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DCHA/DG

# USER'S GUIDE TO DG PROGRAMMING



November 2010



**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) 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 and breadth of the DG Office's technical expertise, as well as the DC-based DG cadre. The Guide catalogs the funding and implementing mechanisms that may be accessed through the DG Office and other offices, and technical resources which inform DG work. 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, cadre development and training, and direct program management.

The Divisions and Team that comprise the DG Office are: 1) Civil Society; 2) Elections and Political Processes; 3) Governance; 4) Program and Training; 5) Rule of Law; 6) Special Programs to Address the Needs of Survivors (SPANS); and 7) Strategic Planning and Research. The Program Team manages the Office's outreach and communications including the intranet presence, coordinates substantive training for the DG cadre, 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, other tools provide sub-sector assessments such as the rule of law strategic framework, the role of labor-related issues in the foreign assistance framework, and DG programming in post-conflict countries.

***Defining our Strategic Direction:***

***Pursuing Excellence***

***Ensuring Relevance***

***Maximizing Leverage***

***Building Consensus***

\*The *User's Guide to DG Programming* is regularly updated and accessible on the Office of Democracy and Governance intranet site at <http://inside.usaid.gov/DG/> .



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\*See page 95 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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## HOW TO ACCESS A DG IMPLEMENTING MECHANISM

Sample statements of work are available from DG staff or on the web at <http://inside.usaid.gov/DG/Pub/searchpubs.cfm>. (Select “Advanced Search” then select “Scopes of Work” under “Document Type.”)

### 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 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 DG COTR, the Mission sends a formal request to its COTR to negotiate a task order under an IQC.

### Accessing an Associate Award under a Leader With Associates (LWA) Grant or Cooperative Agreement:

The “Associate” award is a separate cooperative agreement negotiated, funded and managed by the field mission. Proposed programs must fit within the scope of the activities under the central “Leader” award. The Mission sends a draft program description to the DG program contact who serves as the AOTR of the leader award. 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.

## **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 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.



**CROSS-CUTTING SERVICES**  
**(Program Areas 2.1-2.4)**

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

## IQCS FOR DEMOCRACY AND GOVERNANCE ANALYTICAL SERVICES

### Program Element 2.1 – 2.4

**DCHA/DG Contact:** Shannon N. Green (COTR)

IQCs	Award Number	Expiration	Performance Period
ARD, Inc.	AID-OAA-I-10-00001	8/1/2015	8/1/2016
Management Systems International	AID-OAA-I-10-00002	8/1/2015	8/1/2016
Social Impact*	AID-OAA-I-10-00003	8/1/2015	8/1/2016
Democracy International*	AID-OAA-I-10-00004	8/1/2015	8/1/2016
International Resources Group	AID-OAA-I-10-00005	8/1/2015	8/1/2016

#### **PURPOSE:**

The purpose of this contract is to provide missions and USAID/Washington operating units with analytical services and support to inform the design, evaluation, and implementation of USAID-funded democracy and governance strategies and programs. Such services will ensure that DG strategies, programs and activities, and monitoring and evaluation plans are based on in-depth, well-informed analysis; cutting-edge research; valid data; and best practices in the field of democracy and governance.

#### **POSSIBLE WORK AREAS:**

The contractor may be called upon by DCHA/DG, missions, regional bureaus, and other central bureaus to provide the following analytical services.

#### **(a) General and Sectoral DG Assessments**

General and sectoral DG assessments could include, but are not limited to, the following:

- Conducting full-scale, multi-person, “general DG assessments” that include the examination of all major functional DG components and areas of USAID interest;
- Conducting single component or “sectoral DG assessments” (e.g., rule of law, decentralization, elections, civil/military relations);
- Executing regional or multi-country DG assessments, both general and sectoral; and,
- Creating a common analytical framework and methodology for the conduct of DG assessments, both general and sectoral.

#### **(b) DG Strategy Development**

Support for DG strategy development could include, but is not limited to, the following:

- Developing long-term strategic plans, including DG assistance objectives and targets of opportunity, or incorporating DG strategies, principles, and approaches into an overall program portfolio;
- Formulating regional-level DG strategies, programs, and action plans; and,
- Conceptualizing Agency-wide DG strategies, programs, and action plans.

#### **(c) Managing for DG Results**

Support for monitoring and evaluation of DG efforts could include, but is not limited to, the following:

- Creating DG indicators at the strategic (objective), sectoral (technical), and activity (implementation) levels;
- Designing data collection and analysis plans and methodologies to track achievement toward stated objectives;
- Refining DG indicators to monitor progress and measure impact of DG programs; and,
- Developing or revising performance management plans, results frameworks, and/or annual performance reports (or their functional equivalents), including objectives and indicators.

#### **(d) DG Program and Activity Design**

Support for the development of DG programs and/or activities could include, but is not limited to, the following:

- Designing or redesigning stand-alone, multi-component, or single component DG programs or activities;
- Designing or redesigning programs or activities in other development sectors which have either a DG component or in which DG principles and strategies are to be incorporated;
- Providing specific information, such as best practices or data, to help with the design or redesign of DG programs or activities; and,
- Preparing various design documents and requirements (e.g., concept papers, Scopes of Work, New Activity Designs, Activity Proposals, technical analyses, and activity protocols or authorizing documents), per the legal and policy considerations cited above.

#### **(e) DG Evaluation**

DG evaluations could include, but are not limited to, the following:

- Conducting evaluations of programs and activities at various points of design and implementation including initial, mid-term, and final evaluations;
- Designing and conducting impact evaluations of DG programs and activities in a given country or sub-region; and,
- Analyzing data from cross-national impact evaluations within a specific sub-sector to draw conclusions about the impact of DG programs and make recommendations for best practices within that sub-sector.

#### **(f) Research and Special Studies**

Support for research could include, but is not limited to, the following:

- 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;
- 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 or general sectoral evaluations, in such areas as backsliding, patronage, corruption, or Islam and Democracy;
- Conducting studies pertaining to policy constraints, theoretical limitations, and systemic or sectoral problems;
- Translating research findings from above analyses into periodic reports that are intelligible to a policy audience, and that spell out practical, programmatic implications of the research for democracy assistance practitioners; and,
- Writing handbooks, manuals, and reference materials needed for program development, implementation, and monitoring and evaluation.

#### **(g) Survey Research and New Methodologies**

Support for survey research and other methodological approaches could include, but is not limited to, the following:

- 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 designs and 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; and,
- Developing and/or expanding online and Web-related capabilities in USAID to provide survey findings and data for further use by missions and other operating units.

**(h) USAID Training and DCHA/DG Networking**

Support for DG training, networking, and outreach could include, but is not limited to, the following:

- 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, and could include partners, academics, sectoral specialists, and other donors;
- Facilitating or conducting workshops that bring together USAID staff with cooperating agencies including PVOs, NGOs, universities, consulting firms, etc., to discuss the Agency's DG programs and the potential role of these partners in program and strategy implementation; and,
- Facilitating or conducting workshops and conferences to discuss issues and problems of common interest to USAID, its partners, other donors, and others concerned about DG issues.

**(g) Grant Management**

Funds may be made available on a grant basis for institutional capacity building in the analytical areas listed above. In such cases, the contractor may be required to execute and/or administer grants under awarded task orders.

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\*This is a small business.

## DEMOCRACY FELLOWS COOPERATIVE AGREEMENT

### Program Areas 2.1-2.4

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Cooperative Agreement	Award Number	Expiration	Performance Period
World Learning	DFD-A-00-05-00230	9/26/2011	N/A

#### **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 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.

#### **GRANTEE:**

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## EVALUATING DEMOCRACY AND GOVERNANCE EFFECTIVENESS (EDGE)

### Program Areas 2.1-2.4

**DG Contact:** Mark Billera  
David Black

#### **PURPOSE:**

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, DG has taken the lead in pressing for better democracy evaluations and measures of effectiveness.

#### **POSSIBLE WORK AREAS:**

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. EDGE is focused on the following initiatives:

- 1. Democracy and Governance project impact evaluations.** In early 2011, DG will begin a new initiative to collaborate with participating USAID missions to implement state-of-the-art evaluation methodologies in new DG projects. 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 builds on a pilot project that helped establish impact evaluations of DG projects 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 new Learning, Evaluation and Research Office (PPL/LER) as it rolls out new evaluation guidance and procedures. 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.** DG has begun an in-depth analysis and refinement of indicators of democratic change useful for field program managers and policymakers. The program will eventually draw on academic experts and involve the wider donor community to develop and make available internationally accepted indicators of key components of democracy and governance.

EDGE builds on a decade of 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](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. 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](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](http://www.usaid.gov/our_work/democracy_and_governance/technical_areas/dg_office/evaluation).

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## **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 spotlight business practices that are exploitative of labor and the environment. Their presence and activities of CSOs 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

**DG Contact:** George Zarycky  
Claire Ehmann

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 DG core program in the Leader Award.

**GCSS LEADER:** The GCSS Leader Award allows USAID DG and the US Department of State to enhance their global capacity to contribute to more effective civil society strengthening, collaborating with Counterpart International to: design and implement civil society sector assessments; evaluate ongoing USAID programs; conduct research updating USAID's DG documents; pilot programs to test best practices and new methodologies; and develop training modules and conduct training for development practitioners.

The Media Assistance utilizing Technological Advancements And Direct Online Response (MATADOR) program funded and implemented through the DG GCSS Leader Award provides 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](mailto:tetulain@usaid.gov)), the MATADOR Activity Manager.

#### **POSSIBLE GCSS 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.

<b>GRANTEE/LEADER</b>	<b>GCSS Consortium Partners</b>
Ms. Sibel Berzeg Director, GCSS LWA Counterpart International 2345 Crystal Drive, Suite 301 Arlington, VA 22202	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 (ICNL)

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	<p><b>RESOURCE PARTNERS</b></p>
	<p>The American University's Center for Global Peace  The Carter Center  The International Youth Foundation  The Wilson Center  Youthbuild International</p>

## GLOBAL LABOR PROGRAM COOPERATIVE AGREEMENT

### Program Element 2.4.I

DG Contact: Kimberly Ludwig (AOTR)

Cooperative Agreement	Award Number	Expiration	Performance Period
Solidarity Center	DGC-A-00-02-00002-00	12/31/2010	N/A

**Note:** In 2002, USAID/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. 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 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 ENVIROMENT PROGRAM COOPERATIVE AGREEMENT (LEEP)

### Program Element 2.4.I

**DG Contact:** Eric Picard (AOTR)  
Claire Ehmann

Cooperative Agreement	Award Number	Expiration	Performance Period
International Center for Not-for-Profit Law	DFD-A-00-08-00332-00	09/29/2013	N/A

#### PURPOSE:

In September 2008, 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 DG's Global Civil Society Strengthening Cooperative Agreement with Pact, Inc. The purpose is to support the enabling legal and regulatory environment that protects and promotes civil society and civic participation. LEEP offers:

- Technical assistance: (1) on legislation or regulations that threaten to restrict the civic space, or (2) where opportunities exist to advance favorable legal reform;
- Initiatives to strengthen local capacity to advance legal and regulatory reform through small grants to local NGOs, participant training, study tours for government officials, and other activities;
- Monitoring and tracking of legal and regulatory frameworks; 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 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 DG funding available for LEEP activities, 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. DG is available to offer guidance to Missions as needed.

#### CONTACT INFORMATION:

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Pact, Inc. contact points are Charles Guedenet, [cguedenet@pactworld.org](mailto:cguedenet@pactworld.org), and David Jacobstein, [djacobstein@pactworld.org](mailto:djacobstein@pactworld.org).

## AFRICA NGO SUSTAINABILITY INDEX

### Program Element 2.4.1

**DG Contact:** Eric Picard  
Claire Ehmann

#### **PURPOSE:**

In October 2010, DG, AFR/SD, and an external resource partner introduced the NGO Sustainability Index for Sub-Saharan Africa (NGOSI), an analytical tool for measuring the sustainability of NGOS in 19 Sub-Saharan African countries (Angola, Burundi, Democratic Republic of the Congo, Ethiopia, Gabon, Ghana, Guinea, Kenya, Liberia, Mali, Mozambique, Nigeria, Rwanda, Senegal, Sierra Leone, South Africa, Tanzania, Uganda, and Zimbabwe). The purpose is to provide users with a way to assess the sustainability of the of the NGO sector in a given country as well as a way to identify and compare the trends and issues affecting NGOs across the region. When used in conjunction with the NGOSI for Central and Eastern Europe and Eurasia, it also enables comparisons to be drawn between Africa, Europe, and Eurasia. The NGOSI offers:

- a management tool for monitoring, measuring, and evaluating progress in sectoral development
- a way to focus resources and efforts on critical areas of civil society reform
- a guide to the challenges and opportunities facing NGOs
- a set of qualitative indicators in a user-friendly quantitative form
- narrative country reports prepared by local NGOs.

To view the NGOSI for Sub-Saharan Africa and for Europe and Eurasia, please see the E&E page on the USAID internet: [http://www.usaid.gov/locations/europe\\_eurasia/dem\\_gov/ngoindex/](http://www.usaid.gov/locations/europe_eurasia/dem_gov/ngoindex/) .

**POSSIBLE WORK AREAS:** The NGOSI for Sub-Saharan Africa, which is modeled on the NGOSI for Central and Eastern Europe and Eurasia, measures NGO sustainability using a methodology that employs seven indicators or "dimensions". These dimensions include legal environment; organizational capacity; financial viability; advocacy; service provision; infrastructure and public image. Each dimension is rated along a seven-point scale with 1 indicating an advanced level and 7 indicating a low level of development. Scores between 3.1 and 5 indicate an evolving level.

By combining numerical scores with narrative text, the Index provides a foundation, or baseline, for identifying the challenges and opportunities facing the 19 selected countries. These countries are grouped by sub-region: East Africa, West Africa, and Southern Africa. As a result, users can track sub-regional differences, the impact of internal and external factors, as well as the relationship between NGO sustainability and other development trends. In addition, the NGOSI contains two thematic essays that highlight regional trends and issues. By drawing on the Africa NGOSI, users will be better able to determine priorities and approaches.

