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# USER'S GUIDE TO DEMOCRACY, HUMAN RIGHTS AND GOVERNANCE PROGRAMMING



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# **An Overview: The Center of Excellence on Democracy, Human Rights and Governance (DRG)**

## ***User's Guide to DRG Programming***

On February 27, 2012, the Agency's Center of Excellence on Democracy, Human Rights and Governance (hereafter "the DRG Center") was launched. A year later the first-ever U.S. Quadrennial Diplomacy and Development Review (QDDR) explicitly tasked USAID with establishing the DRG Center as the primary means of elevating and integrating democracy, human rights and governance within the Agency's overall development portfolio.

The DRG Center has a mission statement to "advance democracy, human rights and governance for the sake of political freedom, while contributing to socioeconomic progress and overall developmental resilience by integrating DRG across all sectors." The DRG Center organizes its work to achieve the three following strategic objectives: 1) Learn: Increase knowledge concerning the global advancement of DRG; 2) Serve: Improve the quality and impact of DRG technical assistance to the field; and 3) Influence: Elevate the role of DRG in key USAID, USG and multilateral strategies, policies and budgets. With a strong emphasis on rigorous learning, the DRG Center will promote and support evidence-based DRG programming.

This User's Guide to DRG Programming has been crafted to serve as a fundamental reference tool for USAID missions and bureaus to utilize in pursuit of advancing democracy, human rights and good governance. This Guide outlines the structure and breadth of the DRG Center's technical expertise, as well as the D.C.-based DRG cadre. The Guide catalogs the funding and implementing mechanisms that may be accessed through the DRG Center and other offices, and technical resources which inform DRG work. With a strong emphasis on rigorous evaluation and learning, the DRG Center is committed to promoting evidence-based policy, strategy and programming in the DRG sector.

The Agency's primary means of implementing DRG programs in "presence" countries remains in USAID missions. In well-defined circumstances, these mechanisms may also be used in "non-presence" countries. Overall, the DRG Center's support of missions is provided through an interlinked approach that involves technical leadership, targeted field support, cadre development and training, and direct program management. Various training as well as assessment and programming tools are developed by the DRG Center to assist missions in analyzing and choosing appropriate strategies to address the DRG issues in their host countries, as well as implement Agency-wide policies.

The nine divisions that comprise the DRG Center are: 1) Civil Society & Media (CSM); 2) Cross-Sectoral Programs (CSP); 3) Elections & Political Transitions (EPT); 4) Empowerment & Inclusion (EI); 5) Global & Regional Policy (GRP); 6) Governance & Rule of Law (GROL); 7) Human Rights (HR); 8) Learning; and 9) Strategic Planning. There are also two permanent working groups within the DRG Center, the DRG Gender Working Group and the Training Leadership Team.

\*The *User's Guide to DRG Programming* is regularly updated and accessible on the Center of Excellence on Democracy, Human Rights and Governance internal website at <https://pages.usaid.gov/DCHA/DRG>.

