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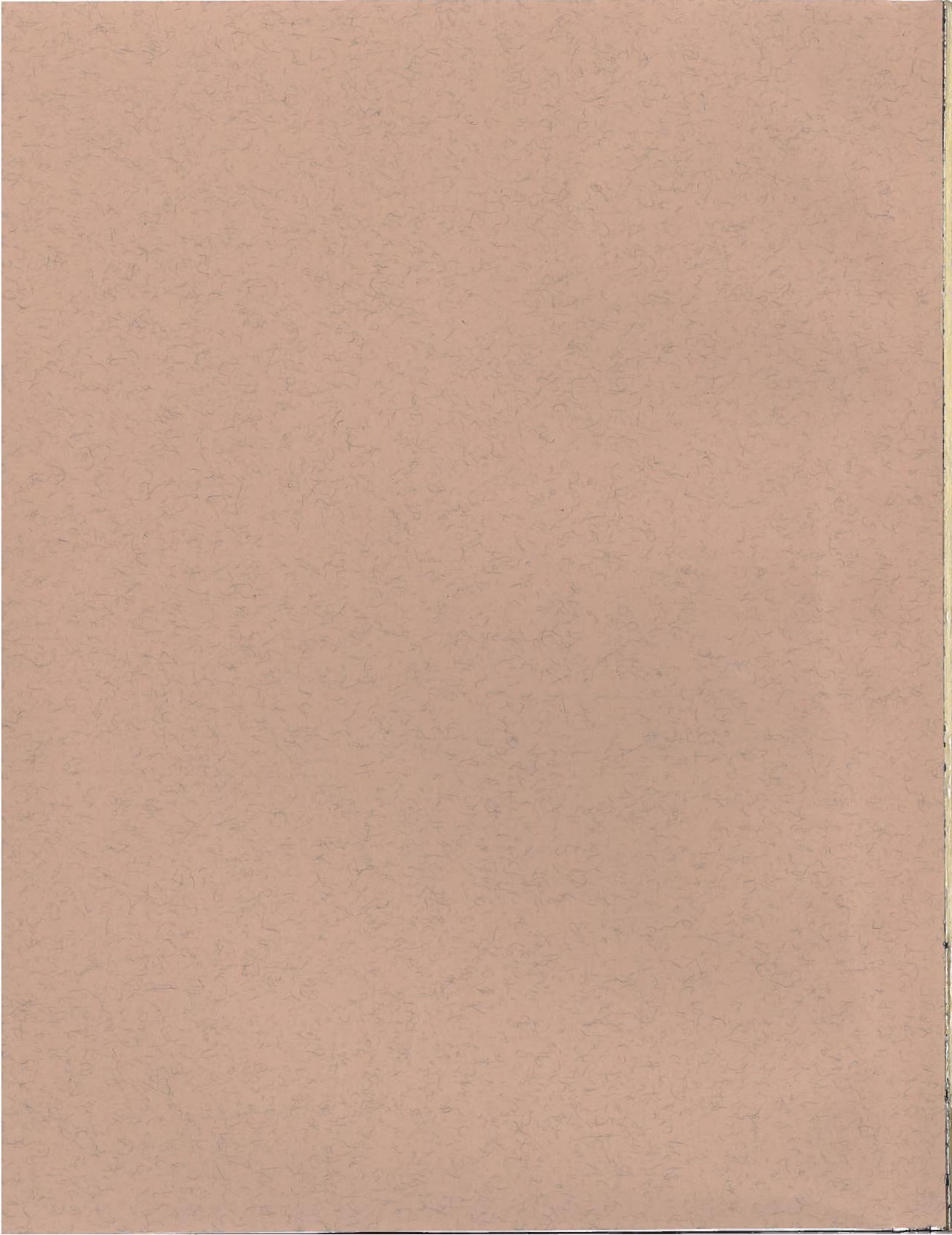
# CENTER FOR DEMOCRACY AND GOVERNANCE

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

## USER'S GUIDE

January 1, 1997





## Foreword

The U.S. Agency for International Development explicitly recognizes democracy programming as an integral part of sustainable development. The Global Bureau Center for Democracy and Governance uses three inter-linked approaches to increase the effectiveness of democracy programming within the Agency: technical leadership, field support, and directly-managed global programs. To achieve these objectives, the Center awarded some 16 indefinite quantity contracts (IQCs) and cooperative agreements for work in the technical areas of rule of law, electoral processes, civil society, and governance, as well as in cross-cutting subjects like analytical services, women in politics, and democracy fellowships.

The purpose of this guide is to introduce USAID field missions and bureaus to the services that the Center provides. The guide is divided into two parts. Part I provides an overview of the Center and information on staff and team assignments. Part II provides information on the Center's contracts and grants which missions and regional bureaus may access. USAID awarded these contracts and grants to individual organizations, consortia, and affiliates, ensuring that the broadest possible range of expertise be brought to bear on democracy programming. The chart on page six lists these various mechanisms, the G/DG contact, and the implementing partners.

Each section of the manual contains descriptions of the activities that are allowed under these IQCs and grants, with instructions for mission and bureau staff on how to access them. The Center awarded at least one IQC for general work in each sub-sector of democracy. In some cases, the Center made multiple general awards in one technical area in order to allow competition among the awardees and offer missions and bureaus a choice among partners. In other cases, the Center made niche awards to organizations which have a narrow range of expertise because it wants to benefit from that expertise.

I hope you find this information informative and useful. Please contact us for help in achieving your democracy programming objectives.

Sincerely,

Charles E. Costello  
Director  
Center for Democracy and Governance  
Bureau for Global Programs, Field  
Support and Research

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# Part I. Introduction to the Center for Democracy and Governance

## Overview

The Center for Democracy and Governance was established in 1994 to serve as a focal point for realizing the Agency's commitment to promote the transition to and consolidation of democratic regimes throughout the world. Operationally, the Center's role is to provide USAID with the technical and intellectual leadership needed to promote democracy within the context of sustainable development. It achieves this mandate by utilizing three inter-linked approaches: technical leadership, field support, and the direct management of global activities, i.e., direct action.