Missions and Regional Bureaus who may be interested in having the NGOSI in their region or country are welcome to contact the COTR to discuss possible expansion into your country or region. It is anticipated that through a resource partnership, the NGOSI will be launched in Afghanistan and Pakistan in 2010/2011.

#### **CONTRACTOR**

**The future contractor is TBD.**





## **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. The electoral process has often been a principal vehicle for democratization, as authoritarian governments have frequently fallen to democratic forces. 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. Electoral campaigns also tend to foster political liberalization. They also serve to encourage political debate.

*Priority Areas:* Impartial electoral frameworks, credible electoral administration, effective oversight 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 (CEPPS III)

Program Elements 2.3.1-2.3.3

DG Contact: Shally Prasad (AOTR)  
Mike Henning

Cooperative Agreement	Award Number	Expiration	Performance Period
CEPPS III	DFD-A-00-08-00350-00	9/30/2013	9/30/2018

### PURPOSE:

In 2008, DG awarded a Leader With Associates (LWA) cooperative agreement to the Consortium for Elections and Political Process Strengthening (CEPPS): a joint venture between the International Foundation for Electoral Systems (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 in isolation, 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, Persons with Disabilities, and Other 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 intermediaries 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. Sondra Govatski.

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## IQCS FOR ELECTIONS AND POLITICAL PROCESSES

**Program Elements 2.3.1-2.3.3**

**DG Contact:** Carol Sahley (COTR)

IQCs	Award Number	Expiration	Performance Period
Creative Associates International, Inc.	DFD-I-00-05-00197-00	9/30/2011	9/30/2013
Democracy International*	DFD-I-00-05-00198-00	9/30/2011	9/30/2013
IFES	DFD-I-00-05-00225-00	9/30/2011	9/30/2013

\*This is a small business.

**PURPOSE:**

The purpose of the IQCs for Elections and Political Processes is 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](http://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.

<b>PRIME CONTRACTORS</b>		
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<b>SUB-CONTRACTORS</b>		
<b>To Creative Associates:</b> 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	<b>To Democracy International:</b> Charney Research Civic Action Strategies League of Women Voters The Pollworker Institute The QED Group RTI International	<b>To IFES:</b> 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)



## **GOVERNANCE**

### **More transparent and accountable government institutions (Program Area 2.2)**

Many citizens of developing countries recognize the intrinsic value of democratic principles and processes (e.g., elections, human rights, and representation). At the same time, they are 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

**DG Contact:** Keith Schulz (COTR)

<b>IQCs</b>	<b>Award Number</b>	<b>Expiration</b>	<b>Performance Period</b>
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:**

The purpose of the IQCs for Deliberative Bodies is 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.

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.

<b>PRIME CONTRACTORS</b>		
<p>Development Alternatives, Inc. (DAI) Ann Hudock and Shiranee Paul 7600 Wisconsin Avenue Bethesda, MD 20814 Tel: (301) 771-7911 Fax: (301) 771-7777 Email: <a href="mailto:ann_hudock@dai.com">ann_hudock@dai.com</a>; <a href="mailto:shiranee_paul@dai.com">shiranee_paul@dai.com</a> Web: <a href="http://www.dai.com">www.dai.com</a></p>	<p>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 Email: <a href="mailto:chaskins@pal-tech.com">chaskins@pal-tech.com</a>; <a href="mailto:pgunaratnam@pal-tech.com">pgunaratnam@pal-tech.com</a> <a href="mailto:joliver@pal-tech.com">joliver@pal-tech.com</a> Web: <a href="http://www.pal-tech.com">www.pal-tech.com</a></p>	<p>Financial Markets International (FMI)* Nick Kennedy 7735 Old Georgetown Road Suite 310 Bethesda, MD 20814 Tel: (301) 215-7840 Fax: (301) 215-7838 Email: <a href="mailto:nkennedy@fmi-inc.net">nkennedy@fmi-inc.net</a> Web: <a href="http://www.fmi-inc.net">www.fmi-inc.net</a> *This is a small business</p>
<p>Management Systems International (MSI) Joel Jutkowitz, Miguel Silva, and Emil Bolongaita 600 Water Street, SW Washington, DC 20024 Tel: (202) 484-7170 Fax: (202) 488-0754 Email: <a href="mailto:jjutkowitz@msi-inc.com">jjutkowitz@msi-inc.com</a>; <a href="mailto:msilva@msi-inc.com">msilva@msi-inc.com</a>; <a href="mailto:ebolongaita@msi-inc.com">ebolongaita@msi-inc.com</a> Web: <a href="http://www.msiworldwide.com">www.msiworldwide.com</a></p>	<p>SUNY Center for International Development (SUNY/CID) Malcolm Russell-Einhorn, James Utermark and Andrea Wolfe State University Plaza Albany, NY 12246 Tel: (518) 443-5124 Fax: (518) 443-5126 Email: <a href="mailto:malcolm.russell-einhorn@cid.suny.edu">malcolm.russell-einhorn@cid.suny.edu</a>; <a href="mailto:jim.utermark@cid.suny.edu">jim.utermark@cid.suny.edu</a>; <a href="mailto:andrea.wolfe@cid.suny.edu">andrea.wolfe@cid.suny.edu</a> Web: <a href="http://www.cid.suny.edu">www.cid.suny.edu</a></p>	
<b>SUB-CONTRACTORS</b>		
<p><b>To DAI:</b> The Asia Foundation Indiana University International Roll Call Metropolitan Consulting Corp National Conference of State Legislatures Social Impact</p>	<p><b>To Pal-Tech, Inc. (formerly Development Associates):</b> Aurora Associates International, Inc. Research Triangle Institute University of Texas</p>	<p><b>To MSI:</b> 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</p>
<p><b>To SUNY/CID:</b> Amex International, Inc. ARD, Inc. DPK Consulting Pact, Inc. State Legislature Foundation</p>		

## IQCS FOR ENCOURAGING GLOBAL ANTICORRUPTION AND GOOD GOVERNANCE (ENGAGE)

**Program Areas 2.2.1-2.2.4**

**DG Contact:** Christina del Castillo (COTR)

IQCs	Award Number	Expiration Date	Performance Period
ARD, Inc.	DFD-I-00-08-00067-00	3/13/2013	3/13/2014
Casals and Associates, Inc.	DFD-I-00-08-00069-00	3/13/2013	3/13/2014
Chemonics International Inc.	DFD-I-00-08-00070-00	3/13/2013	3/13/2014
Development Alternatives Inc.	DFD-I-00-08-00071-00	3/13/2013	3/13/2014
Management Systems International, Inc. (MSI)	DFD-I-00-08-00072-00	3/13/2013	3/13/2014
QED Group, LLC (QED) *	DFD-I-00-08-00073-00	3/13/2013	3/13/2014

\* 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.

## POSSIBLE WORK AREAS

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.

- 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

<b>PRIME CONTRACTORS</b>		
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<p><b>Development Alternatives, Inc.</b>  Jeremy Kanthor and Marianne Camerer  7600 Wisconsin Avenue, Suite 200  Bethesda, MD 20814  Tel: (301) 771-7600  Fax: (301) 771-7777  Email: <a href="mailto:jeremy_kanthor@dai.com">jeremy_kanthor@dai.com</a>  Web: <a href="http://www.dai.com">www.dai.com</a></p>	<p><b>Management Systems International</b>  Stacy Stacks and Bert Spector  600 Water Street, SW  Washington, DC 20024-4288  Tel: (202) 484-7170  Email: <a href="mailto:sstacks@msi-inc.com">sstacks@msi-inc.com</a>;  <a href="mailto:bspector@msi-inc.com">bspector@msi-inc.com</a>  Web: <a href="http://www.msiworldwide.com">www.msiworldwide.com</a></p>	<p><b>The QED Group, LLC</b>  Larry Birch and Keith Henderson  1250 Eye Street NW, Suite 1100  Washington, DC 20005  Tel: (202) 521-1919  Web: <a href="http://www.qedgroupllc.com">www.qedgroupllc.com</a></p>
<b>SUB CONTRACTORS (ICQS)</b>		
<p><b>To Associates in Rural Development, Inc.:</b>  Bankworld Inc.  BearingPoint, Inc.  Contracting Assessment Researches (CAR)  Cooperative League of the USA (CLUSA)  Development &amp; 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 &amp; Exchanges Board (IREX)  MetaMetrics Inc.  World Learning for International Development</p>	<p><b>To Casals and Associates, Inc.:</b>  AMIDEST  The Asia Foundation (TAF)  Boston University  Claro &amp; Associates, Inc.  Commonwealth Trading Partners  EAM, Inc./Mosley &amp; 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 &amp; Associates,  Pact International  UHY Advisors  Vanderbilt University  World Resources Institute (WRI)</p>	<p><b>To Chemonics International Inc.:</b>  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>

<b>To Development Alternatives Inc.:</b>	<b>To Management Systems International, Inc.:</b>	<b>To QED Group, LLC (QED)</b> (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<sup>+</sup>**

**DG Contact:** Ed Connerley (COTR)

IQCs	Award Number	Expiration	Performance Period
ARD, Inc.	DFD-I-00-05-00218-00	3/30/2012	3/30/2013
Chemonics, Inc.	DFD-I-00-05-00219-00	3/30/2012	3/30/2013
Development Alternatives, Inc.	DFD-I-00-05-00220-00	3/30/2012	3/30/2013
Management Systems International (MSI)	DFD-I-00-05-00221-00	3/30/2012	3/30/2013
Millennium/IP3*	DFD-I-00-06-00028-00	3/30/2012	3/30/2013

\*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.
- 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.

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

<b>CONTRACTORS</b>		
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<p>Management Systems International (MSI) William Rich 600 Water Street, SW Washington, DC 20024 Tel: (202) 484-7170 Fax: (202) 488-0754 Email: <a href="mailto:wrich@msi-inc.com">wrich@msi-inc.com</a> Web: <a href="http://www.msiworldwide.com">www.msiworldwide.com</a></p>	<p>Millennium Partners Brian Hannon One Boar's Head Pointe Suite 120 Charlottesville, Virginia, 22903 Tel 434 293-9206 Fax 434 293-6967 E-mail: <a href="mailto:BHannon@millenniumpartners.org">BHannon@millenniumpartners.org</a> Web: <a href="http://www.millenniumpartners.org">www.millenniumpartners.org</a></p>	
<b>SUB-CONTRACTORS</b>		
<p><b>To ARD:</b> The Asia Foundation Bankworld, Inc. Centre for Development and Population Activities Crown Agents Consultancy, Inc. Democracy International Development &amp; 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><b>To Chemonics:</b> 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 &amp; Policy Group The State University of New York/ Center for International Development The Urban Institute</p>	<p><b>To DAI:</b> 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 Overseas Strategic Consulting, Ltd. Social Impact, Inc. Training Resources Group, Inc.</p>

<p><b>To MSI:</b>  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 &amp; Associates  National Center for State Courts  Research Triangle Institute  Segura Consulting, LLC  Vision Latina, Inc.</p>	<p><b>To Millennium/IP3:</b>  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 &amp; Exchanges Board  The PBN Company  Spearman-Welch Associates  TMS Associates  Transnational Public Policy Advisors</p>	<p><b>Resource Institutions to Millennium/IP3:</b>  Center on Democracy, Development, and the Rule of Law,  Stanford Institute for International Studies  Independent Journalism Foundation  Scholastic, Inc.</p>
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## HOUSE DEMOCRACY PARTNERSHIP (HDP)

### Program Element 2.2.1

**DG Contact:** Keith Schulz

#### **PURPOSE:**

The House Democracy Partnership (HDP) is a program of the House Democracy Assistance [Commission](#), a bipartisan, twenty-[member](#) congressional commission that works directly with 14 [partner](#) countries around the world to support the development of effective, independent, and responsive legislative institutions. The House Democracy Assistance Commission (HDAC) was established on March 14, 2005, by the U.S. House of Representatives (H. Res. 135) to strengthen democratic institutions by assisting parliaments in emerging democracies. Central to the Partnership's work is the provision of technical expertise to enhance legislative oversight, budget analysis, committee operations, constituent relations, and library and research services. In addition, the Partnership makes recommendations to USAID regarding the provision of material assistance to such parliaments to improve their efficiency and transparency. The Commission's current partnerships include Afghanistan, Georgia, Haiti, Indonesia, Kenya, Kosovo, Lebanon, Liberia, Macedonia, Mongolia, Pakistan, Peru, Timor-Leste, and Ukraine.

#### **POSSIBLE WORK AREAS:**

The Partnership's assistance programs have centered largely on congressional visits to partner parliaments for two-day Member and staff programs; U.S. visitor programs for delegations from partner parliaments comprised of both MPs and staff; one to two-week parliamentary staff training institutes on Capitol Hill; and material assistance focused on libraries, research services, and computer hardware. The HDP has worked closely with USAID Missions in a number of these countries and its activities are intended to complement existing USAID-funded legislative strengthening programs.

USAID assists HDP in organizing and implementing numerous legislative strengthening activities through the following mechanisms:

- A cooperative agreement under the Consortium for Elections and Political Processes Support (CEPPS) with the National Democratic Institute (NDI) and the International Republican Institute (IRI).
- A task order under the Deliberative Bodies IQC with Financial Markets International (FMI) and its sub-contractor the United States Association of Former Members of Congress.
- A task order under the Deliberative Bodies IQC with the Center for International Development of the State University of New York (SUNY/CID).
- A reimbursement agreement with the Office of Language Services at the U.S. Department of State.

#### **CONTACT INFORMATION:**

Keith Schulz, Legislative Strengthening Advisor  
Governance Team, DCHA/DG  
USAID  
202-712-4219  
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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 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**

**DG Contact:** Keith Crawford (AOTR)

<b>Cooperative Agreement</b>	<b>Award Number</b>	<b>Expiration</b>	<b>Performance Period</b>
RIGHTS Consortium	DFD-A-A-00-09-00058-00	1/11/2014	1/11/2019

### **PURPOSE:**

DG has awarded a Leader With Associates (LWA) 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 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 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.