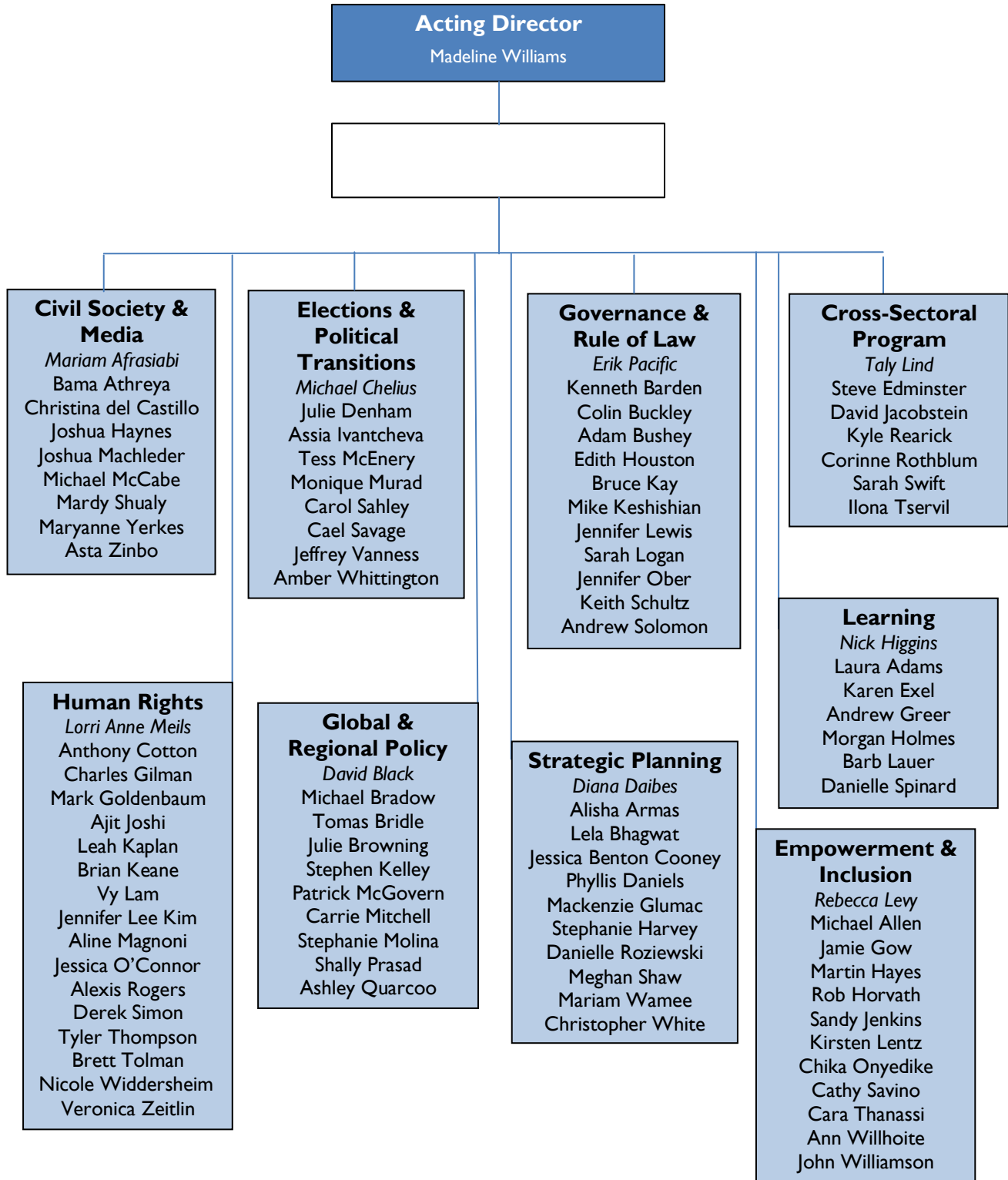
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# DRG CENTER

## ORGANIZATION CHART



## DRG CENTER TEAM AND WORKING GROUP DESCRIPTIONS

### **Civil Society & Media (CSM) Division**

The CSM Division provides technical leadership and support on civil society, including youth, labor, and media. The division generates comparative knowledge on effective approaches for strengthening the sector; pilots' state-of-the-art approaches to civil society and media support; strengthens the agency's DRG staff through training and technical assistance; conducts assessments, strategy and program designs, and evaluations; and designs and manages a targeted portfolio of global programs. The CSM Division promotes innovations in the civil society, labor, and media arenas (including the use of social media and other new media technologies) as a means for addressing development challenges, and represents USAID in international processes, networks, and working groups.

### **Cross-Sectoral Programs (CSP) Division**

The CSP Division was established as part of the DRG Center in 2012 to foster a more integrated approach to programming across USAID's development portfolio; identify and document good practices; and provide support to missions and operating units in designing and implementing cross-sectoral programming that incorporate DRG principles and practices as well as local development partners. The division has mapped cross-sectoral approaches, and is currently leading six case studies on how missions are fostering more cross-sectoral programming. The CSP Division has also developed an applied political economy analysis (PEA) field guide and framework as well as training to assist missions to consider how historical factors, power dynamics, relationships, incentives, and rules of the game impact the development challenges they seek to address. The applied PEA framework was piloted in three missions: Colombia, Ukraine, and Indonesia. Additional PEAs have been conducted in Serbia, Sri Lanka, Kenya, DRC, Uganda, Tanzania, and Madagascar. The findings are helping to shape more contextually feasible and sustainable programming approaches. CSP Division members are closely involved in Local Solutions efforts across the Agency, which is defined as using, strengthening, and partnering with local actors and systems in order to support development that is more effective, cost-efficient, and sustainable.

