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CENTER FOR DEMOCRACY AND GOVERNANCE

"...promoting the transition to and consolidation of democratic regimes throughout the world."

USER'S GUIDE



December 1, 1998

Center for Democracy and Governance
Bureau for Global Programs, Field Support, and Research
U.S. Agency for International Development
Washington, D.C. 20523-3100

CENTER FOR DEMOCRACY AND GOVERNANCE

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Young, Amy	Rule of Law	USDH	712-5102	ayoung@usaid.gov

*See page 36 for biographical information on Center technical staff.

Key:

AAAS - Amer. Assn. for the Adv. of Science Fellow
 DF - Democracy Fellow
 IPA - Intergovernmental Personnel Act
 PASA - Participating Agency Service Agreement

PMI - Presidential Management Intern
 R&RS - Research & Reference Services Project/CDIE
 USDH - U.S. Direct Hire
 WAE - When Actually Employed

A DG CENTER OVERVIEW

USAID has identified "*building sustainable democracies*" as one of the Agency's four overarching goals. In 1994, the Global Bureau established the Center for Democracy and Governance to serve as the Agency's focal point for this critical area of sustainable development. The Center's primary purpose is to "...*promote the transition to and consolidation of democratic regimes throughout the world*" by improving the Agency's overall effectiveness in this sector.

The Agency's primary means of implementing DG programs in "presence" countries remains USAID missions. The Center's role is to assist USAID missions by providing technical support, where appropriate, and having in place mission-friendly implementing mechanisms specifically targeted to DG programs. In addition, and only in well-defined circumstances, the Center's implementing mechanisms may be used to work in "non-presence" countries. Overall, the Center's support of missions is provided through an inter-linked approach that involves technical leadership, field support, and direct program management.¹

This *User's Guide* describes how USAID missions and bureaus can access the technical services provided by the Center. It presents an overview of the Center, information on staff and team assignments, and useful descriptions and contact information on each implementing mechanisms which missions and regional bureaus may access.

The implementing mechanisms described in this document are directly supportive of the Agency's four democracy-related objectives. They are: 1) strengthening rule of law and human rights, 2) more genuine and competitive political processes, 3) increased development of a politically active civil society, and 4) more transparent and accountable government institutions.

Technical Teams: The Center maintains a professional staff of democratic development experts. They are assigned to six technical teams that parallel the four DG objectives (Rule of Law, Elections and Political Processes, Civil Society, and Governance). The fifth and sixth teams, Strategic Planning and Field Support and Program and Information, cross-cut the four objectives and are described below. An experienced senior advisor (team leader) heads each team. Technical teams provide strategic direction and manage a number of indefinite quantity contracts (IQCs), cooperative agreements, and grants that extend their work in the technical areas. The mechanisms are easy-to-use and provide relevant expertise to field missions on demand.

Regional Teams: In addition, the Center maintains four regional teams for better field support to missions. They complement the technical teams and allow the Center to form a "matrix-based" management structure. The regional teams correspond to the Agency's regional bureaus: AFR (Africa), ANE (Asia and the Near East), ENI (Eastern Europe and the NIS), and LAC (Latin America and the Caribbean). Each team is led by a regional coordinator and staffed by "country backstops" drawn from other parts of the Center, including the technical teams. The regional coordinators are drawn from the Strategic Planning and Field Support technical team.

¹**Technical Leadership:** Identifying, enhancing, and developing the tools and methodologies that USAID and others can use to support democratic development. The Center researches, analyzes, disseminates, and applies the lessons learned from current democracy programs. It also serves as "home base" for all of the Agency's DG officers and provides training, career advice, and support to those officers.

Field Support: Supporting the development, implementation, and evaluation of mission DG programs and strategies. Center staff members provide on-site technical assistance and make available to missions a comprehensive range of IQCs, cooperative agreements, and grants, as described in this *User's Guide*.

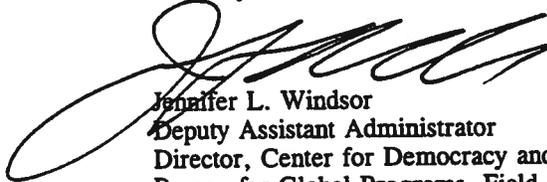
Direct Program Management: Directing the activities of a limited number of programs designed to have a direct impact on democratic conditions in presence and non-presence countries (e.g., labor development, elections and political processes, and women's political participation).

Strategic Planning & Field Support: Upon request, the Strategic Planning and Field Support team assists missions by performing on-site DG sector and sub-sector assessments, by assisting in the formulation of country-specific DG strategies, by providing access to a common set of DG indicators (from which missions may select/modify for their strategic frameworks) and by supporting evaluations of DG programs. Additionally, the Strategies Team manages selected mechanisms that "cross-cut" the Center's portfolio, such as the Democracy Fellows Program, and addresses program initiatives which "cross-cut" the Agency's other major sectors.

Program & Information: The Program and Information Team oversees the development and monitoring of the Center's programs; directs the development of the Center's strategic plan, R4, and results packages; writes and publishes a wide array of Center print and electronic publications; and researches and compiles DG-related technical information on request. As part of its responsibilities, the team directs the activities of the DG Information Unit (CDIE/R&RS), which works with each of the technical teams and disseminates information about Center programs. This unit has initiated a technical publications series to enable the Center to more effectively reach USAID missions and other audiences with the latest technical knowledge in the DG field (see page 32 for a list of upcoming technical publications).

I hope you find this revised *User's Guide* to be both informative and useful.

Sincerely,



Jennifer L. Windsor
Deputy Assistant Administrator
Director, Center for Democracy and Governance
Bureau for Global Programs, Field Support, and Research

SECTORAL AND SUB-SECTORAL DESIGNATIONS

The following section is presented as a quick reference to the broad array of program areas supported by the Center and covered by its implementing mechanisms. For a further elaboration of these program categories, please refer to the Center's *Strategic Plan, 1997-2002* or contact the Center directly.

RULE OF LAW

The term "rule of law" embodies the basic principles of due process, equal access, and constitutional guarantees. In many states with weak or nascent democratic traditions, existing laws are not equitable or equitably applied; judicial independence is compromised; human, minority, and women's rights are not truly guaranteed; and institutions have not yet developed the capacity to administer existing laws. The Center has distilled USAID experience in these areas and has developed mechanisms designed to improve:

- legal reform
- the administration of justice
- citizens' access to justice
- respect for human rights.

ELECTIONS AND POLITICAL PROCESSES

Free and fair elections reflecting the will of the people are integral to a functioning democracy. New democracies often lack the institutional capacity to support elections; organize political parties; or expand citizens' knowledge about electoral and political processes. The Center provides comprehensive services to strengthen:

- election planning and administration
- political party development
- domestic/international monitoring
- voter education
- women's political participation.

CIVIL SOCIETY

The hallmark of a free society is the ability of individuals to associate with like-minded individuals; to express their views publicly; to openly debate public policy; and to petition their government. "Civil society" is the term which best describes the non-governmental, independent nature of this segment of society. The Center works on two levels to enable civil society to advocate policy reforms: (a) by encouraging development of enabling environments; and (b) by assisting groups to become financially viable and self-sufficient. Examples of the type of groups supported include:

- politically-active civic organizations
- independent trade unions
- the media.

GOVERNANCE

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

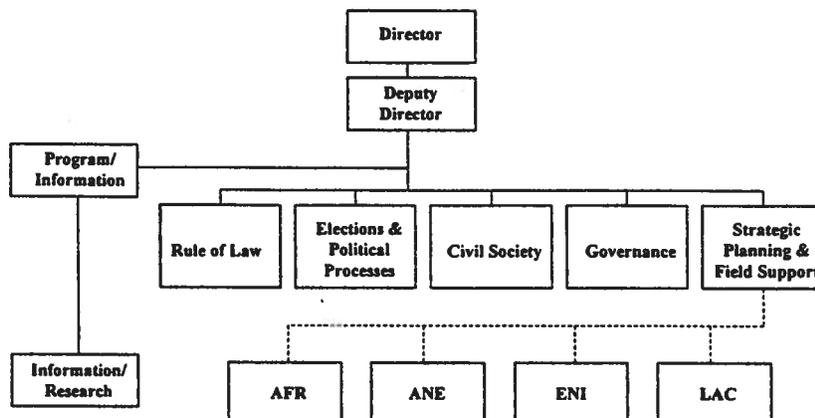
- constitutions and legislative modernization
- anti-corruption initiatives
- decentralization and local capacity-building
- civil-military relations
- public policy development and implementation.



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HOW THE DG CENTER IS ORGANIZED



Jennifer L. Windsor, Director
Jim Vermillion, Deputy Director

Technical Teams

- Rule of Law
 - Elections & Political Processes
 - Civil Society
 - Governance

 - Strategic Planning & Field Support
- Regional Teams
- Africa
 - Asia/Near East
 - Latin America/Caribbean
 - Europe/New Independent States
- Program/Information
 - Information/Research

Technical Team Leaders

Amy Young
Mark Feierstein
Gary Hansen
Diana Swain

Jerry Hyman
Regional Coordinators
Susan Jay
Talal Hattar
Steffi Meyer
Robert Hansen

John Wiebler
Francis Luzzatto

Specialized Assignments

Labor Advisor (Civil Society)
Democracy Fellows Program
Agency DG Personnel Issues
Women and Democracy

Peter Accolla
Robert Hansen
John Wiebler
Susan Jay

NOTE: Regional teams are coordinated by the Strategic Planning & Field Support Team and are staffed by "country backstops" drawn from other parts of the Center. The G/DG Information Unit (funded through CDIE/RRS) is attached to the Information/Research function.