<b>CONTACT INFORMATION</b>		
Freedom House (lead organization/ consortium point of contact) Lisa Davis 1301 Connecticut Ave., NW, 6th Floor Washington, DC 20036 Tel: (202) 747-7018 Fax: (202) 296-2840 E-mail: <a href="mailto:davis@freedomhouse.org">davis@freedomhouse.org</a> Web: <a href="http://www.freedomhouse.org">www.freedomhouse.org</a>	American Bar Association/Rule of Law Initiative (ABA/ROLI) Michael Maya 740 15th Street, NW Washington, DC 20005 Tel: (202) 662-1974 Fax: (202) 662-1597 E-mail: <a href="mailto:mmaya@staff.abanet.org">mmaya@staff.abanet.org</a> Web: <a href="http://www.abanet.org/rol/">www.abanet.org/rol/</a>	National Democratic Institute (NDI) Scott Hubli 2030 M Street, NW, Fifth Floor Washington, DC 20036 Tel: 202-728-6336 Fax: (202) 728-5520 E-mail: <a href="mailto:shubli@ndi.org">shubli@ndi.org</a> Web: <a href="http://www.ndi.org">www.ndi.org</a>

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

**Program Elements 2.1.1-2.1.4**

**DG Contact:** Brad Fujimoto (COTR)  
Jenny Murphy

IQCs	Award Number	Expiration	Performance Period
Checchi and Company Consulting, Inc.	DFD-I-00-04-00170-00	9/30/2011	7/15/2012
Chemonics International Inc.	DFD-I-00-04-00171-00	9/30/2011	7/15/2012
DPK Consulting	DFD-I-00-04-00173-00	9/30/2011	7/15/2012
Management Sciences for Development, Inc.*	DFD-I-00-04-00175-00	9/30/2011	7/15/2012
National Center for State Courts	DFD-I-00-04-00176-00	9/30/2011	7/15/2012

\* This is a small business.

### **PURPOSE:**

The purpose of the International Rule of Law Technical assistance Services 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, strategy development, activity design, institutional analysis, planning, or 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 IQCs, 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.

<b>PRIME CONTRACTORS</b>		
<p>Checchi and Company Consulting, Inc. Pat McPhelim, Ruslan Konstantinov and James Agee 1899 L Street, NW, Suite 800 Washington, DC 20036 Tel: (202) 452-9700 Fax: (202) 466-9070 E-mail: <a href="mailto:pmpcphelim@checciconsulting.com">pmpcphelim@checciconsulting.com</a>; <a href="mailto:rkonstantinov@checciconsulting.com">rkonstantinov@checciconsulting.com</a>; <a href="mailto:jagee@checciconsulting.com">jagee@checciconsulting.com</a> Web: <a href="http://www.checciconsulting.com">www.checciconsulting.com</a></p>	<p>Chemonics International Inc. Peggy Ochandarena, Irina Sedova and Hilary Drew 1717 H Street, NW Washington, DC 20006 Tel: (202) 955-3300 Fax: (202) 955-3400 E-mail: <a href="mailto:roliqc@chemonics.com">roliqc@chemonics.com</a> (primary address); <a href="mailto:eenbteam@chemonics.com">eenbteam@chemonics.com</a> <a href="mailto:pochandarena@chemonics.com">pochandarena@chemonics.com</a>; <a href="mailto:isedova@chemonics.com">isedova@chemonics.com</a>; <a href="mailto:anasimov@chemonics.com">anasimov@chemonics.com</a> Web: <a href="http://www.chemonics.com">www.chemonics.com</a></p>	<p>DPK Consulting Bob Page and Jason Schwarz 605 Market Street, Suite 800 San Francisco, CA 94105 Tel: (415) 495-7772 Fax: (415) 495-6017 E-mail: <a href="mailto:DPKRPage@aol.com">DPKRPage@aol.com</a>; <a href="mailto:jschwarz@dpkconsulting.com">jschwarz@dpkconsulting.com</a>; <a href="mailto:mgruner@dpkconsulting.com">mgruner@dpkconsulting.com</a> Web: <a href="http://www.dpkconsulting.com">www.dpkconsulting.com</a></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: <a href="mailto:tcardona@msdglobal.com">tcardona@msdglobal.com</a>; <a href="mailto:pdunkelberger@msdglobal.com">pdunkelberger@msdglobal.com</a>; <a href="mailto:bmcgann@msdglobal.com">bmcgann@msdglobal.com</a>; <a href="mailto:rol@msdglobal.com">rol@msdglobal.com</a> Web: <a href="http://www.msdglobal.com">www.msdglobal.com</a> *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: <a href="mailto:wkaschak@ncsc.org">wkaschak@ncsc.org</a>; <a href="mailto:wbetts@ncsc.org">wbetts@ncsc.org</a> Web: <a href="http://www.ncsonline.org">www.ncsonline.org</a></p>	
<b>SUB-CONTRACTORS</b>		
<p><b>To Checchi:</b> 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><b>To Chemonics:</b> 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><b>To MSD:</b> 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><b>To DPK:</b> CDR Associates Overseas Strategic Consulting</p>		

## **INTERNATIONAL CRIMINAL INVESTIGATIVE TRAINING ASSISTANCE PROGRAM (ICITAP)**

**Program Element 2.1.1-2.1.4**

**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)

Eric Beinhart or Arthur Roderick, Deputy Director for Programs

1331 F Street, NW, Suite 500

Washington, DC 20530

Tel: (202) 353-2526

Fax: (202) 616-8429

Email: [ebeinhart@usaid.gov](mailto:ebeinhart@usaid.gov) or [arthur.roderick@usdoj.gov](mailto:arthur.roderick@usdoj.gov)

Web: [www.usdoj.gov/criminal/icitap/](http://www.usdoj.gov/criminal/icitap/)

## INTERNATIONAL JUDICIAL RELATIONS COMMITTEE

### Program Element 2.1.1-2.1.4

**DG Contact:** Brad Fujimoto

#### **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

Wanda Rubianes

One Columbus Circle, NE

Washington, DC 20544

Tel: (202) 502-1860

Email: [wanda\\_rubianes@ao.uscourts.gov](mailto:wanda_rubianes@ao.uscourts.gov)

Web: [www.uscourts.gov/adminoff.html](http://www.uscourts.gov/adminoff.html)

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

### Program Element 2.1.1-2.1.4

**DG Contact:** Eric Beinhart

#### **PURPOSE:**

The purpose of the OPDAT is 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)

Carl Alexandre, Director

1331 F Street, NW, Suite 400

Washington, DC 20530

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Email: [carl.alexandre@usdoj.gov](mailto:carl.alexandre@usdoj.gov)

Web: [www.usdoj.gov/criminal/opdat/](http://www.usdoj.gov/criminal/opdat/)

## FEDERAL JUDICIAL CENTER

### Program Element 2.1.1-2.1.4

**DCHA /DG Contact:** Brad Fujimoto

**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.

**\*Note:** DCHA/DG has no *official* relationship with the Federal Judicial Center. Information about the Center listed here is intended to serve as a resource for Missions interested in developing or strengthening Rule of Law programming.\*

#### **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:**

Federal Judicial Center  
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Director, International Judicial Relations Office  
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Web: [www.fjc.gov](http://www.fjc.gov)

## FEDERAL MEDIATION & CONCILIATION SERVICE (FMCS)

### Program Element 2.1.1-2.1.4

DCHA /DG Contact: Brad Fujimoto

**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.

**\*Note:** DCHA/DG has no *official* relationship with the Federal Judicial Center. Information about the Center listed here is intended to serve as a resource for Missions interested in developing or strengthening Rule of Law programming.\*

### 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  
Michael Stein, Director International Programs  
2100 K Street, NW  
Washington DC 20427  
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Web: [www.fmcs.gov](http://www.fmcs.gov)





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

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

The Special Programs to Address the Needs of Survivors (SPANS) portfolio works to reduce risks to vulnerable populations, and to reinforce the capacities of communities, local nongovernmental organizations (NGO), and governments to provide services and protection for vulnerable groups. Programs help vulnerable populations gain access to opportunities that support their full participation in society.

SPANS comprises five congressionally-directed programs. The SPANS team includes personnel with technical expertise in those programming areas, as well as the USAID's Disability Coordinator, who works to ensure that Agency fully complies with its own disability policy. The five programs are:

- Displaced Children and Orphans Fund (DCOF),
- Disability Program,
- Victims of Torture Program (VOT),
- Leahy War Victims Fund (LWVF), and
- Wheelchair Program.

SPANS has been at the forefront of developing innovative and state-of-the-art programming for children affected by war, in setting orthopedic and rehabilitation standards in developing countries, and in improving treatment and healing options for survivors of torture. It has also lead worldwide policy change on barrier-free accessibility and inclusion of people with disabilities in family and community.

Each fund has its own purpose and strategy, but they share a focus on providing services to poor and vulnerable people and an emphasis on community. SPANS collectively conducts programs in more than seventy (70) countries around the world.

## DISABILITY PROGRAM

### Program Area 3.3

**DG Contact:** Rob Horvath (COTR)

Technical Support Contract	Award Number	Expiration	Period of Performance
Technical Support Contract	AID-OAA-M-10-00010	09/27/2013	N/A

#### **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, DG maintains a 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.

#### **CONTACT INFORMATION:**

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SPANS Technical Support Contract  
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## DISPLACED CHILDREN AND ORPHANS FUND

### Program Area 3.3

**DG Contact:** Rob Horvath (COTR)

Technical Support Contract	Award Number	Expiration	Period of Performance
Technical Support Contract	AID-OAA-M-10-00010	09/27/2013	N/A

#### **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 23 countries, including Afghanistan, Armenia, Azerbaijan, Bangladesh, , Burundi, Cambodia, Colombia, Democratic Republic of the Congo, Egypt, Georgia, Guatemala, Indonesia, Kenya, Liberia, Moldova, Mozambique, Nepal, Philippines, Sri Lanka, Tanzania, Thailand, Uganda, and Zambia.

As part of its oversight and managerial responsibilities for the Fund, DG 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.

#### **CONTACT INFORMATION:**

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## VICTIMS OF TORTURE PROGRAM

### Program Area 3.3

**DG Contact:** Rob Horvath (COTR)

Technical Support Contract	Award Number	Expiration	Period of Performance
Technical Support Contract	AID-OAA-M-10-00010	09/27/2013	N/A

#### **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 15 countries including Bangladesh, Cambodia, Cameroon, Democratic Republic of the Congo, Guatemala, Iraq, Kenya, Kosovo, Namibia, Nepal, Pakistan, Rwanda, Sierra Leone, Sri Lanka, and Uganda.

As part of its oversight and managerial responsibilities for the Fund, DG maintains a 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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## LEAHY WAR VICTIMS FUND (LWVF)

### Program Area 3.3

**DG Contact:** Rob Horvath (COTR)

Technical Support Contract	Award Number	Expiration	Period of Performance
Technical Support Contract	AID-OAA-M-10-00010	09/27/2013	N/A

#### **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 DG, although most activities are implemented through Mission-managed grants and agreements. The LWVF is active in Afghanistan, Angola, Cambodia, Colombia, Central America, Democratic Republic of the Congo, Ethiopia, Kenya, Laos, Lebanon, Nepal, Philippines, Sri Lanka, Sudan, Uganda, and Vietnam. As part of its oversight and managerial responsibilities for the Fund, 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 PROGRAM

### Program Area 3.3

**DG Contact:** Rob Horvath (COTR)

Technical Support Contract	Award Number	Expiration	Period of Performance
Technical Support Contract	AID-OAA-M-10-00010	09/27/2013	N/A

#### **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: researching better, more durable chairs; ensuring appropriate cushions and seating; training to prescribe and fit wheelchairs; and testing and developing international standards.

#### **POSSIBLE WORK AREAS:**

Funds are used to support programs that improve access to, availability of, 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 DG, although most activities are implemented through Mission-managed grants and agreements. The program supports activities in eleven countries: Albania, Georgia, Indonesia, Iraq, Kenya, Liberia, Morocco, Nepal, Philippines, Romania, Sierra Leone, and Togo.

As part of its oversight and managerial responsibilities for the Fund, 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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Web: [www.usaid.gov/our\\_work/humanitarian\\_assistance/the\\_funds/lwvf/wheelchairs.html](http://www.usaid.gov/our_work/humanitarian_assistance/the_funds/lwvf/wheelchairs.html)

**DG-RELATED SERVICES HELD IN OTHER USAID BUREAUS OR  
MISSIONS:\***

Cross-Cutting:

**REDI IQC (USAID/Egypt)**  
**USAID Knowledge Services Center (KSC)**

Civil Society:

**C-CHANGE (Global Health, DG, EGAT)**  
**Americasbarometer (LAC/RSD)**  
**Capable Partners Program (CAP) (ODP)**

GOV:

**SUM II (EGAT)**

\*This is not an exhaustive list of DG-related mechanisms held in other bureaus or Missions.\*

## REGIONAL DEMOCRACY INITIATIVES (REDI) IQC

Program Areas 2.1, 2.2, 2.4

USAID/EGYPT CONTACT: Kim Delaney (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 Kim Delaney in USAID/Egypt, [kdelaney@usaid.gov](mailto:kdelaney@usaid.gov), and/or the Regional Contracting Officer, Dana H. Rose, [drose@usaid.gov](mailto:drose@usaid.gov).

## USAID KNOWLEDGE SERVICES CENTER (KSC)

**CIO/KM Contact:** Celida Malone (COTR)

Type of Procurement	Award Number	Expiration	Period of Performance
Bridgeborn	AID-OAA-C-08-00004	8/31/2013	N/A

### **PURPOSE:**

The USAID Knowledge Services Center (KSC) provides access to a wide variety of information resources, as well as support for use of the Agency social networking tools. KSC services are designed to meet the diverse information needs of USAID staff around the world. USAID staff, including FSNs, can access KSC resources to support their work. The KSC is part of the Knowledge Management Division in the Office of the Chief Information Officer (CIO).

### **POSSIBLE WORK AREAS:**

The KSC includes 5 service areas. These are:

The USAID Library provides subscription only access to hundreds of specialty journals via the USAID Intranet. In addition to its print collection, the Library provides expert searching for resources, access to current news, and reference assistance.

