGE)	GPO-A-00-07-00004-00	9/24/2012

PURPOSE: Professional and financially viable local media and communications capacities are essential, in the long run, for bringing about sustained positive change in multiple areas of foreign assistance. Communication for Change (C-CHANGE) operates on two levels: (a) media-as-an-end: developing independent media/communications capacities generally as a DG objective to provide societies with more independent, pluralistic, and professional news and information; plus (b) media/communications-as-a-means: using media and other communications channels to disseminate development-related materials.

POSSIBLE WORK AREAS: C-CHANGE represents a cross-sector (and across USAID bureau) mechanism. DCHA/DG particularly encourages the development of independent media (as individual outlets and as a sector) to provide citizens and government officials alike with the news, information, and pluralistic discussions needed to ensure more informed citizen participation, democratic elections, accountable governments, and democratic decision-making. Developing sustainable media outlets and communications sector capacities may include the following illustrative activities:

- Training media professionals (journalists, editors and other specialized production staff);
- Support for developing media/communications business and management capacities;
- Provide and/or develop capacities for audience research and ratings;
- Develop media reporting capacities on d/g, health, education, environment, economic growth, and other development-related issues. (And also develop media financial capacities to support such specialty reporting); and
- Develop new electronic media – and potentially use new media capacities to promote networking on development-related issues.

CROSS SECTORAL APPROACH: AVOID STOVE-PIPING! Virtually any development program can include communications outreach components; but, all too often, diverse USAID activities fail to combine or coordinate their communications activities – reducing the overall sustainability and effectiveness of media development and/or communications outreach -- and even sometimes impeding development of non-state media sectors (e.g., when state-owned media are supported by media buys, while more independent media options also exist).

As a result, Global Health teamed with DCHA/DG and EGAT to create this combined mechanism, C-CHANGE, enabling the design and implementation of programs that develop more professional and self-sustaining local media and development communications capacities across all sectors:

- DG: develop more sustainable and professional news media; improve reporting capacities in such areas as election reporting, anti-corruption, local governance, etc.

- Health communications: develop more sustainable local media and communications capacities to provide information to citizens on how to reduce/treat: HIV/AIDS, malaria, water-borne diseases; improve nutrition and sanitation practices, etc.
- Education: use of community radio networks to spread literacy, general education, civic education, etc.
- Environment: develop local media and communications capacities to report/discuss best environmental conservation practices.
- EGAT/Economic Growth: develop improved economic and business reporting, agricultural extension, vocational training, etc.

*In addition to 2.4.2 Media Freedom and Freedom of Information, C-CHANGE may be used for cross-cutting synergies via health, environment, education, economic growth & other development communications.

GRANTEE/LEADER	
Academy for Educational Development (AED) Neill McKee and Antje Becker-Benton 1825 Connecticut Avenue, NW Washington, DC 20009-5721 Tel: (202) 884-8734; (202) 884-8993 Fax: (202) 884-8792 E-mail: nmckee@aed.org ; abecker@aed.org Web: www.c-changeproject.org	
Associates (DG): Buy-ins for communication support for civil society and governance will primarily occur through associate awards.	
<i>US Based:</i> CARE Internews Ohio University IDEO University of Washington	<i>Regional Partners:</i> Centre for Media Studies, India New Concept Information Systems, India Social Surveys, South Africa Soul City, South Africa Straight Talk, Uganda
The following Resource Partners will also work with C-CHANGE to support capacity building activities:	
The Catholic University of Peru Institut Supérieur des Sciences de l'Information et de la Communication (ISSIC) (Senegal) Kasetsart University (Thailand) Makerere University (Uganda) Tata Consulting (India) University of Capetown School of Business Witwatersrand University (South Africa)	

REGIONAL DEMOCRACY INITIATIVES (REDI) IQC

Program Areas 2.1, 2.2, 2.4

USAID/EGYPT CONTACT: Jim Wright (COTR)

PURPOSE:

The purpose of this contract is to help USAID/Egypt and Regional Missions implement their Strategic Objectives in the areas of Civil Society, Governance and Justice. There are three Regional Democracy Initiatives (REDI) IQCS— in Civil Society, Governance and Justice. USAID/Egypt procured these IQCs in 2006 for use in its own DG programming as well as to provide opportunities for other missions and operating units to access these mechanisms. Missions in the Middle East/North Africa region have priority access, but these IQCs may also be used worldwide. The IQCs are available for orders until March/April 2011. A task order can go 3 years beyond end of IQC (in 2011) to 2014. The maximum length of time for any task order is 5 years, including any extensions.

POSSIBLE WORK AREAS:

CIVIL SOCIETY:

Strengthen Civil Society: The component seeks to 1) strengthen the legal and institutional environment necessary for civil society to act as agents for reform, articulate and represent their members' interests, engage in service delivery, advocate for issues which become part of the public agenda and are reflected in public policies, and 2) strengthen civil society capacity to impart civic knowledge and democratic values, and increase civic participation in political and civic life. Civil society includes a wide array of for-profit or non-profit organizations such as community based groups, professional and business associations, trade and labor unions, farmer associations, religious groups, youth groups, watchdog organizations, ethnic and home welfare groups, religious organizations and issue-based groups. Investments in non-formal and formal civic education to promote democratic values and processes, pluralism and public dialogue are also included in this component. Institutional interventions and assistance to organizations may pertain to any USAID programmatic or sectoral area, whether developmental, fragile, strategic, humanitarian or global issue/special concern.

Establish and Ensure Media Freedom and Freedom of Information: The component consists of establishing and ensuring independent media, such as (1) shaping the legal enabling environment through media law training and advocacy, (2) strengthening constituencies for reform by building the capacity of media CSOs, (3) boosting professional capacity through developing mid-career and university journalism training courses, and (4) enhancing business development and managerial skills in the media sector.

Promote and Support Anti-corruption Reforms: Activities whose primary emphasis is to promote governance institutions, processes and policies that are transparent and accountable across all development sectors, though assistance to achieve this goal may be delivered to non-governmental as well as governmental institutions. Assistance and support may be provided to independent audit agencies, anti-corruption commissions, procurement agencies, legislatures, line ministries, independent agencies, political parties, judicial actors, as well as civil society organizations, academia, press and the private sector. Activities may focus on civic education and advocacy for reform of laws and practices, or directly on improving accountability and transparency of governance processes.

IQC Holders: Chemonics, the Academy for Educational Development (AED), and Management Systems International (MSI).

GOVERNANCE:

Support Democratic Local Government and Decentralization: This component involves national and local-level support for democratic decentralization of political and financial authority, and effective, democratic and accountable local governance. Technical assistance and training is provided to strengthen local government functions, including development of budgets, local revenue raising, provision of basic services, and community participation. Support might also include assistance to develop and/or strengthen municipal associations to provide local governments with a permanent vehicle to lobby for their interests before the national government.

Strengthen the Legislative Function/Legal Framework: Programs in this area seek to improve the way the legislature and legal framework work to uphold democratic practices. Programs focus on improving the framework of laws, including the constitution, codes, laws, and regulations; and the legislature's capacity to be responsive to the people it serves and hold the executive accountable.

Promote and Support Anti-Corruption Reforms: See description above.

IQC Holders: Chemonics, ARD, RTI (Research Triangle Institute), and AECOM.

JUSTICE:

Strengthen the Justice Sector: Programs in this area support the increased independence, effectiveness, and efficiency of justice sector institutions, including the judiciary, the prosecutors' office, public defenders, the ombudsman's office, regulatory bodies, and public law schools and bar associations. In addition, this component may include support for private institutions, such as public interest law groups, legal assistance NGOs, alternative dispute resolution NGOs, and private law schools and bar associations.

Protect Human Rights: USAID works to improve due process, non-discrimination, and representation of all segments of society. Programs support (1) effective mechanisms to prevent the abuse of rights, including gender-based violence and exploitative child labor, and for remedies when rights are abused, and the ability, in practice, to use these mechanisms; (2) legal aid and street law and public defender programs, including support for human rights advocacy and legal services NGOs and support for official commissions, human rights ministries, and ombudsman offices.

Strengthen the Legislative Function/Legal Framework: Programs in this area seek to improve the way the legislature and legal framework work to uphold democratic practices. Programs focus on improving the framework of laws, including the constitution, codes, laws, and regulations; and the legislature's capacity to be responsive to the people it serves and hold the executive accountable.

Promote and Support Anti-Corruption Reforms: See description above.

IQC Holders: Chemonics, DPK Consulting, and the National Center for State Courts.

Specific tasks under this IQC may include but are not limited to the following:

- DG sector assessments
- DG sector strategy development
- DG sector activity design
- DG sector institutional analysis
- DG sector technical assistance
- DG sector training
- Managing for results planning
- Financial analysis
- Information technology assessment

- Information technology development
- Workshop and conference planning
- Publishing (e.g., monographs, studies, success stories)
- Procurement and logistics (e.g., computers and office supplies)

HOW TO ACCESS THE IQCS:

PLEASE NOTE: The geographic scope of the REDI IQCs is being reevaluated. At this time, it is being restricted to use in Middle East Missions only. If you are interested in issuing a Task Order under one of these IQCs, please request clearance from the IQC COTR, Jim Wright, to ensure that the Statement of Work is within the scope, within the period of performance, and within the overall ceiling price. Mission's Contracting Officers can negotiate his/her own Task Orders receiving IQC COTR concurrence. COs must request a Task Order number from the Cairo Regional Office of Procurement (Dana Rose). Upon award, the CO must provide Cairo Procurement with an electronic copy of the Task Order and the Negotiation Memorandum.

For more information on these IQCs, please contact the COTR Jim Wright in USAID/Egypt, jwright@usaid.gov, and/or the Regional Contracting Officer, Dana H. Rose, drose@usaid.gov.

SUSTAINABLE URBAN MANAGEMENT II (SUM II)

Program Elements 2.2.1-2.2.5

DCHA/DG Contact: Mike Keshishian (COTR)

IQCs	Award Number	Expiration	Performance Period
AECOM (formerly PADCO)	EPP-I-00-04-00026-00	03/30/2011	03/29/2014
ARD, Inc.	EPP-I-00-04-00035-00	03/30/2011	03/29/2014
Louis Berger Group	EPP-I-00-04-00027-00	03/30/2011	03/29/2014
Mendez England*	EPP-I-00-04-00030-00	03/30/2011	03/29/2014
Research Triangle Institute (RTI)	EPP-I-00-04-00037-00	03/30/2011	03/29/2014
The Urban Institute	EPP-I-00-04-00036-00	03/30/2011	03/29/2014

*This is a small business.

PURPOSE:

Sustainable Urban Management II (SUM II) provides field-driven short, medium, and long-term advisory and technical assistance services to missions and bureaus in the following five functional areas:

1. Expanded Delivery of Urban Services and Shelter;
2. Enhanced Effectiveness, Responsibility and Accountability of Local Government Organizations;
3. Enhanced Environmental Management Practices, Pollution Control Systems and Tools;
4. Improved Disaster Preparedness, Response and Recovery through Mitigation, Strategic Planning, Training, Hazard Identification and Awareness; and
5. Improved Finance and Credit Systems through Program Design and Technical Support.

This IQC supports activities in these functional areas on a worldwide basis.

The subcontractors available through the prime contractors listed above are as follows:

Subcontractors to AECOM (formerly PADCO)

TCG International, LLC; AECOM; Georgia State University; International Council for Local Environmental Initiatives; and Sister Cities International.