### **Elections and Political Transitions (EPT) Division**

The EPT Division provides technical leadership and support on elections and political transitions to USAID field missions and Washington bureaus, other USG entities, and the broader DRG community. The division offers technical leadership on specific issues, such as electoral security, and delivers technical assistance in areas including political party strengthening, electoral administration, election monitoring and observation, voter education, and the political participation of women and traditionally marginalized groups. The EPT Division also assists with developing electoral strategies, designing programs, and advising on program implementation and evaluation.

### **Empowerment and Inclusion (EI) Division**

The Empowerment and Inclusion (EI) Division works to reduce risks to and reinforces the capacities of communities, local non-governmental organizations, and governments to provide services and protection for vulnerable populations. Programs, policies, and initiatives within the division help vulnerable populations gain access to opportunities that support their full participation in society. The EI portfolio has been at the forefront of developing state-of-the-art programming for children outside family care; in setting orthopedic, rehabilitation, and wheelchair standards in developing countries; and in improving treatment and healing options for survivors of torture. It has also led worldwide policy change on barrier-free accessibility and inclusion of people with disabilities in family and community. EI programs are collectively found in more than 70 countries around the world.

### **Global and Regional Policy (GRP) Division**

The GRP Division supports the development and implementation of evidence-based DRG policies, strategies, and budgets at the global, regional, and country level. Specifically, the GRP Division leads the Center's efforts in supporting country DRG assessments and strategies, and represents the DRG sector in the annual interagency Governing Justly and Democratically (GJD) budget formulation process, conducting analysis and advocacy to link global and country DRG funding with needs and opportunities as well as ensuring that budget levels are consistent with core policies and strategies. The GRP Division also engages within USAID and in interagency arenas to forge an effective link between U.S. diplomacy, policy, and programs regarding the promotion of DRG. Finally, GRP operates as an open team, actively soliciting input from Center staff to facilitate Center-wide engagement on certain strategy, policy and budget matters, and manage the Center's country backstopping.

### **Governance and Rule of Law (GROL) Division**

The GROL Division supports activities to improve the effectiveness, accountability, transparency, and responsiveness of governance and rule of law institutions, systems and processes. The division promotes and supports USAID activities aimed at strengthening legal and regulatory frameworks to improve order and security, building the legitimacy and citizen trust, ensuring checks and balances, and promoting equal application and enforcement of the law. The division also designs and supports USAID activities that work with both governments and civil society to promote engagement, participation, and accountability in governance and rule of law activities. Key technical areas covered by the GROL Division include Rule of Law, Decentralization and Local Governance, Anticorruption, Transparency and Accountability, Legislative Strengthening, Security Sector Reform, and Public Administration. Areas of focus include improving legal and governance policy frameworks; building human and institutional capacity within public sector institutions, including the justice sector; strengthening intergovernmental linkages, including between and among national and subnational authorities and between police, prosecutors and courts; increasing access to justice; strengthening municipal and local governance processes and practices; building and supporting citizen engagement and accountability mechanisms; promoting and supporting national transparency and accountability reforms, in particular those leveraging technology; drafting legislation and supporting country-led efforts to tackle corruption; strengthening criminal reform processes, including building the capacity of prosecutors and court systems; bolstering legislative processes; and working with security sector partners to tackle issues of citizen insecurity.

### **Human Rights (HR) Division**

The HR Division strengthens the Agency's expertise, technical knowledge, and field support resources for the protection and promotion of universally recognized human rights. HR defines protection to mean safeguarding civil and political rights — as well as other country-specific legal commitments to international instruments — that are intentionally denied or threatened. The HR Division advances this mission by focusing on three areas: environment building to strengthen normative frameworks, actors and institutions that help prevent violations; response to mitigate the impact of ongoing violations, and remedy to provide redress to individual victims, combat impunity, and seek accountability of perpetrators through judicial and non-judicial measures. Furthermore, the HR Division provides leadership on key issues such as countering trafficking in persons, atrocities prevention, and protecting the rights of LGBTI persons, among others. HR manages the Human Rights Grants Program, and oversees a number of awards and mechanisms that serve missions worldwide.