The Learning Resources Center (funded by HR/TE) provides multimedia and print resources to support professional development, including TDY briefing packets, language resources, travel guides, foreign language periodicals and general management resources and training materials.

The Development Experience Clearinghouse (DEC) is a repository for the Agency's technical and programmatic USAID-related documentation, with over 104,000 documents available in .pdf for immediate online access.

Research Services provides USAID staff with research support for program and policy development. With a DG analyst—Michael Ardivino—on staff, the team can locate information from resources such as peer-reviewed articles, international donors and the Development Experience Clearinghouse.

The Knowledge Management Team offers consultation and training on knowledge management tools, such as blogs, wikis and other online workspaces to help USAID staff collaborate and share ideas with both internal and external partners.

Agency staff can contact the Knowledge Services Center via email at [ksc@usaid.gov](mailto:ksc@usaid.gov) . The USAID Library is open from 9:00 to 5:00, Monday to Friday. The DEC collection can be searched at <http://dec.usaid.gov> .

### **CONTACT INFORMATION:**

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## COMMUNICATION FOR CHANGE (C-CHANGE)

**Program Element 2.4.2\***

**Global Health Contact:** Gloria Coe (AOTR)

**DG Contact:** Mark Koenig

**EGAT/Environment Contact:** Roberta Hilbruner

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

### 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. 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 include the following illustrative activities:

- Train 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 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 Program Element 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.

<b>GRANTEE/LEADER</b>	
Academy for Educational Development (AED) Neill McKee & Antje Becker-Benton 1825 Connecticut Avenue, NW Washington, DC 20009-5721 Tel: (202) 884-8734; (202) 884-8993 Fax: (202) 884-8442 Email: nmckee@aed.org <a href="mailto:abecker@aed.org">abecker@aed.org</a> Web: <a href="http://www.c-changeproject.org">www.c-changeproject.org</a>	
<b>Consortium Partners (DG): Buy-ins for communication support for civil society and governance will primarily occur through associate awards to:</b>	
<i>US Based:</i> Internews Ohio University	<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
<b>The following Resource Partners will also work with C-CHANGE to support capacity building activities:</b>	
The Catholic University of Peru Institut Superieur 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)	

## LAC REGIONAL MECHANISM: AMERICASBAROMETER

Program Areas 2.1-2.4

LAC Contact: Eric Kite

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

### 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](http://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.

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## CAPABLE PARTNERS PROGRAM (CAP) LWA

Program Element 2.4.1\*

ODP/OD Contact: Colin Holmes (AOTR)

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

### 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:

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## SUSTAINABLE URBAN MANAGEMENT II (SUM II)

### Program Elements 2.2.1-2.2.5

**DG Contact:** Mike Keshishian (COTR)

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

\*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 four functional areas: 1) expanded and equitable delivery of urban services; 2) more effective, responsive, and accountable local governance; 3) urban environmental management; and 4) improved finance and credit systems. Examples of Mission use of SUM II: Jamaica and Haiti (disaster recovery); Morocco (urban infrastructure upgrading); Ukraine and Serbia (municipal budget reform); and India & Mozambique (multi-city local governance programs and urban planning)

### **POSSIBLE WORK AREAS:**

SUM II activities are represented within the following five functional areas:

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

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

**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.

**DG-RELATED RESOURCES:**

**DG RELEVANT PUBLICATIONS, TOOLS, AND ASSESSMENTS**

**DEMOCRACY-GOVERNANCE NICHE ORGANIZATIONS IN THE DC  
REGION**

**DIRECTORY OF DG OFFICE IMPLEMENTING PARTNERS**

## DG RELEVANT PUBLICATIONS, 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 Development Cooperation Strategies, Mission Strategic and Resource Plans, and Operational Plans as well as helping the Mission prioritize its DG investments for a 3-5 year period.

The DG Office 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 approximately three weeks. For more information, contact Shannon Green at [shgreen@usaid.gov](mailto:shgreen@usaid.gov).

### **Civil Society**

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#### **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](mailto: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](mailto: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](http://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](http://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](mailto:drutzen@icnl.org) or contact Eric Picard at [epicard@usaid.gov](mailto:epicard@usaid.gov).

## Labor Sector Assessment Tool and Programming Handbook – new website

### **Global Labor Sector Analytic Initiative (2010)**

#### *The Labor Sector and U.S. Foreign Assistance Goals*

The new [Global Labor Sector Analytic Initiative](#) (GLaSAI) website provides a dynamic knowledge bank about the impact of the labor sector on political, social, and economic development. Recognizing that labor sector issues affect many of the most pressing development needs such as livelihoods, human rights, competitiveness, human trafficking, and HIV/AIDS, among others, the GLaSAI website provides access to the [research](#), [tools](#), [experts](#), and [technical assistance](#) needed to design, implement, and evaluate labor sector programming in the context of country-specific or global objectives. Practical findings of the analytic initiative are presented for policy makers, country team leaders, technical officers, implementing partners, and researchers in the short paper "Why Labor Matters." Publications that can be accessed on the new website include the following:

- Wheeler, Jeffrey and Lynn Salinger. 2008. [The Labor Sector and U.S. Foreign Assistance Goals: Technical Paper](#). Burlington, VT: Associates in Rural Development, June.
- Wheeler, Jeffrey and Lynn Salinger. 2009. [Labor Sector Strategic Assessment Guide](#). Burlington, VT: Associates in Rural Development. Final Draft, December.
- Salinger, Lynn, and Jeff Saussier. 2009. [Labor Sector Program Handbook](#). Burlington, VT: Associates in Rural Development, June.
- Cornell, Angela B., Linn Ann Hammergren, Jorgé Ponce Turcios, and Lynn Salinger. 2008. [The Labor Sector and U.S. Foreign Assistance Goals: Honduras Labor Sector Assessment](#). Burlington, VT: Associates in Rural Development, September.
- Fick, Barbara J., Olga Kupets, Denise Lamaute, Lincoln A. Mitchell, Lynn Salinger, and Asta Zinbo. 2009. [The Labor Sector and U.S. Foreign Assistance Goals: Ukraine Labor Sector Assessment](#). Burlington, VT: Associates in Rural Development, January.
- Kolben, Kevin and Borany Penh. 2008. [The Labor Sector and U.S. Foreign Assistance Goals: Bangladesh Labor Sector Assessment](#) Draft. Burlington, VT: Associates in Rural Development, September.
- Lerner, Michael, Lynn Salinger, and Jeffrey Wheeler. 2008. [The Labor Sector and U.S. Foreign Assistance Goals: Cambodia Labor Sector Assessment](#) Burlington, VT: Associates in Rural Development, January.
- Fick, Barbara, Denise Lamaute, Tsiuri Antadze, and Asta Zinbo. 2009. [The Labor Sector and U.S. Foreign Assistance Goals: Georgia Labor Sector Assessment](#) Burlington, VT: Associates in Rural Development, December.
- Burgess, Katrina, and Graciela Bensusan. 2008. [The Labor Sector and U.S. Foreign Assistance Goals: Mexico Labor Sector Assessment](#). Draft. Burlington, VT: Associates in Rural Development, February.

- Sukthankar, Ashwini, and Evance Kalula. 2008. [\*The Labor Sector and U.S. Foreign Assistance Goals: South Africa Labor Sector Assessment\*](#). Draft. Burlington, VT: Associates in Rural Development, March. For more information, contact Kimberly Ludwig at [kludwig@usaid.gov](mailto:kludwig@usaid.gov) or go to <http://www.glasai.com/>.

### **Media Sustainability 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](mailto:mkoenig@usaid.gov).

### **Media Programming 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](mailto: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](mailto:myerkes@usaid.gov).

### **Media Programming Under Fragile Conditions: A Democracy and Governance Program Guide (2009)**

The media play a vital role in many developing countries. Media outlets enable citizens to communicate with each other, serve as platforms for debate, anchor democratic processes, and facilitate poverty reduction and development through provision of needed information. In states experiencing conflict, violent political upheaval, or complete collapse, the media sector is even more critical.

[http://cms1.usaid.gov/DG/TA/CS/upload/media\\_programming\\_guide.pdf](http://cms1.usaid.gov/DG/TA/CS/upload/media_programming_guide.pdf)

**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](http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/Mobile_Voice_Citizen_Media.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](http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/constituencies.pdf)

**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](http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/pnacu630.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](http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/pnacp331.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](http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/pnacm006.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](http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/pnace630.pdf)

**Elections and Political Processes**

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**Electoral Security Framework: Technical Guidance Handbook for Democracy and Governance Officers (2010)**

The Framework is a diagnostic instrument that profiles electoral conflict for the development of program strategies and activities to prevent, manage or mediate this conflict. It provides USAID Democracy and Governance Officers with an "Assessment—Planning—Programming—Monitoring & Evaluation" methodology for elections and security work. [http://www.usaid.gov/our\\_work/democracy\\_and\\_governance/publications/](http://www.usaid.gov/our_work/democracy_and_governance/publications/)

**Electoral Security Framework: Handbook and Training Modules**

The Framework is a diagnostic instrument that profiles electoral conflict for the development of program strategies and activities to prevent, manage or mediate this conflict. It provides USAID Democracy and Governance Officers with an "Assessment—Planning—Programming—Monitoring & Evaluation" methodology for elections and security work. The Handbook is available for hardcopy and electronic distribution. The associated two-day training session is available to Missions worldwide to actively train field officers on how to implement this framework. For more information, please contact Tess McEnery at [tmcenery@usaid.gov](mailto:tmcenery@usaid.gov).

### **Political Party Assessment and Evaluation Methodologies**

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](mailto:mhenning@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](http://pdf.usaid.gov/pdf_docs/PDABY359.pdf). For more information, please contact Michael Henning at [mhenning@usaid.gov](mailto:mhenning@usaid.gov).

### **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](http://www.crs.state.gov/index.cfm?fuseaction=public.display&shortcut=471B)

### **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](http://pdf.usaid.gov/pdf_docs/PNACR213.pdf)

### **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](http://pdf.usaid.gov/pdf_docs/PNACR216.pdf)

## **Governance**

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### **Interagency Security Sector Assessment Framework (ISSAF) – (in draft)**

U.S. security is enhanced by democratic security sector governance worldwide. There is a growing awareness among security sector experts that a limited focus on improving law and order is not enough; fundamental reforms may be required. Such reforms may include structural changes in security policies, restructuring security sector organizations to improve their functioning, and ensuring that civilian authorities have the capacity to manage and oversee security organizations. The ISSAF is a tool that enables a USAID or interagency team to assess security and justice concerns in states in every stage of development. It can function as a stand-alone tool, as a complement to other related topical frameworks (e.g., the Rule of Law Strategic Framework), or as a sectoral link to other types of broader assessment tools (e.g., the Interagency Conflict Assessment Framework (ICAF)). The ISSAF is divided into two parts: i) a ten-step framework for analysis; and ii) areas of inquiry with illustrative questions.

### **Maritime Security Sector Reform (MSSR) Guide -- (in draft)**

The maritime is vulnerable to a wide array of threats, to include illegal, unreported and unregulated fishing; environmental degradation; smuggling; trafficking in persons; narcotics trafficking; piracy; proliferation of weapons of mass destruction; and aggressive actions, including terrorism. The MSSR Guide is an analytical tool designed to map and assess the maritime sector; to assess existing maritime security sector capabilities and gaps; and/or to enable coordination and collaboration to improve maritime safety and security. It can be used to support a full-scale maritime sector assessment; to obtain a snapshot of one or more aspects of a country's maritime sector; or to facilitate discussion among national actors with maritime responsibilities. The Guide is designed to be used in conjunction with other tools, particularly when more in depth treatment of a function or capability may be warranted.

### **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](http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/DDPH_09_22_09_508c.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](http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/Reducing_Corruption_Judiciary_June09.pdf)

### **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](mailto:jwerbel@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

[http://www.usaid.gov/our\\_work/democracy\\_and\\_governance/technical\\_areas/anticorruption\\_handbook/index.html](http://www.usaid.gov/our_work/democracy_and_governance/technical_areas/anticorruption_handbook/index.html)

or contact Christina del Castillo at [cdelcastillo@usaid.gov](mailto: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](http://www.usaid.gov/our_work/democracy_and_governance/publications/ipcindex.html)

### **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](http://pdf.usaid.gov/pdf_docs/PNADN948.pdf)

### **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](http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/ACA_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](http://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](http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/pnac632.pdf)

## **Rule of Law**

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### **Guide to Rule of Law Country Analysis: The Rule of Law Strategic Framework (Revised 2010)**

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.

[http://www.usaid.gov/our\\_work/democracy\\_and\\_governance/publications/pdfs/ROL\\_Strategic\\_Framework\\_Jan-2010\\_FINAL.pdf](http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/ROL_Strategic_Framework_Jan-2010_FINAL.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](http://pdf.usaid.gov/pdf_docs/PNADK999.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](http://pdf.usaid.gov/pdf_docs/PDACG022.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](http://pdf.usaid.gov/pdf_docs/PNACM007.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](http://pdf.usaid.gov/pdf_docs/PNACM001.pdf)

### **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](http://pdf.usaid.gov/pdf_docs/PNACB895.pdf)

### **Special Programs to Address the Needs of Survivors (SPANS)**

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All SPANS-related publications and tools can be found on the SPANS website. The website includes descriptions of SPANS' four Congressional directives: 1) Displaced Children and Orphans Fund; 2) War Victims Fund; 3) Victims of Torture Program; 4) Wheelchair Program; and 5) Disability Program. Users can also find a collection of more than 75 country and special-interest reports produced by SPANS programs since their inception. These publications include in-depth analyses of country programs and descriptions of best practices and lessons learned. See [www.usaid.gov/our\\_work/humanitarian\\_assistance/the\\_funds/index.html](http://www.usaid.gov/our_work/humanitarian_assistance/the_funds/index.html) for more information.

Highlights of reports include:

**Fifth Report on the Implementation of USAID Disability Policy.** This report describes USAID Missions' redoubled efforts to integrate people with disabilities into their programs and to develop more specific programs that promote equality for and empowerment of people with disabilities. The report further shows that the Agency remains committed to serving as an international leader in the area of inclusive development and to working proactively to remove barriers that may limit the full participation of people with disabilities in family, community, and society. The full report can be accessed at: [http://pdf.usaid.gov/pdf\\_docs/PDACM100.pdf](http://pdf.usaid.gov/pdf_docs/PDACM100.pdf).