TECHNICAL TEAMS

As of: December 1, 1998

Rule of Law

Amy Young
Aleksandra Braginski
Michele Crawford, PASA
Michael Miklaucic
Jerry Wright, AAAS

Civil Society

Gary Hansen
Peter Accolla, RSSA
Harry Blair, IPA
Robert Hansen
Elizabeth Hart, DF
Ann Hudock, DF

Program/Information

John Wiebler
Patricia Allen
Francis Luzzatto
Joshua Kaufman, R&RS
Eleanor Kennelly, R&RS
Lisa Peterson, R&RS
Rachael Wilcox, R&RS

Elections and Political Processes

Mark Feierstein
Katherine Nichols, PMI
Kara McDonald, PMI
Dana Peterson, PMI
Ron Shaiko, DF

Governance

Diana Swain
Harry Blair, IPA
Gary Bland, DF
Stephen Brager, DF
Sandy Callier, RSSA
Phyllis Dininio, WAE
Pat Isman, RSSA
(Michael) Eric Kite, PMI

Strategic Planning & Field Support

Jerry Hyman
Phyllis Dininio, AAAS
Robert Hansen
Talal Hattar, PMI
Elizabeth Hart, DF
Susan Jay, PMI
Steffi Meyer

Key:

Technical team leaders underlined

AAAS - Amer. Assn. for the Adv. of Science Fellow

DF - Democracy Fellow

IPA - Intergovernmental Personnel Act

PASA - Participating Agency Service Agreement

PMI - Presidential Management Intern

R&RS - Research and Reference Services/CDIE

RSSA - Resources Support Services Agreement

WAE - When Actually Employed

REGIONAL TEAMS AND SPECIALIZED ASSIGNMENTS

As of: December 1, 1998

Regional Teams

Asia/Near East (ANE)

Talal Hattar, PMI
Harry Blair, IPA
Gary Hansen
Michael Miklaucic
Diana Swain, RSSA
Rachael Wilcox, R&RS
Jerry Wright, AAAS

Africa (AFR)

Susan Jay
Elizabeth Hart, DF
Ann Hudock, DF
Jerry Hyman
Pat Isman, RSSA
Francis Luzzatto
Katherine Nichols, PMI
Dana Peterson, PMI
Lisa Peterson, R&RS
Ron Shaiko, DF
Hugh Smith

Latin America/Caribbean (LAC)

Steffi Meyer
Peter Accolla, RSSA
Gary Bland, DF
Stephen Brager, DF
Sandy Callier, RSSA
Mark Feierstein
(Michael) Eric Kite, PMI

Europe/Newly Independent States (ENI)

Robert Hansen
Aleksandra Braginski
Phyllis Dininio, WAE
Joshua Kaufman, R&RS
Eleanor Kennelly, R&RS
Kara McDonald, PMI

Specialized Assignments

Information/Research/ Communications

Francis Luzzatto
Joshua Kaufman, R&RS
Eleanor Kennelly, R&RS
Lisa Peterson, R&RS
Rachael Wilcox, R&RS

Labor

Peter Accolla, RSSA

Women and Politics

Susan Jay, PMI
Jerry Hyman
Lisa Peterson, R&RS

DG Personnel

John Wiebler
Steffi Meyer

Democracy Fellows Program

Robert Hansen

Key:

Regional and specialized team coordinators underlined
AAAS - Amer. Assn. for the Adv. of Science Fellow
DF - Democracy Fellow
IPA - Intergovernmental Personnel Act

PMI - Presidential Management Intern
R&RS - Research and Reference Services/CDIE
RSSA - Resources Support Services Agreement
WAE - When Actually Employed

HOW TO ACCESS A DG CENTER IMPLEMENTING MECHANISM

Copies of current implementing mechanisms have been transmitted to all missions and to all Washington-based contracting officers (COs).

Accessing an Indefinite Quantity Contract (IQC):

NOTE: There is no dollar value or time limit on delivery orders other than the ceiling and period of performance specified in the IQC. When more than one IQC has been awarded in a given category, a mission may either select one of the IQCs or compete the delivery order.

1. The mission sends a draft statement of work (SOW) to the G/DG program contact who serves as the cognizant technical officer (CTO)*.
2. After the CTO's review, the mission sends a formal request to the appropriate CO to negotiate a delivery order under the IQC.

Accessing a Grant (G) or a Cooperative Agreement (CA)

NOTE: Proposed programs must fit within the scope of the activities funded by the core grant. 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 is required to implement a given program. Preferences, however, should be stated and will be forwarded to the CA by the CTO along with the draft SOW. Such preferences will be given serious consideration.

1. The mission sends a draft Statement of Work (SOW) to the G/DG program contact who serves as the cognizant technical officer (CTO). (When possible, a notional budget should be attached.)
CEPPS only: Within three days the CEPPS members meet to decide whether to undertake the proposed program and which partner (or sub-grantee) will undertake the activity. (If a sub-grantee is required, an additional two weeks may be necessary.)
2. With mission/regional approval, G/DG requests CO to modify assistance instrument so as to incorporate the added activity.

Accessing a participating agency service agreement (PASA) or an interagency agreement (IAA).

NOTE: Proposed programs will be discussed with PASA or IAA agency staff to determine that agency's interest and ability to respond.

1. The mission sends a draft Statement of Work (SOW) to the G/DG program contact who serves as the cognizant technical officer (CTO).
2. After the G/DG and PASA/IAA review, mission is notified of approval and sends a formal request to the appropriate CO to negotiate a buy-in.

*The term "cognizant technical officer" or "CTO" is used throughout this publication in place of the term "contracting officer's technical representative" or "COTR," used in previous versions. While "COTR" is technically applicable only to contracts, "CTO" applies equally to contracts, grants, and all other mechanisms described in this guide.



STRATEGIC PLANNING AND FIELD SUPPORT
(Agency Objectives 2.1-2.4)

Technical Team Leader: Jerry Hyman

DG ANALYTICAL SERVICES

Project No: 936-5468

G/DG Contacts:

Susan Jay (AFR)
Talal Hattar (ANE)
Robert Hansen (ENI)
Steffi Meyer (LAC)

IQCs (Original/NMS Nos.):
Development Associates, Inc.
Management Systems International

AEP-5468-I-00-6005/AEP-I-05-96-90006
AEP-5468-I-00-6006/AEP-I-06-96-90006

Purpose: These two IQCs have been designed primarily to provide analytical and implementational services and to advance the technical excellence of the Agency's DG programs.

Possible Work Areas: The IQCs may be used to undertake DG assessments and to design DG sector strategies, evaluations, and indicators. They may be used to provide information, documentation, training, networking, and research. They may be used to purchase commodities and to implement DG programs. They may be used to provide direct technical assistance and/or advisory services to host country institutions (both governmental and non-governmental) and to promote the transition to and consolidation of democracy and improved governance.

In order to achieve the purpose of the IQCs, to maximize the quality of the services, and to build a library of scopes of work (so that everyone does not need to start at "ground zero" in developing scopes), the Center will approve (and, if requested, share) all scopes of work and will ask users how the contractors performed. The resulting information will be used both to meet the new "performance risk" requirements for future bidders and to provide information on performance to missions as the contract period progresses.

PRIME CONTRACTORS:

Development Associates, Inc.
John H. (Jack) Sullivan
1730 North Lynn Street
Arlington, VA 22209-0677
Tel: (703) 276-0677
Fax: (703) 276-0432
Internet: jsullivan@devassoc1.com
Website: <http://www.devassoc1.com>

Management Systems International (MSI)
Roberta Warren
600 Water Street, S.W.
Washington, DC 20024
Tel: (202) 484-7170
Fax: (202) 488-0754
Internet: rwarren@msi-inc.com

SUBCONTRACTORS:

To Development Associates, Inc.:
League of Women Voters
SUNY/Albany, Office of International Programs

To Management Systems International:
The Asia Foundation
International Foundation for Elections Systems (IFES)
Internews Network
Research Triangle Institute
Southern University A&M, Center for International Programs
SUNY/Albany, Center for Legislative Development (CLD)
The Synergos Institute
University of Florida College of Law,
Center for Governmental Responsibility

NOTE: Please see p. 5 for a one-page description of "How to Access a DG Center Implementing Mechanism." For additional information, please consult with the G/DG contacts identified at the top of this description.

IMPLEMENTING POLICY CHANGE, PHASE II

Project No.: 936-5470

G/DG Contact: Pat Isman (CTO)

IQC (Original/NMS Nos.):
Management Systems International

AEP-5470-I-00-5034/AEP-I-01-95-00034

Purpose: This five-year project offers missions and bureaus a mechanism for acquiring assistance to help host country public and private organizations manage the development and implementation of new policies.

Possible Work Areas: Building on the success of the first five years of the initial IPC project, IPC II provides expert services that enable host country managers and stakeholders to carry out their roles in the implementation of policy more effectively. The project supports the principles of democratic governance (which include: participation, inclusion, accountability, and transparent deliberation and decision-making), and addresses the organizational, financial, political and technological issues associated with policy implementation.

The IPC project is designed:

- To help government organizations use strategic approaches to: (a) modify their purposes, structures, activities, procedures, and performance; and (b) influence, enable and collaborate with NGOs and other groups in the policy environment.
- To help NGOs develop and carry out strategic plans to: (a) clarify and develop consensus on the policy implementation issues that affect them; (b) develop a constituency for policy change; and © influence government action.
- To bolster momentum for democracy and democratic governance by: (a) helping stakeholders affected by policy change to have a constructive influence on policies; (b) helping governments to discharge their policy responsibilities in a democratic and effective manner; and (c) promoting government/non-government interaction.
- To assist participants to develop the analytic and managerial skills and processes essential to implementation effectiveness. This includes coordination, collaboration, advocacy, negotiation, resolution of conflicts, etc.

The project concentrates on extended, iterative technical cooperation. Short-term technical cooperation will be provided on a limited basis, primarily to demonstrate the approach of the project and to determine whether a long-term collaboration employing the project approach is appropriate. Consultations are also available to missions.

The project provides a combination of technical assistance and analysis. Both focus on developing an increased understanding of the context and dynamics of policy implementation and the means for assisting those with implementation responsibilities. The project stresses inclusion of partner country professionals on project teams, building capacity of partner professionals and disseminating project lessons. Missions or bureaus may consider financing applied research or dissemination services to complement the technical cooperation in a particular country or region.