### **Learning (L) Division**

The Learning Division helps to distill the biggest questions in the DRG sector into targeted and testable evaluation questions, using a variety of advanced research methods. Working in 29 countries, the L Division supports missions at all stages of program development, helping to design theory-driven projects based on the latest evidence, as well as develop precise outcome indicators. The division also works with missions to develop Impact

Evaluations (IEs), providing support early in the program cycle to integrate the evaluation directly into activity design. By 2014, 23 IEs in the DRG sector were already underway.

### **Strategic Planning (SP) Division**

The Strategic Planning Division serves as the Center's Program and Budget Office. SP supports the Center's strategic development, ensures the alignment of activities with the DRG Strategy and Center objectives, and strengthens project design through the incorporation of best practices and cross sectoral integration. SP also interfaces with the Bureau for Resource Management and the Office of Foreign Assistance to plan for, manage, and execute the Center's budget, and drives data collection and reporting. Further, the SP Division advocates for Center programs and liaises with public and private actors to improve donor coordination and leads on strategic communications products.

### **Training Leadership Team (TLT)**

The Training and Leadership Team (TLT) is comprised of DRG Center staff dedicated to the development and delivery of high quality, regularly scheduled training programs. They accomplish this by confirming DRG Center trainers, reviewing training materials for content flow and use of adult learning principles, and overseeing the training calendar. DRG Center trainings cover core DRG issues, infused with urgent DRG topics and evolving DRG trends. They are designed to strengthen the skills of DRG cadre and stakeholders to be effective leaders and advocates of democracy, human rights, and governance ideals. The TLT is chaired by the DRG Senior Training Advisor who is responsible for providing the overarching training plan and philosophical approach to DRG training and leadership development.

### **Gender Working Group (GWG)**

The Gender Working Group (GWG) is a permanent, cross-cutting working group within the DRG Center with required representation from all divisions. Its mission is to enable the DRG Center and DRG Officers in the field to promote and protect the human rights of women and girls, facilitate women's equal and meaningful participation in civic and political life, and better identify and address gender differences and inequalities as they relate to USAID's DRG work. The GWG seeks to integrate gender analysis into DRG processes and documents, support all colleagues to be gender champions, provide and develop expertise on women's rights and gender integration, and highlight the DRG Center's work on women's political empowerment and women's and LGBTI rights.



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## BIOGRAPHIES OF DRG OFFICE STAFF

### Director

**Madeline Williams** is the **Acting Director** in the **DRG Center**. Madeline is a Foreign Service Officer with 20 years of development experience at USAID. She has served with USAID in the field with three regions of the world including Africa, the Middle East, and Latin America. Her technical areas of interest and expertise include elections and political processes, civil-society strengthening, women's political participation, strategic planning and budgeting, program management and evaluation, and leadership development. Prior to joining the DRG Center in July of 2015, Madeline worked in the U.S. Global Development Lab on innovation and partnership development in sub-Saharan Africa and in the Policy, Planning and Learning Bureau where she spearheaded professional development and training for Program and Project Development Officers. Madeline has a BA in International Relations from the University of Minnesota and studied her Master's degree in International Public Affairs at the Humphrey Institute of Public Affairs at the University of Minnesota.

### Deputy Director

**Michael Chelius** is the **Acting Deputy Director** in the **DRG Center**, the **Elections and Political Processes Division Chief**, and a USAID Foreign Service Officer with a Crisis, Stabilization and Governance specialization. He has 15 years of experience working with host governments and international organizations and across the USG to support to high-profile political processes, post-conflict and political transition programs, and institution building efforts in countries and territories including Timor Leste, Afghanistan, the West Bank and Gaza, Somalia, Sudan, South Sudan, Liberia, and the Democratic Republic of Congo. He also has worked in Washington and on short-term field missions developing and supporting programs in many other countries. He recently completed a two-year assignment as the Eastern Congo Transition Office Director based in Kinshasa, working across USAID technical sectors and USG agencies to address the causes and consequences of conflict in eastern DRC. Prior to his Kinshasa assignment he served almost a year as the Libya Desk Officer in the Middle East Bureau. He has an MA in International Affairs from the Fletcher School for Law and Diplomacy.