Subcontractors to ARD Inc.

University of California Berkeley, Institute of Urban and Regional Development; CDM, International; Fitch Ratings, Inc; Global Management Systems, LLC; Harvard Design School, Center for Urban Development Studies; Howard Delafield International; The Institute for Public-Private Partnerships; InterWorks, LLC; John Snow, Inc; Somerset Development Company; and Terra Institute, Ltd.

Subcontractors to Louis Berger Group (LBG)

Urban Land Institute; Bankworld, Inc.; Amethyst, Inc.; Integrated Financial Engineering (IFE), Metro, Innovative Emergency Management; and the National Trust for Historic Preservation.

Subcontractors to Mendez, England and Associates (ME&A) (small business set-aside)

Booz Allen Hamilton; Ecology and Environment; Nathan Associates; DevTech Systems; Management Systems International; Catholic Relief Services (CRS); TTPA/IMCC; and Clark University.

Subcontractors to Research Triangle Institute (RTI)

Casals & Associates; Worldwide Strategies, Inc.; International Resources Group (IRG); and Bearing Point.

Subcontractors to the Urban Institute (UI)

International City/County Management Association (ICMA); PA Government Services, Inc.; Virginia Tech Institute for Disaster Management; Crimson Capital; Training Resources Group, Inc. (TRG); Deneb Consultants; and Dewberry & Davis, LLC.

LAC REGIONAL MECHANISM: AMERICASBAROMETER

Program Areas 2.1-2.4

LAC Contact: Eric Kite

Cooperative Agreements	Award Number	Expiration
Vanderbilt University	598-A-00-06-00061	3/31/2014

PURPOSE:

Vanderbilt University can conduct AmericasBarometer Democracy and Governance Surveys in Latin America and Caribbean countries and conduct regional analyses. Country reports and, when requested, “oversampling” reports can be prepared that compare results from areas with USAID-programs to the rest of the country.

POSSIBLE WORK AREAS:

The AmericasBarometer series of surveys are of great interest to political and social scientists, Latin Americanists, government officials and interested citizens. The surveys gather data and analyze citizen views on a broad range of important democracy issues, including social capital, political tolerance, local government, corruption, crime, courts, the legislature and the executive. They also include a wide range of behavior variables, including citizen participation and electoral behavior among others. The effort, which began in a limited way in the 1970s, is directed by Dr. Mitchell Seligson, Vanderbilt University Centennial Professor of Political Science and Fellow of Vanderbilt’s Center for the Americas. The following countries are included in the 2008 AmericasBarometer: Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, Venezuela, Canada and the United States.

Public Access to AmericasBarometer Data, Surveys and Reports

All of the AmericasBarometer reports are available to the public on-line in English and Spanish at www.americasbarometer.org. The survey data can also be analyzed publicly, at no charge through the same website, with the hopes that students and professionals around the world will conduct additional research and statistical analysis. Several major university libraries (e.g., Vanderbilt, Harvard, Princeton and Yale) serve as data repositories for some or all of the Americasbarometer data. Published studies have been deposited in libraries throughout the world.

USAID Cooperation with Vanderbilt University

USAID has supported the AmericasBarometer surveys for over 10 years. While the surveys’ primary goal is giving the hemisphere’s citizens a voice on democracy issues, they also help guide USAID programming, alert policymakers throughout the region to potential problem areas, and inform citizens about democratic values and experiences in their countries relative to regional trends. USAID officers use the AmericasBarometer findings to prioritize funding allocation and guide program design. The surveys are also often employed as an evaluation tool, by comparing results in specialized “oversample” areas with national trends. In March 2006, USAID signed a Cooperative Agreement with Vanderbilt University that supports the surveys through 2012. The Agreement is managed out of USAID’s Bureau for Latin America and the Caribbean (LAC), and contributes about \$1 million per year from USAID Missions in the region, LAC Bureau and Democracy Bureau for survey work in USAID-presence countries.

CONTACT INFORMATION:

Eric Kite
USAID/LAC
Tel: (202) 712-5156
E-mail: mekite@usaid.gov

CAPABLE PARTNERS PROGRAM (CAP) LWA

Program Element 2.4.1*

ODP/OD Contact: Adele Liskov (AOTR)

Cooperative Agreement	Award Number	Expiration
AED Consortium	HFP-A-00-03-00020-00	8/10/ 2013

PURPOSE:

The Capable Partners Program (CAP) is a USAID Leader with Associates (LWA) Cooperative Agreement managed through the Agency's Office of Development Partners (ODP). CAP is a non-DG civil society strengthening LWA that works with Missions to strengthen the organizational and technical capacities and sustainability of non-governmental organizations (NGOs), community-based organizations (CBOs), faith-based organizations (FBOs), networks, and intermediate support organizations (ISOs).

POSSIBLE WORK AREAS:

CAP works with Missions to design and implement interventions that are adapted to local contexts and based on proven approaches. CAP's Associate Awards mechanism may be used across the full range of technical sectors. New Associate Awards related to any of CAP's four programmatic objectives may be executed until August 10, 2013. Associate Awards may run until August 10, 2018.

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

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

- The Advocacy Institute
- Aga Khan Foundation, U.S.A.
- The American Red Cross
- Citizens Development Corps
- Freedom from Hunger
- Goodwill Industries International
- The Huairou Commission
- Institute for Multi-Track Diplomacy
- International Center for Not-for-Profit Law
- The Kenan Institute
- Management Systems International
- Mercy Corps
- National Cooperative Business Association
- ORT International Cooperation
- Social Impact

* In addition to supporting activities under Program Element 2.4.1 Civic Participation, CAP is appropriate for cross-cutting programs across all technical sectors, including DG.

GRANTEE:

Academy for Educational Development (AED)

Barney Singer

1825 Connecticut Ave., NW

Washington, DC 20009

Tel: (202) 884-8918

Fax: (202) 884-8442

E-mail: bsinger@aed.org

Web: www.ngoconnect.net; www.aed.org

DCHA/DG CURRENT PUBLICATIONS

Civil Society

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

This publication explores the dynamics of the role of mobile phones in enhancing access to and creating information for citizen-produced media.

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

Approaches to Civic Education: Lessons Learned (2002)

This document reports on lessons learned from a research investigation into USAID's civic education programming.

www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/pnacp331.pdf

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

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

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

The Enabling Environment for Free & Independent Media: Contribution to Transparent & Accountable Governance (2002)

This document identifies the main components of the legal environment that enable media to advance democratic goals.

www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/pnacm006.pdf

Media Sustainability Index for Middle East and North Africa (2005)

www.irex.org/programs/msi_MENA/index.asp

Mitigating Abusive Labor Conditions: Contemporary Strategies and Lessons Learned (2003)

This paper describes a sample of the existing anti-sweatshop programs, assesses the strengths and weaknesses of each, and provides a set of recommendations for future directions in combating sweatshops.

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

The Role of Media in Democracy: A Strategic Approach (1999)

This strategic approach is intended to help USAID field staff make informed decisions with regard to programming media development activities. It analyzes a history of USAID involvement in this area and outlines lessons learned.

www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/pnace630.pdf

Elections and Political Processes

Managing Assistance in Support of Political and Electoral Processes (January 2000)

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

assessment of electoral assistance activities carried out by USAID Missions and their partners over the past eight years. pdf.usaid.gov/pdf_docs/PNACR213.pdf

Transition Elections and Political Processes in Reconstruction and Stabilization Operations: Lessons Learned; A Guide for United States Government Planners (November 2007)

Office of the Coordinator for Reconstruction and Stabilization (S/CRS)

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

www.crs.state.gov/index.cfm?fuseaction=public.display&shortcut=471B

USAID Political Party Development Assistance (April 1999)

The document provides a clearer understanding of the substance and breadth of USAID political party development assistance, the statutory and political constraints on such USAID-supported programming, the methods and approaches to political party assistance programming by the key implementing partners (IRI and NDI), and the limitations and possibilities for future political party development assistance around the world.

pdf.usaid.gov/pdf_docs/PNACR216.pdf

Governance

Anticorruption Program Brief: Anticorruption Agencies (2006)

This program brief on Anticorruption Agencies (ACAs) is intended to assist the field by outlining the critical questions around the establishment and workings of a host country's ACA. Since the 1990s, more than 30 countries have established some form of anticorruption agency or commission as a key tactic in their efforts to fight corruption. USAID Missions and other international donors are faced with many questions as they provide advice and assistance to host country governments on their efforts to combat corruption. The document also provides substantive input on how the answers to those questions may affect the effectiveness of donor support for an ACA.

www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/ACA_508c.pdf

Democratic Decentralization Programming Handbook (June 2009)

The Democratic Decentralization Programming Handbook (DDPH) is designed to facilitate the design, development, implementation and evaluation of USAID decentralization and local government support projects. It is a “second generation” technical leadership product that encourages USAID missions to design decentralization and local government support projects tailored to USG and host-country goals and to relevant country circumstances.

www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/DDPH_09_22_09_508c.pdf

USAID Anticorruption Strategy (January 2005)

This document outlines USAID's strategy and approaches to addressing corruption and increasing transparency in the public sector. The Agency's work reduces opportunities and incentives for corruption; supports stronger and

more independent judiciaries, legislatures, and oversight bodies; and promotes independent media, civil society, and public education. Corruption, defined as the abuse of entrusted authority for private gain, remains a tremendous obstacle to political, social, and economic development, and efforts to reduce it need to be more fully integrated across all sectors. Decreasing corruption is an important U.S. foreign policy objective. USAID's programs can help target the critical problem of corruption in all its manifestations.

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

USAID Handbook on Legislative Strengthening (February 2000)

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

www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/pnac632.pdf

USAID Program Brief: Anticorruption and Policy Integrity (May 2007)

As part of USAID's technical leadership on security sector reform issues, this program brief discusses the issues surrounding police corruption and offers programmatic guidelines and tools for addressing police corruption. The program brief is designed to "unpack" police corruption contextually, and to identify specific concerns that - in light of the societal role and special powers of the police - should be considered when developing programmatic responses.

pdf.usaid.gov/pdf_docs/PNADN948.pdf

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

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

www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/Reducing_Corruption_Judiciary_June09.pdf

Rule of Law

Alternative Dispute Resolution Practitioner's Guide (1998)

This guide is intended to help practitioners make informed decisions with regard to incorporating alternative dispute resolution (ADR) in rule of law programs and other conflict management initiatives. It is available on line at

pdf.usaid.gov/pdf_docs/PNACB895.pdf

Case Tracking and Management Guide (2001)

This manual provides practical guidance on successful court case tracking and management (CTM) improvement projects.

pdf.usaid.gov/pdf_docs/PNACM001.pdf

Guide for Promoting Judicial Independence and Impartiality (2002)

This guide promotes an understanding of judicial independence and assists USAID in the design and implementation of programs that strengthen it.

pdf.usaid.gov/pdf_docs/PNACM007.pdf

Guide to Rule of Law Country Analysis: The Rule of Law Strategic Framework (2008)

This guide provides a conceptual framework for analyzing challenges to the rule of law, as well as guidelines for conducting a justice sector assessment and for designing and prioritizing program interventions.

www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/ROL_Strategic_Framework_Sept_08.pdf

USAID Policy Guidance for Assistance for Civilian Policing (2005)

This guidance elaborates key points and legislative guidance, notification guidance, program guidelines and advice on implementation, and illustrative activities.

pdf.usaid.gov/pdf_docs/PDACG022.pdf.