Core activities: Limited G/DG resources are available for initial demonstration activities. Examples of initial activities include: short seminars for partner country officials on comparative experience in policy implementation, diagnostic missions to determine the principal management obstacles to implementing specific policies, assessment of government capacity to carry out specific policy changes, and stakeholder analyses.

PRIME CONTRACTOR:

Management Systems International
Julie Koenen-Grant
600 Water Street, SW
Washington, DC 20024
Tel: (202) 484-7170
Fax: (202) 488-3275
Internet: jkoenen@msi-inc.com

SUB-CONTRACTORS:

ABT Associates
Development Alternatives
Deloitte, Touche, Tohmatsu
Institute for Development Research
Institute for Public Administration
International Resources Group
Research Triangle Institute
Search for Common Ground
SUNY Albany's Center for
Legislative Development
Thunder & Associates
University of Pittsburgh, International
Management Development Institute

multi-sector public policy
multi-sector public policy
financial management
NGO capacity building and advocacy
public administration
natural resources management
decentralization and urban government
conflict and dispute resolution
legislative strengthening

management and technology
management training

NOTE: Please see p. 5 for a one-page description of "How to Access a DG Center Implementing Mechanism."
For additional information, please contact the CTO identified at the top of this description.

DEMOCRACY FELLOWS

Project No.: 936-5466

G/DG Contact: Robert Hansen (CTO)

Cooperative Agreement (Original/NMS Nos.):
World Learning, Inc.

AEP-5466-A-00-5024/AEP-A-00-95-00024

Purpose: The DFP's purpose is to develop the talents and the career commitment of junior and mid-level democracy experts by providing them with essential field experiences in international democracy-building. The DFP is intended help to promote democratic institutions in developing countries and transitional or emerging democracies, while also helping to develop a cadre of US 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 the specific field of democracy and governance, such as: 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 an equal 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 budgets), via an OYB transfer to G/DG. G/DG is absorbing the cost of program management, operations, administration or other overall expenses. 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:

World Learning, Inc.
David Burgess
1015 15th Street, NW, Suite 750
Washington, DC 20005
Tel: (202) 408-5420
Fax: (202) 408-5397
Internet: dem.fellows@worldlearning.org
Website: <http://www.worldlearning.org>

NOTE: Please see p. 5 for a one-page description of "How to Access a DG Center Implementing Mechanism." For additional information, please contact the CTO identified at the top of this description.



RULE OF LAW
Strengthening rule of law and respect for human rights
(Agency Objective 2.1)

Technical Team Leader: Amy Young

Priority Areas: Legal reform, administration of justice, access to justice, and human rights

GENERAL RULE OF LAW

Project No.: 936-5468

G/DG Contacts:

Michael Miklaucic (CTO - Amex Intl.)
Aleksandra Braginski (CTO - Chemonics)
Michael Miklaucic (CTO - NCSC)

IQCs (Original/NMS Nos.):

Amex International, Inc.
Chemonics International, Inc.
National Center for State Courts

AEP-5468-I-00-6029/AEP-I-00-96-90029
AEP-5468-I-00-6030/AEP-I-00-96-90030
AEP-5468-I-00-6031/AEP-I-00-96-90031

Purpose: The purpose of these contracts is to support the rule of law throughout the world by enhancing the Agency's capacity to support the growth and sustainability of legal and judicial systems which promote respect for human rights, commitment to legal equity, and democratic principles.

Possible Work Areas

- (1) **Legal Reform:** The area of legal reform involves the drafting and revising of constitutions, codes, laws, decrees, and regulations, as well as the compilation and organization of sets of laws and codes.
- (2) **Judicial Independence:** In countries where the judiciary may not constitute a separate or equal branch, it may be strengthened through greater administrative and financial autonomy, merit selection of judges, and other methods of staff professionalization including in-service training.
- (3) **Improved Administration of Justice:** The objective of improved administration of justice is to achieve greater efficiency, effectiveness, and equity in the justice system. Areas of focus include: building judicial accountability, improving data collection/analysis, improving court efficiency, and building intra-judiciary coordination.
- (4) **Structural Reform:** Structural reform refers to changes in the constitution, statutory, regulatory, or judicial organization and structures. Assistance in this area involves the development of mechanisms and means, such as technical and commodity assistance, to implement the structural reform.
- (5) **Prosecution:** Assistance will help define the roles and responsibilities of the judiciary, prosecutors, defense and police/corrections, and other components of criminal/civil justice processes; address structural, budgetary, ethical, performance standard, and record-keeping issues; and develop systems for public accountability in the prosecution of criminal/civil cases.
- (6) **Legislative Development:** Assistance will improve the capacity of the legislature to investigate, research, propose, and draft legislation; conduct public and open hearings on critical issues and legislation; support constituent services; review, propose, and oversee executive and judicial branch budgets; internal rule-making and legislative procedures; and the technical and professional development of legislative staff.

- (7) **Alternative Dispute and Conflict Resolution:** Alternative dispute resolution (ADR) and conflict resolution entail the development of systems and options, drawing on processes such as mediation, arbitration, and good offices, that complement the court systems, increase access to justice, and achieve the peaceful resolution of public or private conflicts.
- (8) **Access to Justice:** This area involves the development of mechanisms to promote equal access for all to formal and informal systems of justice, as well as the development of legislation, regulations, and budgetary provisions for legal defense and dispute resolution.
- (9) **Public Defense and Legal Aid:** The objective of this work area is to develop mechanisms to provide legal representation regardless of financial means, political or socio-economic affiliations, etc.
- (10) **The Rights of Disadvantaged Populations:** This area involves strengthening the work of indigenous human rights organizations, with a primary focus on women's rights, women's political participation, the rights of ethnic, cultural, and religious minorities, and their political participation.

PRIME CONTRACTORS:

National Center for State Courts
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 Fax: (202) 429-1867
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SUBCONTRACTORS:

To National Center for State Courts:
 African-American Institute
 AMIDEAST
 The Asia Foundation

To Chemonics International, Inc.:
 Abt Associates
 African-American Institute
 Florida International University
 Freedom House
 International Center for Not-for-Profit
 Law (ICNL)
 IRIS Center, University of Maryland
 Justice Management Institute
 MetaMetrics
 National Judicial College
 Parliamentary Human Rights
 Foundation
 Partners for Democratic Change
 The Spengenberg Group
 Street Law

To Amex International, Inc.:
 Barents Group (a KPMG company)
 Center for Democracy

RESOURCE ORGANIZATIONS:

To National Center for State Courts:
 NCSC has a total of 175 resource centers
 based in Africa, Asia, Europe, Latin
 America, the Middle East, and the U.S.

To Chemonics International, Inc.:
 Conflict Resolution, Research, and
 Resource Institute
 Max Planck Institute
 Washington College of Law, American
 University

To Amex International, Inc.:
 Partners for Democratic Change
 GERDDES
 The Rendon Group

NOTE: Please see p. 5 for a one-page description of "How to Access a DG Center Implementing Mechanism." For additional information, please contact the CTO identified at the top of this description.

ALTERNATIVE DISPUTE RESOLUTION

Project number: 936-5468

G/DG Contact: Aleksandra Braginski (CTO)

IQC (Original/NMS Nos.):
Conflict Management Group

AEP-5468-I-00-6022/AEP-I-00-96-90022

Purpose: Work under this contract shall seek to complement court systems, increase access to justice, achieve peaceful resolution to private and public disputes, and promote creative approaches to the resolution and management of conflict widely defined.

Possible Work Areas: An illustrative list of work assignments related to ADR and conflict management includes the following:

- Technical assistance for the implementation of alternative dispute and conflict resolution activities;
- Technical assistance for conducting assessments, building strategies, and/or engaging in project/program design;
- Research and evaluation of alternative dispute and conflict resolution efforts;
- Dissemination of information on ADR and conflict management activities;
- Sponsorship of conferences, training and seminars on issues involving ADR and conflict management;
- Development of indicators of progress in ADR and conflict management;
- Capacity building for those organizations concerned with ADR and conflict management;
- Network building among organizations and individuals concerned with ADR and conflict management; and
- Organizing and implementing country counterpart training and observational visits on ADR and conflict management.

CONTRACTOR:

Conflict Management Group
Diana Chigas
20 University Road
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Fax: (617) 354-8467
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NOTE: Please see p. 5 for a one-page description of "How to Access a DG Center Implementing Mechanism." For additional information, please contact the CTO identified at the top of this description.

U.S. DEPARTMENT OF JUSTICE

Project No.: 936-5468

G/DG Contact: Michael Miklaucic (CTO)

PASA (Original/NMS Nos.):
Department of Justice

AEP-5468-P-00-6024/AEP-P-00-96-90024

Purpose: Strengthening the capacity of legal systems and institutions to render justice fairly and effectively is fundamental to establishing the rule of law. To advance USAID's efforts in these areas, G/DG entered into a Participating Agency Service Agreement (PASA) with the U.S. Department of Justice (DOJ). Under the PASA, USAID missions around the world can utilize DOJ's expertise to: conduct justice sector assessments, design ROL projects, provide technical assistance and training, review laws and legislation, and make policy recommendations.

Possible Work Areas: Through its office for Overseas Prosecutorial Development, Assistance and Training (OPDAT), the Justice Department can offer a broad range of ROL support by drawing from its pool of administrative personnel and 8000-plus attorneys, as well as other legal sector professionals. For example, DOJ can provide technical assistance and training to judges, prosecutors and other justice sector personnel in such areas as basic legal and investigative skills, professional responsibility, case management, budgeting, and strategic planning. In addition, DOJ can offer more specialized assistance directed at addressing a variety of crime problems, including public corruption, fraud, money laundering, organized crime, and child exploitation. While the PASA emphasizes criminal justice assistance, it also enables USAID missions to access DOJ's expertise in other areas, such as civil rights, commercial law, and environmental law.