- **Technical Leadership.** As a Center for Technical Excellence, the Center is responsible for identifying, enhancing, and developing the tools, methods, and methodologies that USAID and others can use to support democratic development. Technical excellence requires researching, analyzing, disseminating, and applying the lessons learned from current democracy programs, serving as a technical 'home base' for all DG officers in USAID, recruiting and selecting new democracy officers, and providing training, career advice, and support to democracy officers in assignments and evaluations.
- **Field Support.** One of the Center's most important functions is to serve mission needs in the DG sub-sectoral priority areas by supporting the development, implementation, and evaluation of DG programs and strategies. Staff accomplish this by providing on-site technical assistance, and by making available a comprehensive range of IQCs, cooperative agreements, and grants on which missions may rely for short-, medium-, and long-term assistance.
- **Direct Action.** The Center directly manages a limited number of global programs that are designed to have a direct impact on democratic conditions across countries. These efforts include labor development, women in politics, and democracy fellowships.

The Center maintains a professional staff of democratic development experts organized into technical teams that reflect the Agency's four sub-sectoral priority areas for democracy and governance: **Rule of Law, Electoral Processes, Civil Society, and Governance.** The Center's activities in each priority area are directed by an experienced senior advisor, and supported by technical staff. Technical teams direct and manage contracts, cooperative agreements, and grants that are designed to develop technical excellence in their sub-sectors and meet the needs of mission's bilateral programs. The sub-sectors focus on the following areas:

- Strengthening the **rule of law** entails developing legal systems which promote democratic principles and protect human rights.
- Better **electoral processes** involves establishing open and participatory political and electoral processes which reflect the will of the electorate.

- Enlarging **civil society** requires fostering citizen interest groups which promote pluralism and contribute to responsive government.
- Improved **governance** necessitates governmental institutions which are responsive and accountable to the people.

G/DG maintains four regional teams to complement the technical teams. The regional teams are: Africa (AFR), Asia and the Near East (ANE), Eastern Europe and the NIS (ENI), and Latin America and the Caribbean (LAC). The coordinators of these teams serve on the **Strategic Planning and Field Support** team, which assists missions with strategy development, assessments, indicators, and evaluations. The **Strategic Planning and Field Support** team also organizes training for DG officers in DG strategic design, implementation, and evaluation, and manages cross-cutting programs such as Global Women in Politics and Democracy Fellows. The **Program and Information** team houses the Center's program office and its information unit. The information unit provides important services in information and research support, communications, and information management.

- **Information and Research Support:** As part of the Center's responsibilities for ensuring that lessons learned and technical information are widely disseminated, the Center maintains a technical information and research support capability. Staff in the information unit are available to respond to requests for information and research, e.g. literature reviews, USAID project and document reviews, specific documents, and country/regional briefing materials.
- **Communications:** The Center publishes two internal electronic newsletters. *Democracy Report* and *Democracy Exchange* promote technical exchanges between and among staff in the field and in Washington. *Democracy Report* summarizes weekly meetings where staff and outside experts discuss a substantive democracy-related issue; whereas *Democracy Exchange* allows DG staff Agency-wide to report on innovative programs, announce the availability of new reports and resources, and ask questions of each other. In addition, the Center publishes *Democracy Dialogue*, a quarterly newsletter, which is distributed to partner institutions, federal agencies, and other institutions involved in promoting democracy.
- **Information Management:** To better respond to requests for information and research, the Center maintains country and technical resource files on country programs and new literature and other reports relevant to DG programming. To complement this, the Center is developing a database of USAID-funded democracy activities.

#### Offices

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## Staff Listing and Team Assignments

As of: January 1, 1997

Chuck Costello, Director  
Jennifer Windsor, Deputy Director

NAME	PHONE	TECHNICAL	REGION/SPECIALIZED
Peter Accolla	663-2594	Civil Society	Labor, LAC
Patricia Allen	663-2255	Program/Information	
Jane Anglin	736-7893	Administrative Support	
Melissa Brown	736-7979	Strategies/Field Support	AFR, Women's Rights
Sharon Carter	736-7896		Training
Nadereh Chahmirzadi	736-7891	Electoral Processes	AFR, ENI, Women's Rights
Chuck Costello	736-7893	Director	
Phyllis Dininio	736-7881	Governance/Strategies	ENI
Patrick Fn'Piere	736-7887	Governance	AFR, ANE
Michael Hacker	736-2770	Strategies/Field Support	ANE, Democracy Fellows
Linn Hammergren	663-2692	Rule of Law	LAC
Gary Hansen	663-2694	Civil Society	ANE
Elizabeth Hart	663-2659	Civil Society/Strategies	AFR
Mike Henning	736-7876	Rule of Law	
Jerry Hyman	736-7885	Strategies/Field Support	AFR, ENI
Pat Isman	736-7878	Governance	AFR
Joshua Kaufman	663-2776	Program/Information	Information/Research, ENI
Francis Luzzatto	663-2251	Program/Information	Information/Research, AFR
Shane McCarthy	663-2691	Rule of Law/Elections	
Debra McFarland	736-7877	Rule of Law	LAC, DG Personnel
Michael Miklaucic	663-2693	Rule of Law	ANE
Sheron Moore	663-2454	Administrative Support	
Katherine Nichols	663-2197	Electoral Processes	
Jeanne North	736-7883	Governance	AFR
Deborah Norton	663-2696	Civil Society	LAC, Labor
Lisa Peterson	663-2774	Program/Information	Writer/Editor/Research, AFR
Chris Sabatini	736-7880	Civil Society/Strategies	LAC
Howard Sharlach	663-2454	Program/Information	
Thomas Skeeter	736-7883	Administrative Support	
Derek Singer	736-7893	Civil Society	AFR, LAC
Erin Soto	736-7875	Strategies/Field Support	LAC, Democracy Fellows
John Wiebler	663-2180	Program/Information	
Jennifer Windsor	736-7879	Deputy Director	
Amy Young	736-7886	Electoral Processes	ANE