Using Administrative Law Tools and Concepts to Strengthen USAID Programming (2008)

This guide introduces administrative law mechanisms and concepts and shows how administrative law can strengthen USAID's DG programming.

pdf.usaid.gov/pdf_docs/PNADK999.pdf

Strategic Planning and Research

Deepening Our Understanding of the Effects of US Foreign Assistance on Democracy Building-Final Report (2008)

A prestigious U.S. academic team examined democratic patterns in 165 countries throughout the world from 1990 to 2004, finding that USAID democracy and governance (DG) assistance had a significant positive impact on democratic development. Specifically, the studies conclude that, in any given year, \$10 million of USAID DG funding produces about a five-fold increase in the amount of democratic change over what the average country would otherwise be expected to achieve.

Link to four page summary:

www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/SORA_pitt_vandy4pager_FINAL.pdf

Link to full study:

www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/SORA_FinalReport_June08_508c.pdf

Link to more information, including the database and an earlier study:

www.pitt.edu/~politics/democracy/democracy.html.

Improving Democracy Assistance: Building Knowledge Through Evaluations and Research (2008)

Through a contract awarded in 2006 to the National Academy of Sciences (NAS), an expert commission was convened and a report was produced with recommendations for improving USAID evaluations of DG programs. The report includes a range of specific practical and policy recommendations that can be implemented by USAID.

Link to four page summary:

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

Link to purchase full report:

www.nap.edu/catalog.php?record_id=12164.

SPANS

2006-2007 Displaced Children and Orphans Fund Portfolio Synopsis

The 2006-2007 Displaced Children and Orphans Fund (DCOF) Portfolio Synopsis provides general information on DCOF, its mandate, and its focus areas for the year, as well as detailed data on country programs and regional and global initiatives funding by DCOF.

pdf.usaid.gov/pdf_docs/PDACL943.pdf

2008 Guidelines on the provision of Manual Wheelchairs in less resourced settings

http://whqlibdoc.who.int/publications/2008/9789241547482_eng.pdf

These guidelines, developed for use in less resourced settings, address the design, production, supply and service delivery of manual wheelchairs, in particular for long-term wheelchair users. The guidelines and related recommendations are targeted at a range of audiences, including policy-makers; planners, managers, providers and users of wheelchair services; designers, purchasers, donors and adapters of wheelchairs; trainers of wheelchair provision programs; representatives of disabled people's organizations; and individual users and their families.

2005-2006 Victims of Torture Fund Portfolio Synopsis

The 2005-2006 Victims of Torture Fund (VTF) Portfolio Synopsis provides information on 15 country programs, one global program, and one regional program funded by the Victims of Torture Fund.

pdf.usaid.gov/pdf_docs/pdach032.pdf

2004 War Victims Fund Portfolio Synopsis

The 2004 War Victims Fund (WVF) Portfolio Synopsis provides general information on War Victims Fund, including descriptions of its nine country, three regional, and two global programs. The publication also includes a description of the fund's programmatic challenges for the past year, as well as possible directions for future programming.

pdf.usaid.gov/pdf_docs/PDACA160.pdf

Other SPANS reports and program and country overviews can be accessed at:

www.usaid.gov/our_work/humanitarian_assistance/the_funds/pubs/index.html

The website provides access to a collection of more than 75 country and special-interest reports produced by the Displaced Children and Orphans Fund, the War Victims Fund, and the Victims of Torture Fund since their inception. These publications include in-depth analysis of country programs, as well as descriptions of best practices and lessons learned through Fund programming.

DCHA/DG TOOLS AND ASSESSMENTS

Cross-Cutting

The USAID Democracy and Governance Assessment Framework for Strategy Development

The Democracy and Governance Assessment Framework for Strategy Development provides a framework for constructing US government, in particular USAID, democracy and governance strategies. It is designed to help define a country-appropriate program to assist in the transition to and consolidation of democracy, by addressing the core democracy and governance problem(s) and identifying primary actors and institutions. To achieve this, the framework guides a political analysis of the country and incorporates what researchers and practitioners have learned from comparative experience; it also mandates a realistic look at existing constraints. The final product is a report that provides a set of strategic and programmatic recommendations and their likely impacts on democratic reform. The assessments feed directly into the Country Assistance Strategies, Mission Strategic Plans, and Operational Plans as well as helping the Mission prioritize its DG investments for a 3-5 year period. The DG Office fully funds these assessments and has conducted 78 since 2000. The assessment process entails sending a few experts in country, who work in close coordination with the Mission for a minimum of three weeks.

The DG Office, in consultation with internal and external stakeholders, is currently revising the framework to ensure that it is rooted in the most current thinking and practice of democracy assistance, especially in conflict/crisis and authoritarian settings. The revised framework will be ready to pilot in February 2010. For more information, contact Joshua Kaufman at joshuakaufman@usaid.gov or Shannon Green at shgreen@usaid.gov

Civil Society

Civil Society Assessment Tool

Constituencies for Reform: Strategic Approaches for Donor Supported Civic Advocacy Programs

This document provides guidance to donors in the development of civil society programs in support of promoting democracy and good governance. It outlines a five-step strategic logic for assessing the role of civil society and determining investment priorities for this sector. The first step entails an analysis of major obstacles to democratic political development. Step two is the formulation of a reform agenda to advance good governance. The third step involves a survey of civil society organizations which have interests corresponding with the reform agenda and thereby share a common concern in developing a basis for coalition-building. Step four concentrates on assessing what organizational capacities are needed to strengthen the advocacy role of civil society, and step five identifies what must be done to enhance the capacities and openness of host-country institutions and arenas in which civil society can effectively advance the reform process. For more information, contact Maryanne Yerkes at myerkes@usaid.gov.

Enabling Environment Assessment Tool

NGO Sustainability Index

The NGO Sustainability Index is a key analytical tool that measures the progress of non-governmental organizations (NGOs) in the Europe and Eurasia (E&E) region. The NGO Sustainability Index draws on the expertise of NGO leaders in 29 countries and entities in E&E and highlights major developments and trends in the NGO environment. Seven different dimensions of the NGO sector are analyzed in the NGO Sustainability Index: legal environment, organizational capacity, financial viability, advocacy, service provision, NGO infrastructure and public image. In the Index, each of these dimensions is examined with a focus on the following questions: (1) What has been accomplished? (2) What remains a problem? (3) Do local actors recognize the nature of outstanding challenges? (4) Do the local actors have a strategy and the capacity to address these challenges? Scores are measured on a 1 to 7 scale, with 7 indicating a low or poor level of development and 1 indicating a very advanced level of progress. Each country report provides an in-depth analysis of the NGO sector along with comparative

information regarding prior years' dimension scores encapsulated in easy-to-read charts. For more information, contact Eric Picard at epicard@usaid.gov.

Enabling Environment Assessment Tool

ICNL tools and guides

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

Labor Assessment Tool

The Role of Labor-Related Issues in the Foreign Assistance Framework

This technical paper presents a conceptual framework for analyzing labor-related issues in the context of development and diplomacy objectives, in order to provide strategic guidance for achieving priority Foreign Assistance Framework (FAF) objectives in a particular country or region. An Assessment Guide and Programming Handbook are also currently under development; the Guide uses the conceptual framework to guide strategic country-based labor sector assessments which can assist Missions and Embassies in developing effective program approaches in the labor sector, while the Handbook offers specific programmatic options and best practices related to the strategic recommendations of the country assessments. For more information, contact Kimberly Ludwig at kludwig@usaid.gov.

Media Assessment Tool

Media Sustainability Index (MSI)

Annual Media Sustainability Indexes are now available for a total of 77 countries in Eastern Europe (since 2002), North Africa and the Middle East (since 2005), and sub-Saharan Africa (beginning 2007-2008). Each annual country index provides a comprehensive measurement of all key objectives required for the development of independent, professional, and sustainable media systems. The index evaluates a total of 38 factors, which are summed up under five major objectives: (1) Legal Enabling Environment; (2) Professional Journalism; (3) Plurality of News Sources; (4) Business Management; and (5) Supporting Institutions. MSI facilitates measurement of year-to-year progress, or reversals, of media systems, providing detailed analyses of key strengths and weaknesses in each country. MSI is thus useful for identifying potential assistance needs and for tracking the general health of the independent media sector. For more information, contact Mark Koenig at mkoenig@usaid.gov

Media Assessment Tool

The Role of Media in Democracy: A Strategic Approach

This guide outlines a menu of implementation options for media programming that can be selected for adaptation to country context and available resources. The guide describes potential actors involved in media programming, weaknesses that may require attention, and strategies for strengthening the independent media sector. Illustrative activities include: journalism training; building country capacity for training media professionals; strengthening business capacities of media or capital infusions to media enterprises; media law reform and advocacy; supporting

development of media sector CSOs; and more. For more information, contact Mark Koenig at mkoenig@usaid.gov.

Youth Assessment Tool

Youth and Extremism Assessment Module

This tool is intended to facilitate the collection and analysis of data related to the nexus between youth and extremism. The tool may be used within the context of a country-specific cross-sectoral youth assessment or as a stand-alone data collection instrument. It consists of targeted questions meant to focus attention on key variables and issues, and proceeds in five steps: (1) Lays the basis for a general profile of the at-risk youth population (nature, level, and geographical location of the threat); (2) Seeks to understand the motivations that may prompt youth to join, or become loosely affiliated with, radicalized groups and organizations; (3) Develops an understanding of the conditions that shape the ability of organizations to recruit, organize and operate among the youth and how these steps take place; (4) Assesses the main trends that may be affecting the scope and nature of the extremism threats to youth; and (5) Provides guidelines for strategy development, based on the results of the analysis conducted in steps 1 through 4. For more information, contact Maryanne Yerkes at myerkes@usaid.gov.

Elections and Political Processes

Political Party Assessment and Evaluation Methodologies – (coming soon)

Over the next two years, the EPP Division will be engaged in a process of developing new tools for political party programs. It will develop an assessment framework which can be useful for identifying program development needs and an evaluation methodology for identifying the impact of USAID assistance on effective political party development. The EPP Division will engage external consultants to assist in the development of such tools and field-test these tools in appropriate USAID recipient countries. To further advance the field of political party development, EPP will conduct analysis of trends across the globe and identify best practices in political party development. For more information, contact Michael Henning at mhenning@usaid.gov or Shally Prasad at sprasad@usaid.gov.

USAID Political Party Assistance Policy (PD-ABY-359)

USAID's Political Party Assistance Policy was created in 2003. Support for political parties overseas remains a long-term interest of the United States. Assistance in strengthening political parties--both in government and in opposition--is one important way the United States can support democratization in transitional societies. The goals of USAID's Political Party Assistance are to: 1) development and consolidate representative democracies; 2) develop transparent political environments; 3) establish viable democratic parties; and 4) ensure conduct of free and fair elections. The two guiding principles governing USAID's assistance policy are: USAID programs support representative multi-party systems and USAID programs do not seek to determine election outcomes. For additional details on policy guidelines, prohibited activities, exceptions and implementation guidance, please refer to pdf.usaid.gov/pdf_docs/PDABY359.pdf. For more information, please contact Michael Henning at mhenning@usaid.gov.