Depending on their availability and departmental interests, DOJ personnel may be available for short-to long-term ROL assignments. In general, with respect to short-term assignments, it is envisioned that DOJ will continue to pay the salary costs of its personnel, while USAID will cover additional costs associated with ROL activities, such as travel and per diem. Thus, aside from providing access to considerable legal resources, the PASA offers missions a cost-effective means of delivering ROL assistance.

This agreement must be accessed through the Center for Democracy and Governance. USAID missions should contact Michael Miklaucic, the cognizant technical officer for the DOJ PASA, to discuss the agreement. Please do not contact DOJ directly.

NOTE: Please see p. 5 for a one-page description of "How to Access a DG Center Implementing Mechanism." For additional information, please contact the CTO identified at the top of this description.

INTERNATIONAL DEVELOPMENT LAW INSTITUTE (IDLI)

Project No.: 936-5468

G/DG Contact: Michael Miklaucic (CTO)

Grant (Original/NMS Nos.):
International Development Law Institute

AEP-G-00-97-00031-00

Purpose: To support specific programs being developed by IDLI which contribute to USAID objectives in the rule of law field.

Possible Work Areas: Activities over the life of the grant might include training of lawyers and judges; development of judicial benchbooks; organization of conferences and/or workshops dealing with impact analysis of legal reform and training at the country level; country legal sector needs assessments; activities developing synergisms among democracy, governance, and economic growth; technical assistance and other activities leading to the strengthening of legal and judicial organizations within the context of USAID programs.

Training activities are expected to consist primarily of focused, in-country customized training workshops as agreed by USAID and IDLI, but may also utilize the Rome Training Center and the IDLI basic curriculum, as appropriate.

GRANTEE:

International Development Law Institute (IDLI)

L. Michael Hager, Executive Director

Via di San Sebastianello, 16

00187 Rome, Italy

Tel: 39-6-6992-2745

Fax: 39-6-678-1946

Internet: mhager@idli.org

NOTE: Please see p. 5 for a one-page description of "How to Access a DG Center Implementing Mechanism." For additional information, please contact the CTO identified at the top of this description.

U.S. FEDERAL JUDICIARY

Project No.: 936-5468

G/DG Contact: Amy Young (CTO)

IAA (Original/NMS Nos.):
U.S. Federal Judiciary

TBD

Purpose: This Inter-Agency Agreement (IAA) facilitates the participation of the U.S. Federal Judiciary in promoting the rule of law within the context of USAID strategies throughout the developing world. USAID missions can utilize the agreement as a means of sharing the expertise and experience of U.S. federal judges (and other judicial personnel) with counterparts in host country judges (and other judicial personnel) with counterparts in host country judiciaries.

Possible work areas: In addition to judicial exchanges, the IAA envisions workshops and training sessions on a range of topics including (but not limited to):

- judicial independence
- judicial administration
- judicial review
- constitutional courts
- judicial ethics
- judicial education
- jury systems
- case management
- alternative dispute resolution.

This agreement must be accessed through the Center for Democracy and Governance (G/DG). USAID missions should contact Amy Young, Senior Advisor for the Rule of Law, to discuss the agreement. Please do not contact the Federal Judiciary, Administrative Office of the U.S. Courts, or the Federal Judicial Center directly. The agreement can be used in conjunction with delivery/task orders under other procurement mechanisms. For example, rule of law assessments, evaluations, training, or other implementation activities funded through contracts, cooperative agreements, or grants with other entities can be supplemented by the participation of U.S. federal judiciary personnel via a buy-in to this IAA.

NOTE: Please see p. 5 for a one-page description of "How to Access a DG Center Implementing Mechanism." For additional information, please contact the CTO identified at the top of this description.



ELECTIONS AND POLITICAL PROCESSES
More genuine and competitive political processes
(Agency Objective 2.2)

Technical Team Leader: Mark Feierstein
Priority Areas: Elections planning and administration, political party development, domestic/international monitoring, voter education, and women's political participation

CONSORTIUM FOR ELECTIONS AND POLITICAL PROCESS STRENGTHENING

Project No.: 936-5468

G/DG Contact: Katherine Nichols (CTO)

Cooperative Agreement (Original/NMS Nos.):

Consortium for Elections and Political Process Strengthening

AEP-5468-A-00-5038/AEP-A-00-95-00038

Purpose: G/DG has awarded a cooperative agreement to the Consortium for Elections and Political Process Strengthening (CEPPS), a joint venture among the International Foundation for Election Systems (IFES), the International Republican Institute (IRI), and the National Democratic Institute for International Affairs (NDI). All three are leaders in this field and jointly they possess a vast amount of experience and expertise. CEPPS 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 international and regional organizations that offer a full array of activities in this field. 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.

Possible Work Areas: CEPPS has programs in the following areas: (1) pre-election assessments; (2) election administration; (3) political party development; (4) voter and civic education; (5) domestic and international observation; (6) post-election training; and (7) technical leadership, which includes assistance to legislatures and civic organizations as well as to political parties.

- (1) **Assessments:** Three types of assessments are available: (a) diagnostic pre-election assessments, for evaluating the state of preparations for elections and estimating the need for technical and material assistance; (b) political assessments, for gauging: the political will of incumbents to hold credible and competitive elections, the viability of political parties, the capability of civic organizations to undertake civic/voter education or election monitoring, and the broader enabling environment; and (c) specialized assessments for studying areas such as the application of emerging election technologies, parliament, and access to the media.
- (2) **Election Administration:** In election administration, CEPPS members will provide short- and long-term assistance to entities and individuals administering elections. This assistance can be provided to legislators and elections officials to help develop and strengthen the election laws or constitution, to address problems identified in pre-election assessments, to plan logistics and other administrative matters, and to train trainers of election workers and poll watchers for civic organizations and political parties. Where appropriate, commodity procurement and training is possible.

- (3) **Political Party Development:** Political party development encompasses training of political parties in long-term organizational, capacity building, and campaign techniques, as well as leadership/candidate development at the national, provincial, and local levels. Political party development also includes leadership development and promoting women's participation in the political process. All assistance to political parties is done in a nonpartisan manner. There is no direct financial assistance to parties.
- (4) **Voter/Civic Education:** In voter and civic education, CEPPS members conduct long- and short-term programs covering the entire range of pre-, post-, and interim-election voter and civic education. Issues addressed include voters' rights and duties, the conduct of an election, sample ballot review, transparency, accountability, and responsiveness of representatives. These educational activities can include support for message development and various media transmission, as well as research and evaluation.
- (5) **Election Observation:** Consistent with the focus on long-term, sustainable development, CEPPS plans to support training and capacity building for appropriate local NGOs to monitor elections, perform poll watching, conduct quick counts and other methods for monitoring the election process. Where appropriate, CEPPS will also organize international observers.
- (6) **Post-Election Training:** Legislative strengthening/training can be directed at national, provincial, or local legislative bodies. These programs can bolster legislative effectiveness through training in coalition building, serving constituents, oversight roles, and facilitating public access to the legislature. These programs also include assistance in creating mechanisms for citizen participation in public policy, the development of legislation, and government accountability.
- (7) **Technical Leadership:** Missions and regional bureaus may also wish to support CEPPS' technical leadership activities. CEPPS plans to hold symposia, conferences and exchanges on a variety of technical areas and will build regional networks of elections officials, NGOs, and political parties. CEPPS also aims to expand the participation of women and other under-represented groups, and will assist in-country partners in developing means to this end. CEPPS will also support the development of indigenous NGOs through small grants, TA, and improved coordination with other electoral institutions.

Core activities: G/DG will fund CEPPS core activities to which missions and regional bureaus may also wish to contribute. Core funds will be spent on five main areas: rapid response assistance in non-presence countries and other special cases, regional and inter-regional networking, development and dissemination of resource materials, and evaluation mechanisms. Unfortunately the level of core funding will not support country level programs. Regional bureaus and field missions may fund CEPPS core activities using their own funds.

GRANTEES:

International Foundation for Election
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Third Floor
Washington, DC 20005
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Fax: (202) 452-0804
Internet: chris@ifes.org
Website: <http://www.ifes.org/>

International Republican Institute (IRI)
AEP-5468-A-00-5038-00
Colleen House
(lead contact for CEPPS)
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National Democratic Institute for
International Affairs (NDI)
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Website: <http://ndi.org/>

AFFILIATES:

CEPPS has named several affiliates with which it may work to support CEPPS programs. The groups listed in the cooperative agreement are the Asia Foundation, the African American Institute, and CAPEL.

NOTE: Please see p. 5 for a one-page description of "How to Access a DG Center Implementing Mechanism." For additional information, please contact the CTO identified at the top of this description.

GENERAL ELECTIONS AND POLITICAL PROCESSES

Project No.: 936-5468

G/DG Contact: Kara McDonald (CTO)

IQC (Original/NMS Nos.):

International Foundation for Elections Systems

AEP-5468-I-00-6003/AEP-I-00-96-90003

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

Possible Work Areas: This activity is structured to provide a full range of technical assistance in electoral and political processes. The contractor will provide short- and medium-term technical and advisory and assistance services in the area of elections and political processes. Services will involve the following functional activities:

- (1) **Election Administration:** May include country-specific assessments to identify the needs and constraints of conducting "free and fair" elections; technical assistance to election commissions, to develop and strengthen election laws or the constitution or to remedy problems identified in pre-election assessments; and the provision of commodities, poll-worker training, training for election officials, voter education.
- (2) **Political Party Development:** May include support to political parties and support for assistance to legislatures to strengthen the political process.
- (3) **Voter/Civic Education and the Role of Observers:** May include long- and short-term programs covering the entire range of pre-, post-, and interim-election voter and civic education. Support for international observations, indigenous NGO poll-watching, quick counts, and any other method for monitoring the election process is also possible.
- (4) **Technical Leadership Services:** Support may be provided for a range of activities that contribute to furthering the state of the art in elections and political process.

Possible activities include: pre-election assessments; electoral laws/legal framework for elections; training of election commissions; poll watchers and/or assistance to other polling officials; election commodity specifications, development, and procurement; political party training and development; training of indigenous or international election observers; development of civic or voter education programs; training in civic or voter education; training of election officials, legislators, and government leaders; development of programs that address gender, minority, and ethnic issues; assessment, evaluation, and/or indicator development; and campaign management.