**Guidelines on the Provision of Manual Wheelchairs in Less- Resourced Settings**, found at:

[http://whqlibdoc.who.int/publications/2008/9789241547482\\_eng.pdf](http://whqlibdoc.who.int/publications/2008/9789241547482_eng.pdf)

### **USAID Disability Program**

Information on USAID's programming to address the needs of people with disabilities and the implementation of USAID disability policies, including the latest bi-annual report published in December 2008:

[http://www.usaid.gov/about\\_usaid/disability/pubs.html](http://www.usaid.gov/about_usaid/disability/pubs.html). The website offers links to the following Agency policies regarding people with disabilities:

1. [Background on USAID and Inclusive Development](#)
2. [Promoting Disability Inclusion in USAID Missions](#)
3. [Checklist for Inclusion](#)
4. [Disability Assessment Tool/Guide](#)
5. [Disability Inclusion Plan Table](#)
6. [AAPD 04-17 Supporting USAID's Disability Policy in Contracts, Grants, and Cooperative Agreements](#)
7. [AAPD 05-07 Supporting USAID's Standards for Accessibility for the Disabled in Contracts, Grants, and Cooperative Agreements](#)
8. [USAID Disability Policy Paper](#)

9. [Final report of the Ad Hoc Committee on a Comprehensive and Integral International Convention on the Protection and Promotion of the Rights and Dignity of Persons with Disabilities](#) (192.28kb)

## **Strategic Planning and Research**

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### **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](http://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](http://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](http://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](http://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](http://www.nap.edu/catalog.php?record_id=12164).

## DEMOCRACY-GOVERNANCE NICHE ORGANIZATIONS IN THE DC REGION

**USAID/KSC Contact:** Michael Ardovino, Ph.D.

Below is a list of mostly non-profit (501) organizations and think-tanks in the Washington DC area that focus on issues related to the democracy-governance sector and subsectors of rule of law, governance, civil society, and elections, including human rights and natural resources management. Organization websites are provided.

### **Advocates for Youth**

<http://www.advocatesforyouth.org/>

### **American Bar Association- Rule of Law Initiative**

<http://www.abanet.org/rol/about.shtml>

### **Ashburn Institute**

<http://www.iaud.org/>

### **Association for the Study of the Cuban Economy**

<http://lanic.utexas.edu/project/asce/>

### **Atlantic Council**

<http://www.acus.org/about>

### **Brookings**

<http://www.brookings.edu/about.aspx>

### **Business and Professional Women's Foundation**

<http://www.bpwusa.org/i4a/pages/index.cfm?pageid=1>

### **Campaign Finance Institute**

<http://www.cfinst.org/>

### **Carnegie Endowment for International Peace**

<http://www.carnegieendowment.org/about/>

### **Center for Community Corrections**

<http://centerforcommunitycorrections.org/>

### **Center for Individual Rights**

<http://www.cir-usa.org/index.html>

### **Center for International Policy**

<http://www.ciponline.org/>

### **Center for Progressive Leadership**

<http://www.progressiveleaders.org/>

**Center for Public Accountability**  
<http://www.politicalaccountability.net/>

**Center for Development and Population Activities (CEDPA)**  
<http://www.cedpa.org/>

**Center for Media and Public Affairs (CMPA)**  
<http://www.cmpa.com/about.htm>

**Center for the Economic Analysis of Law (CEAL)**  
<http://www.ceal.org/welcome.asp>

**Center for Global Development (CGD)**  
<http://www.cgdev.org/section/about/>

**Center for Strategic and International Studies (CSIS)**  
<http://csis.org/about-us>

**Change to Win**  
<http://www.changetowin.org/>

**CHF International**  
<http://www.chfinternational.org/node/28011>

**Citizen Advocacy Center**  
[http://www.cacenter.org/cac/about\\_cac](http://www.cacenter.org/cac/about_cac)

**CIVICUS (World Alliance for Citizen Participation)**  
<http://www.civicus.org/civicus-home>

**Coalition of Black Trade Unionists**  
<http://www.cbtu.org/>

**Committee for Citizen Awareness**  
<http://www.citizenawareness.org/main.html>

**Consortium for Citizens with Disabilities**  
<http://www.c-c-d.org/>

**Council on Foreign Relations (CFR)**  
<http://www.cfr.org/about/mission.html>

**Council of State Governments**  
<http://www.csg.org/>

**Criminal Justice Policy Foundation**  
<http://cjp.org/>

**Cultural Survival**

<http://www.culturalsurvival.org/home>

**Democracy Coalition Project**

[http://www.demcoalition.org/site09-2008/2005\\_html/home.html](http://www.demcoalition.org/site09-2008/2005_html/home.html)

**Due Process of Law Foundation**

<http://www.dplf.org/index.php?IID=12>

**Earth Council Geneva**

<http://earthcouncil.com/ecgsite/content/view/3/6/>

**Ecological Society of America**

<http://www.esa.org/aboutesa/>

**Environmental Law Institute**

<http://www.eli.org/>

**Environmental Integrity Project**

<http://www.environmentalintegrity.org/>

**Equal Justice Works**

<http://www.equaljusticeworks.org/about/mission>

**Fair Labor Association**

<http://www.fairlabor.org/>

**Food and Water Watch**

<http://www.foodandwaterwatch.org/>

**Foundation for Criminal Justice (NACDL)**

<http://www.nacdl.org/public.nsf/freeform/foundation?OpenDocument>

**Foundation for Defense of Democracies**

<http://www.defenddemocracy.org/>

**Friends of the Earth**

<http://www.foe.org/>

**Geneva Centre for the Democratic Control of Armed Forces (DCAF)**

<http://www.dcaf.ch/>

**Global Integrity**

<http://www.globalintegrity.org/aboutus/index.cfm>

**Global Rights**

<http://www.globalrights.org/site/PageServer?pagename=index>

**Human Rights Campaign**

<http://www.hrc.org/>

**Idealist.org (Action without Borders)**

<http://www.idealist.org/en/about/mission.html>

**Institute for Women's Policy Research**

<http://www.iwpr.org/index.cfm>

**Inter-American Dialogue**

<http://www.thedialogue.org/>

**International Budget Partnership (IBP)**

<http://www.internationalbudget.org/>

**International Center for Not-For-Profit Law (ICNL)**

<http://www.icnl.org/>

**International Institute for Democracy and Electoral Assistance (International IDEA)**

<http://www.idea.int/about/index.cfm>

**International Centre for the Prevention of Crime**

<http://www.crime-prevention-intl.org/>

**International Center for Research on Women**

<http://www.icrw.org/>

**International City/County Managers Association**

<http://icma.org/en/icma/home>

**International Women's Media Foundation**

<http://www.iwmf.org/>

**Internews**

<http://www.internews.org/about/default.shtm>

**Kudirat Initiative for Democracy**

<http://www.kind.org/archive/home.html>

**League of Conservation Voters (LCV)**

<http://www.lcv.org/about-lcv/>

**League of Women Voters**

<http://www.lwv.org//AM/Template.cfm?Section=Home>

**MADRE**

<http://www.madre.org/index.php?s=1&b=1>

**Migration Policy Institute (MPI)**

<http://www.migrationpolicy.org/about/index.php>

**National Association for Legal Career Professionals**

<http://www.nalp.org/mission>

**National Association of Attorneys General Mission Foundation (NAAG)**

[http://www.naag.org/about\\_naag.php](http://www.naag.org/about_naag.php)

**National Association of Broadcasters**

[http://www.nab.org/AM/Template.cfm?Section=About\\_NAB](http://www.nab.org/AM/Template.cfm?Section=About_NAB)

**National Association of Broadcasters Education Foundation (NABEF)**

[http://www.nab.org/AM/Template.cfm?Section=Who\\_We\\_Are](http://www.nab.org/AM/Template.cfm?Section=Who_We_Are)

**National Association of Clean Water Agencies**

[http://www.nacwa.org/index.php?option=com\\_content&view=article&id=2&Itemid=9](http://www.nacwa.org/index.php?option=com_content&view=article&id=2&Itemid=9)

**National Association of Counties**

<http://www.naco.org/Pages/default.aspx>

**National Association of Criminal Defense Attorneys**

<http://www.criminaljustice.org/public.nsf/freeform/publicwelcome?opendocument>

**National Association of Women Judges**

<http://www.nawj.org/>

**National Conference of State Legislatures**

<http://www.ncsl.org/>

**National Coalition on Black Civic Participation (NCBCP)**

<http://www.ncbcp.org/>

**National Juvenile Defense Center**

[http://www.njdc.info/about\\_us.php](http://www.njdc.info/about_us.php)

**National Governors Association**

<http://www.nga.org/portal/site/nga/menuitem.b14a675ba7f89cf9e8ebb856a11010a0>

**National League of Cities**

[http://www.nlc.org/inside\\_nlc/aboutnlc.aspx](http://www.nlc.org/inside_nlc/aboutnlc.aspx)

**National Legal Aid and Defender Association**

[http://www.nlada.org/About/About\\_Home](http://www.nlada.org/About/About_Home)

**National Women's Law Center**

<http://www.nwlc.org/>

**Nature Conservancy**

<http://www.nature.org/aboutus/?src=t5>

**Ocean Conservancy**

[http://www.oceanconservancy.org/site/PageServer?pagename=abt\\_aboutus](http://www.oceanconservancy.org/site/PageServer?pagename=abt_aboutus)

**Oceana**

<http://www.oceana.org/north-america/home/>

**OneWorld Online**

<http://us.oneworld.net/>

**Partners for Democratic Change**

<http://www.partnersglobal.org/>

**Plan USA**

<http://www.planusa.org/planhistory>

**Police Foundation**

<http://www.policefoundation.org/>

**Public Forum Institute**

<http://www.publicforuminstitute.org/>

**Quality Education for Minorities**

<http://www.qem.org/>

**Radio Free Asia**

<http://www.rfa.org/english/>

**Reporters Without Borders (Reporters Sans Frontieres)**

[http://www.rsf.org/rubrique.php3?id\\_rubrique=20](http://www.rsf.org/rubrique.php3?id_rubrique=20)

**Researchers for the Future**

<http://www.rff.org/Pages/default.aspx>

**Results for Development Institute**

<http://resultsfordevelopment.org/index.php>

**Rock the Vote**

<http://www.rockthevote.com/>

**Search for Common Ground**

[http://www.sfcg.org/sfcg/sfcg\\_home.html](http://www.sfcg.org/sfcg/sfcg_home.html)

**Society for International Development (SID)**

<http://www.sidint.org/Content.aspx?IdArea=14&Type=A>

**Street Law Inc.**

<http://www.streetlaw.org/en/Page.WhoWeAre.aspx>

**Streit Council**

<http://www.iaud.org/>

**Sunlight Foundation**

<http://www.sunlightfoundation.com/about/>

**Tax Payers Against Fraud**

<http://www.taf.org/abouttaf.htm>

**Third Way Center**

<http://www.thirdwaycenter.org/>

**Transparency International**

[http://www.transparency.org/about\\_us](http://www.transparency.org/about_us)

**Understanding Government**

<http://understandinggov.org/why/mission/>

**The United States Conference of Mayors**

<http://www.usmayors.org/>

**Victims of Communism Memorial Foundation**

<http://www.victimsofcommunism.org/about/>

**Washington Foreign Law Society**

<http://www.wfls.org/version02/html/society.html>

**Women Empowered Against Violence, Inc. (WEAVE)**

<http://www.weaveincorp.org/about/>

**Women's Voices, Women's Vote**

<http://www.wvvv.org/>

**Worldwatch Institute**

<http://www.worldwatch.org/>

**World Security Institute**

<http://www.worldsecurityinstitute.org/mission.cfm>

**World Organization for Human Rights- USA**

[http://www.humanrightssusa.org/index.php?option=com\\_content&task=view&id=13&Itemid=33](http://www.humanrightssusa.org/index.php?option=com_content&task=view&id=13&Itemid=33)