Governance

Joint Statement on Security Sector Reform (2009)

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

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

The paper identifies key principles and recommendations for joint activity. It will be followed by Agency-specific implementation guidelines. For more information, contact Julie Werbel at jwerbel@usaid.gov.

Managing Policy Reform: Concepts and Tools for Decision-Makers in Developing and Transitioning Countries, Brinkerhoff and Crosby (2002)

This book offers concepts and tools on how to achieve policy change and reform through democratic governance by improving the effectiveness of policy implementation, strategies to increase the implementation feasibility of reform, and fostering stronger links between democratic governance and policy management. It includes tools for designing managing, and influencing policy reforms in government, donor agencies, NGOs, civil society groups and the private sector. For more information, contact Pat A. Fn'Piere at pfnpiere@usaid.gov.

USAID Anticorruption Assessment Handbook (2009)

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

Website on Implementing Policy Change

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

www.usaid.gov/our_work/democracy_and_governance/publications/ipcindex.html

Rule of Law

Guide to Rule of Law Country Analysis: The Rule of Law Strategic Framework (2008)

This is a tool that provides a conceptual framework for conducting a justice sector assessment, and for prioritizing program interventions. For more information, visit pdf.usaid.gov/pdf_docs/PNADM700.pdf or contact Susan Pologruto at spologruto@usaid.gov.

BIOGRAPHICAL SKETCHES OF DG OFFICE STAFF

Director

Dorothy Douglas Taft has served as **Director of the Office of Democracy and Governance** since October 2007. Over the previous 12 years, Ms. Taft served as Chief and Deputy Chief of Staff for the U.S. Commission on Security and Cooperation in Europe (the Helsinki Commission). With the Commission's focus on the policies and practices of 56 countries of Europe, Eurasia and the Caucasus, and the mandate of the Organization for Security and Cooperation in Europe (OSCE), Ms. Taft gave particular attention to the promotion of the rule of law, civil society and democratic institutions, and protection of basic human rights. Ms. Taft served as a Professional Staff Member for the Western Hemisphere Subcommittee of the U.S. House of Representatives Foreign Affairs Committee during 1993-1994, and as Legislative Assistant to Rep. Christopher Smith (NJ) from 1985-1993. A native of Birmingham, Alabama, she studied history and graduated with Honors, earning her Bachelor of Arts degree from Old Dominion University (Norfolk, Virginia).

Deputy Director

Cate Johnson joined USAID in 1994 and currently serves as **Deputy Director of the Office of Democracy and Governance**, where she assists the Director in all aspects of senior management. She served in both USAID/Caucasus and USAID/Romania as Office Director for democracy programs, and in this capacity worked in all four sub-sectors of DG promotion. Cate has a strong background in health and nutrition, has academic expertise in conflict resolution, and oversaw the child welfare and family health portfolios in Romania. She has worked in all four geographic regions and speaks Spanish, Romanian, and German. From 1995-2000, Cate served as Program Officer for USAID's Women's Legal Rights initiative, where she helped launch USAID's first efforts to curtail human trafficking and gender-based violence. Prior to joining USAID, Cate lived and worked in low-income community settings in both Latin America and Africa, where she conducted research in food security and maternal child health for UNICEF, Cornell University, the University of Malawi, and Tufts University. Cate holds a Ph.D. from Tufts University in International Nutrition, and will soon complete a Graduate Certificate in World Religions, Diplomacy, and Conflict Resolution from George Mason University. She has served on the faculty at Cornell University, Tulane University, and The George Washington University.

Civil Society

Claire Ehmann joined DCHA/DG as **Division Chief of the Civil Society Division**. Ms. Ehmann comes to DCHA/DG from the Middle East Bureau (ME/TS), where she was Deputy DG Team Leader, covering democracy, governance, peace, and security issues in the Middle East and Asia, including management of USAID's Iran program. Prior to joining ME/TS, she spent six years in USAID's Europe and Eurasia Bureau (E&E), first as the Central Asia Desk Officer and then as the E&E Senior Civil Society Advisor, providing technical assistance to missions in civil society program design and evaluation. She was also editor-in-chief of the Non-Governmental Organization (NGO) Sustainability Index, USAID's analytical tool to measure civil society environments. Claire is an expert on NGO legal environments, NGO sustainability issues, NGO advocacy, and working with civil society and media in authoritarian environments. She also has technical expertise designing endowments and designed a civil society legacy fund for Eurasia, the Black Sea Trust.

Maryanne Yerkes joined the DG office in October 2004 and currently serves as a **Senior Civil Society Specialist**. Her areas of expertise include civil society and post-conflict reconstruction, youth and conflict, and civic education. The countries she backstops are Nigeria and Guinea. In addition to her regular work, which includes providing technical leadership on civil society issues, assisting Missions in designs, assessments, and evaluations of civil society programs, Maryanne also engages in interagency working groups on issues such as reconstruction and stabilization. Prior to joining USAID, Maryanne worked with and consulted for various non-governmental organizations and research institutes focused on peace building and development, including the United States Institute of Peace, Pax Christi International, and Oxfam America. She also completed a fellowship in the Balkans focused on transitional justice. Maryanne holds an M.A in International Peace and Conflict Resolution

from American University and a B.A. in International Studies and French from the University of North Carolina at Chapel Hill. She speaks French fluently and has some competency in Spanish and Bosnian/Serbian/Croatian.

Troy Etulain joined USAID in July 2007 as a **Senior Advisor for Independent Media Development** with a global purview. His regional expertise includes the former Soviet Union, Southeast Asia and East Africa. Troy speaks Russian at a professionally proficient level, intermediate German as well as some French and Spanish. Since joining USAID, Troy has focused on especially challenging programming environments, including Somalia, Burma, Sudan, Rwanda and others. His DG country backstops are Kazakhstan, Uzbekistan and Tajikistan. Prior to joining USAID, Troy spent more than two years as Internews Network's Country Director to Tajikistan on projects ranging from founding community radio stations to training and equipping private TV stations. Troy has a Master's Degree in International Economic Development from the Fletcher School of Law and Diplomacy and a Bachelor's degree in both English and International Relations from Georgetown University. While at Georgetown, he interned in the White House Press Office. From 1996-98 Troy served as a Peace Corps Volunteer in a village in the Russian Far East. Immediately prior to joining USAID, Troy covered Georgia and Armenia for Bloomberg News.

Mark C. Koenig works in the Civil Society Division as a **Senior Advisor for Independent Media Development**. His expertise is focused on independent media development, including media professionals, media business development; media law; supporting media-sector NGOs; and development communications. Dr. Koenig's USAID working groups include Civil Society and Global Health Communications. Before coming to the DG Office in 2000, he was a Visiting Professor of Comparative Politics at Northwestern University (1991-94) and University of Maryland at College Park (1994-95). His teaching/research have focused on the role of mass communications in politics, especially during democratic transitions; the dynamics of ethno-national conflict; and introductory political science. In 1994-95, Dr. Koenig served as ARD Project Manager in the ARD-Checchi Rule of Law Consortium, implementing USAID-supported rule of law programs throughout Russia, Ukraine, Central Asia, and Caucasus regions. He also served as Media Program Manager/Advisor at USAID/Russia (1997-2000). Dr. Koenig has a Ph.D. in Political Science, Columbia University, 1995; was a Fulbright Scholar at Moscow State University Journalism Department (14 months, 1987-88); and has a MA in International Relations, Johns Hopkins SAIS, 1978. His regional USAID field support is extensive work throughout Eastern Europe, Eurasia, Middle East, and Africa. Dr. Koenig has provided LAC direct field support in Dominican Republic and Haiti only. He is fluent in Russian, French, and Italian.

Kimberly Ludwig returned to the DG Office in 2005 and currently serves as the **Senior Civil Society and Labor Advisor in the Civil Society Division**. She assists the Division in the design, implementation, and monitoring and evaluation of labor programs, manages the Agency's Global Labor Program Cooperative Agreement with the American Center for International Labor Solidarity, manages the contract for analytic work with ARD on the role of labor in foreign assistance, coordinates the Agency's labor portfolio with other USG agencies including the Departments of State and Labor, and designs and conducts training programs for USAID and State Department staff on labor and civil society topics. Kimberly's primary geographical expertise is in Africa. Her country backstops in the office are Kenya, Zambia and Southern Africa. Prior to 2005, she spent three years with the United Nation's International Labor Office in Geneva, Switzerland, in the department of Policy Integration. She was previously a Democracy Fellow with the DG Office in 2001, working on civil society strategies and technical support. Before joining the DG Office, she worked with USAID and National Science Foundation (NSF) funded projects studying political participation and political transitions in Africa, with the USAID/DG program in Zambia, and as a technical consultant for the Southern Africa Barometer project. She received her B.A. from the University of Southern California and her M.A. and Ph.D. in Political Science from Michigan State University, where she was also a Foreign Language and Area Studies Fellow in African Studies. Kimberly was certified as a CTO in 2005, and is a member of the Agency's Workforce, Employment and Labor (WEL) cross-sectoral working group.

Eric Picard, Democracy & Governance Officer, joined CS in April 2007. He earned an M.A. in International Relations and Economics from the School of Advanced International Studies (SAIS), Johns Hopkins University and a B.S. from the U.S. Merchant Marine Academy, Kings Point. Prior to joining the DG office, he held the following positions: Bureau for Asia & the Near East (Desk Officer for Sri Lanka & Nepal; Desk Officer for Pakistan; Donor Coordination & Outreach Advisor); Bureau for Democracy, Conflict and Humanitarian Assistance (Food for Peace Officer; Team Leader for Local NGO Strengthening Initiatives); Bureau for Policy and Program Coordination (Policy Advisor for Donor Coordination); and the Office of Acquisition & Assistance (Contract Negotiator/Administrator, Transportation Division). In addition, Eric participated in numerous trainings, including the FEI Emerging Leadership Training Program 2004, the DG Officers Conference in 2000, and the DG training for NEPs in 2007. Prior to joining USAID and obtaining his Masters degree, he worked in the private sector in the maritime industry, both ashore and afloat.

Asta Zinbo joined USAID in October 2008 and currently serves as a **Democracy Specialist with the Civil Society Division**. From 2000 to 2008, she was based in Sarajevo as Director of Civil Society Initiatives with the International Commission on Missing Persons (ICMP) where she designed and managed programming in the Balkans to empower civil society groups to better advocate to clarify the fate of persons missing from the 1990s conflicts and address the rights of surviving relatives. This included grant making, capacity building, inter-ethnic network building, and transitional justice activities. From 1997 to 2000, Ms. Zinbo was Deputy Director of Freedom House's Budapest regional office where she managed a portfolio of activities supporting civil society development in 14 Central and Eastern European (CEE) countries under the "DemNet" Regional Networking Project funded by USAID. Prior to that, Ms. Zinbo worked at the German Marshall Fund of the United States in Washington DC, managing grant making in the areas of advocacy, human rights, citizen participation and independent media under the Political Development in CEE program. She holds a master's degree in international affairs from the Georgetown School of Foreign Service in Washington, DC, and a bachelor's degree in political science and French from the University of Michigan, Ann Arbor.