CONTRACTOR:

International Foundation for Election
Systems (IFES)

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NOTE: Please see p. 5 for a one-page description of "How to Access a DG Center Implementing Mechanism." For additional information, please contact the CTO identified at the top of this description.

GLOBAL WOMEN IN POLITICS

Project No.: 936-5468

G/DG Contact: Susan Jay (CTO)

Cooperative Agreement (Original/NMS Nos.)
The Asia Foundation

AEP-5468-A-00-5037/AEP-A-00-95-00037

Purpose: The G-WIP program will achieve the following four objectives:

- increase awareness, strengthen advocacy and expand access to positions and processes;
- promote equitable laws, policies and practices;
- strengthen regional capacity to implement and enforce effectively laws, policies and decisions; and
- promote networking that will facilitate transfer of ideas, strategies and resources and will build regional and international solidarity among women and women's groups.

Possible Work Areas: TAF's \$1 million grant will only support G-WIP's core activities (described below). G/DG will take responsibility for working with TAF and M/OP in order to expedite mission and bureau add-ons, when consistent with G-WIP's program goals. Core activities will include the following:

- resource collection and establishment of a global women in politics information clearinghouse and resource center;
- a series of regional workshops to facilitate sharing of models, strategies, tools and techniques to transfer lessons learned within and across borders;
- pilot projects to develop and expand women's political participation including training in basic leadership skills, campaigning for elected office, advocacy and monitoring skills, gender sensitivity, raising political awareness, legal rights education and how politics affects daily life; and
- a global internet initiative on women in politics.

Possible activities to be undertaken through add-ons include:

- hands-on political campaign training, i.e., the provision of skills and tools, at all levels of elected office, for women candidates and their staff;
- advocacy training workshops designed to teach women leaders how to identify issues ripe for advocacy campaigns, build a coalition around an issue, develop a strategic plan, carry the plan through and achieve positive change;
- basic leadership training designed to impart skills to women in the areas of public speaking, message formulation and delivery, working with the media and resource mobilization;
- workshops for men and women policymakers designed to raise awareness of women's needs, interests and views on issues;
- workshops related to gender issues and policy-making tools (e.g., How to use the Beijing conference's platform for action as an advocacy tool); and
- training designed to raise grassroots women's political awareness, including how politics affects their daily lives and the need to be involved as informed voters, activists, and leaders.

GRANTEE:

The Asia Foundation
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Internet: TAFWIP1@igc.apc.org
Website: <http://www.asiafoundation.org>

REGIONAL PARTNERS:

America-Mideast Educational and Training
Services, Inc. (AMIDEAST)
Participa (Chilean NGO)

NOTE: Please see p. 5 for a one-page description of "How to Access a DG Center Implementing Mechanism." For additional information, please contact the CTO identified at the top of this description.



CIVIL SOCIETY
Increased development of a politically active civil society
(Agency Objective 2.3)

Technical Team Leader: Gary Hansen
Priority Areas: Politically-active civic organizations, independent trade unions, and the media

General Civil Society

Project No.: 936-5468

G/DG Contact: Gary Hansen (CTO)

IQCs (Original/NMS Nos.):
Management Systems International
World Learning, Inc.

AEP-5468-I-00-6012/AEP-I-00-96-90012
AEP-5468-I-00-6013/AEP-I-00-96-90013

Purpose: The primary purpose of these IQCs is to provide rapid response technical assistance to support civil society programs of USAID missions and regional bureaus. Services shall focus primarily on the capacity building needs of USAID's civil society partners, at the country, regional, and local levels. The range of technical assistance activities includes the design, implementation and evaluation of activities in the following areas: (1) institutional capacity building; (2) sectoral support; and (3) conferencing/networking.

Possible Work Areas:

(1) Institutional Capacity Building

The objectives of this activity are: (a) to strengthen and/or build the institutional and managerial capacity of civil society organizations (CSOs); and (b) to improve the overall capacity of USAID missions and bureaus to plan, manage and evaluate (e.g., ensure that lessons learned can be applied to future programs) the programs and projects that strengthen civil society. To accomplish the first objective, the contractors provide technical assistance in such areas as: strategic planning and management, financial management and evaluation, and personnel/human resource management. These activities are intended to strengthen civil society organizations' internal practices of democratic governance, e.g., accountability, diversity (particularly as it relates to gender), and transparency. To accomplish the second objective the IQCs can provide technical assistance to USAID missions and bureaus to design, implement, and evaluate civil society programs.

(2) Sectoral Support

The objective of this activity is to increase the capacities and roles of CSOs in monitoring government policy formation and implementation (i.e., being watchdogs), as initiators of democratic reforms, and as participants in the formation and implementation of public policy. This activity will support the capacity of CSOs to participate in the formulation and the implementation of public policies in a range of democratic governance reform areas at both the macro and the micro levels. Specifically, this activity will increase the capacity of indigenous CSOs to participate in public policy formation and implementation in such areas as rule of law, including human and civil rights; judicial and legal reform; electoral reform and political party development; decentralization and local government reform; legislative reform; and sectoral reform and policy-making in such areas as economic growth, labor, land tenure and resource use.

(3) Networking

The objective of this activity is to increase cross-fertilization, dialogue, and greater cooperation between and among indigenous, U.S., and international CSOs. Additionally, this activity will increase the linkages between primary level (e.g., self-governing associations), intermediary associations, and national level support organizations. This would include apex organizations or federations, consortia, sectoral networks, think-tanks and policy institutes, university departments (e.g., law faculties, media), and training and research institutes.

PRIME CONTRACTORS:

Management Systems International
AEP-5468-I-00-6012-00
Joan Goodin or Roberta Warren
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SUBCONTRACTORS:

(To Management Systems International)
Institute for Development Research
International Foundation for Election
Systems
Internews Network
League of Women Voters Education Fund
Synergos Institute

(To World Learning, Inc.)
America's Development Foundation
Associates in Rural Development
Development Associates
American University School of
Communications

RESOURCE ORGANIZATIONS:

(To Management Systems International)
Advocacy Institute
American Federation of Teachers
Educational Foundation
Communications Consortium Media Center
Transparency International
CIVICUS
Esquel Group Foundation
GERDDES
International Council on Adult Education
Organizacion Civica

(To World Learning, Inc.)
Johns Hopkins University, Institute for
Policy Studies
International Center for Not-for-Profit Law
Search for Common Ground
Center for Citizen Advocacy
Amex, Inc.

NOTE: Please see p. 5 for a one-page description of "How to Access a DG Center Implementing Mechanism."
For additional information, please contact the CTO identified at the top of this description.

LABOR DEVELOPMENT

Project No.: 936-5473 G/DG Contact: Peter Accolla

Grant (NMS No.):
American Center for International Labor Solidarity AEP-G-00-97-00035

Note: Through G/DG, USAID has provided a global grant to the American Center for International Labor Solidarity (Solidarity Center). The Solidarity Center carries out labor development programs formerly administered by the AFL-CIO regional institutes, which included the African-American Labor Center (AALC), the Asian-American Free Labor Institute (AAFLI), and the American Institute for Free Labor Development (AIFLD).

Purpose: The Solidarity Center provides technical assistance to and collaborates with indigenous trade union organizations to: (1) enhance trade union democracy and the role of unions in the strengthening of civil society; (2) promote the establishment of democratic systems through advocacy for reform; (3) to enable unions to participate actively in the formulation of public policies that create the conditions for broad-based economic growth; (4) promote the acceptance of international labor standards and enforcement of national labor legislation; and (5) to encourage the elimination of child labor and protection of the rights of women workers.

Possible Work Areas: With the consolidation of the AFL-CIO regional institutes into a new single entity, USAID and the Solidarity Center will continue to seek new and innovative approaches to formulating and implementing global labor programs. For the next five years (1997-2002), the USAID grant will focus on the strategic role and participation of unions in promoting democratic governance, free and transparent elections, the rule of law, and broad-based economic growth strategies, which are intrinsically linked to the future of work in the global economy.

Mission and bureau add-ons to the grant are encouraged. The proposed program must fit within the scope of the activities funded by the core grant from G/DG. Because the grant is an assistance instrument, the Solidarity Center must agree that the proposed activity fits within USAID's overall development strategy.

GRANTEE:

American Center for International
Labor Solidarity (Solidarity Center)
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Internet: acils@acils.org

NOTE: Please see p. 5 for a one-page description of "How to Access a DG Center Implementing Mechanism." For additional information, please consult with the G/DG contact identified at the top of this description.

Constitutions and Legal Frameworks: The objective of this activity is to improve the fundamental rules and institutional structures or arrangements of host countries to better support democratic reforms and good governance goals. Assistance may include providing technical advice to executive, legislative branches, and NGOs in the development of micro/macro constitutional or regulatory frameworks and legal provisions, e.g., for referenda or reviews of bureaucratic decisions, appeals processes for grievances, and assisting government and NGO representatives to develop strategies that strengthen the interrelationship between government authorities and civil society.

PRIME CONTRACTOR:

Associates in Rural Development
Rhys Payne or David Green
110 Main Street
P.O. Box 1397
Burlington, VT 05402
Tel: (802) 658-3890
Fax: (802) 658-4247
Internet: rpayne@ardinc.com
dgreen@ardinc.com
Website: <http://www.ardinc.com>

Development Alternatives, Inc.
Craig Olson
7250 Woodmont Avenue
Suite 200
Bethesda, MD 20814
Tel: (301) 718-8296
Fax: (301) 718-7968
Internet: craig_olson@dai.com
Website: <http://www.dai.com>

Casals and Associates, Inc.
Carmalita Gamallo
2231 Crystal Drive, Suite 814
Arlington, VA 22202
Tel: (703) 920-1234
Fax: (703) 920-5750
Internet: cgamallo@casals.com
Website: <http://www.casals.com>

SUBCONTRACTORS:

To Associates in Rural Development:
American Manufacturers Export Group
Center for Legislative Development, State
University of New York at Albany
Checchi and Company Consulting, Inc.
International Management Development Institute,
University of Pittsburgh
Weidemann Associates, Inc.