## G/DG Technical Teams

As of: January 1, 1997

### Rule of Law

Debra McFarland

Michael Miklaucic

Shane McCarthy, WAE

Linn Hammergren, DF

### Electoral Processes

Amy Young

Nadereh Chahmirzadi

Shane McCarthy, WAE

Derek Singer, WAE

Katherine Nichols, PMI

### Civil Society

Gary Hansen

Peter Accolla, RSSA

Deborah Norton

Chris Sabatini, AAAS

Elizabeth Hart, DF

### Governance

Patrick Fn'Piere

Pat Isman, RSSA

Jeanne North, WAE

Phyllis Dininio, AAAS

### Program/Information

John Wiebler

Patricia Allen

Francis Luzzatto

Sheron Moore

Howard Sharlach, WAE

Joshua Kaufman, R&RS

Lisa Peterson, R&RS

### Strategic Planning & Field Support

Jerry Hyman

Melissa Brown

Michael Hacker

Erin Soto

Phyllis Dininio, AAAS

Chris Sabatini, AAAS

#### Key:

Technical team leaders underline

Regional and specialized team coordinators underline

R&RS - Research and Reference Services Project/CDIE

WAE - When Actually Employed

RSSA - Resources Support Services Agreement

AAAS - American Association for the Advancement of Science

DF - Democracy Fellow

PMI - Presidential Management Intern

## G/DG Regional and Specialized Teams

As of: January 1, 1997

### **REGIONAL TEAMS**

#### **Asia/Near East**

Michael Hacker  
Patrick Fn'Piere  
Gary Hansen  
Michael Miklaucic  
John Wiebler  
Amy Young

#### **Africa**

Melissa Brown  
Nadereh Chahmirzadi  
Patrick Fn'Piere  
Jerry Hyman  
Francis Luzzatto  
Pat Isman, RSSA  
Jeanne North, WAE  
Derek Singer, WAE  
Lisa Peterson, R&RS  
Elizabeth Hart, DF

#### **Latin America/Caribbean**

Erin Soto  
Peter Accolla, RSSA  
Debra McFarland  
Deborah Norton  
Derek Singer, WAE  
Chris Sabatini, AAAS  
Linn Hammergren, DF

#### **Europe/Independent States**

Jerry Hyman  
Nadereh Chahmirzadi  
Amy Young  
Phyllis Dininio, AAAS  
Joshua Kaufman, R&RS

### **SPECIALIZED TEAMS**

#### **Information/Research**

Francis Luzzatto  
Lisa Peterson, R&RS  
Joshua Kaufman, R&RS

#### **Women and Politics**

Melissa Brown  
Nadereh Chahmirzadi  
Jerry Hyman  
Amy Young

#### **Key:**

Technical team leaders underline  
Regional and specialized team coordinators underline  
R&RS - Research and Reference Services Project/CDIE  
WAE - When Actually Employed

RSSA - Resources Support Services Agreement  
AAAS - American Association for the Advancement of Science  
DF - Democracy Fellow  
PMI - Presidential Management Intern

## Part II. G/DG Implementing Mechanisms

G/DG Implementing Mechanism: Summary Table

Rule of Law	Electoral Processes	Civil Society
<p><u>General Rule of Law (IQCs)</u></p> <ul style="list-style-type: none"> <li>• Amex International</li> <li>• Chemonics</li> <li>• National Center for State Courts (NCSC)</li> </ul> <p>Contact: <i>Debra McFarland or Michael Miklaucic</i></p> <p><u>ADR and Conflict Resolution (IQC)</u></p> <ul style="list-style-type: none"> <li>• Conflict Management Group</li> </ul> <p>Contact: <i>Michael Miklaucic</i></p> <p><u>Department of Justice (PASA)</u></p> <ul style="list-style-type: none"> <li>• Department of Justice Office for Professional Development and Training (DOJ/OPDAT)</li> </ul> <p>Contact: <i>Debra McFarland</i></p>	<p><u>CEPPS: Consortium for Elections and Political Process Strengthening (CA)</u></p> <ul style="list-style-type: none"> <li>• Consortium consists of International Foundation for Election Systems (IFES), National Democratic Institute (NDI), and International Republican Institute (IRI)</li> </ul> <p>Contact: <i>Amy Young</i></p> <p><u>General Electoral Processes (IQC)</u></p> <ul style="list-style-type: none"> <li>• International Foundation for Election Systems (IFES)</li> </ul> <p>Contact: <i>Nadereh Chahmirzadi</i></p>	<p><u>General Civil Society (IQCs)</u></p> <ul style="list-style-type: none"> <li>• Management Systems International</li> <li>• World Learning, Inc.</li> </ul> <p>Contact: <i>Gary Hansen</i></p> <p><u>Labor Development (Gs)</u></p> <ul style="list-style-type: none"> <li>• African-American Labor Center</li> <li>• American Institute for Free Labor Development</li> <li>• Asian-American Free Labor Institute</li> </ul> <p>Contact: <i>Deborah Norton or Peter Accolla</i></p>
Governance	Cross-Cutting	Key
<p><u>Implementing Policy Change (IQC)</u></p> <ul style="list-style-type: none"> <li>• Management Systems International</li> </ul> <p>Contact: <i>Pat Isman</i></p> <p><u>General Governance (IQCs)</u></p> <ul style="list-style-type: none"> <li>• Development Alternatives, Inc.</li> <li>• Associates in Rural Development</li> <li>• Casals and Associates</li> </ul> <p>Contact: <i>Patrick Fn'Piere</i></p> <p><u>Decentralization and Participatory Government (IQC)</u></p> <ul style="list-style-type: none"> <li>• Research Triangle Institute</li> </ul> <p>Contact: <i>Jeanne North</i></p> <p><u>Legislative Strengthening (IQC)</u></p> <ul style="list-style-type: none"> <li>• The Research Foundation of SUNY/Albany Office of International Programs</li> </ul> <p>Contact: <i>Patrick Fn'Piere</i></p> <p><u>Anti-Corruption (G)</u></p> <ul style="list-style-type: none"> <li>• Transparency International</li> </ul> <p>Contact: <i>Patrick Fn'Piere</i></p>	<p><u>DG Analytical Services (IQCs)</u></p> <ul style="list-style-type: none"> <li>• Management Systems International</li> <li>• Development Associates, Inc.</li> </ul> <p>Contact: <i>Jerry Hyman</i></p> <p><u>Democracy Fellows (CA)</u></p> <ul style="list-style-type: none"> <li>• World Learning, Inc.</li> </ul> <p>Contact: <i>Michael Hacker</i></p> <p><u>Global Women in Politics (CA)</u></p> <ul style="list-style-type: none"> <li>• The Asia Foundation</li> </ul> <p>Contact: <i>Melissa Brown</i></p>	<p>CA cooperative agreement</p> <p>G grant</p> <p>IAA inter-agency agreement</p> <p>IQC indefinite quantity contract</p> <p>PASA participating agency service agreement</p>