**World Wildlife Foundation**

<http://www.worldwildlife.org/who/index.html>

## DIRECTORY OF DG OFFICE IMPLEMENTING PARTNERS

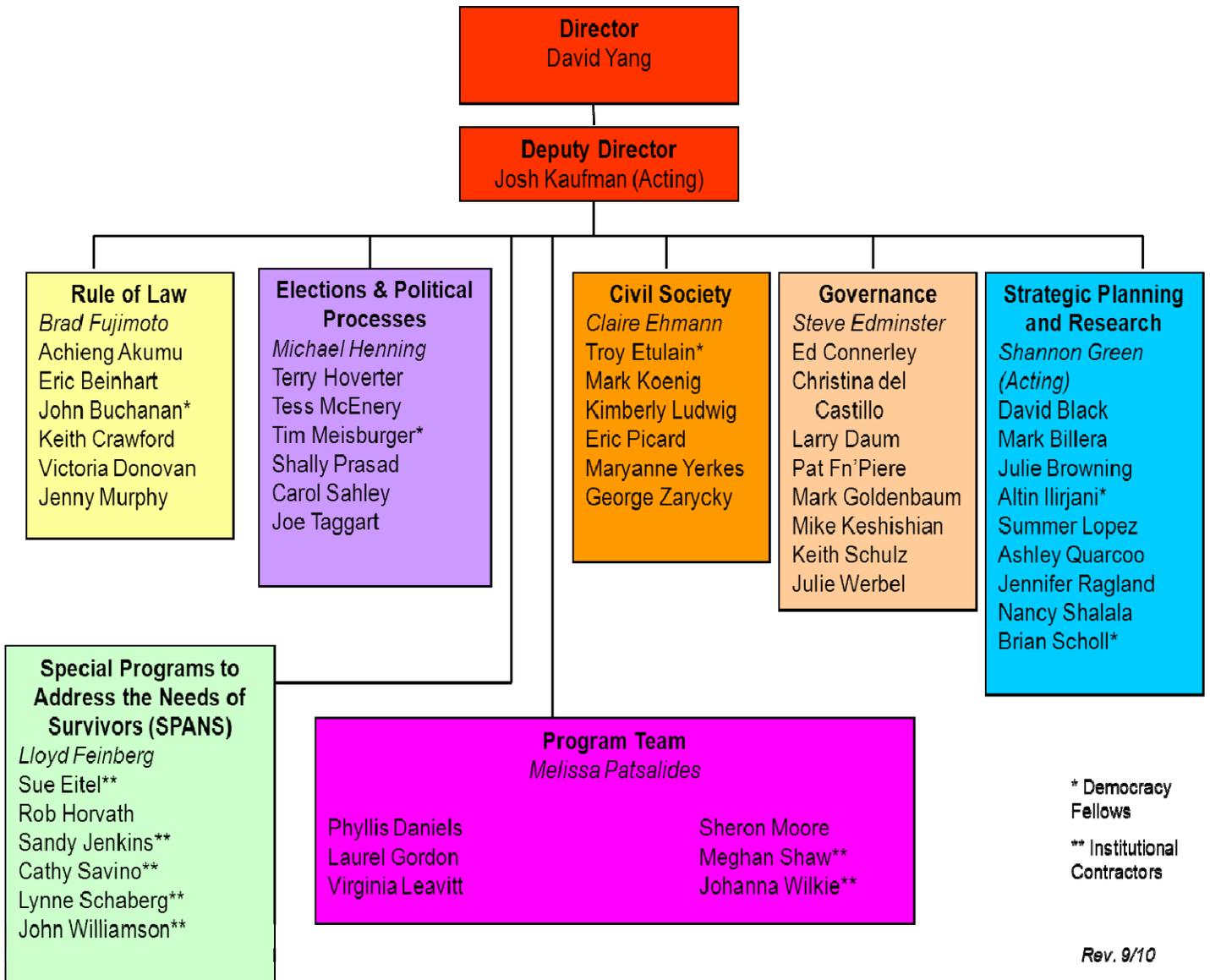
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Academy for Educational Development (AED) 1825 Connecticut Avenue, NW Washington, DC 20009-5721 Web: <a href="http://www.c-changeproject.org">www.c-changeproject.org</a>	62, 66, 69	Creative Associates International, Inc. 5301 Wisconsin Avenue, NW Washington, DC 20015 <a href="http://www.caii.net">www.caii.net</a>	30
American Bar Association/Rule of Law Initiative (ABA/ROLI) 740 15th Street, NW Washington, DC 20005 Web: <a href="http://www.abanet.org/rol/">www.abanet.org/rol/</a>	45	Democracy International, Inc. 4802 Montgomery Lane, Suite 200 Bethesda, MD 20814 <a href="http://www.democracyinternational.us">www.democracyinternational.us</a>	12, 30, 40
ARD, Inc. 159 Bank Street, Suite 300 Burlington, VT 05402 1601 N. Kent, #800 Arlington, VA 22209 <a href="http://www.ardinc.com">www.ardinc.com</a>	12, 34, 35, 39, 70	Development Alternatives, Inc. 7600 Wisconsin Avenue Bethesda, MD 20814 <a href="http://www.dai.com">www.dai.com</a>	33, 35, 39
Casals & Associates, Inc. 1199 North Fairfax Street, 3rd Floor Alexandria, VA 22314 <a href="http://www.casals.com">www.casals.com</a>	21, 35	DPK Consulting 605 Market Street, Suite 800 San Francisco, CA 94105 <a href="http://www.dpkconsulting.com">www.dpkconsulting.com</a>	34, 40, 46
CEPPS Administration c/o International Republican Institute 1225 Eye Street, NW, Suite 700 Washington, DC 20005-5962	27	Financial Markets International 7735 Old Georgetown Road, Suite 310 Bethesda, MD 20814 <a href="http://www.fmi-inc.net">www.fmi-inc.net</a>	33
Checchi and Company Consulting, Inc. 1899 L Street, NW, Suite 800 Washington, DC 20036 <a href="http://www.checchiconsulting.com">www.checchiconsulting.com</a>	38, 46	Freedom House 1301 Connecticut Ave., NW 6th Floor Washington, DC 20036 Web: <a href="http://www.freedomhouse.org">www.freedomhouse.org</a>	21, 44
Chemonics International, Inc. 1717 H Street, NW Washington, DC 20006 <a href="http://www.chemonics.com">www.chemonics.com</a>	35, 39, 46, 62	International Foundation for Electoral Systems (IFES) 1101 15th Street, NW 3rd Floor Washington, DC 20005 <a href="http://www.ifes.org">www.ifes.org</a>	22, 27, 30, 37
International Center for Not-for-Profit Law (ICNL) through Pact, Inc. 1126 16th Street, NW, Suite 400 Washington, DC 20036 USA <a href="http://www.icnl.org">www.icnl.org</a>	22, 24, 44, 69	Pal-Tech, Inc. 1000 Wilson Boulevard, Suite 1000 Arlington, VA 22209 <a href="http://www.pal-tech.com">www.pal-tech.com</a>	33, 40
International Republican Institute (IRI) 1225 Eye Street, NW, Suite 700 Washington, DC 20005 <a href="http://www.iri.org">www.iri.org</a>	27, 42	The QED Group 1250 Eye Street, NW, Suite 1100 Washington, DC 20005 <a href="http://www.qedgrouppllc.com">www.qedgrouppllc.com</a>	35
Management Sciences for Development, Inc. 4301 Connecticut Avenue, NW, Suite 140 Washington, DC 20008 <a href="http://www.msglobal.com">www.msglobal.com</a>	46	Research Triangle Institute (RTI) 3040 Cornwallis Road Research Triangle Park, NC 27709 <a href="http://www.rti.org/page.cfm?nav=365">www.rti.org/page.cfm?nav=365</a>	34, 41, 63, 70
Management Systems International (MSI) 600 Water Street, SW Washington, DC 20024	14, 22, 33, 35, 39, 62	Solidarity Center 888 16th Street, NW, Suite 400 Washington, DC 20006	23

<a href="http://www.msi-inc.com">www.msi-inc.com</a>		<a href="http://www.solidaritycenter.org">www.solidaritycenter.org</a>	
Millennium/IP3 Partners Waterfront Center 1010 Wisconsin Avenue, NW, Suite 250 Washington, DC 20007 <a href="http://www.millenniumip3.com">www.millenniumip3.com</a>	39	SUNY Center for International Development (CID) State University Plaza Albany, NY 12246 <a href="http://www.cid.suny.edu">www.cid.suny.edu</a>	33, 42
National Center for State Courts 2425 Wilson Boulevard, Suite 350 Arlington, VA 22201 <a href="http://www.ncsconline.org">www.ncsconline.org</a>	41, 46, 63	The Urban Institute 2100 M Street, NW Washington, DC 20037 <a href="http://www.urban.org/center/idg">www.urban.org/center/idg</a>	34, 37, 40, 70
National Democratic Institute (NDI) 2030 M Street, NW Fifth Floor Washington, D.C. 20036 Web: <a href="http://www.ndi.org">www.ndi.org</a>	27, 42, 44	World Learning 1015 15 <sup>th</sup> Street, NW, Suite 750 Washington, DC 20005 <a href="http://wlid.usaid.gov">wlid.usaid.gov</a>	15, 37
AECOM International Development 2101 Wilson Boulevard Suite 700 Arlington, VA 22201 Web: <a href="http://www.aecominterdev.com">www.aecominterdev.com</a>	63, 70		

**DG OFFICE:**

**ORGANIZATION CHART**  
**DIVISION & TEAM DESCRIPTIONS**  
**BIOGRAPHICAL SKETCHES—DG OFFICE STAFF AND REGIONAL DG**  
**TECHNICAL EXPERTS**

**DCHA/DG Organization Chart**



## **DG OFFICE DIVISION & TEAM DESCRIPTIONS**

### **Civil Society Division**

The Civil Society Division's focus is on nongovernmental, independent citizen activity. Civil society is crucial to ensuring citizen participation, association, and expression in a democracy. Through civil society, citizens can debate, join groups, and mobilize for change.

### **Elections and Political Processes (EPP) Division**

The Elections and Political Processes (EPP) Division works to foster change in the electoral process to instill free and fair elections, a key element of democracy. EPP strives to promote consensus via support of fair election processes and to political parties that support democratic ideals.

### **Governance (GOV) Division**

The Governance (GOV) Division seeks to promote transparency, accountability, and participation in government institutions and public policy reform processes at all levels. To reach these goals, it provides training and dissemination of best practices and support to Mission-level governance programs.

### **Program Team**

The Program Team serves as the key hub of administrative, financial, training, and communications-related expertise for the DG Office. The Program Team ensures the smooth and efficient processing of the Office by overseeing the fulfillment of congressional deliverables, proper financial management, the training of the USAID DG cadre, clearance of memos, travel coordination, and all Office web-based and print communications.

### **Rule of Law (RoL) Division**

The Rule of Law (RoL) Division works to promote democratic governance rooted in the rule of law. The RoL's goals are to promote a legal system that is fair, universally accessible, and is robust enough to provide essential services.

### **Strategic Planning and Research (SAR) Division**

The Division of Strategic Planning and Research (SAR) provides direct field support, technical leadership and research, and coordinates with the Office of Foreign Assistance, regional bureaus, and other U.S. Government democracy and governance practitioners.

### **Special Programs to Address the Needs of Survivors (SPANS) Division**

The Division of Special Programs to Address the Needs of Survivors (SPANS) is 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.

## BIOGRAPHICAL SKETCHES OF DG OFFICE STAFF

### **Director**

**Dr. David W. Yang** recently joined the DG Office as the new **Office Director**. Dr. Yang formerly worked at the Washington office of the United Nations Development Programme (UNDP), where he served as Senior Advisor since 2002. In this role, Dr. Yang also served as UNDP's Strategic Advisor to the Community of Democracies, a coalition of over 100 democratic governments. During 2001 and 2002, Dr. Yang founded the Institute for Global Democracy (a think tank on democracy-promotion policy) and was its executive director. Previously, he served as the State Department's Senior Coordinator for Democracy Promotion, as a speechwriter for Secretaries of State Warren Christopher and Madeleine Albright, and as a democratic-governance advisor at USAID. He was an SES member at the State Department, and earlier was a Presidential Management Fellow. Dr. Yang received a B.A. in Politics from the University of California (Santa Cruz) and an M.A. and Ph.D. in International Relations from the School of Advanced International Studies of Johns Hopkins University.

### **Deputy Director**

**Ann Marie Yastishock** joined USAID as a Legal Advisor in July 2001 and will soon join the DG Office as **Deputy Director**, in which role she will assist the Director in all aspects of senior management. She is currently completing her duties as the Senior Legal Advisor to USAID/Afghanistan from November 2008 to November 2010. Prior to serving in Afghanistan, she worked in the Office of General Counsel, providing legal services to the Office of Military Affairs, the Democracy and Governance Office in the DCHA Bureau of USAID, serving on the Georgia Task Force during the Georgia/Russia conflict and assisting USAID/Nepal with military integration issues. From 2002-2007, she served as the Regional Legal Advisor to Georgia, Armenia and Azerbaijan. While in Georgia, she managed the Rule of Law portfolio for the Mission. From 1998-2000, she worked as a Rule of Law Liaison for ABA/CEELI with the parliaments of Kazakhstan and Tajikistan. Prior to going overseas, she served as the Deputy Chief Counsel of the Pennsylvania Independent Regulatory Review Commission and as a Research Analyst in the Pennsylvania House of Representatives, Environmental Resources Committee. She is a graduate of Widener University School of Law with a J.D. and Penn State University with a B.S. in Economics. She is a member of the Pennsylvania Bar Association.

*\*Note: Josh Kaufman (see bio below) is serving as **Acting Deputy Director** until Ms. Yastishock's arrival.\**

**L. Achieng Akumu** joined USAID in 2003 and currently serves as the **Senior Rule of Law Advisor** with the **Rule of Law (RoL) Division**. 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 Cambodia, Bangladesh and Morocco. 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 as Legislative Director for 2 Members of Congress from the U.S. House of Representatives. 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.

**Mark Billera** joined USAID's Office of Democracy and Governance in 2005 to work in the **Strategic Planning and Research Division**. A **Democracy Specialist**, he is the **Regional Coordinator for Africa** and a contributor to EDGE—a set of research initiatives to evaluate the effectiveness of USAID democracy assistance. He previously 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 of the **Strategic Planning and Research Division** in DG, where he is the **Regional Coordinator for Europe & 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. (Acting Division Chief for SAR)

**Julie Browning** joined the Office of Democracy and Governance in 2009 as **Senior Democracy and Governance Advisor for Afghanistan and Pakistan**, where she serves on the **Strategic Planning and Research Division**. 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.

**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.

**Christina del Castillo** joined USAID in 2004 as a Democracy Specialist 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.

**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.

**Keith Crawford**, a **Democracy Specialist** for the **Rule of Law Division**, joined USAID 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.

**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.

**Lawrence Daum** recently joined the **Governance Division (GOV)**, where he serves as an **Anti-Corruption Advisor**. Prior to working for USAID, Larry served nearly 13 years in international development for private sector contractors with USAID, the EU, DFID and the World Bank; and in roles ranging from advisors to Chiefs of Party for public finance and governance programs. He worked most recently in Afghanistan, Iraq and Azerbaijan,

and previously in Kosovo, Montenegro, Iraq, Russia, Kazakhstan and Tajikistan. His pre-development experience includes 13 years for state and local governments in budget and policy, employment services, and human resources; five years in private sector management; and four years in the U.S. Army. Larry has a Master's Degree plus 30 credits from the University of Delaware in Political Science, with an emphasis on International Relations.

**Victoria Donovan** joined the **Rule of Law Division** as a **Presidential Management Fellow**. She is a former criminal defense and legal aid attorney, who has worked on international human rights issues for the past few years. In that capacity, she managed a project for the Carr Center for Human Rights Policy at Harvard, 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 Kennedy School, a law degree from UCLA, an MSW from the University of Washington and a certificate in International Human Rights from Denver University. Ms. Donovan is a member of the California Bar.