To Development Alternatives, Inc.:
Development Associates, Inc.
Georgia State University
Government Finance Officers
Association
Hogan & Hartson, LLP
International Law Institute
Mendez, England & Associates
National Academy of Public
Administration

To Casals and Associates, Inc.:
Freedom House
Institute for Contemporary
Studies
International Center for Self-
Governance
International Center for
Economic Growth
Public Administration Service
The Rendon Group
United States Association of
Former Members of Congress
United States Conference of
Mayors

RESOURCE ORGANIZATIONS:

To Associates in Rural Development:
African-American Institute
Council of State Governments
International Union of Local Authorities
University of Texas at Austin

To Development Alternatives, Inc.:
The Asia Foundation
Carrie Chapman CATT Center for
Women and Politics and College of
Liberal Arts and Sciences (Iowa
State University)
The Center for Legislative
Development (Philippines)
Lasa Monroig & Veve
Rutgers, The State University of New
Jersey
Sister Cities International
The United State Conference of
Mayors

To Casals and Associates, Inc.:
Center for Strategic and
International Studies
Esquel Group Foundation
Shaw, Pitman, Potts, and
Trowbridge

NOTE: Please see p. 5 for a one-page description of "How to Access a DG Center Implementing Mechanism." For additional information, please contact the CTO identified at the top of this description.

LEGISLATIVE STRENGTHENING

Project No.: 936-5468

G/DG Contact: Pat Isman (CTO)

IQC (Original/NMS Nos.):

The Research Foundation of SUNY/Albany

AEP-5468-I-00-6004/AEP-I-00-96-90004

Purpose: To improve the capacity, performance, oversight, and representative functions of lawmaking bodies. Specifically, this activity will improve the deliberative process to better represent the public interest and monitor governmental performance.

Possible Work Areas: Missions and bureaus will be able to draw on this IQC to develop general programs and specific projects to address the following activities:

- providing assistance to host country officials and NGOs in the development of democratic procedures/practices; and providing advice and training on the implementation and enforcement of the rules and conduct of public discourse.
- providing training to host country officials and NGOs on best practices for public officials, policy formulation, public meetings/hearings, and public policy mediation/negotiation.
- providing advisory services pertaining to the drafting, enforcement and implementation of laws, regulations, and ordinances consistent with a democratic government reform.
- providing commodities on a limited basis to increase the efficiency, knowledge, and physical infrastructure of deliberative bodies when engaged in or related to key areas of democratic reform.

PRIME CONTRACTOR:

The Research Foundation of the State University of New York

Sharon Finn, Manager, Contract & Grant Administration

Office of International Programs (SUNY/OIP)

State University Plaza

Albany, NY 12246-0001

Tel: (518) 434-7111

Fax: (518) 434-7280

Internet: grimmje@rf.suny.edu

SUB-CONTRACTORS:

Development Associates

The National Conference of State Legislatures

Institute for Public Administration

NOTE: Please see p. 5 for a one-page description of "How to Access a DG Center Implementing Mechanism." For additional information, please contact the CTO identified at the top of this description.

DECENTRALIZATION AND PARTICIPATORY GOVERNMENT

Project No: 936-5468

G/DG Contact: Harry Blair (CTO)

IQC (Original/NMS Nos.):
Research Triangle Institute

AEP-5468-I-00-6014/AEP-I-00-96-90014

Purposes: (1) To increase participatory decision-making, transparency, accountability, and responsiveness at all levels of government by working with both formal state and non-state actors; and (2) To increase local participation in all levels of government, and to assist local government to serve as a balance/counterbalance to central state authorities.

Possible Work Areas: Illustrative activities include:

- assisting host government officials and their non-state counterparts to implement decentralization plans and address policy implications and issues related to decentralization and local government programs.
- strengthening the functioning of local government: improving the administrative and technical skills of local authorities, particularly in planning, delineation of responsibilities and authority (to include within and among levels of government), functional organization, and formal decision-making.
- assisting host country government personnel along with non-state counterparts in establishing government practices and procedures to oppose and combat official government corruption including: drafting codes of ethics/honesty, investigative auditing, corruption awareness training, building transparency into transactions, and developing and applying incentives and sanctions to avoid corrupt behavior.
- assisting the development of strategies and programs that seek to increase participation, and specifically to increase participation of women and other disadvantaged groups in the official government sector.

PRIME CONTRACTOR:

Research Triangle Institute
Jerry VanSant, Director, Center for International Development
3040 Cornwallis Road
P.O. Box 12194
Research Triangle Park, NC 27709-2194
Tel: (919) 541-7218
Fax: (919) 541-6621
Internet: jcv@rti.org
Website: <http://www.rti.org/cid/cid.html>

SUB-CONTRACTORS:

Institute of Public Administration
Management Systems International
The Urban Institute

RESOURCE ORGANIZATIONS:

Corder/Thompson & Associates
IULA-Latin America, Eastern Mediterranean and Middle East Branches
Mega-Cities
National League of Cities

NOTE: Please see p. 5 for a one-page description of "How to Access a DG Center Implementing Mechanism." For additional information, please contact the CTO identified at the top of this description.

ANTI-CORRUPTION

Project No.: 936-5466

G/DG Contacts:

Pat Isman (CTO)

Phyllis Dininio

Grant (Original/NMS Nos.):

Transparency International

AEP-5466-G-00-5028/AEP-G-00-95-00028

Purpose: Transparency International (TI) is a Berlin-based NGO whose mission is to curb corruption through international and national coalitions encouraging governments to establish and implement effective laws, policies, and anti-corruption programs. TI hopes to strengthen public support for anti-corruption programs and enhance transparency and accountability in government.

Possible Work Areas: TI's strategy to accomplish its mission is to establish coalitions of like-minded organizations and individuals to work with governments in developing and implementing national anti-corruption programs. To date, TI has established over 70 national chapters that foster anti-corruption programs in their own countries in accordance with TI's approaches and core values. TI is also developing an information center and conducting research into aspects of containing corruption; participating in public fora; using publicity campaigns to broaden public awareness of the damage caused by corruption, the need to counter it, and the means to reduce it; and compiling an annual index of perceptions of corruption around the world.

Mission and bureau add-ons to the grant are possible. Because the grant is an assistance instrument, TI must agree that the proposed activity fits within its existing program.

In addition to this core grant, the Center launched a 3-year grant to TI in September 1997. This grant pays for four regional anti-corruption conferences as well as intensive anti-corruption work in 8-10 countries. The country-focused work starts with a baseline survey on corruption in the country and an integrity workshop that allows participants to identify key problems in their country related to corruption and lay out strategies for overcoming them. Workshop participants include government officials, academics, journalists, civil society representatives, and business leaders who jointly have the capacity to carry out the reforms they propose.

After the kick-off workshop, TI would work with workshop participants to assess the types and content of technical assistance most needed and arrange to have it provided. Such areas might include assistance in designing and even implementing regulatory reform, ethics guidelines, financial management systems, training in advocacy, public awareness raising, etc. No more than a year later, TI would conduct a second survey and a follow-up workshop to review progress, assess the implications for future work, and revise the priorities, timetable, and responsibility assignments as necessary. TI would again assist in providing or accessing technical assistance.

The G/DG grant would pay for the two workshops and the management time of TI throughout the integrity program. Funding for the surveys and specific anti-corruption interventions would come from the host-country government, USAID mission, and/or other donors. TI anticipates working in countries where there are suitable partners in government and civil society who are genuinely committed to reform and where USAID missions have identified transparency and accountability as areas to work in.

GRANTEE:

Transparency International

Jeremy Pope, Managing Director

Heylestrasse 33

10825 Berlin GERMANY

Tel: (49) 30-343-8200

Fax: (49) 30-347-03912

Internet: ti@transparency.de

Website: <http://www.transparency.de>

NOTE: Please see p. 5 for a one-page description of "How to Access a DG Center Implementing Mechanism." For additional information, please contact the CTO identified at the top of this description.

PARTNERSHIP FOR DEMOCRATIC GOVERNANCE AND SECURITY

Project No.: 936-5468

G/DG Contacts:

Hugh Smith (CTO)
Stephen Brager

Cooperative Agreement (NMS No.):

Partnership for Democratic Governance and Security

AEP-A-00-98-00014-00

Purpose: G/DG has awarded a cooperative agreement to support the Partnership for Democratic Governance and Security. The Partnership is headed by the National Democratic Institute for International Affairs (NDI) in association with the Center for Civil-Military Relations (CCMR) of the Naval Postgraduate School in Monterey, California. In addition, the Partnership presently consists of three contributing partners: the Universidad Torcuato di Tella and SER (Seguridad Estratégica Regional) en el 2000, both of Argentina, and the Institute for Security and Development Studies (ISDS) of the Philippines.

The purpose of the agreement is to foster civil-military relations that are compatible with and conducive to democracy. The global civil-military relations program will pursue the following general objectives: 1) to increase the capacity of both civilian government institutions and non-governmental organizations to understand, analyze, and propose policy in security and defense-related matters; 2) to support and encourage civil-military interaction, discussion, and dialogue; and 3) to facilitate the public availability and exchange of information on such matters. More specific descriptions of programming areas are found below.