# Rule of Law

## General Rule of Law IQCs

### Summary

Three indefinite quantity contracts (IQCs) are available to support field requirements in the area of Rule of Law. The contracts have been awarded to the National Center for State Courts (AEP-5468-I-00-6031-00), Chemonics International, Inc. (AEP-5468-I-00-6030-00), and Amex International, Inc. (AEP-5468-I-00-6029-00).

### Purpose

The purpose of the contracts is to support the transition to and consolidation of 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 a rule of law consistent with respect for human rights, commitment to legal equity, and democratic principles. The contracts provide for rapid response technical assistance services and training as required to support USAID's Rule of Law programs during their design, implementation, and evaluation stages.

### 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. Assistance will be provided to the principals involved in legal reform tasks, including judicial, legislative, and/or executive branches of government at the national and local level, and participatory groups such as law schools, bar associations, interest groups, and grassroots citizens organizations. Assistance will involve technical assistance and training, including the development of procedures and processes essential in the legal reform process, such as public hearings and debate, comparative review of legislative history and laws, and methods and principles of drafting legislation.
- (2) **Judicial Independence:** A strong, independent judiciary is considered a separate and equal branch of government in many countries. In others (where the judiciary may not constitute a separate or equal branch), the judiciary may be strengthened through greater administrative and financial autonomy, merit selection of judges, and other methods of staff professionalization including in-service training. The contractor will be required to provide assistance in judicial independence: through the budgetary process; through reforms in the policies and procedures that affect judicial screening, appointments, selection, compensation, career development, and tenuring; through mechanisms for discipline, ethics, and anti-corruption measures; through access to information and education; and/or through the development of adequate and appropriate judicial support structures (*e.g.*, improved court administration, staff development, and appropriate resources and equipment).

- (3) **Improved Administration of Justice:** The objective of improved administration of justice is to achieve greater efficiency, effectiveness, and equity in the justice system. Assistance in this area involves: developing structures and procedures for ensuring accountability in the courts and other components of the justice system; improving the capacity for gathering and analyzing data; implementing strategies to reduce delay and increase court efficiency (*e.g.*, streamlined case processing and case tracking); and building expertise in administration of, and coordination between, justice system components.
- (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. Assistance may be provided to improve coordination among governmental groups, between branches of government, and/or between government and private or independent sectors. Greater accountability and transparency of structures and processes is fundamental to this effort.
- (5) **Prosecution:** In the area of prosecution, the objective is to develop mechanisms to provide for fair, impartial, and competent prosecution of cases. To achieve this objective, technical and training 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:** In the area of legislative development, the objective is to enhance the role and responsibility of the legislature as an effective and representative branch of government. To this end, technical and training assistance will be provided to 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. In many cases, customary procedures and informal systems need to be harmonized with formal systems of justice, standards of performance and accreditation need to be developed, or supplementary programs such as mediation in schools, collaborative problem solving in communities, or methods of handling conflicts in non-violent manners need to be implemented.

- (8) **Access to Justice:** This functional area refers to 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. Activities in this area include, *e.g.*, legal education and training; public access to information on the justice system; and advocacy support to organizations dealing with labor rights, human rights, and the rights of women and ethnic/religious oppressed groups.
- (9) **Public Defense and Legal Aid:** In the area of public defense and legal aid, the objective is to develop mechanisms to provide legal representation regardless of financial means, political or socio-economic affiliations, etc. To achieve this objective, assistance aims to develop processes and/or regulations to guarantee the availability of public defense and legal aid, or to improve the ability of the legal structure to provide private assistance via financial support, ethics development, and the achievement of performance standards.
- (10) **The Rights of Disadvantaged Populations:** In the area of rights of disadvantaged populations, the objective is to strengthen 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. This functional activity is closely associated with the objectives and activities in functional activities described under (8) and (9) above (access to justice and public defense/legal aid). To achieve this objective, the contractor may be asked to provide technical and training assistance to develop and implement programs that support the rights of disadvantaged populations. Also included in this category are activities that support the role of the media, *e.g.* in investigating and reporting on discrimination.

#### **How to access these IQCs:**

- (1) Copies of these IQCs have been transmitted to all mission- and Washington-based contracting officers (COs).
- (2) To access, missions should send a draft Statement of Work (SOW) to Debra McFarland, the contracting officer's technical representative (COTR). After the COTR has reviewed this SOW, the mission sends a formal request to its cognizant CO to negotiate a delivery order under the IQC. There is no dollar value or time limit on delivery orders other than the ceiling and period of performance of the IQC contract itself.