**Laura Adams** is a **Democracy Fellow in Learning Utilization** in the **Learning Division**. Her work involves promoting the use of evidence from the DRG sector in the formulation of USAID strategies, programs and trainings, and providing technical support on qualitative and interpretive research, the development of learning agendas, and the utilization of research. Prior to coming to USAID, Laura was Director of the Program on Central Asia and the Caucasus, Academic Advisor to the MA program in Russian, East European, and Eurasian area studies, and a Lecturer in Sociology at Harvard University. She has more than 15 years of experience as a lecturer, researcher, and author on topics related to political sociology, sociology of culture, qualitative research design, academic writing, and international higher education development. She has country expertise on Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan. Laura got her MA and PhD in sociology from the University of California, Berkeley and her BA in sociology and Russian area studies from Macalester College.

**Mariam Afrasiabi** is a **Senior Civil Society Advisor** in the **Civil Society and Media Division** and previously served as Democracy and Governance Advisor in USAID's Middle East Bureau working on the Near East Regional Democracy Program. She is an expert advisor and technical authority on complex and precedent-setting policy and program issues, develops policies, strategies, and plans for democracy, and democratic development, as well as projects for agency-wide application, with a focus on civil society. Mariam serves as COR for the CSO Sustainability Index (CSOSI), overseeing the development of the report for over 70 countries. She also supports the Civil Society Innovation Initiative (CSII) and the Agency's work to support civil society in closed and closing civic space. Mariam is one of USAID's main points of contact on civil society support related to

organizational sustainability and mobilizing resources and technical assistance to respond to legal and regulatory threats to civil society and CSOs. Prior to joining USAID, Mariam served as Chief of Party at the Academy for Educational Development (now FHI 360) on multiple civil society strengthening programs in repressive environments. Mariam attained her Master of Arts degree in International Relations at Syracuse University's Maxwell School of Citizenship and Public Affairs, with focuses of global security and the Middle East, and her Bachelor's degree from Wake Forest University, with double majors in Biology and Spanish.

**Michael Allen** is on the **Empowerment and Inclusion Division**, where he focuses primarily on issues related to assistive technology, including activities funded through the congressionally mandated Wheelchair Program. Mr. Allen has held leadership positions within United Cerebral Palsy (UCP) Wheels for Humanity since 2005. During that time, he initiated innovative and sustainable systems to support people with disabilities throughout the developing world. Mr. Allen led the launch of UCP Wheels' Indonesia country office where he supervised the creation of new community-based and infrastructure-development approaches to mobility provision. Mr. Allen has been an active participant in the World Health Organization's initiative Global Cooperation on Assistive Technology (GATE), dedicated to expanding global access to high-quality, affordable assistive products. He is an Advisory Board Member of the International Society for Wheelchair Professionals. Michael holds a BA in Business Management from San Diego State University, and attended the University of Wollongong (Australia) International Exchange Program.

**Alisha Armas** is a **Program Support Specialist** in the **Strategic Planning Division**. She supports the Civil Society & Media and Empowerment & Inclusion Divisions as well as communications in the DRG Center. Prior to joining the Center, she was an intern with the Dinu Patriciu Eurasia Center at the Atlantic Council and served as a Peace Corps Volunteer in Ukraine. Alisha holds an MA in International Affairs from American University and a BA in History and Government from Claremont McKenna College.

**Bama Athreya** is a **Senior Specialist, Labor and Employment Rights** on the **Civil Society and Media Division**. She has twenty years' experience on international labor rights issues, and has previously worked for the AFL-CIO Solidarity Center, International Labor Rights Forum, and International Labour Organization. She has developed and led multi-country projects in Latin America, sub-Saharan Africa, and Asia on the rights of working women, on labor law implementation, on forced and child labor, and on ethical business practices. She has developed and led multi-stakeholder initiatives with global corporations on labor compliance, and has worked and written extensively on labor rights in U.S. trade policy. She served as one of the founding Board members of the Sweatfree Purchasing Consortium, an entity serving state and city governments in the United States who have adopted legislative or executive commitments to ethical procurement. In 2009 she was appointed by Secretary of Agriculture Tom Vilsack to a special Consultative Group on Forced and Child Labor. She speaks French, Spanish, Chinese, and Indonesian.