- (1) **Civilians in Government:** One objective of the PDGS cooperative agreement is to increase the capacity of civilian branches of government to perform their functions of management and oversight of the military within a democratic context. This includes educating government officials about their roles and responsibilities vis-a-vis security and defense issues, the role and mission of the armed forces, democratic management and oversight of the military, transparency of the military budget, and military accountability to civilian governance. Elected officials, members of the civil service, and appointed staff of both the legislative and the executive branches require skills and knowledge about civil-military relations to carry out their functions effectively.
- (2) **Civil Society Training:** The PDGS also aims to educate civilians outside of government about the role they can play in strengthening civil-military relations which are supportive of democracy. These civilians and their organizations range from academics and universities, think tanks, journalists, and NGOs that mediate civil-military interaction to human rights lawyers and NGOs, watch dog organizations, labor and trade unions, and advocacy groups. To attain this end, the PDGS provides activities that raise public awareness about civil-military relations and security issues; train journalists in reporting on security and military issues; increase the capacity of NGOs to oversee the military's budget, expenditures, and activities; and expand civil society's level of expertise about the military, its role and mission, and its relationship to society and politics.
- (3) **Civil-Military Interaction:** The PDGS recognizes that a major obstacle to the formation of more democratic civil-military relations is the tendency for civilians and military to view each other with distrust, suspicion, and disrespect, thus failing to seize opportunities to exchange views, information, and ideas. The PDGS member institutions work to promote greater interaction between civilians and the military, establish dialogues on issues of common concern, and build trust and confidence between them.
- (4) **Public Availability of Information:** The Partnership can work with missions and local actors to promote greater openness and easier access to information regarding defense, security, and military affairs, such as national laws on defense and the armed forces, publication of the military budget, information on the defense industry, military activities, and security threats. The PDGS can provide access to training of journalists to investigate and report on military and security affairs and to promote greater media interest in these issues.
- (5) **Information Dissemination:** In order to expand on the knowledge of both civilians and the military, the PDGS has created the Governance and Defense Clearinghouse. The clearinghouse makes available, both on-line and in hard copy, journal articles and working papers, PDGS-produced resource publications and case studies, information on defense and military laws, security affairs educational programs and scholarships, academic abstracts and bibliographies regarding civil-military relations, and masters degree theses produced at the Center for Civil-Military Relations.

- (6) Technical Leadership: Missions and regional bureaus may wish to participate in the PDGS' technical leadership activities. The Partnership will hold conferences, seminars, and exchanges dealing with a variety of technical areas to determine best practices and identify lessons learned. Another purpose of these activities is to build networks of legislators, civilian members of ministries of defense, military officers, NGOs, scholars, and journalists.

Core Activities: G/DG is funding the core activities of the Partnership. Core funds will be spent on six areas: a) rapid response assistance in non-presence countries and other special cases, b) building regional and inter-regional networks, c) the production of resource materials, d) information and dissemination, e) the development of a security affairs curriculum for use in democratizing countries, and f) the development of indigenous NGOs through small grants, TA, and improved coordination with other organizations concerned with security affairs. Core-funded activities that benefit USAID missions may be supplemented through mission add-ons (OYB transfers) to fund country-level programming.

GRANTEE:

National Democratic Institute for International Affairs (NDI)
Kirk Gregersen
1717 Massachusetts Avenue, NW
Fifth Floor
Washington, DC 20036
Tel: (202) 328-3136
Fax: (202) 939-3166
Internet: kirk@ndi.org
Website: <http://www.ndi.org>

SUB-GRANTEES:

The PDGS has one cooperating partner, the Center for Civil-Military Relations, that will work closely with NDI to carry out technical assistance for missions, implement in-country programming, and develop and publish resource publications and case studies. The three contributing partners (Universidad Torcuato di Tella, SER en el 2000, and the Institute for Security and Development Studies) will each have responsibility for specific aspects of the global activities and will contribute to country-level activities where appropriate.

NOTE: Please see p. 5 for a one-page description of "How to Access a DG Center Implementing Mechanism." For additional information, please contact the CTO identified at the top of this description.



G/DG PUBLICATIONS TRACKER
A 12-month projection of publications to be produced by G/DG

Information is correct as of December 1, 1998. Projected release dates are subject to change.

SSO 1-4 - STRATEGIC PLANNING AND FIELD SUPPORT

Handbook of Democracy and Governance Program Indicators

Product: Technical Publication Series.
Release Date: Released October 1998.
Notes: A guide to indicators (e.g., what they are and how to develop them) and menus of indicators organized as tables. Tested in the Ukraine, Uganda, Philippines, and Guatemala. Partners have had input. Vetting built into process. Training in DG indicators and data collection methods will be conducted for up to 15 host institutions in various sub-regions of the world. Host institutions may include contractors, other donors, USAID missions, etc.

Strategic Assessment Framework for Democracy and Governance Programming

Product: Technical Publication Series.
Release Date: Winter 1998-99.
Notes: A framework for designing DG strategies in sustainable development countries. The publication has been reviewed by 13 NGOs, five contractors, Tom Carothers (Carnegie Endowment for International Peace), and the head of ACFVA. It was reviewed by Agency staff at a regularly-scheduled "Tuesday Group" meeting.

Women in Politics Evaluation

Product: Democracy Dialogue or Technical Publications Series (TBD)
Release Date: 1999 (TBD).
Notes: Evaluation of USAID's women in politics programming worldwide. First draft was submitted to G/DG by contractor mid-November 1998.

SSO 1 - RULE OF LAW

Alternative Dispute Resolution (ADR) Practitioners Guide

Product: Technical Publication Series.
Release Date: Completed April 1998.
Notes: A guide to assist practitioners to make informed decisions with regard to incorporating ADR in ROL programs and other conflict management initiatives.

Approaches to Justice Reform and What We Have Learned: A Summary of Four Papers

Product: Technical Publications Series.
Release Date: Early 1999.
Notes: An executive summary of the four papers drafted by Democracy Fellow Linn Hammergren:
1 - *Institutional Strengthening and Justice Reform*
2 - *Judicial Training and Justice Reform*
3 - *Code Reform and Law Revision*
4 - *Political Will, Constituency-Building, and Public Support in ROL Programs*

African ROL Trends Analysis

Product: Democracy Exchange or Technical Publication Series (TBD).
Release Date: 1999 (TBD).
Notes: Broad trends inventory of the status of the judiciary in Africa. Includes donor-supported and/or indigenous reform efforts with lessons learned and best practices.

Case Management Methodology

Product: Technical Publication Series.
Release Date: January 1999.
Notes: Methodology is to be oriented toward field practitioners.

ROL Assessment Methodology

Product: Technical Publication Series.
Release Date: 1999 (TBD).
Notes: Framework for designing ROL strategies in developing countries.

Universal Declaration of Human Rights Technical Note

Product: Democracy Dialogue.
Release Date: Released November 1998.

SSO 2 - ELECTIONS AND POLITICAL PROCESSES

Policy Paper on Political Party Support (P4)

Product: Technical Publication Series.
Release Date: Late 1998.
Notes: G/DG-produced policy paper to be based on MSI-produced concept paper.

Elections Manual/Papers/Case Studies (14)

Product: Technical Publication Series.
Release Date: Through February 1999 (TBD).
Notes:
1 - *Elections Manual*
2 - *Elections Administration Research Paper*
3 - *Local Elections Research Paper*
4 - *Post-election Assistance Research Paper*
5 - *Party-Building Assistance Research Paper*
6 - *Nine Case Studies*

CEPPS Partners Publications

Product: Abstracts of papers/manuals/reports prepared by CEPPS partners and supported by G/DG over the last two years.
Release Date: To be posted on the internal G/DG web page and external USAID democracy web page (date TBD).

SSO 3 - CIVIL SOCIETY

Civic Education Study

Product: Technical Publication Series.
Release Date: January 1999.
Notes: A first step in evaluating the effectiveness of civic education programs, based on a two-country sample. Currently available as "Interim Report."

Media Law Reform Technical Note

Product: *Democracy Dialogue* (technical notes series).
Release Date: Released late Summer 1998.
Notes: G/DG Information Unit sent out a *Democracy Exchange* on media support in late 1997, which generated requests for more information. This technical note was designed to respond to those requests.

Labor Workshops

Product: *Democracy Exchange*.
Release Date: December 1998.
Notes: Based on 1998 DC workshop proceedings (see Labor Strategies Manual below). At workshop, democracy development experts and Solidarity Center representatives considered ways to integrate labor programming into country DG strategies.

Civil Society Strategies

Product: Technical Publication Series.
Release Date: Late 1999.
Notes: Case studies on Philippines, Dominican Republic, and Kenya.

Strategic Media Framework Paper

Product: Technical Publication Series.
Release Date: January 1999.
Notes: Based on media support research conducted by Democracy Fellow at G/DG.

Latin American Journalism Project - Synthesis Report

Product: Synthesis Report.
Release Date: February 1999.
Notes: Five country case studies available as stand-alone documents.

Labor Strategies Manual

Product: Technical Publication Series.
Release Date: Summer 1999.
Notes: Final report, based on three workshops (held in Washington DC, the LAC region, and the ANE region), will serve as a handbook for DG officers.

Advocacy Paper

Product: Technical Publications Series (TBD).
Release Date: Early 1999.
Notes: Paper profiles six US-based organizations doing advocacy work.

Participation and Economic Reform

Product: TBD.
Release Date: Fall 1999.
Notes: Case studies will include Uganda, Ghana, and one country each from Southern Africa, ANE, and ENI regions.

SSO 4 - GOVERNANCE

Civil-Military Relations

Product: Technical Publication Series. Prepared for internal (USAID DG officers') use.
Release Date: Released Summer 1998.
Notes: Paper seeks to define USAID's role in civil-military relations.

Anti-Corruption Handbook

Product: Technical Publication Series.
Release Date: Released Fall 1998.
Notes: Outlines approaches to fighting corruption. Includes country studies (Mexico and Tanzania) incorporated into a broader G/DG anti-corruption handbook.

Legislative Strengthening Handbook

Product: Technical Publication Series.
Release Date: TBD.
Notes: The publication is tied to a conference on legislative strengthening held in Africa in the Fall of 1998.

Democratic Decentralization Handbook

Product: Technical Publication Series.
Release Date: Late Summer 1999.
Notes: A best practices and lessons learned guide, drawing on global experience and exploring incentives to promote democratic practices through decentralization.

Corruption Case Studies

Product: Technical Publication Series.
Release Date: Fall 1999.
Notes: Case studies to be used for DG officers' training (TBD).