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<p><b>PRIME CONTRACTOR</b></p> <p>National Center for State Courts AEP-5468-I-00-6031-00 Madeleine Crohn 1700 North Moore St., Ste. 1710 Arlington, VA 22209 Tel: (703) 841-0200 Fax: (703) 841-0206 Internet: mcrohn@ncsc.dni.us</p> <p><b>SUBCONTRACTORS</b></p> <p>African-American Institute AMIDEAST The Asia Foundation</p> <p><b>RESOURCE ORGANIZATIONS</b></p> <p>NCSC has a total of 175 resource organizations based in Africa, Asia, Europe, Latin America, the Middle East, and the U.S.</p>	<p><b>PRIME CONTRACTOR</b></p> <p>Chemonics International, Inc. AEP-5468-I-00-6030-00 Malcolm Russell-Einhorn 1133 20th Street, NW, Suite 600 Washington, DC 20036 Tel: (202) 955-3300 Fax: (202) 955-3400 Internet: mrussell@chemonics.com</p> <p><b>SUBCONTRACTORS</b></p> <p>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 Institute for Citizen Education in the Law (NICEL) National Judicial College Parliamentary Human Rights Foundation Partners for Democratic Change The Spangenberg Group</p> <p><b>RESOURCE ORGANIZATIONS</b></p> <p>Conflict Resolution, Research and Resource Institute Max Planck Institute Washington College of Law, American University</p>	<p><b>PRIME CONTRACTOR</b></p> <p>Amex International, Inc. AEP-5468-I-00-6029-00 Donald Hart 1615 L Street, NW, Suite 340 Washington, DC 20036 Tel: (202) 429-0222 Fax: (202) 429-1867 Internet: dhart@amexdc.com</p> <p><b>SUBCONTRACTORS</b></p> <p>Barents Group (a KPMG company) Center for Democracy</p> <p><b>RESOURCE ORGANIZATIONS</b></p> <p>Partners for Democratic Change Groupe d'Etudes et de Recherches sur la Democratie et le Developpement Economique et Social (Study and Research Group on Democracy for Economic and Social Development--GERDDES) The Rendon Group</p>
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## **Alternative Dispute Resolution IQC**

### **Implementing Partner**

G/DG has awarded an IQC (AEP-5468-I-00-6022-00) to the Conflict Management Group (CMG) for work in the area of alternative dispute resolution (ADR) and conflict management. 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.

CMG is an international non-profit organization. It is engaged in the training of negotiators, consulting, diagnostic research, process design, conflict analysis, facilitation, consensus building, and mediation. CMG also facilitates the building of institutions for the prevention and ongoing management of conflicts. CMG's practice builds on years of research at Harvard University and practical experience around the world in a variety of arenas including trade, bilateral and multilateral diplomacy, border conflicts, business, labor-management, law, the environment, and internal and ethnic conflict.

### **Summary of Activities**

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;
- Organizing and implementing country counterpart training and observational visits on ADR and conflict management.

## **How to access this IQC**

- (1) A copy of this IQC has been transmitted to all mission- and Washington-based contracting officers (COs).
- (2) To access, missions should send a draft Statement of Work (SOW) to Michael Miklaucic, the contracting officer's technical representative (COTR). After the COTR has reviewed this SOW, the mission sends a formal request to its cognizant CO to negotiate a delivery order under the IQC. There is no dollar value or time limit on delivery orders other than the ceiling and period of performance of the IQC contract itself.

### **AID/W CONTACT**

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### **IQC CONTACT**

Conflict Management Group  
AEP-5468-I-00-6022-00  
Alton Jenkins  
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Cambridge, MA 02138  
Tel: (617) 354-5444  
Fax: (617) 354-8467  
Internet: ajenkins@cmgonline.org

## **Department of Justice PASA**

### **Summary**

G/DG has established a Participating Agency Services Agreement (PASA) with the Department of Justice Office for Professional Development and Training (OPDAT) for the purpose of supporting Rule of Law (ROL) projects and activities planned by USAID missions around the world. The purpose of these projects is to improve and strengthen justice systems and justice sector institutions, improve their administration and increase their accessibility.

Department of Justice (DOJ) resources include a pool of over 8,000 attorneys with extensive litigation and administration experience, in addition to other justice sector professionals. DOJ attorneys in the Criminal Division have experience in narcotics, corruption, organized crime, fraud and financial crimes. DOJ Civil Division attorneys are recognized as experts in commercial litigation as well as in torts, anti-trust, civil rights, and environmental law.

Typical ROL support activities foreseen in this agreement include justice sector assessments, ROL project design, technical assistance to missions, and ROL policy recommendations.

### **Accessing the PASA**

- (1) A copy of this IQC has been transmitted to all mission- and Washington-based contracting officers (COs).
- (2) To access, missions should send a draft Statement of Work (SOW) to Debra McFarland, the contracting officer's technical representative (COTR). The COTR then discusses the preliminary SOW with DOJ staff and together they make a determination of DOJ interest and capability to respond. The COTR informs mission staff of G/DG and DOJ approval of technical issues. With this approval, the mission sends a formal request to its cognizant CO to negotiate a buy-in.

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\* A PASA Coordinator position for DOJ/OPDAT is currently being advertised and will be filled competitively in 1997.

# Electoral Processes

## Cooperative Agreement

### Implementing Partners

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.

### Purpose

The purpose of this agreement is to strengthen and support democratic electoral and political processes by providing access to international and regional organizations which offer a full array of activities in this field. The emphasis is on long-term planning and sustainable development of political and electoral processes rather than event-driven, crisis-oriented activities centered on a single election.

### Summary of Activities

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.