**Kenneth Barden** is a **Senior Governance and Anticorruption Officer** on the **Governance and Rule of Law Division**. For several years, Ken was an independent consultant for several international development projects, including ones funded by USAID, the MCC, World Bank, UN, Asian Development Bank, and others. Ken served as Team Leader for the USAID-administered MCC Threshold Indonesia Control of Corruption Project in Indonesia, working on anticorruption and judicial reform. Immediately prior to joining USAID, Ken was an advisor with the USAID Modernizing Financial Institutions project in the West Bank, where he led implementation of anti-money laundering and anticorruption activities. Ken's experience includes work in Eastern Europe, Central and Southeastern Asia, Oceania, the Middle East, and Africa. He also has over 15 years of experience in municipal government. Ken holds a Juris Doctor from Indiana University, and a Bachelor's degree in Political Science from University of Indianapolis, as well as post-graduate work in Disaster Management from the University of Wisconsin and in International Humanitarian Law from the National Academy of Legal Studies and Research (NALSAR) in

Hyderabad, India. He has written extensively on financial integrity and risk management issues and is a Certified Anti Money Laundering Specialist (CAMS), as well as a Certified Financial Crime Specialist (CFCS).

**David Black** is the **Global & Regional Policy Division Chief**. He has served overseas as the Democracy Office Director for USAID/Kosovo, and as the Senior Democracy Advisor for Ukraine, Belarus and Moldova with USAID/Kyiv. He began his USAID career in 1994 in the E&E Bureau's Office of Democracy and Governance, and his previous work in DCHA/DRG includes a stint on the Civil Society & Media Division, serving as the Regional Coordinator for Europe & Eurasia, and leading an early initiative to improve evaluations of DRG assistance programs. He speaks Russian and has lived and studied extensively in the Europe and Eurasia region. He holds a BA from Colgate University and an MA in International Relations from the Maxwell School at Syracuse University.

**Jessica Benton Cooney** is the **Lead Communications Specialist** on the **Strategic Planning Division**. She serves as the strategic communication advisor for the outreach efforts of the DRG Center. This includes external/internal communications, product development, and multi-media (video, photography). Prior, she was the Communications Specialist in Liberia for the DAI Feed the Future Project, and the Education Development Center (EDC) Advancing Youth Project, both funded by USAID, as well as the United Nations Population Fund. Jessica was a Communications Officer for Pact in Washington, D.C., and served as the Web Data Manager for the USAID/Afghanistan website, while also backstopping the Development Outreach and Communication (DOC) Office at the USAID/Afghanistan Mission. Jessica also covered elections, politics, and the House as a Staff Writer and Production Editor for The Congressional Quarterly in Washington, D.C. She has her Master's degree in Human Rights from the London School of Economics and Political Science, and her Bachelor's in Political Science and Communications from Edgewood College in Madison, Wisconsin. She was also a United States Peace Corps Volunteer in El Salvador.

**Lela Bhagwat** is a **Program Specialist** on the **Strategic Planning Division**, serving as the AMS Liaison for the DRG Center. Prior, Lela was with the Office of Global Climate Change in the Economic Growth, Education and Environment Bureau working as an International Agricultural Development Specialist since July 2012. Lela officially arrived at USAID in April 2011 as an Administrative Assistant with the Economic Growth, Agricultural and Trade Bureau Office of Natural Resource Management, EGAT/NRM. She previously worked at the Food and Drug Administration for six months as a Contract Liaison for the Program Management Team where she undertook research, prepared reports, and provided requested information. Before then, she worked for four and a half years at the State Department's International Narcotics and Law Enforcement Bureau as a Contract Specialist.