Elections and Political Processes

Michael Henning joined USAID in 1994. He has been the **Chief of the Elections & Political Processes (EPP) Division** since August 2007. This division supports elections administration, political party strengthening, and other political processes issues. The division manages several central contracts and grants, including the large CEPPS mechanism, as well as the EPP Fund which has totaled over \$27 million since FY06. The division has seven full time staff and a couple of "adjunct" members from other divisions and bureaus. Prior to joining DCHA/DG, Mr. Henning served as the Director of the Democracy Office at USAID/Bosnia from 2002-2006 and in the Philippines from 1997-2000, and also worked in ANE/EA, PPC/DEM, EE/DGST and F/EAP. He speaks Bosnian, Filipino, and French, and his regional specializations are East Asia and Eastern Europe & Eurasia. Mr. Henning has served as the USAID representative to the Governing Board of the American Foreign Service Association since 2006. He has an M.A. in International Relations from the Maxwell School at Syracuse University and a B.A. from Georgetown University.

Carrie Gruenloh joined USAID as an institutional contractor through AED in 2004, became a civil service officer in 2005 and currently serves as a **Democracy Specialist and East Africa Regional Coordinator with the Elections and Political Processes Division**. She provides field support on issues related to elections and political processes, manages the relationship between USAID and specific implementers, designs training programs for Foreign Service officers and other staff, and assists the division in the development and implementation of its research agenda, monitoring, and evaluation. Carrie is the CTO for the Elections and Political Processes IQC. Her geographical expertise includes East Africa, with some experience in Western Africa and the Great Lakes region, and in Eastern Europe and the Balkans. Her country backstops in the DG Office include Sudan and non and limited-presence East African countries. Carrie speaks Hungarian fluently. Prior to joining USAID, Carrie worked as a field employee and consultant for NGOs such as ORT International, Mercy Corps International, World Learning, and AED to build capacity of civil society organizations in Eastern Europe and the Balkans. She has also

worked in peace-building and conflict mitigation. Carrie holds a B.A. in International Studies from Bradley University and a Master's degree in International Development from the University of Pittsburgh. Carrie is part of the DG Training working group and the AFR-DCHA Sudan Team.

Terry Hoverter joined USAID's Office of Democracy and Governance in 2009 and currently serves as a **Field Advisor with the Elections and Political Processes (EPP) Division**. In this role, Terry works with USAID missions to develop strategies for USAID programs focused on elections and political parties. Prior to joining USAID, Terry was the Chief of Party in Nepal for the Public International Law & Policy Group where he worked with Nepali stakeholders to draft the new constitution, and as a Senior Program Manager with the National Democratic Institute where he designed and implemented the Institute's democracy building programs in Africa and Asia. Terry has published several articles, including one entitled, "Identifying International Principles for Resolving Election Disputes" (with Oren Ipp) in the *Administrative Law Review*. Terry holds a J.D. from the Washington College of Law, American University, an M.A. in International Affairs from The George Washington University, and a B.A. from Fordham University. He is a member of the District of Columbia bar.

Tess McEnergy joined USAID in 2007 as a Presidential Management Fellow and currently serves as a **Democracy Specialist in the Elections and Political Processes (EPP) Division**. Tess serves as the EPP regional coordinator for Western and Southern Africa and manages the EPP Fund, which supports democratic breakthroughs and addresses critical elections related assistance gaps in a wide range of countries around the world. Tess has technical expertise in civil military coordination in elections activities, and she manages technical research program in elections and security issues. Tess served extensively in the field at the USAID/Georgia Mission, where she crafted the Mission's Election Assistance Plan, served on its DG assessment team, and organized the Embassy's election observation mission. Tess has also worked as a North Atlantic Treaty Organization (NATO) Defense Policy Officer and Georgia Desk Officer at the State Department, a Parliamentary Researcher for Labour MP Martin Linton in the UK Parliament, and as a field campaign coordinator for the 2004 Democratic Presidential Campaign. Tess graduated from the Maxwell School at Syracuse University with a Masters in Public Administration and a Certificate in Advanced Security Studies from the University's Institute for Security and Counterterrorism. She earned her BA in Political Science from Guilford College. Tess and several Maxwell School colleagues produced a capstone project, *The Role of Donors in Civil Society Democracy Promotion*, for the Civil Society Division shortly before Tess began working in the DG office.

Shally Prasad is a **Democracy Officer and currently works in the Elections and Political Processes Division**. She started working for USAID in 1999 as a Democracy Fellow, where she spent nearly 4 years at the Mission in Indonesia. After joining the Foreign Service in 2003, she worked at the Mission in Jordan as a DG Officer for two years. In the Elections and Political Processes (EPP) Division, she is the AOTR for two major agreements -- the CEPPS III Leader with Associates Cooperative Agreement and the Associate Award with the Office of Higher Education for Development for the global political party evaluation project. She backstops Iraq, Lebanon and Bangladesh and is actively involved in the inter-agency process. Prior to joining USAID, Ms. Prasad actively worked in the NGO sector on women's rights issues in India. She spent approximately six years on the development and management of an India-based NGO called WARLAW—which provides legal services to survivors of domestic abuse and dowry death. In 1995, she coauthored a book entitled "Kali's Yug: Empowerment, Law and Dowry Death" which was published in India, and published several other articles on issues of violence against women in India after she returned to the United States. Ms. Prasad's regional expertise areas include South Asia, South East Asia and the Middle East. She speaks Hindi and some Indonesian. Ms. Prasad holds a Master of Public Policy and Bachelor of Arts in Public Policy from the University of Michigan.

Caroline Sahley joined USAID's Office of Democracy and Governance (DG) in 2002, and currently serves as a **Democracy Specialist in the Elections and Political Processes Division (EPP)**. Carol provides technical assistance to Missions in the design and implementation of election and political party programs, with a particular focus on Latin America and the Caribbean. Her DG Office country backstops are Bolivia and Peru, and she speaks

fluent Spanish. Carol's main area of geographic expertise is the Andean region, though she has completed assignments in more than two dozen countries, mainly in Africa, Latin America, Europe and Eurasia. Prior to joining EPP, Carol served three years as a Senior Democracy Fellow in the Civil Society Division, where she worked on civil society programming and led an inter-office initiative to assess the links between governance and food security. Prior to joining USAID, Carol was an associate with the International NGO Training and Research Center (INTRAC) where she undertook assignments in Africa, Latin America and Central Asia on issues relating to civil society development. Other professional experience includes work at Kent State University, Green Energy Ohio (a renewable energy non-profit organization), and an internship in the UK House of Commons in 1986. She holds a BA in Political Science from the University of Florida, and a Ph.D. from the London School of Economics and Political Science.

Governance

Nils Mueller is **Chief of the Governance (GOV) Division**. Before joining the DG Office in June 2007, he was posted in Senegal as a Program Officer. He specializes in aid effectiveness and governance issues; DG "mainstreaming" in Mission programs; and strategic planning for DG programs, including conflict components. Recent technical assistance trips include Mozambique, Liberia, Senegal, and the Democratic Republic of Congo. Nils is the CTO of the DG Bullpen contract, the Illicit Power Structures project, and the Building Recovery and Reform through Democratic Governance (BRDG) IQC. He is the Agency's representative to the OECD/DAC's Governance Network, or GOVNET, and is the Senegal, Ethiopia, and Guinea Bissau backstop for the Office. Prior to joining USAID, he worked in Abt Associates Inc.'s International Urban Development practice and with Oxfam America. He holds a Master's in Public Affairs from the Woodrow Wilson School at Princeton University and B.A. in International Relations and French from Tufts University. He is fluent in French.

Ed Connerley joined the Office of Democracy and Governance in 2001. He is a member of the Governance Division and serves as **Senior Advisor for Decentralization and Local Governance**. Ed provides technical leadership, field support and program management services in support of USAID field programs in support of governmental decentralization and local government strengthening. He is also a member of the Office Africa Team and serves as country backstop for Mozambique and Angola. Ed speaks Portuguese, Spanish and Swahili, in descending order of competency. His career includes previous service with USAID/Washington (1982-87), several years of university teaching and short-term international development consulting assignments in approximately 40 countries. He holds a B.A. in Economics from the University of Nebraska and an MPA and Ph.D. in Public Administration from the University of Southern California.

Christina del Castillo joined USAID in 2004 and currently serves as an **Anticorruption Advisor with the Governance Division**. She provides technical guidance and assistance on governance programs to increase transparency and accountability in the public sector to decrease corruption. Christina speaks Spanish and her geographical focus is primarily Latin America. Her country backstops in the DG Office are Nicaragua and Guatemala. From July 2004 to July 2006, Christina served as a desk officer in USAID's Latin America and Caribbean Bureau, Office for Central America and Mexico. Prior to joining USAID she was a Presidential Management Fellow in the International Affairs Office of the National Oceanic and Atmospheric Administration. Christina served as a Peace Corps Volunteer in Guatemala where she provided technical assistance in municipal development and also conducted graduate research regarding citizen participation in a post-conflict environment. She has a B.A. in Political Science from California State University, San Marcos and an M.P.A. in International Development from Rutgers University.

Patricia Fn'Piere came to USAID in 1990 and has been with the Office of Democracy and Governance since its inception in 1994. She is directing the development of guidance for state building and democracy and governance work in post conflict countries and leading development of DCHA's strategy for preparing and training personnel for engagement in reconstruction and stabilization operations. She is Co-Chair of the US Government Interagency Sub-Policy Coordinating Council on Training, Education, Exercises, and Experiments which plans for and monitors

preparation of U.S. government personnel for interagency reconstruction and stabilization operations. She has championed effective management of change and democratic governance in the international development field for over twenty-five years as manager, technical expert, trainer, and facilitator. Most of her field work has been in Africa with some experience in all other regions; her country backstops in the DG Office are Mali, South Africa and Djibouti. Prior to moving to USAID she worked on community development and health systems and at the U.S. Department of Agriculture on development management and training. She has a master's degree in public administration.

Mark Goldenbaum recently joined USAID as a **Governance Advisor within the Governance Division**. He is providing research and analytical support to the five subsectors in the division and building linkages between governance systems and civil society and media. Prior to USAID, Mark most recently served with Internews Network as Program Director for the Central Asia and South Caucuses regions, where he oversaw media development initiatives and other DG programs. From 2002 to 2007, he worked with Mercy Corps, including as Country Representative in Uzbekistan and as Program Director for the USAID-funded Peaceful Communities Initiative, a community mobilization and conflict mitigation program in the Ferghana Valley of Kyrgyzstan, Tajikistan and Uzbekistan. Mark was a Peace Corps Volunteer in Kazakhstan from 1998 – 2000. He holds a Master's of Arts in International Relations from the Fletcher School of Law and Diplomacy at Tufts University and a Bachelor's degree in English from the University of Texas, Austin.

Mike Keshishian is one of USAID's **Local Government and Decentralization Advisors**. Mike started working in the area of international development in 1993 in Armenia where he worked for various World Bank and USAID funded organizations. Mike then joined USAID in Armenia in 1996 for a two-year assignment. Upon completing that assignment in 1998, Mike then took a position with USAID in Washington with the Europe and Eurasia Bureau's DG Office where he worked on local government and decentralization projects in the E&E region. Today, Mike's position is split-funded by the EGAT Bureau's Infrastructure and Energy Office's Urban Programs Team as well as DCHA/DG's Governance Team. Mike works on local government and decentralization projects globally and speaks fluent German and proficient Armenian. He has a Master's degree in Urban Planning from the University of Texas at Austin's School of Architecture.