## **How to access CEPPS**

Missions and regional bureaus access CEPPS by following these steps:

- (1) Submit a draft program description to the project manager (Senior Elections Advisor in G/DG, Amy Young.) If possible, the notional budget should accompany the program description.
- (2) After reviewing the program, G/DG forwards it to CEPPS.
- (3) The three CEPPS members meet within 72 hours to decide whether to undertake the proposed program and which partner (or sub-grantee) will be responsible. (If a sub-grant is required, CEPPS requests two weeks to reach a decision).
- (4) CEPPS notifies the mission/regional bureau and G/DG of its decision, and within two weeks the implementing CEPPS partner submits its proposal to the mission/bureau and to G/DG. In some cases, a needs assessment and/or program design mission may be necessary.
- (5) When the mission/regional bureau accepts the proposed program, G/DG then requests an add-on to the cooperative agreement through NMS, either individually or bundled with other requests. G/DG will take responsibility for working with CEPPS and M/OP in order to expedite incremental or supplemental funding to the cooperative agreement for mission-funded programs. For reference purposes, the CEPPS cooperative agreement number is AEP-5468-A-00-5038-00.

**Please note:** Since the cooperative agreement with CEPPS is an assistance instrument, USAID cannot dictate which CEPPS partner will implement a program. However, any preferences should be stated and will be given serious consideration. In addition, USAID cannot order CEPPS members to undertake a particular activity; rather CEPPS members must agree that it fits within their existing program, that they will extend their program in a more intensive fashion in a particular country, or that they will initiate a program in new country.

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#### **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.

## General Electoral Processes IQC

### Summary

G/DG has awarded an IQC to the International Foundation for Election Systems (IFES) to provide services in elections and political processes programming. The goal of the Elections and Political Processes program is to support the transition to, and consolidation of, democratic governments through which citizens choose their leaders and participate in all levels of political decision-making, particularly in transition and sustainable development countries.

### Project Description

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 to missions, regional bureaus, the Democracy Center, and host governments in any or all USAID-assisted countries. Services will involve the following functional activities:

- (1) **Election Administration**: Activities may consist of country-specific assessments which 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, etc.
- (2) **Political Party Development**: Activities may include support to strengthen pluralistic democracy in general, and the political process in particular, through political parties, and support for assistance to legislatures to strengthen the political process.
- (3) **Voter/Civic Education and the Role of Observers**: Support may be provided for long- and short-term programs covering the entire range of pre-, post-, and interim-election voter and civic education, including support for message development and various media transmissions, as well as research and evaluation. 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.

Missions and bureaus will be able to use this IQC to develop general programs and specific projects of which the following is an illustrative list of activities: 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.

#### **How to access this IQC**

- (1) A copy of this IQC has been transmitted to every mission- and Washington-based contracting officer (CO). The contract number is AEP-5468-I-00-6003-00.
- (2) To access, missions should send a draft Statement of Work (SOW), with or without a notional budget, to Nadereh Chahmirzadi of G/DG, the contracting officer's technical representative (COTR). After the COTR has reviewed this SOW, the mission sends a formal request to its cognizant CO to negotiate a delivery order under the IQC. There is no dollar value or time limit on delivery orders other than the ceiling and period of performance of the IQC contract itself.

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## **Civil Society**

### **General Civil Society IQCs**

#### **Summary**

G/DG has awarded IQCs to two contractors for work in the area of civil society: Management Systems International (Contract #AEP-5468-I-00-6012-00) and World Learning Inc. (Contract #AEP-5468-I-00-6013-00). The contractors will provide services as may be required under the IQCs by issuance of delivery orders. The principal purpose of supporting civil society is to build a parallel capacity -- civil society -- outside of and independent of the state and capable of contributing to and sustaining a system of democracy and effective governance. In practical terms, this capacity translates into an ability to initiate and participate in a number of critical democratic reforms that condition the nature of the governance system in operation. In each of the following reform areas -- constitutionalism, electoral processes, rule of law (judicial), the open public realm, decentralization and due deliberation (legislative) -- civil society undertakes important demand and supply functions.

#### **Description**

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 include the design, implementation and evaluation of activities in the following areas: (1) institutional capacity building; (2) sectoral support; and (3) conferencing/networking.

#### **(1) Functional Activity: 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 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. An illustrative list of activities includes:

- providing technical assistance to missions and regional bureaus to design and implement programs to strengthen civil society;

- providing technical assistance to missions and regional bureaus to evaluate civil society programs, activities, or components (to democracy programs);
- providing advisory services related to assessing CSO governing procedures, practices, and standards;
- providing technical assistance to CSOs to draft their by-laws and other charter documents; to develop participatory approaches to organizational management; and to develop client outreach capability;
- providing technical assistance to CSOs to develop their strategic planning and management; financial management and accounting; program monitoring and evaluation; personnel management and human resource development; and fundraising and proposal development;
- providing technical assistance to CSOs to assist in their policy formulation, analysis, and advocacy; civic education strategies and curriculum/materials development; coalition and constituency building; and conflict resolution and mediation; and
- providing technical assistance to CSOs to assist in their media/communications strategies to develop fundraising campaigns and to increase awareness of sector specific issues (i.e., elections, human rights, public health, environmental management, sustainable agriculture, etc.).

## **(2) Functional Activity: 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. Illustrative activities include:

- providing assistance and training in advocacy and monitoring of government activity; and
- providing technical assistance to CSOs to strengthen their policy and governance reform expertise, particularly in: electoral processes, decentralization, legislation and legislative processes, rule of law and judicial processes, local government, constitutional, and other USAID assistance sectors (e.g., environment, health, broad-based economic growth).

### **(3) Functional Activity: 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. The major activities in this area would include:

- conducting workshops and conferences at the country, regional, and global levels on issues of common interest to USAID and its civil society partners;
- promoting inter- and intra-regional networking, including dissemination of relevant information among civil society actors undertaking similar activities; and
- ensuring that lessons learned, including assessments and evaluations, from civil society programs are shared throughout USAID, within and among regions.