**Steve Edminster** is **Chief of the Governance Division**. Prior to joining the DG Office in August 2010, Steve served as the Chief of USAID/Guinea's sole technical office, managing a cross-cutting program that focused on governance in the health, education and agricultural sectors. He also managed a substantial electoral support program. Prior to working in West Africa, Steve served as USAID/Philippines' Democracy and Governance Officer from October 2003 to March 2008. He joined USAID in September 2002. Before joining USAID, Steve worked for nine years, first as a program manager and later as a policy analyst, on refugee issues in the Middle East and Europe. He received a Master's degree in International Relations from the Johns Hopkins School for Advanced International Studies (SAIS) in May 1993 and a Bachelor's degree in Government from Oberlin College in 1989.

**Claire Ehmann** is a **Regional Democracy and Governance Expert**, covering democracy, governance, peace, and security issues in the Middle East and Asia, and has served as the **Civil Society Division Chief** since November 2009. She has previously served as country backstop for Iran, Sri Lanka, Nepal, and Bangladesh. Prior to joining the Middle East and Asia technical office, she spent 6 years in USAID's Europe and Eurasia bureau, first as the Central Asia Desk Officer and then as the Europe and Eurasia Senior Civil Society Advisor, where she was editor-in-chief of the NGO Sustainability Index, USAID's chief civil society analytical measurement tool. Claire is an expert on NGO legal environments, NGO sustainability issues, and working with civil society in authoritarian environments. She also has technical expertise designing endowments. Prior to joining USAID in 2002, Claire served as the Balkans human rights specialist for the Department of State's Bureau for Democracy, Human Rights, and Labor. Through the 1990s she worked on NGO capacity building in Eastern Europe and the Balkans for Freedom House and Partners for Democratic Change. In 1994, Claire was a Fulbright Scholar in Burkina Faso, studying African cinema. Claire has a Masters in International Public Affairs from the Woodrow Wilson School at Princeton University, where she specialized in partnerships between international and local NGOs. Her undergraduate degree is from the College of William and Mary.

**Sue Eitel** is the **Rehabilitation Advisor** to the **Leahy War Victims Fund / Disability Fund** in the **Special Programs to Address the Needs of Survivors (SPANS) Division**. 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.

**Troy Etulain** joined USAID in July 2007 as a **Senior Advisor for Independent Media Development** with a global purview, and is a member of the **Civil Society Team**. 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.

**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 **Team Leader** for the **SPANS Division**, 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.

**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 currently a **Democracy & Governance Specialist** with the **Governance Division**. 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 serves on USAID's R&S Training Work Group which plans for and monitors reconstruction and stabilization-related training. 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, and, as a co-backstop, Sudan. 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.

**Brad Fujimoto** joined the DG Office in 2009 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 led 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.

**Erin Gilliam** recently joined DG as an **Army Fellow** for the **GOV** and **EPP Divisions**. Erin joined the Army in 2001. She is a Major currently participating in an inter-agency fellowship with USAID as a part of the Army's broadening experience. She has worked in several countries, including peacekeeping operations in Kosovo and Macedonia and two combat tours in Iraq. Erin has served in a variety of command and staff positions, including platoon leader, executive officer, battalion adjutant, operations officer, and company command. She holds a BS from the United States Military Academy at West Point and is currently pursuing her MA in Global Securities Studies from Johns Hopkins University.

**Mark Goldenbaum** recently joined USAID as a **Governance Specialist** 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 Caucasus regions, where he oversaw media development initiatives and other DG programs. From 2002 to 2007, he worked with Mercy Corps, both 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.

**Laurel Gordon** recently joined the **Program Team** as a **Presidential Management Fellow (PMF)**. Laurel works on communications for the DG Office—including the eZine, the DG intranet, and this beautiful User's Guide—and coordinates DG submissions to congressional reports and briefing requests. Laurel also backstops Lebanon and Jordan. Previously, Laurel worked on budget and financial management as a PMF at the Office of Personnel Management. Prior to joining the federal government, Laurel pursued her M.A. in International Studies and Comparative Religion at the University of Washington in Seattle, where she studied religion and nationalism in Russia. Before that, she lived and worked for a year in rural English, teaching English and doing fieldwork in the field of religious practice. She received her B.A. in English and Religion at Columbia University in New York City.

**Shannon Green** joined USAID in 2004 as a Presidential Management Fellow and currently serves as **Democracy Specialist** and the **Middle East Coordinator in the Strategic Planning and Research Division**. In this position, she represents DG in intra- and inter-agency discussions of DG policy, strategy, and budget for the Middle East, and provides technical support to USAID missions in the region. In addition to her Regional Coordinator duties, Shannon backstops Egypt, Iran, and Jordan for the DG Office. From 2004 to 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, with a particular focus on Afghanistan, Pakistan, and Nepal. Shannon has been trained in crisis response, program design and management, and monitoring 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.

**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 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.

**Rob Horvath** joined USAID in 1992 as a personal services contractor in the Regional Development Mission Asia, in Bangkok, Thailand. In Asia, he oversaw the Agency's regional grants program in Thailand, Laos, Vietnam, and Cambodia. In 1999, Rob moved to a DC-based position in program design, management, monitoring and evaluation with the Leahy War Victims Fund, addressing mobility and accessibility needs of people with disabilities in conflict affected and post-conflict countries. Rob serves as a **member of agency's disability team** in the **SPANS Division** and was lead drafter of recently adopted policy directives on agency inclusive development practices and procedures. Prior to joining USAID, Rob served as both a volunteer and director of pre-service training for Peace Corps/Thailand as well as with the office of vocational rehabilitation for the State of Michigan, Department of Education. His geographic expertise is S.E. Asia. He holds an M.A. in counseling psychology and a B.S. in Human Resource Development and is a certified trainer with both the Virginia State and National Parent/Teacher Associations.

**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.

**Altin Ilirjani** serves as a **Democracy Fellow** with the **Division of Strategic Planning and Research**. He assists the 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 DG Office.

**Mike Keshishian** joined USAID in 1996. He is a **Local Government and Decentralization Advisor** and is jointly funded by DG/G and EGAT Urban Programs. Mike lived in Armenia for five years where he worked on World Bank and USAID-funded projects. Mike speaks fluent German and proficient Armenian. He has a Master's degree in Urban Planning.

**Sandra Jenkins** began working with the **SPANS** contract, 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.

**Joshua Kaufman** joined USAID in 1996 and currently serves as **Division Chief of the Strategic Planning and Research (SAR) Division** and **Acting Deputy Director of the DG Office**. 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 Bachelor's degree in Politics and Peace and Conflict Studies from Brandeis University.

**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.

**Virginia Leavitt** is a **Senior Training Coordinator** on the **Program Team**. She brings to USAID DG 14 years of overseas rule of law experience in the area of training, capacity building, and institution development. Most recently Ms. Leavitt worked in partnership with the Supreme Court of Liberia to establish through the American Bar Association the national judicial training institute including a year-long curriculum for potential new magistrates. In Bulgaria she worked East West Management Institute for 7 years in the area of rule of law which included the establishment of the national judicial training center. During this tenure she organized 3 national conferences with over 1300 participants each. While in Egypt, Ms. Leavitt assisted the Ministry of Justice in the revamping of the Egyptian judicial training center and introduced training for judges with administrative responsibilities. In addition, she worked in Kosovo, Romania and Haiti. Prior to working on contracts to USAID and the World Bank, Ms. Leavitt worked 10 years for the Colorado Judicial Department where she was

responsible for the training of judges, magistrates, court clerks and probation officers. Ms. Leavitt's educational background is in curriculum and instruction.

**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.

**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.

**Tess McEnery** 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 and is the DG backstop for the West Africa Regional Mission and all associated non-presence countries. Tess also 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 the Election and Security Framework initiative and associated training program. Tess previously 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.

**Tim Meisburger** is a **Democracy Fellow** based in the **Elections and Political Processes Division**, where he is primarily engaged in research related to facilitating the development of democratic political parties. Tim is on sabbatical leave from The Asia Foundation, where he has worked since 1997, and served since 2000 as Director for Elections and Political Processes. While with the Foundation Mr. Meisburger was Program Manager or Chief of Party for several multi-million dollar election programs in Cambodia and Indonesia, and following his appointment as Director provided development assistance and technical guidance for Foundation election programs funded by AusAID, CIDA, DfID, USAID and consortium funding across Asia. Mr. Meisburger has worked in international development since 1988, and on democratization activities since 1992. Prior to joining the Foundation he worked for the UN, OSCE, and as a consultant in Africa, Asia and Eastern Europe. His interests and technical expertise include democracy and elections assessment (including public opinion surveys and qualitative research), program development and management, project monitoring and evaluation, civic and voter education, civil society strengthening, international and domestic election observation, legal and regulatory reform, sustainable election administration, democratic transitions and culture of democracy, religion and democracy, and political party development. Mr. Meisburger holds an MA in International Administration from the SIT Graduate Institute in Brattleboro, Vermont.

**Sheron Moore** is the **Office's Management and Program Analyst** and is on the **Program Team**. 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.

**Jenny Willier Murphy** has rejoined the DG Office in May 2010 and currently serves as a **Senior Rule of Law & Democracy Specialist** in the **Rule of Law Division**. She assists the Division in all technical and operational aspects: providing technical assistance to the Missions (ROL designs, ROL Scopes of Works, ROL Assessments, ROL technical panels, etc.); participates and coordinates intra and inter-agency USG ROL coordination and donor coordination; and designs and coordinates ROL training programs and materials. From 2003-2005, Jenny served as a ROL Advisor in the DG Office with a geographic focus in Latin America. She provided extensive in-country technical assistance to USAID Missions in Honduras, Panama, the Dominican Republic, Ecuador and Colombia. Projects included assessing laws, local practices, institutional weaknesses, judicial process and implementation of new procedural codes following consultations with US and host government officials, judges, lawyers, CSOs and the financial community and drafting memoranda on findings. Prior to her tenure at USAID, Jenny worked in capital markets development projects with BearingPoint and the US Securities and Exchange Commission, Office of International Affairs. She also has state and federal prosecutorial experience, particularly with the US Department of Justice. She holds a B.A. from the University of Virginia and a J.D. from American University, Washington College of Law. Jenny is fluent in Spanish.

**Melissa Patsalides** recently joined DG as **Chief Program Officer**. Melissa has served as the Acting Deputy Director of the program office for Afghanistan and Pakistan since September 2009. There she has overseen USAID's contribution to interagency strategic planning and metrics efforts related to Afghanistan and Pakistan and has been increasingly engaged in issues of governance and government capacity building as it relates to USAID's stabilization objectives. Prior to her work on Afghanistan and Pakistan she was a Program Officer in both the Asia and Europe & Eurasia Bureaus at USAID. Ms. Patsalides joined USAID in 2003 as part of the Presidential Management Internship program. Before joining USAID, she worked as a consultant at an international development advocacy organization in New York City. She was a Peace Corps volunteer in Cote d'Ivoire prior to evacuation from a civil war there in 2002. Ms. Patsalides completed a Master of Arts in International Administration with a focus on international development at the Graduate School for International Studies, now the Korbel School, at the University of Denver and undergraduate degrees in International Studies and Foreign

Language at West Virginia University. Her languages include fluent French and rusty Russian, and Greek that has yet to win over her mother-in-law. Her non-work related pursuits include triathlons and competitive figure skating.

**Eric Picard, Democracy & Governance Specialist**, joined the **Civil Society Division** 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 Master's degree, he worked in the private sector in the maritime industry, both ashore and afloat.

**Ashley J. Quarcoo** 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, as **Democracy Specialist**, 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.

**Naomi Roht-Arriaza** is a **Senior Advisor for Human Rights and Transitional Justice** in the **Rule of Law Division**. She comes to USAID after 18 years as Professor of Law at the University of California, Hastings College of the Law, where she teaches international human rights, international criminal law, transitional justice, law and development, and torts. She is the author of 3 books including, "Impunity and Human Rights in International Law and Practice," (1995) and "The Pinochet Effect: Transnational Justice in the Age of Human Rights," (2005) as well as numerous articles on post-conflict justice, trials, reparations and related subjects. She has participated in trainings and workshops with judges and prosecutors, most recently in Peru and Honduras. She has also engaged in fact-finding, litigation, and other facets of human rights work. She speaks Spanish and has lived and worked extensively in Latin America. She has a B.A., a Masters in Public Policy and a J.D. from the University of California, Berkeley.

**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.

**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 in the **SPANS Division**. 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 in the **SPANS Division**. Prior to USAID, she was a research scientist at the University of Michigan, primarily investigating the impact of culture on cognition.

**Brian Scholl** joined the Office of Democracy and Governance as a **Democracy Fellow for Evaluations** in the **Division for Strategic Planning and Research** 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.

**Keith Schulz** has worked for USAID since 2000 and is a **Democracy Specialist** 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.

**Meghan Shaw** joined the DG Office in 2009 and is a **Travel and Administrative Specialist** on the **Program Team**. She backstops the Civil Society and the Governance Divisions. Meghan received a Bachelor of Science 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 research at regional and national conferences. She was the vice president and president of the Residence Hall Association for the last two years of college. Meghan interned at the DC National Aquarium. Prior to joining the DG Office, Meghan worked at USAID/OFDA on the grants team as surge personnel and served as Senior Crew Leader at the Ice Cream Factory and Café for four years.

**Nancy Shalala** joined USAID in 2003 as a **Foreign Service Officer** and has served in the Iraq and the West Bank/Gaza Missions. She is currently assigned to the **Strategic Planning and Research Division (SAR)** and **is developing a field manual for Trafficking in Persons**. On behalf of DG, she holds lead responsibility for the Administration's Global Initiatives, including Global Engagement, Food Security, Climate Change, and Gender. She is also the lead for issues related to the Millennium Challenge Corporation. Prior to her service with USAID, Nancy worked mainly in conflict and post-conflict zones for non-profit organizations. Her experience includes working in the 1996 Palestinian elections based in Ramallah; in refugee camps in Macedonia during the NATO war; in Prizren as part of the community-led rehabilitation of Kosovo; in Bosnia and Herzegovina on post-conflict reconciliation programs; and in the HIV/AIDS-food security crisis that affected several countries in southern Africa in the early 2000s. Prior to her involvement in development, Nancy worked as a contemporary art critic in Tokyo. Nancy holds an M.A. in international affairs (with a concentration in human rights/humanitarian affairs) from Columbia University, and an M.A. and B.A. in literature (with a minor in Spanish) from John Carroll University.