Keith Schulz has worked for USAID since 2000 and is currently a **Senior Governance Advisor in the Governance Division**, where he focuses on legislative strengthening issues. He provides technical advice and assistance on governance programs in general and more specifically evaluates, assesses, monitors, designs, and trains on legislative strengthening programs and strategies. Keith has extensive experience working in the Middle East, Africa, Eastern Europe and Asia and currently backstops Egypt, West Bank/Gaza and Cambodia within the DG Office. Keith is also the DG Office's liaison to the House Democracy Assistance Commission of the U.S. Congress. Prior to working for USAID, Keith spent three years as the senior technical advisor for a USAID-funded legislative strengthening program with the Palestinian Legislative Council in West Bank/Gaza and one year in Cambodia as a legal advisor to the Cambodia National Assembly's Center for Legal Research and Documentation. Keith also worked for five years as a legislative counsel for the California State Legislature and, before that, as law clerk to United States District Court Judge Robert Broomfield in Phoenix, Arizona. He has a law degree from the University of San Diego, School of Law, where he was Lead Articles Editor of the San Diego Law Review, a B.A. from Tufts University, and a Master's Degree in International Policy and Practice from The George Washington University. Keith also attended McGill University in Montreal.

Julie Werbel is USAID's **Senior Security Sector Reform (SSR) Advisor**. She joined the DCHA/DG Governance Division in August 2004. She provides technical assistance and advice on security sector governance, rule of law, policing, defense, and civil-military relations to foreign governments, USAID Missions, and the US interagency. She served as an advisor to the US Security Coordinator for Middle East Peace in Jerusalem and has conducted SSR, fragile state, and governance assessments in Africa, Asia and Latin America. She speaks French. Previously, Ms. Werbel was a Principal at DFI Government Services, a Washington, DC-based defense consulting

firm. At DFI, she conducted analyses for the Office of the Secretary of Defense (OSD) relating to political-military strategy, peacetime military engagement, civil-military relations, NATO enlargement, and stability operations. Ms. Werbel also served as the Program Manager and Director of Participant Affairs for the Africa Center for Strategic Studies (ACSS), a DoD regional center that she designed and helped to establish. Her career includes service with the Peace Corps and U.S. Department of State and business research for the New York-based Conference Board. She has worked in more than two dozen countries on four continents. She earned an M.A. in Law and Diplomacy from the Fletcher School of Law and Diplomacy and a Bachelor's degree from Cornell University.

Program

Cate Johnson, Acting Team Leader for the Program Team (see biography under Deputy Director)

Phyllis Daniels served in the United States Army from 1980 to 1994 as a Financial and Personnel Specialist and was honorably discharged. She continued her civilian career in Human Resources Management. Phyllis worked for the National Endowment for the Humanities for six years, Peace Corps for five years, and the Department of Commerce for two years. In 2007, Phyllis joined USAID as a Human Resources Assistant with the Human Resources Civil Service Personnel Division, Recruitment and Staffing Branch. She currently works on the **Program Team as the Financial Management Specialist**. She pursued her education at Northern Virginia Community College.

Amanda J. Eichelkraut joined the DG Program Team as a Presidential Management Fellow in 2008. As the **Program Analyst**, Amanda serves as the strategic communications and outreach lead for the office, assists with the budget, and manages the operational planning and performance reporting process. She also provides support for the office's training and professional development activities and backstops Ghana and Cote d'Ivoire for the DG Office. Prior to joining USAID, Amanda worked for the U.S. Department of Labor, Employment and Training Administration as a workforce development specialist and national liaison to business and industry partners. She also served as a program director for a statewide public interest organization and as AmeriCorps VISTA volunteer. She has extensive experience in community and issue campaign organizing, voter registration and elections, communications, and legislative advocacy. Amanda received an M.A. in Urban Planning and Policy with a specialization in economic development from the University of Illinois at Chicago and holds a Bachelor's degree in Urban and Regional Planning from the University of Illinois at Urbana-Champaign. She also attended the University of Chicago and the University of Sheffield, England.

Sharon Forrence joined USAID in 2008 as a **Training Specialist within the Program Team**. She assists with the design and implementation of major training events for USAID's Office of Democracy and Governance and supports the Office in developing and implementing a new strategic training plan. Sharon has worked in the Philippines and on short term projects in South and Southeast Asia, East and Southern Africa. She has extensive experience in training design and facilitation for humanitarian relief and development assistance organizations and other government agencies. Sharon has focused on staff wellbeing and critical incident response and she has provided crisis intervention support to field staff. Previously, Sharon worked at Peace Corps, with Youth For Understanding International Exchange and in the Philippine Refugee Processing Center (Bataan, Philippines). She has a B.A. from Boston College and an M.S.W. from Catholic University.

Jennifer Gore joined the DG Office in 2007 and is a **Senior Program Assistant**. She backstops the Strategic Planning and Research Team, the Rule of Law Division, and the Ecuador Mission. Jennifer received a Bachelor's degree in International Affairs, with a concentration in International Development and a focus in Africana Studies, from The George Washington University, Elliott School of International Affairs. While at GWU, Jennifer served as an intern in the Washington office of Congressman Michael C. Burgess. She also worked at the Army Research Institute. Jennifer is fluent in Spanish and is learning Italian. She served in AmeriCorps, working in a bilingual school (Bancroft Elementary) in the District of Columbia. Jennifer spent a semester abroad in Madrid, Spain and

participated in a cultural exchange program in Morocco. Prior to joining the DG Office, Jennifer worked at the Law Offices of Woodley & McGillivray (labor and employment law) as a legal assistant.

Alda Kauffeld joined the DG Office in 2008 as the **Senior Program Task Manager**. She backstops the Elections and Political Processes Division Team. Alda received a Bachelor's Degree in English Teaching from the University of Arts and Languages in Tirana, Albania. She is fluent in Albanian (mother tongue), English and Italian. Alda was part of the Crisis/International Development work for about 5 years with numerous NGOs working in Albania. She then joined the UN Program in Albania working as a Program Assistant with the World Bank. She has also served as a Reports Officer with UNHCR and also as a Program Officer with WFP before, during and after the Kosovo Crisis. Alda and her family were posted overseas with USAID/Kenya from 2003-2004 and then USAID/Sri Lanka from 2004-2007. Alda worked as Community Liaison Officer in both Embassies. Her main duties involved preparation for newcomers, country briefings, newsletter editing, housing assignments and many other duties which had a direct impact on the level of the morale in the Embassy. In 2007, she was nominated as CLO of the Year by Ambassador Robert Blake.

Sheron Moore is the **Office's Financial Management Specialist**. She studied accounting at Strayer University. Twenty years of her thirty-three year federal government experience has been spent with USAID. She joined DG Office in 1995, where she served as the Secretary. In 2001, she served as the Financial Analyst for the DG Office. She has experience in budget planning and information systems, including NMS and Phoenix.

Meghan Shaw joined the DG Office in 2009 and is a **Program Assistant**. She backstops the Civil Society and the Governance Divisions. Meghan received a Bachelor's degree in Marine and Environmental Biology and Policy with a minor in Public Policy from Monmouth University. While at Monmouth, Meghan served as a research assistant to Dr. Ursula Howson for two and half years, presenting the research at several regional and national conferences. She was also the vice president and president of the Residence Hall Association for the last two years of college. She also interned at the DC National Aquarium. Prior to joining the DG Office, Meghan worked at USAID/OFDA on the grants team as surge personnel.

Rule of Law

Brad Fujimoto joined the DG Office to serve as the **Chief of the Rule of Law Division**. Over the past 22 years, Mr. Fujimoto has served in Bangladesh, Estonia, Bulgaria, Macedonia, Honduras, and most recently in Nicaragua. He also served with the Regional Mission for Europe during the early stages of the Support for East European Democracy (SEED) Program. He headed the DG offices in Bulgaria, Honduras, and Nicaragua, and lead the strategic thinking, design and implementation of rule of law, local governance, civil society, political processes, and participant training. He served as the Program Officer for the Mission in Macedonia and led the expansion of activities after the Kosovo conflict in 1999, including the development of community self-help initiatives. He also led the development of the Mission's first conflict management strategy in 2001 which incorporated activities addressing education and workforce development. Prior to joining USAID, Mr. Fujimoto worked with NASA and promoted the transfer of NASA-developed technologies to the private, public, and academic sectors, including ocean weather forecasting, alternative energy, air traffic control systems, water conservation technologies, advanced coal-extraction techniques, air pollution monitoring, and curricula development for the U.S. Air Force. He specialized in environmental law at the SUNY Buffalo School of Law, received a Masters in Public Administration from the University of Southern California, and earned his bachelor's degree from Harvard University.

L. Achieng Akumu joined USAID in 2003 and currently serves as the **Senior Rule of Law Advisor with the Rule of Law Division (RoL)**. She assists the Division in the development and implementation of research, monitoring, and evaluation of RoL activities; conducts assessments and evaluations of Mission's RoL activities; develops strategies, designs programs and performance monitoring plans for RoL activities; strengthens liaisons

between USAID with relevant U.S. government agencies, donors and implementers; and designs training programs for Foreign Service officers and other staff on rule of law topics including informal justice systems. Achieng's geographical expertise includes Africa, Southern Asia and limited experience in the Colombia and Jamaica. Her country backstops in the DG Office are Liberia and Sierra Leone. She speaks French and Swahili. From April 2007 to July 2007, Achieng was detailed to the Africa Bureau, Office of Sustainable Development, CPG where she conceptualized and developed the Scope of Work for the Africa Regional ROL Status Review. Prior to joining USAID, Achieng worked for National Democratic Institute as Chief of Party of a Legislative Strengthening Program in Namibia and as a regional program officer in southern Africa. She has also worked as legislative attorney for the New York State Assembly on South African issues, and for Members of Congress from the U.S. House of Representatives as Legislative Director. Achieng has also consulted for UNDP, CEDPA and the World Health Organization/Africa on legal reform and health initiatives. Achieng holds a B.A. from Russell Sage College, a diploma from Universite de Besancon (France) and a J.D. from Syracuse University College of Law.

Eric Beinhart came to USAID in February 2009 to serve as a **Senior Criminal Justice Advisor in the Rule of Law Division**. He is on a long-term detail from the U.S. Department of Justice's International Criminal Investigative Training Assistance Program (ICITAP), where he serves as an Associate Director. Eric works closely with Senior Police Advisor John Buchanan to conduct assessments, develop police guidance, and to design integrated criminal justice development programs. During 12 years working at ICITAP, Eric designed and oversaw the implementation of law enforcement development programs in 15 countries. In 2007, Eric designed and supervised the implementation of a USAID funded community justice program in Lira, Northern Uganda. Eric holds a bachelor's degree in International Studies and a master's degree in Conflict Analysis and Resolution from George Mason University.

John Buchanan joined USAID in 2007 as the **Senior Police Advisor in the Rule of Law Division**. He is the only police advisor in the agency and provides support and consultation to USAID/Washington staff and Missions around the world. John participates in assessments, develops concepts for police development and helps frame assistance to police as part of comprehensive rule of law or cross sectoral programming. During his career, he has carried out assignments for the Department of Justice and USAID in nine countries across Africa, Central America and the Caribbean. In early 2007, John retired from his position as an Assistant Police Chief of the Phoenix Police Department after a 33 year police career. His law enforcement experience includes a wide variety of operational and administrative assignments from the line to the executive level in a large, urban environment. John holds a bachelor's degree in Journalism from the University of Arizona and a Master's Degree in Criminal Justice from Arizona State University.