BIOGRAPHICAL SKETCHES OF CENTER TECHNICAL STAFF

(updated December 1, 1998)

Jennifer L. Windsor is the director of USAID's Global Center for Democracy and Governance. For the last ten years, Jennifer has worked in the area of U.S. foreign policy and comparative politics, specializing in democracy and human rights issues. She joined USAID in 1991, helping to start-up the Africa democracy and governance program. She then served as special assistant/deputy chief of staff to USAID Administrator Brian Atwood before she joined the Center in late 1994. Prior to joining USAID, Jennifer worked as a staffer on foreign policy issues for Senator Daniel Patrick Moynihan and Congressman Ted Weiss. She has done consulting work for the National Democratic Institute and Harvard's Center for Criminal Justice. She is a graduate of the Woodrow Wilson School at Princeton University and Harvard University.

* * * * *

Peter Accolla received his B.A. and M.A. in political science/area studies/economics from Fairleigh Dickinson University and his Ph.D. in international relations from Johns Hopkins University, School of Advanced International Studies. He was an international labor advisor for U.S. Department of Labor from 1975 to 1994, and Latin America/Caribbean area advisor from 1982 to 1994. He has served as technical advisor to the U.S. delegation to the ILO, technical advisor to the U.S. delegation to trade negotiations (Geneva), and technical advisor to the NAFTA labor agreement negotiations. At USAID, Peter served as the labor advisor for the LAC bureau from 1994 to 1995, and has served as the Center's labor advisor since 1994. He is a member of the Center's LAC regional team, and backstops Brazil, Guyana, and the Dominican Republic.

Harry Blair has an AB in history from Cornell University and an MA and Ph.D. in political science from Duke University. Currently he is at the Center for Democracy and Governance on leave from Bucknell University, where he is professor of political science and has served three terms as department chair. In addition to Bucknell, Harry has taught at Colgate and Cornell Universities, and has held appointments at Columbia and Yale Universities. His research and publications have focused largely on politics, rural development, and natural resource management on the Indian subcontinent. At USAID, Harry worked during 1981-82 in the former Science and Technology Bureau and during the earlier 1990s in the Center for Development Information and Evaluation (CDIE), where he concentrated on judicial reform, civil society, and democratic local governance.

Gary Bland holds a BA from the College of William & Mary and an MA and Ph.D. from the Johns Hopkins University School of Advanced International Studies. Prior to joining USAID, he served as a legislative assistant in the House of Representatives and as senior program associate at the Latin American Program of the Woodrow Wilson International Center for Scholars. While at the Wilson Center, Gary focused his writing and policy research on democratic development and decentralization in Nicaragua, Venezuela, El Salvador, Peru, and Chile. Gary left the Wilson Center to conduct a two-year study on the impact of decentralization on the democratic development of local government in Chile and Venezuela. Currently a member of the Center's governance team, he is helping prepare a decentralization training module and, through field tests in Africa, Eastern Europe, and Latin America, revise the decentralization handbook.

Stephen Brager has worked on issues of politics of authoritarianism and democratization for 15 years. He received his master's degree in political science from the University of California, San Diego, where he studied the politics of development, political development, and political institutions. He has written papers on the role of institutions and their effect on political outcomes. Much of his efforts have focused on the role of the armed forces and other authoritarian institutions and organizations in democratizing nations. At the Center, Stephen provides technical assistance for strengthening legislatures and promoting democratic civil-military relations. Most recently, he has investigated how electoral institutions shape legislators' incentives to develop strong constituent relations, and has been shepherding the development of a cooperative agreement for global civil-military relations programming, which should become available in June 1998.

Aleksandra Braginski received a B.S. degree in foreign service at the School of Foreign Service, Georgetown University, and a Master's degree in public administration (concentration in developing country contexts) from George Washington University. Aleksandra was a U.S. Peace Corps volunteer in the Philippines, working on the development of grass-roots community organizations. She has been a USAID foreign service officer since 1987, with over four years of experience in managing commercial law reform activities in the ENI region.

Sandy Callier recently joined the Center, bringing over twenty years' experience in international development within and outside USAID. Prior to joining the Center, Sandy managed the Peace Corps' Programming and Training System, introducing innovative approaches to participatory planning and management. From 1989-1993, she was USAID project officer with the regional mission to Central America, focussing on institutional reform and sustainability in the health sector. Sandy is part of the Center's governance team, bringing expertise in policy/program development and implementation and in cross-sectoral programming and partnership development. Her experience as a project manager, trainer, and facilitator cuts across sectors, including health and nutrition, NGO development, education, youth development, and integrated rural development with agencies ranging from community-based organizations to national government, regional and international agencies. Most of her work has been in Central and South America, including two years as a resident advisor within the Ministry of Planning in El Salvador; and she has also worked in several African and Asian countries, including a resident assignment as community development volunteer in Taiwan. She has an M.A. from Johns Hopkins School of Advanced International Studies with a concentration in development economics and Latin American studies. Additional professional education has focused on organization development and change management.

Michele L. Crawford is a graduate of Syracuse University, where she majored in International Relations and French Language and Culture. She holds a law degree from the University of Miami School of Law, where she served as editor of the *Inter-American Law Review*. She is currently an attorney assigned to the Office of Overseas Prosecutorial Development Assistance and Training (OPDAT) in the Criminal Division of the U.S. Department of Justice. In G/DG, Michele serves as the liaison between USAID and the Justice Department. In that role, she will increase cooperative efforts to provide for training to interested countries by experienced federal prosecutors in such areas as money laundering, fraud, organized crime, public corruption, child exploitation, civil rights, and environmental law.

Phyllis Dininio is an anti-corruption specialist in the Center for Democracy and Governance. She manages a \$2 million grant with Transparency International to launch anti-corruption programs in nine countries. She has carried out corruption assessments and proposed anti-corruption interventions in Bulgaria and Romania, which fed into the *USAID Handbook for Fighting Corruption* that she produced for the Center in October 1998. Dr. Dininio founded and chairs an intra-Agency anti-corruption working group and is working in a subcommittee to establish Agency policy on fighting corruption. She has designed and led half-day sessions on fighting corruption for USAID training workshops, and developed an anti-corruption training module for new democracy officers. She has also organized and chaired a panel on the role of bilateral donors in fighting corruption for the 8th International Anti-Corruption Conference in Peru, and presented USAID anti-corruption efforts at a World Bank workshop in Benin and OECD/UNDP conference in Paris. Prior to joining the Center, she taught classes on democratization at Yale and Harvard Universities; wrote cases for Harvard Business School; analyzed Latin American issues for the Congressional Research Service; and carried out country risk analyses for Baybank Boston. She has published on policymaking, including *The Political Economy of East German Privatization* (Greenwood Publishing, forthcoming). She holds a B.A. in Economics and Sociology from Harvard University, M.A. in Political and Economic Development from the Fletcher School, and Ph.D. in Political Science from Yale University.

Mark Feierstein has an M.A. in international affairs from the Fletcher School of Law and Diplomacy and a B.A. in international relations from Tufts University. Before coming to the Center in December 1997, he worked for four years in the State Department as special assistant to then-U.S. Ambassador to the OAS Harriet Babbitt. He also spent five years at the National Democratic Institute for International Affairs, where he was director for Latin America and the Caribbean. He has observed some one dozen elections. Mark is currently the Center's senior technical advisor for elections and political processes. He and the Center's elections team can help missions develop election strategies and programs tailored to the specific political conditions and policy goals of the USG in given countries. He has worked most closely with USAID missions in Cambodia and Haiti.

Gary Hansen secured his Ph.D. in political science from the University of California, Berkeley. He was both a Fulbright Research Scholar and Ford Foundation staff member in Indonesia. He served as chief of party for a USAID-funded regional development project in Indonesia and was a member of the research staff of the East West Center. Gary joined USAID/W in 1981, serving in PPC and the former Science and Technology Bureau. He joined the Center in 1995, where he serves as senior technical advisor for civil society.

Robert R. Hansen, prior to joining G/DG in June 1998, served as a USAID program officer in the Honduras and Jordan missions and, most recently, in the Bureau for Europe and the New Independent States (ENI). Mr. Hansen's pre-USAID career was as a field and Washington-based manager with the AFL-CIO labor development institutes in Latin America and Asia. He is a foreign service officer and has a BA degree in government and an MA in political science.

Elizabeth Hart has been a Democracy Fellow in the Center since October 1996. She has a Ph.D. in Politics, with a focus on African political economy, from Princeton University. Before joining USAID, she did research on the Ghanaian private sector's role in economic and political reform and taught African and Latin American politics courses. Liz works on DG strategies, civil society programs, and the Center's initiative to emphasize the connections between DG and economic growth. In the past year, she worked on DG assessments and strategy development in Eritrea, Guinea, and Zimbabwe and worked in Washington on strategy development for Madagascar and Ghana. She helped organize the October 1997 Conference on Economic Growth and Democratic Governance and is now working on a research project to develop lessons and guidance on promoting greater consultation and participation in economic policy reform, starting with a review of experiences with National Economic Fora in Africa.

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Jerry Hyman has a Ph.D. in anthropology and J.D. in law. He taught anthropology, sociology and economic development at the college level, and also practiced law. He joined USAID in 1990, and founded the DG program in the Europe and the New Independent States (ENI) region. Jerry came to the Center in 1994, where he serves as the leader of the strategies team.

Pat Isman has a master's degree in public administration and entered public service as a Presidential Management Intern. At the Center, she has responsibility for technical leadership in legislative strengthening and policy implementation (of which conflict resolution is a key component), provides assistance on the other areas of governance, and is currently working with CDIE on a study of experience and lessons in promoting linkages between democracy and other sector objectives. Pat manages the Implementing Policy Change project, which over the last seven years has provided assistance in over 60 countries in such areas as policy advocacy, citizen participation in government, investment promotion, and cross-border protocol development. She has worked in the international development field for the last 16 years as technical expert, project manager, trainer, and facilitator. She has provided assistance in over 20 countries worldwide, working most recently with Tanzania, Uganda, Ethiopia, Mali, Ukraine, and Bulgaria. Prior experience included community organization and planning in the U.S.

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