**Joe Taggart** joined the DG Office in July 2010 as a **Democracy Officer** in the **Elections and Political Processes Division (EPP)**. Joe provides technical assistance to Missions in the four CPCs of Afghanistan, Pakistan, Iraq, and Sudan. Joe began his career with USAID in 2001 serving in the positions of the Senior Democracy and Governance Advisor for USAID/Caucasus/Mission where he contributed to the development of DG programs in Georgia including the period Georgia's "Rose Revolution" in 2003; as the Officer-in-Charge for USAID's programs in Montenegro which included Montenegro's successful referendum for independence from Serbia; and as the Chief of the Democracy and Governance Office for USAID/Azerbaijan. Prior to joining USAID in 2001 Joe worked with a USAID DG implementing partner in the Caucasus, served as a presidential political appointee in the Department of Agriculture as a liaison from Secretary Glickman's office with state and local elected officials and as a Senior District Aide for Rep. Dan Glickman (KS). Joe has also served as a locally elected official in the state of Kansas as a school board member and several elected political party positions from precinct committeeman to national convention delegate. Calling Kansas home since 1976, Joe held a number of positions with several civil society and citizen advocacy groups in Kansas on Education, Labor, and Agricultural issues. Joe can be reached at [jtaggart@usaid.gov](mailto:jtaggart@usaid.gov).

**Julie Werbel** is USAID's **Senior Security Sector Reform (SSR) Advisor**. She joined 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.

**Johanna Wilkie** is an **Administrative Operations Specialist** on the **Program Team**. Before joining the DG Office in June 2010, she completed her Master of Science in Foreign Service at Georgetown University, concentrating in International Development and earning a certificate in Refugees and Humanitarian Emergencies. As part of her degree she worked for a local NGO in Namibia for three months as a Peace Fellow, researching and raising awareness about the problem of armed domestic violence in the country. For four years previous to her graduate studies, Johanna was with the Alisa Ann Ruch Burn Foundation in California, where she managed a portfolio of programs promoting fire safety and burn prevention throughout the state. She also spent four years teaching English as a Second Language, in Italy and Boston, Massachusetts. Johanna graduated with a Bachelor of Arts in English from the University of Massachusetts, Amherst.

**John Williamson** has been **Senior Technical Advisor for DCOF** in the **SPANS Division** 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.

**Maryanne Yerkes** joined the DG office in October 2004 and currently serves as a **Democracy Specialist** with the **Civil Society Division**. 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.

**George Zarycky** joined the USAID Foreign Service in 2004 and joined the DG **Civil Society Division** as a **Democracy Officer** in September 2010. He previously served as Director of the Office of Democracy and Governance in Armenia from 2006-2010, where he oversaw a diverse and robust portfolio that included activities in media, civil society, rule-of-law, anti-corruption, local government, grass-roots community and youth development, and electoral processes. From 1999 to 2004, as a USPSC, he was the Supervisory Program Information Officer in USAID/Kiev. Before working for USAID, for 11 years George was the Research Director

for East-Central Europe and the Soviet Union at Freedom House in New York, where he wrote country reports on civil liberties and political rights on 23 countries for the annual Survey of Freedom in the World and, later, Nations in Transit. Prior to joining Freedom House, he was Research Director at the A. Philip Randolph Institute, a non-profit national black trade union organization. His op-eds and commentary on international affairs have appeared in the Washington Post, Christian Science Monitor, Washington Times and the Journal of Commerce and before joining USAID he was a frequent guest analyst on television news and radio broadcasts on the Bosnian conflict. He is a graduate of Carleton University in Ottawa, Canada with a degree in literature.

## 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](mailto: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](mailto: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](mailto:rmccannell@usaid.gov).

**Jeremy Meadows** is a **Democracy Specialist in the USAID Bureau for Africa**. He provides advice and support to USAID Missions in Africa on the range of democracy and governance subsectors, with a particular emphasis on parliamentary strengthening, governance, and civil society issues. Before joining USAID in December 2008, Mr. Meadows spent thirteen and a half years at the National Conference of State Legislatures (NCSL). In addition to developing and managing NCSL's State- and USAID-funded exchange and technical assistance programs with legislative bodies in Africa and the Middle East, he also worked on a variety of state-federal policy issues, ranging from immigration, immigrants, and refugees to agriculture, housing, and economic development. He concluded his tenure at NCSL as the organization's lobbyist for international trade and transportation issues. Jeremy worked closely and regularly with state legislators, legislative staff, congressional staff, foreign parliamentarians and parliamentary staff, as well as a range federal officials. His Bachelor's in Politics & French is from Washington & Lee University and his Master's in International Political Economy is from the University of Kentucky's Patterson School. Jeremy can be reached at [jmeadows@usaid.gov](mailto:jmeadows@usaid.gov).

### **Asia/Middle East**

**April Hahn** joined USAID in 2000 and recently joined the **Asia/Middle East Bureau** as the **Chief of the Democracy, Governance, and Conflict Team**. Previously, she was the Regional Coordinator for Latin America and the Caribbean on the Strategic Planning and Research Division in the DG Office. 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.

**Dr. Gavin Helf** is currently a **Democracy and Governance advisor in the USAID Asia and Middle East bureaus** covering Central and South Asia. From May 2007 through October 2008 he worked at USAID/Iraq, managing and helping design and procure much of the current COIN and democracy and governance portfolio there. He studied, lived and worked in the USSR and its successor states from 1984 through 2007. From 2005-2007 he was a democracy and governance advisor at USAID/Armenia. From 2003-2005 he worked as a consultant on Central Asia. From 2000-2002 he was Director of Grant Programs for the Eurasia Foundation. From 1997-2000 he was Central Asia Regional Director for the International Research & Exchanges Board based in Almaty. Dr. Helf has taught Russian and Soviet foreign policy and comparative politics at Notre Dame, Cornell and Moscow's International University and worked for Radio Liberty as a Soviet area research specialist in the late 1980s. He received in Ph.D. in political science from UC Berkeley in 1994. Gavin can be reached at [ghelf@usaid.gov](mailto:ghelf@usaid.gov).

**Oliver Wilcox** is **Senior Democracy, Governance and Conflict Advisor, Middle East Bureau**, U.S. Agency for International Development (USAID), where he develops strategies and programming and shapes interagency planning and coordination for the region on democracy/governance, youth, Muslim engagement, counter-extremism and stabilization. Previously, Mr. Wilcox was an Adjunct Instructor at the University of Virginia and Trinity College in Washington, DC. He was also a Senior Editor for the *Arab Studies Journal*; an American Center for Oriental Research Fellow in Jordan, where he researched political liberalization; and a Fulbright Scholar in Spain, where he studied European Maghreb policies. Mr. Wilcox completed Ph.D. studies and earned an M.A. in Political Science from the University of Virginia, as well as an M.A. with a distinction in Arab Studies from Georgetown University. He graduated with honors and special honors in Political Science and Spanish from Tufts University. Oliver can be reached at [owilcox@usaid.gov](mailto:owilcox@usaid.gov).

### **Europe and Eurasia**

**Suren Avanesyan** is the **Senior Rule of Law Advisor in the Europe and Eurasia Bureau** at USAID/Washington. In this role, Mr. Avanesyan provides technical guidance and policy advice to the Bureau, the field missions and the US Government on issues relating to the justice sector reform efforts in the former Soviet Union and the countries of Eastern and Central Europe. Prior to joining USAID, Mr. Avanesyan worked in several for-profit and not-for-profit international development organizations in Washington, DC, where he designed, implemented, assessed and evaluated rule of law programs in Eastern Europe, Africa and Asia. He was a home office director of the USAID Justice Sector Reform Activity—a project that saw the transition of Kosovo from an international protectorate to an independent country resulting in creation of the brand new Ministry of Justice and Judicial Council. Mr. Avanesyan also managed projects in Serbia, Azerbaijan, Mongolia and Egypt and worked on ROL assessments and evaluations in, *inter alia*, Russia, Bosnia and Herzegovina, Montenegro, Albania, Ukraine, Georgia, Serbia and Sub-Saharan Africa. A native of Russia, Mr. Avanesyan practiced law in Russia as a member of the Union of Advokats of Russia, and is fluent in Russian. After coming to the United States in 1995, he completed his MA (1998) and JD (1999) at the University of Wisconsin-Madison and LL.M. in International Legal Studies (2001) at New York University School of Law. He has published articles on international human and constitutional rights, child trafficking, and issues of civil liability in international law. Suren can be reached at [savanesyan@usaid.gov](mailto:savanesyan@usaid.gov).

**Amber B. Brooks** has served as the **Civil Society Advisor in the Europe and Eurasia's Office of Democracy, Governance and Social Transition** since January 2009. Throughout her tenure at USAID, Ms. Brooks has worked on organizational development of local non-profit organizations, managed intra-agency agreements, negotiated public-private partnerships and managed a portfolio of research initiatives - as a Program Analyst with the office of Private Voluntary Cooperation and as the Special Assistant to the Assistant Administrator in DCHA. Ms. Brooks has a Master's degree in Public Administration – with an emphasis in international development and program evaluation – from The George Washington University. Before starting with USAID in 2005, Ms. Brooks worked at the Brookings Institute on the Volcker Commission's National Commission on Public Service and was a Peace Corps volunteer in Orastie, Romania where she worked in the local municipality. In her current position, Ms. Brooks supports the USAID Missions in Europe and Eurasia through short term travel and technical assistance while managing the NGO Sustainability Index for Europe and Eurasia and the Black Sea Trust for Regional Cooperation. Amber can be reached at [ambrooks@usaid.gov](mailto:ambrooks@usaid.gov).

**Meg Gaydosik** is the **Senior Media Development/Rights and Tolerance Advisor in the Europe and Eurasia Bureau** at USAID/Washington. In this capacity, Ms. Gaydosik provides advice and assistance to USAID Missions on indigenous media development programming and freedom of expression/access to information issues. Prior to joining USAID in 2006, Ms. Gaydosik worked for 11 years as an on-site media development consultant and/or project manager in nearly all of the Balkan and former Soviet Union countries. She was awarded a Knight International Press Fellowship (2003-2004), serving in Hungary, Romania and Slovakia. Ms. Gaydosik is a former commercial television station manager from Fairbanks, Alaska. She has a B.S. in Art Education from Edinboro State University. Meg can be reached at [mgaydosik@usaid.gov](mailto:mgaydosik@usaid.gov).

**Julie Koenen** currently serves as **Democracy & Governance Team Leader for USAID's Europe and Eurasia Bureau**. Prior to that, she directed USAID/Iraq's Office of Democracy & Governance (2007-09) and USAID/Pakistan's Office of Democracy & Governance (2004-07). Those programs included large local governance, elections and parliamentary strengthening activities as well as more country-specific grassroots programming. Before that, she served as Country Program Manager for USAID in Sierra Leone (2001-04) in the latter years of that country's decade-long civil war. She was heavily involved in developing solutions to Sierra Leone's "blood diamond" issue, working directly with the rebel leaders, the government of Sierra Leone and the international diamond trade. Before her tenure at USAID, Ms. Koenen worked for 11 years at Management Systems International where she specialized in public management issues of newly democratized African countries. Her undergraduate work was in International Relations and graduate work was in Public Management. Julie can be reached at [jkoenen@usaid.gov](mailto:jkoenen@usaid.gov).

**Eric Rudenshiold** is the **Senior Rule Governance and Anticorruption Advisor in the Europe and Eurasia Bureau** at USAID/Washington. In this capacity, Dr. Rudenshiold provides topical advice and assistance on transitional reform issues to US Government policymakers, within the E&E Bureau and to USAID Missions in the Balkans and the former Soviet Union. Before joining USAID/Washington, Dr. Rudenshiold has held senior positions with a number of democracy implementers, as well as with the Organization for Security and Cooperation in Europe. Having lived and worked overseas for more than a dozen years, including in the former-Soviet Union, he has extensive experience across the Europe and Eurasia region. Dr. Rudenshiold has worked both in academia and as a journalist and editor. He has a B.A. from Drake University in Journalism, an M.A. in Comparative Governance from the University of Virginia and a Ph.D. in International Relations from the University of Virginia. Eric can be reached at [erudenshiold@usaid.gov](mailto:erudenshiold@usaid.gov).

**Alexander Sokolowski** serves as the **Senior Political Process Advisor to the Bureau for Europe and Eurasia** at USAID/Washington. In this capacity, Mr. Sokolowski provides advice and technical assistance on elections assistance and political party development. Prior to joining USAID in June 2003, Mr. Sokolowski taught Comparative Politics at George Washington University as an adjunct professor. He received his Ph.D. in Politics from Princeton University in November 2002, writing his dissertation on the structural and political determinants of fiscal and social policy failure in Yeltsin's Russia. Mr. Sokolowski has served as a Foreign Policy Research Fellow at the Brookings Institution (2000-2001). He also holds master's degrees from Princeton (2000) and the Fletcher School of Law and Diplomacy (1994). Through the mid to late 1990s, he worked for the National Democratic Institute's Moscow office as a Political Party Program Officer and Political Analyst. Fluent in Russian, he has published articles on Russian politics in academic journals (*Europe-Asia Studies*, *Demokratizatsiya*) and opinion pieces (*The Moscow Times*). Alex can be reached at [asokolowski@usaid.gov](mailto:asokolowski@usaid.gov).

### **Latin America and the Caribbean**

**Eric Kite** is USAID's **Democracy Team Leader for Latin America and the Caribbean (LAC)**. He started as a PMF in 1998, serving first as anti-corruption advisor, then LAC strategies coordinator in the Democracy & Governance Office. In 2006 he led USAID's Democracy Office in Afghanistan. He has degrees in political science and German from the University of Missouri, a Fulbright from Bonn University, and an M.A. with emphasis in democratic transitions from Georgetown University.

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