Keith Crawford, a **Democracy Specialist for the USAID Office of Democracy and Governance**, Rule of Law Division, joined the Agency in 1989. Among other things, he oversees two cooperative agreements: 1) the CEELI Institute, a regional rule of law training center located in Prague, Czech Republic, that provides training for judges, lawyers and policy makers; and 2) the Rights Consortium (Freedom House, ABA, and NDI), which supports rule of law and human rights activities. With expertise in the Europe and Eurasia region and language competency in Finnish, Keith provides field support and technical assistance to USAID Missions world wide; serves as a rule of law trainer to Democracy and Governance Officers and others; and assists the rule of law division with the development of technical leadership publications and best practices. He has participated in numerous democracy and governance and rule of law workshops sponsored by USAID, the World Bank, and think tanks like the Carnegie Endowment. Most recently Keith attended the March 2008, Indicators of Safety and Justice Work Shop at Harvard University. Prior to joining USAID he served as an Assistant District Attorney in the Office of the District Attorney, Brooklyn, N.Y., and worked in a private law practice in Norfolk, Virginia. Keith holds a B.A. from Old Dominion University and a J.D. from Howard University School of Law.

Victoria Donovan joined the Rule of Law Division as a Democracy Specialist in 2009. Ms. Donovan has served a number of years as a criminal defense and legal aid attorney, and worked on international human rights issues

beginning in 2007. She managed a project for the Carr Center for Human Rights Policy at Harvard University's Kennedy School of Government, was part of a team establishing a legal aid clinic in Kenya, and worked as a legal intern for the International Criminal Tribunal of Rwanda. Ms. Donovan received a Masters in Public Administration from Harvard's Kennedy School, a Juris Doctor from University of California – Los Angeles, a Master of Social Work from the University of Washington, and a certificate in international human rights from the University of Denver. Ms. Donovan is currently a member of the California bar.

Gloria Jean Garland joined USAID in 2006 and currently serves as the **Senior Rule of Law/Human Rights Expert with the Rule of Law division**. She provides field support to USAID Missions in the assessment and design of rule of law and human rights programs; conducts research, monitoring, and evaluation; designs training programs for Foreign Service officers and other staff on rule of law topics including human rights; and serves as the USG representative on the Development Assistance Committee's (DAC) human rights task team. Jean's geographical expertise includes Latin America and the Caribbean, with earlier experience in Central and Eastern Europe. Her country backstops in the DG Office are Colombia, Guyana, Haiti and Jamaica. She speaks French fluently and Spanish well. She was previously a trial lawyer for ten years in private practice in California and then joined the USAID Mission in Bratislava, Slovakia as a Commercial Law/Rule of Law advisor from 1994 to 1996. She subsequently established and then headed the Central European office of the International Center for Not-for-Profit Law (ICNL) in Budapest for three years, was an adjunct professor at Central European University, and then moved to the European Roma Rights Center (ERRC) where she served as Legal Director for three years. Prior to rejoining USAID in May 2006, she served as a consultant for the Council of Europe and the OSCE, designing and implementing human rights and anti-discrimination training programs. Jean holds a B.S. in journalism, a B.A. in French, and a J.D. from the University of Colorado in Boulder, as well as an LL.M. in International and Comparative Law from the Free University of Brussels.

Susan Pologruto joined USAID in 2003 as a Presidential Management Fellow, and she currently serves as a **Rule of Law Advisor**. Susan manages the Rule of Law Indefinite Quantity contract, focuses on gender issues, and covers the Asia/Near East region. Her country backstops in the DG Office are China, Burma, East Timor, and Mongolia. From December 2003 to May 2005, Susan served as the Conflict Management and Mitigation (CMM) and DG backstop in DCHA/PPM, where she provided policy, program, and budget guidance. Prior to joining USAID, Susan worked with refugees applying for asylum and monitored trafficking in persons cases. She has worked with various population groups including people affected by HIV/AIDS, violent/sexual crimes, and mental illness. Susan received both a J.D. and an M.S.W. from the University of Pennsylvania, and a B.A. in Women's Studies from Rutgers University.

Tamaira Rivera recently joined the DG Office serving as a **Democracy Fellow in the Rule of Law Division**. She provides technical assistance and leadership to the Rule of Law Division and to USAID Missions and liaison with the Administrative Offices of the US Courts (AOUSC). She works with their staff to develop outreach for the Judiciary's international exchange efforts in collaboration with rule of law practitioners in the developing world, and support opportunities for USAID missions to tap into the expertise of the US Federal Judiciary. For the past 10 years she served in various legal positions in the United States Air Force. This included serving as an instructor for military attorneys throughout Central and South America and the Caribbean on human rights, rule of law, democratic principles and military- legal topics. During her time with the military she also served as a criminal prosecutor and as an adviser on a wide variety of United States laws, regulations, international treaties and executive agreements. Since leaving the military she worked for a consulting firm to manage and implement human rights and legal projects for U.S. government international development programs. She coordinated the design and development of a human rights handbook for people with developmental disabilities for the Harvard Law School Project on Disability. She also spearheaded assessment trips as a human rights expert to Paraguay, Argentina and Mexico which included consultations on disability rights with government representatives and nongovernment organizations. Tamaira backstops Mexico and is a native Spanish speaker. She has a Juris Doctor degree from

California Western School of Law, and an L.L.M. in International and Comparative Law from the George Washington University Law School.

Special Programs to Address the Needs of Survivors (SPANS)

Lloyd Feinberg joined USAID in 1983 as a Project Development Officer and later managed a global Child Survival program in the Office of Health. He currently is **Division Chief of the SPANS Program**, which addresses issues of orthopedics and physical rehabilitation, child welfare and protection, and the treatment and healing of victims of torture. He also serves as USAID's Disability Coordinator. Prior to joining USAID, Lloyd served as a Peace Corps Volunteer in the Philippines. He also taught at a school and later did field research and served as a technical consultant in Nepal. He also served as Country Representative in Ethiopia, Ecuador and Indonesia for an international NGO, and later managed a major World Bank human resettlement program in Indonesia. He lived and worked overseas for over thirteen years.

Sue Eitel is the **Rehabilitation Advisor to the Leahy War Victims Fund / Disability Fund**. She has a B.S. in Physical Therapy from Northwestern University and an M.A. in Adult Instructional Management. Sue has worked in the area of disability for 25 years and has worked with disability related programs in developing countries for nearly 20 years.

Rob Horvath began his international career in 1988 as a community development volunteer with the Peace Corps in Thailand. After 5 years with the Peace Corps, first as a volunteer and then as director of pre-service training, Mr. Horvath joined USAID's Regional Mission for Asia in 1993 where he designed and managed the agency's regional grants program for South East Asia including programs now part of the SPANS portfolio. Twelve years later, he transferred to Washington, DC to continue his work globally on the disability and rehabilitation activities within SPANS. Mr. Horvath, a member of USAID's disability team, has been a leader in promoting the inclusion of people with disabilities in Agency programs and practices. He also serves as an expert advisor to the World Health Organization, the World Bank, the National Council on Disability, and the International Society for Prosthetics and Orthotics. Prior to the Peace Corps, Mr. Horvath served in the Office of Vocational Rehabilitation for the State of Michigan, Department of Education. He holds a Bachelor of Science in social services and Master of Arts in counseling psychology. Rob was born and raised in Lower Michigan. He lives in Northern Virginia with his wife and two teenage children.

Sandra Jenkins began working with the SPANS contract, DCHA/DG, in 1998. She currently serves as the **Communications Specialist** for the contract, functioning as editor, publications coordinator, and web-content provider. Sandra began working with USAID in 1991, on an Office of Health and Nutrition contract; she assumed the position of project manager of the contract in 1995. From 1997-1998, she worked as editor for the POPTech contract, Office of Population. Sandra holds a B.A. in Theatrical Design from the University of Virginia. She has extensive experience in editing and design for publication and the web, and has earned professional certificates in Editing and Publications Management from The George Washington University's College of Professional Studies. She expects to receive an M.A. in the History of Decorative Arts in December 2008 through her combined studies at New York University, Parsons: The New School for Design, and the Corcoran College of Art and Design.

Cathy Savino joined USAID as a contractor with the Office of Health and Nutrition, eventually, working solely on the Displaced Children and Orphans Fund and the Leahy War Victims Fund. Prior to USAID, her experience includes work at the CDC, and the American Public Health Association. She has an M.P.H in International Public Health from Emory University.

Lynne Schaberg has worked at USAID for the past 4 years. The first two years were spent in the Bureau for Policy and Program Coordination where she was the Policy Advisor for Education, Gender and Disability. The latter two years have been with the Displaced Children and Orphans Fund. Prior to USAID, she was a research scientist at the University of Michigan, primarily investigating the impact of culture on cognition.

John Williamson has been **Senior Technical Advisor for DCOF** since 1997. In addition to advising on issues concerning children affected by armed conflict, children in institutions, or on the street, he also provides technical support on programming for children affected by AIDS. He is one of the organizers of the Better Care Network, the Children and Youth Economic Strengthening Network, and the Washington Network for Children and Armed Conflict. He has helped author various publications and articles on children affected by HIV/AIDS and child soldiers. Previously, he worked as a consultant for UNICEF, USAID, and UNHCR; was a staff member of Christian Children's Fund 1990-1993; and of UNHCR 1980-1990. He has a Master's degree in Social Welfare from the University of California, Berkeley, and a Bachelor's degree in Sociology from Oklahoma State University.

Strategic Planning and Research

Joshua Kaufman joined USAID in 1996 and currently serves as **Division Chief of the Strategic Planning and Research (SAR) Division**. In this role Josh manages the office's regional coordinators that serve as the primary office liaisons with DG Officers, USAID and State Regional Bureaus, and the Office of the Director of U.S. Foreign Assistance (F). DG/SAR also manages a long-term project designed to improve the state of the art in performance measurement and evaluation for DG programs. Josh is the Office's main liaison with F when it comes to developing DG policy, strategy, program, and budget priorities. Josh has also served as the Office's ANE regional coordinator (2000-2007) as well as the E&E Coordinator (1998-2000). Prior to that Josh managed the Office's Information Unit. Josh has a Master's Degree in International Affairs from The George Washington University and a Bachelors degree in Politics and Peace and Conflict Studies from Brandeis University.

Mark Billera joined the Office of Democracy and Governance in 2005 to work in the Strategic Planning and Research Division. He is the **Regional Coordinator for Africa** and a contributor to SORA—a set of research initiatives to evaluate the effectiveness of USAID democracy assistance. He has worked and conducted research in Cameroon. Mark has an A.B. in political science and economics from Duke University. He has an M.A. and is finishing his Ph.D. in political science from the University of California, Los Angeles.

David Black has served with USAID since 1994, including four years as the Senior Democracy Advisor for Ukraine, Belarus and Moldova based in Kyiv, Ukraine, and a year as the Democracy Office Director for the USAID/Kosovo Mission based in Pristina. He currently is a member of the Strategic Planning and Research Division in DCHA/DG where he leads the **regional team for Europe and Eurasia** and manages a set of research initiatives to improve evaluation of democracy assistance programs. He speaks Russian and has lived and studied extensively in the Europe and Eurasia region. He holds a B.A. from Colgate University and an M.A. in International Relations from the Maxwell School at Syracuse University.