#### **Accessing the IQCs**

- (1) Copies of the two IQC award documents have been transmitted to every mission- and Washington-based contracting officer (CO).
- (2) To access, missions should send a draft Statement of Work (SOW), with or without a notional budget, to Gary Hansen of G/DG, the contracting officer's technical representative (COTR). After the COTR has reviewed this SOW, the mission sends a formal request to its cognizant CO to negotiate a delivery order under the IQC. There is no dollar value or time limit on delivery orders other than the ceiling and period of performance of the IQC contract itself.
- (3) Missions have the option of choosing which of the two IQCs from which to request services or to compete a delivery order. For delivery orders of a substantial value (i.e. over \$1 million) it would be in USAID's best interest to request at least a teaming arrangement, team member qualifications, and approach.

## AID/W CONTACT

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## Labor Development Grants

Through G/DG, USAID provides regional grants to three of the four regional labor institutes affiliated with the AFL-CIO for work in Africa, Asia, and Latin America and the Caribbean. These include the African-American Labor Center (AALC), the Asian-American Free Labor Institute (AAFLI), and the American Institute for Free Labor Development (AIFLD).

With USAID support, these regional institutes have provided technical assistance to and collaborated 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) participate actively in the formulation of public policies that create the conditions for broad-based economic growth; (3) promote the acceptance of international labor standards and enforcement of national labor legislation; and (5) the elimination of child labor and protection of the rights of women workers.

With the planned merger of the AFL-CIO regional institutes into a new single entity, USAID and the newly established American Center for International Labor Solidarity (ACILS) will continue to seek new and innovative approaches to implementing global labor programs. In addition to promoting USAID civil society program objectives during 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.

The current G/DG-supported regional grants expire in 1997 and the follow-on five-year global labor development grant to the American Center for International Labor Solidarity will go into effect at that time.

Mission and bureau add-ons to the grants 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 labor institutes must agree that the proposed activity fits within USAID's overall development strategy.

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## **Governance**

### **Implementing Policy Change, Phase II IQC**

#### **Summary**

G/DG's Implementing Policy Change II project (936-5470) has been awarded to Management Systems International. 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.

#### **Activities**

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:

- (1) 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.
- (2) 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 (c) influence government action.
- (3) 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.
- (4) 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.

#### **How to access this IQC**

- (1) A copy of this IQC has been transmitted to all mission- and Washington-based contracting officers (COs). The IPC II contract number is AEP-5470-I-00-5034-00.
- (2) Missions should send a draft Statement of Work (SOW), with or without a notional budget, to Pat Isman, the Contracting Officer's Technical Representative (COTR). After the COTR has reviewed this SOW, the mission sends a formal request to its cognizant CO to negotiate a delivery order under the IQC. There is no dollar value or time limit on delivery orders other than the ceiling and period of performance of the IQC contract itself.

#### **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.

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## **SUB-CONTRACTORS**

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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

## General Governance IQCs

### Summary

G/DG has awarded five IQCs in governance. IQCs have been awarded to three contractors for work in any of the areas of governance: Development Alternatives, Inc. (Contract #AEP-5468-I-00-6008-00), Associates in Rural Development, Inc. (Contract #AEP-5468-I-00-6009-00), and Casals and Associates, Inc. (Contract #AEP-5468-I-00-6010-00). The IQC specifically for assistance in the area of legislative strengthening has been awarded to The Research Foundation of State University of New York, Office of International Programs SUNY System Administration. The fifth IQC, specifically for decentralization and local government support, has been awarded to Research Triangle Institute.

### Description

The purpose of these IQCs is to provide governance services to promote transparency and accountability of governments in policy-making and resource use. A range of services is available to G/DG, bureaus and missions and host governments in the field of governance to include research, technical assistance (including program and project development), training, dissemination and some commodities assistance. The three overall governance awards include all of the following functional areas: (1) decentralization and local government support; (2) public financial, administrative, and personnel controls that promote transparency and accountability; (3) legislative strengthening to include: parliaments, legislatures, regional and municipal bodies, and citizens groups; and (4) related constitutional, procedural, ethical, and legal structures consistent with good democratic governance practices.

- (1) **Decentralization and Participatory Government:** The decentralization and participatory government activity has two objectives: (a) 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 (b) to increase local participation in all levels of government, and to assist local government to serve as a balance/counterbalance to central state authorities. Examples of assistance include strengthening the functioning of local government, advising on practices to combat corruption, assisting with decentralization planning and implementation, and collaborating on strategies to increase participation in the government sector.
- (2) **Public Management and Administration:** The objective of this activity is to increase the capacity and performance of government agencies and NGOs to execute functions such as those related to the management of public goods and services, public safety, and economic and social reform. Providing technical assistance and training to increase the capacity and performance of public agencies and NGOs to execute government functions related to obtaining, allocating and monitoring resources will be emphasized. Examples of assistance include developing programs to address problems of transparency; providing training in finance, administrative

and management systems; and advising on civil service reform to increase utilization of resources for priority activities.

- (3) **Legislative Strengthening--Legislatures, Parliaments, Municipal/City Councils and Citizens Groups:** The objective of this activity is to improve the capacity, performance, oversight, and representative functions of law-making bodies. Specifically, this activity will improve the deliberative process to better represent the public interest and monitor governmental performance. Examples of assistance include advising on the development of democratic procedures and practices; training on best practices for public officials, policy formulation, public meetings and hearings, and public policy mediation and negotiation; and drafting of laws and regulations.
- (4) **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.

#### **How to access these IQCs**

- (1) Copies of these IQCs have been transmitted to all mission- and Washington-based contracting officers (COs).
- (2) Missions should send a draft Statement of Work (SOW), with or without a notional budget, to Patrick Fn'Piere of G/DG, the contracting officer's technical representative (COTR). After the COTR has reviewed this SOW, the mission sends a formal request to its cognizant CO to negotiate a delivery order under the IQC. There is no dollar value or time limit on delivery orders other than the ceiling and period of performance of the IQC contract itself.