**Mike Bradow** is the **Asia Regional Coordinator** on the **Global and Regional Policy Division**. In this capacity, he serves as a liaison to USAID missions overseas, internal U.S. Government, as well as external stakeholders on DRG policy priorities and programming in Asia. Mike oversees DRG sector resource planning and field assessments in the Asia region, and is also a trainer on USAID's DRG assessment and strategic planning methodologies. He joined USAID in 2010 and has served overseas in the Democracy & Governance Office in the USAID's Central Asia Regional Mission, where he worked on local governance, civil society, media programs and related evaluations. On assignment to USAID's Asia Bureau, Mike was responsible for coordinating assistance programs in post-earthquake Nepal and post-transition Sri Lanka in 2015. Prior to USAID, Mike managed programs in both Latin America and the Caucasus for Freedom House, and has also as a consultant to other USAID and State Department contractors and grantees. Mike received his BA in Political Science from Wake Forest University and a Master's in Public Policy from the University of Chicago. Though rusty, he speaks Spanish, French and Russian.

**Tomas Bridle** is a **Senior Governance Advisor** with the **Global and Regional Policy Division**. He previously led a retrospective analysis of USAID's legislative strengthening programs and revision of the Agency's handbook for engagement with legislative institutions. He previously held senior positions with responsibility for design, management, and evaluation of governance programs at DAI and the National Democratic Institute. His approach to governance is grounded in experience on U.S. Congress and Senate legislative staff and political campaigns. He was an advisor to Czechoslovakia's president Vaclav Havel in 1991-92, and graduated with honors from UC Berkeley and the Columbia University School of International and Public Affairs.

**Julie Browning, Senior Democracy and Governance Advisor**, is one of two technical surge team members on the **Global and Regional Policy Division**, providing program design, assessment, strategic development, and management support to missions globally with particular expertise in post-conflict and political transitioning environments such as Afghanistan and Pakistan. Prior to this, she served as the Senior Democracy and Governance Advisor for USAID's Middle East/Iraq Office. Julie provides strategic direction and technical guidance on democracy and governance programming broadly with a focus on civil society, electoral institutions, and political competition at national and local levels. Beyond this, she coordinates the Bureau's technical inputs to several priority countries and plays a leading role in a number of related inter-agency fora. Prior to joining USAID, she was based overseas for eight years, specializing in human rights, refugee/humanitarian assistance, and DG program management, holding positions with the UN High Commissioner for Refugees, The Asia Foundation, the Office of the High Representative, Associates in Rural Development, and the American Refugee Committee within the Middle East, Asia, and E&E Regions. Julie holds a Master's degree in International Studies with an emphasis on International Politics and Human Rights from the University of Denver. She has basic Spanish, Serbo-Croatian, and is currently learning French.

**CPT Adam Bushey** is a **Governance and Rule of Law Expert** on the **Governance and Rule of Law Division**. CPT Bushey has worked on issues related to counter-insurgency, civilian-military operations, Rule of Law, and governance worldwide. At USAID, prior to joining the DRG Center, he has been assigned to the Performance Division of M/MPBP, the Office of General Council, and the Afghanistan-Pakistan Task Force. CPT Bushey also currently serves as a reserve JAG Officer in the Army. He coordinated the 86<sup>th</sup> Infantry Brigade's Rule of Law (ROL) and governance efforts in four provinces in RC-East, Afghanistan. He was awarded the U.S. Bronze Star Medal for meritorious service. CPT Bushey attained his undergraduate degree from Le Moyne College where he graduated Magna Cum Laude with a double major in political science and economics. Before and during law school, where he graduated with Honors, Mr. Bushey worked for the New York State Assembly.

**Anthony Cotton** is a **Senior Advisor** on the **Human Rights Division**. In this role he works on a variety of policy, programming, training, integration, and communications efforts to support the human rights and development of LGBTI people around the world. In previous roles at USAID, Anthony served as the Deputy Director and Africa Team Leader for the Development Credit Authority; and designed, piloted, and launched a first-of-its-kind multimedia training on LGBTI inclusion in USAID's workplace and programming. Prior to this work, Anthony held a variety of roles in international development (e.g., Peace Corps-Ghana) and academia. He has worked in 25 countries and has been honored to be a Fulbright Scholar and Presidential Management Fellow.