Julie Browning joined the Office of Democracy and Governance in 2009 as **Senior Democracy and Governance Advisor for Afghanistan and Pakistan**. Previously, she served as a Democracy Advisor for USAID's Afghanistan Democracy and Governance Office and as the Senior Democracy and Governance Advisor for the Middle East/Iraq Office. Julie provides strategic direction and technical guidance on democracy and governance programming across sectors with a specific focus on electoral institutions and political representation at national and local levels. Beyond this she coordinates the bureau's technical inputs to these countries and plays a leading role in a number of related inter-agency fora. She has spent the past ten years as a consultant advising or managing human rights/refugee and governance programs for the UN High Commissioner for Refugees, The Asia Foundation, the Office of the High Representative, Associates in Rural Development and the American Refugee Committee within Jordan, Afghanistan and throughout the Balkans. Julie holds a Masters Degree in International Studies with an emphasis on International Politics and Human Rights from the University of Denver.

Shannon Green joined USAID in 2004 as a Presidential Management Fellow and currently serves as the **Middle East Coordinator in the Strategic Planning and Research division**. In this position, she provides interagency leadership in DG strategic planning and budgeting for the Middle East and provides technical support

to USAID Missions in the Near East and to the Middle East Bureau. In the DG office, she backstops Egypt, Iran, and Iraq, and has been intensely engaged in Afghanistan election issues. Shannon is also coordinating the revision of the DG Assessment Framework on behalf of the Strategies Division. From August 2004 to February 2008, Shannon served in the Office of Strategic Planning and Operations in the Bureau for Asia and the Near East (ANE), specializing in strategic and operational planning, budget formulation, and performance management. In that capacity, she provided program support to ANE's regional offices and Missions in the Near East, South Asia, and East Asia. Shannon has been trained in crisis response and in program planning, management, and evaluation. Shannon holds an M.A. in International Peace and Conflict Resolution from American University and B.A. degrees in Political Science and History from the University of Georgia.

April Hahn joined USAID in 2000 and currently serves as the **Regional Coordinator for Latin America and the Caribbean on Strategic Planning and Research Division**. Her geographical experience includes Latin America, Asia and Middle East. Her country backstops in the DG Office are Cuba and Ecuador. She has working knowledge of Spanish. From 2002 to 2007, April served as the Asia and Near East Coordinator on the Election and Political Process Division and as backstop for Afghanistan and Pakistan. April holds a Ph.D. from the University of Virginia in International Relations.

Altin Ilirjani serves as a **Democracy Fellow** with the Division of Strategic Planning and Research. He assists the DCHA/DG Office in implementing the National Academy of Sciences recommendations for improving democracy assistance through impact evaluations and research, and provides technical expertise on improving standards, methods and use of democracy and governance surveys. Altin has a Ph.D. with majors in comparative politics and public policy. Prior to joining USAID, Altin worked for the World Bank Group in Washington DC, the Open Society Institute in Budapest, and taught courses in comparative politics and East Central Europe politics at the University of North Carolina, Chapel Hill. He has served as a visiting scholar at Duke University, 2001-2002; the International Monetary Fund, 2000-2001; the European University Institute in Florence, 1999-2000; and at the London School of Economics, 2000. His expertise includes areas of public opinion and survey research in new democracies; program evaluation methodologies; constitutional design and conflict resolution in divided societies; electoral institutions; political parties; civic education, and international political economy and trade. Altin served as the principal investigator of the 2005 and 2009 Albanian National Election Study, part of the Comparative Study of Electoral Systems of the University of Michigan, and has conducted extensive field research in Cyprus, Turkey, Kosovo, Macedonia, Hungary, and Albania. He is the Albania backstop for DCHA/DG Office.

Summer Lopez joined USAID in 2009 as a Presidential Management Fellow and Democracy Specialist. She currently serves as **Deputy Regional Coordinator for the Middle East and Asia in the Strategic Planning and Research Division**. From 2003-2006, Summer was Vice President of Operations for The AjA Project, an international nonprofit based in California that works with refugee youth. She has previously worked with CARE International in India, on HIV/AIDS and human rights programs, and in Ghana, where she evaluated a program on local governance and community-level capacity building. Summer has conducted field research on security sector reform and electoral processes in Liberia, Sierra Leone, and Sudan, and spent three years teaching at the American International School in Egypt. She holds a Bachelor of Arts in English from Harvard University and a Master of Public Affairs in International Development from the Woodrow Wilson School of Public and International Affairs at Princeton University.

Ashley J. McCants joined USAID in 2009 as a Presidential Management Fellow and Democracy Specialist. She currently serves as **Deputy Regional Coordinator for Africa in the Strategic Planning and Research Division**. Prior to joining USAID, she worked with the Carter Center in Liberia on improving access to justice in rural areas, and she has conducted field research on election administration in Ghana, Sierra Leone, and Sudan. She is particularly interested in the relationship between conflict and transitions to democracy. She holds a Bachelor of Arts from Harvard University and a Master of Public Affairs from the Woodrow Wilson School of

Public and International Affairs at Princeton University. She was a Fulbright Scholar in South Korea and is proficient in Mandarin Chinese and French.

Jennifer Ragland joined USAID in 2002 as a Presidential Management Fellow and currently serves as the **Asia Coordinator in the Strategic Planning and Research Division**. Jennifer served in the Office of Middle East Affairs from 2004 to 2008 where she was charged with providing program support to USAID's regional and select country programs in the Middle East and coordinating USAID's participation in the Middle East Partnership Initiative. During this time, Jennifer served at a Provincial Reconstruction Team in southern Afghanistan and was later detailed to USAID's Office of Military Affairs, where she worked on civil-military training. Jennifer started at USAID in the Europe and Eurasia Bureau (2000-2002). Prior to joining USAID, she worked at the International Research & Exchanges Board (IREX) where she managed civil society programs. Jennifer graduated from the University of Georgia with a bachelor's degree in Political Science and Russian language minor and received her master's degree in Public Administration and International Relations from Syracuse University.

Nancy Shalala (in draft).

Brian Scholl joined the Office of Democracy and Governance as a **Democracy Fellow for Evaluations** in September 2009. Brian provides strategic guidance to the Strategic Planning and Research (SAR) Division and its evaluation initiatives, which are set upon implementation of the National Academies recommendations regarding reform of DG evaluation practices (See: *Improving Democracy Assistance: Building Knowledge Through Evaluations and Research*, 2008). He also serves as a senior technical resource on program evaluation for field missions that are looking to achieve consistency with the NAS recommendations and conduct more rigorous, evidence-based evaluations. Brian holds a Ph.D. in Economics from the University of California at Berkeley; he also holds a M.A. in Statistics from Berkeley. His dissertation research examined the impact of participatory development programs on broad-based political participation. As a development professional since 2001, he has worked with USAID implementing partners in various capacities on implementation and evaluation of community-based democracy promotion and economic development programs.

BIOGRAPHICAL SKETCHES- REGIONAL DG TECHNICAL EXPERTS

Africa

Kellie Burk works for the **U.S. Agency for International Development (USAID) Bureau for Africa as a Democracy and Governance Specialist**. As a democracy and conflict research analyst she supports the team in developing products and presentations. Prior to arriving at USAID in 2009, Ms. Burk worked at the Academy for Educational Development (AED), where she served for several years as a researcher for the now defunct USAID Africa Bureau Information Center (ABIC), as well as a manager for various civil society capacity building projects. She earned her MA in African Studies from Johns Hopkins University-SAIS, consulted at the World Bank and IFES, and previously worked and lived in East Africa as a trade finance specialist. Kellie can be reached at kburk@usaid.gov.

Jean-Marc Gorelick works for the **U.S. Agency for International Development (USAID) Bureau for Africa as a Democracy Officer**. Before joining USAID in 2009, Mr. Gorelick worked as an Africa program manager with the Campaign for Tobacco Free Kids. Prior to this, Mr. Gorelick worked on democracy and governance projects in Africa for Development Alternatives Inc, and the International Republican Institute, respectively. Mr. Gorelick served as a Peace Corps volunteer in Togo, focusing on civic education projects. He holds an M.A. in International Development Studies, with a Political Science concentration, from the Elliot School of International Affairs at George Washington University. As a Democracy Officer, Mr. Gorelick, a native French speaker, is covering the “greater Mano River” region: Guinea, Guinea-Bissau, Sierra Leone, Liberia, and Cote d'Ivoire, and Ghana. He has also authored several articles on DG in Africa matters in the *Christian Science Monitor*. Jean-Marc can be reached at jgorelick@usaid.gov.

Ryan McCannell works for the **U.S. Agency for International Development (USAID) Bureau for Africa as a Democracy and Governance Specialist**. Before joining USAID in 2004, Mr. McCannell spent eight years at the National Democratic Institute for International Affairs (NDI), where he was responsible for designing and managing democracy support programs in Nigeria, Côte d'Ivoire, Burkina Faso, Sierra Leone, Malawi, South Africa, and the Central African Republic. In 2002-03, he served as NDI's chief of party in Benin and Togo, where he organized training for political parties prior to elections in those two countries. Before NDI, he worked for the Academy for Educational Development (AED) as a democracy researcher for USAID. His education includes a bachelor's degree at Georgetown's School of Foreign Service, a year abroad at the Université du Bénin in Lomé, Togo, and a master's in Geographic and Cartographic Sciences at George Mason University. Ryan can be reached at rmccannell@usaid.gov.

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Asia/Middle East

Joseph Brinker (in draft).

Ricki Gold (in draft).

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Kian Schuerman (in draft).

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Europe and Eurasia

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Latin America and the Caribbean

Michael Eric Kite (in draft).

E. Brennan Dorn has worked on the **Democracy and Human Rights Team of the Bureau for Latin America and the Caribbean** since November 2008. Her graduate studies at the Gerald R. Ford School of Public Policy of the University of Michigan focused on international security and the developing world. During graduate school, she interned in the Department of Human and Trade Union Rights at Education International, the global trade union federation for educators. Prior to earning her master's degree and subsequently joining USAID, she was a field organizer for the United Faculty of Florida, a higher education professionals' union. During her undergraduate studies in Sociology at Georgetown University, she spent a year studying in Brazil, where she worked on issues of social education for underprivileged children. Brennan can be reached at ebdorn@usaid.gov.

Danielle Reiff is a **Foreign Service Officer**, who has served as a Program Officer and a Democracy and Governance Officer with USAID. Ms. Reiff currently works on the USAID program, based in Washington D.C., to strengthen civic participation in Cuba. From 2005-2009, she managed USAID support to the Juba peace process and post-conflict transition in northern Uganda. She also managed USAID support to Uganda's transition to multiparty politics, including observation of the historic multiparty elections of 2006, Parliamentary strengthening, local government capacity building and increasing civic participation in elected governance institutions. Prior to joining USAID, Ms. Reiff worked for the UN Department of Peacekeeping Operations and the World Bank's Conflict Prevention and Reconstruction Unit. She was a U.S. Peace Corps volunteer in Burkina Faso from 1998-2000. Ms. Reiff was a member of the first ever class of Rotary World Peace Fellows and earned a Master's degree in Peace Studies and Development at the Institute of Political Studies (Sciences Po) in Paris, France. Danielle can be reached at dreiff@usaid.gov.

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