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## Legislative Strengthening IQC

### Summary

G/DG has awarded an IQC to the Office of International Programs at the State University of New York at Albany (SUNY/OIP) to provide services to strengthen deliberative bodies (Contract #AEP-5468-I-00-6004-00). The objective of this activity is 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.

### Project Description

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.

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## **SUB-CONTRACTORS**

Development Associates

The National Conference of State Legislatures

Institute for Public Administration

## **Decentralization and Participatory Government IQC**

### **Summary**

G/DG has awarded a governance IQC to Research Triangle Institute (RTI) specifically for work in decentralization and participatory government. This activity has two objectives: (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.

### **Project Description**

Missions and bureaus will be able to draw on this governance IQC to assist missions and host countries in developing general programs and specific projects to address activities below:

- 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 (to include local elected officials, government employees, and NGOs) 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 in 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.

### **How to access these IQCs**

- (1) A copy of this IQC has been transmitted to every mission- and Washington-based contracting officer (CO). The contract number is AEP-5468-I-00-6014-00.

- (2) Missions should send a draft Statement of Work (SOW), with or without a notional budget, to Patrick Fn'Piere of G/DG, the contracting officer's technical representative (COTR). After the COTR has reviewed this SOW, the mission sends a formal request to its cognizant CO to negotiate a delivery order under the IQC. There is no dollar value or time limit on delivery orders other than the ceiling and period of performance of the IQC contract itself.

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**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

## **Anti-Corruption: Transparency International Grant**

### **Summary**

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 public transparency and accountability in international business transactions and in the administration of public procurement. It wants to encourage all parties to international business transactions to operate at the highest levels of integrity, guided in particular by TI's Standards of Conduct.

TI's strategy to accomplish its mission is to establish coalitions of like-minded organizations and individuals to work with governments to assist in developing and implementing national anti-corruption programs. TI is establishing an information center and conducting research into aspects of containing corruption; participating in public fora; and using publicity campaigns to broaden public awareness of the damage caused by corruption, the need to counter it, and the means to reduce it. TI is also building national chapters that foster anti-corruption programs in their own countries in accordance with TI's approaches and core values and to help secure support for TI's international program of action.

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

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## **Cross-Cutting Programs**

### **DG Analytical Services IQC**

#### **Summary**

G/DG has awarded two indefinite quantity contracts (IQCs) for democracy and governance (DG) analytical services to Development Associates, Inc. and Management Systems International (MSI). The three-year awards are available to field missions and central bureaus. These are the broadest of the 14 IQC awards recently awarded through the Center. These two awards have been designed primarily to provide analytical, rather than implementational, services but under their terms they can do both. They may be used to undertake D/G assessments and to design D/G sector strategies, evaluations and indicators. They may be used to provide information, documentation, training, networking, and research (e.g., lessons learned conference). They may be used to purchase commodities (e.g., internet technology) and to implement D/G programs (although the sector IQCs--elections/political processes, governance, rule of law, and civil society--have been designed specifically for sectoral programs). They may be used to provide direct technical assistance and/or advisory services to host country institutions (both governmental and non-governmental) and in general to promote the transition to and consolidation of democracy and improved governance.

These Agency-wide awards were designed not only to address Agency-wide design and implementation needs but also to advance the technical excellence of D/G programs. In order to do that, in order to maximize the quality of the services, and in order to build a library of scopes of work (so that everyone does not need to start at "ground zero" in developing scopes), the Center, as COTR for the contract, 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.

#### **Accessing these IQCs**

- (1) Copies of the two award documents have been transmitted to every mission- and Washington-based contracting officer (CO).
- (2) To access, missions should send a draft Statement of Work (SOW), with or without a notional budget, to Jerry Hyman (or the appropriate regional coordinator listed below), the contracting officer's technical representative (COTR). After the COTR has reviewed this SOW, the mission sends a formal request to its cognizant CO to negotiate a delivery order under the IQC. There is no dollar value or time limit on delivery orders other than the ceiling and period of performance of the IQC contract itself.

- (3) Missions have the option of choosing one of the two IQCs from which to request services or of competing a delivery order among the two IQCs. For delivery orders of a substantial value (i.e. over \$1 million) it would probably be in USAID's best interest to request at least a teaming arrangement, team member qualifications, and approach.

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## **Democracy Fellows Cooperative Agreement**

### **Summary**

The Democracy Fellows Program (DFP), awarded to World Learning through a cooperative agreement with G/DG, is designed to help the Agency build a cadre of field-experienced democracy specialists.

### **Program Goal**

The DFP's goal 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 program is thus primarily intended for new entrants to the professional field of international democracy and governance. Fellowship candidates are expected to be US citizens who have relatively recently earned a Master's, PhD or JD degree (e.g., in international relations, law, political science or an appropriate social science field). 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 Fellowship Activities**

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.

### **Costs**

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.

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## **Global Women in Politics Cooperative Agreement**

### **Summary**

G/DG signed a three-year, \$1 million cooperative agreement with the Asia Foundation (TAF) to support TAF's Global Women in Politics program (G-WIP). TAF leads a consortium of regional partners, including America-Mideast Educational and Training Services, Inc. (AMIDEAST) and Participa, a Chilean NGO. TAF'S program will increase women's participation in political processes and elections. G-WIP is modeled on TAF's successful USAID-funded initiative that has supported women's active participation in politics in Asia and the Pacific since 1993.

### **How to Access**

Melissa Brown in G/DG is the contact person for G-WIP. 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.

### **Program Description**

The G-WIP program is based on three key principles:

- (1) women in every country do not need to reinvent the wheel;
- (2) lessons learned can be transferred--in a cost minimizing way--within and across borders to accelerate progress in integrating women into the political process; and,
- (3) increasing women's participation in decision-making processes is key to improving their status in other development sectors.

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

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

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.

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## **REGIONAL PARTNERS**

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Participa (Chilean NGO)