**Diana Daibes** is the **Acting Division Chief** on the **Strategic Planning Division**. She works primarily on budget, project design, and monitoring and evaluation. Diana entered USAID as part of the Foreign Service Development Leadership Initiative (DLI) in 2009 and has served in Kenya and Mexico. She has worked for Mobility International USA (MIUSA), a disability inclusion organization based in Eugene, Oregon and MA'AN Development Center in the Palestinian Territories. She has also worked as a student development adviser at the Oregon Institute of Technology (OIT). Diana earned her Bachelor of Science in Management, with a dual focus in Marketing and Small Business Management and a Minor in International Relations at OIT and also obtained her Master's of

Arts in International Studies, with a focus on International Development and Human Rights at the University of Oregon.

**Phyllis Daniels** currently works on the **Strategic Planning Division** as the **Financial Management Specialist**. Prior to this she worked as a Human Resources Assistant with the Human Resources Civil Service Personnel Division, Recruitment and Staffing Branch. Phyllis also served in the United States Army as a Financial and Personnel Specialist and was honorably discharged. She continued her civilian career in Human Resources Management. Phyllis has worked for the National Endowment for the Humanities, Peace Corps, and the Department of Commerce. She pursued her education at Northern Virginia Community College.

**Christina del Castillo** currently serves with the **Civil Society and Media Division**. Christina's areas of specialization include public sector governance, citizen participation, and aid effectiveness. She provides technical guidance to USAID offices worldwide to incorporate good governance practices to strengthen host country systems, increase transparency and accountability, and decrease corruption. Previously, Christina served as DRG's Anticorruption Advisor, and before that she served in the Latin America and Caribbean Bureau, Office for Central America and Mexico. Prior to joining USAID she was a Presidential Management Fellow in the International Affairs Office of the National Oceanic and Atmospheric Administration. Christina served as a Peace Corps Volunteer in Guatemala where she provided technical assistance to local government and conducted research regarding democratic participation in a post-conflict environment. She has a BA in Political Science from California State University, San Marcos and an MPA in International Development from Rutgers University.

**Julie Denham** is a **Senior Advisor** for the **Elections and Political Transitions Division**. In this role, she assists USAID missions around the world to design, implement, and evaluate innovative and effective elections and political party programs. Julie is the co-chair of the Center's Gender Working Group and the technical lead for the Women in Power learning activity. She is the DRG Center backstop for the Democratic Republic of Congo. From December 2014 -October 2015, she served as Acting EPT Division Chief. Prior to joining the Center in 2012, Julie was the Team Lead for Governance, Rule of Law and Security for USAID's Haiti Task Team, working closely with Haiti-based colleagues in the immediate aftermath of the 2010 earthquake to develop the overarching strategy for over \$150 million in USG democracy assistance programming; traveling regularly to Haiti to assist with program design and procurement; and regularly representing USAID in consultations with other USG agencies and donors. Before joining USAID, Julie worked for 12 years at the National Democratic Institute (NDI), serving as a Washington, D.C.-based Senior Program Manager for elections and legislative strengthening programs in Nigeria, Sierra Leone, and Guinea and as Resident Director for NDI's Algeria office from 2002-06. Julie holds a Master of Science in Foreign Service degree from Georgetown University and a BA from Smith College.

Ms. **Karen Exel** is a **Foreign Service Officer** who has been with USAID since 2002. She currently works as a **Democracy Officer** in USAID's Center of Excellence on Democracy, Human Rights and Governance. In previous USAID positions, she served as the Director of USAID's Gender Equality and Women's Empowerment Office in the Bureau for Economic Growth, Education and Environment as well as the Program Office Director at USAID Cambodia. Karen spent four years as the Director of the Education and Youth Development Office at USAID's West Bank and Gaza Mission and five years as the Director of the Program Office at USAID's Bosnia and Herzegovina Mission. Karen received a Bachelor's degree from the University of California at San Diego and a Master's degree in International Development from George Washington University.

**Charles Gilman** is a **Program Specialist** in the **Human Rights Division** who works on integrating lesbian, gay, bisexual, transgender and intersex (LGBTI) considerations into USAID policies and programs. He supports the portfolio by promoting the use of evidence in the formulation of USAID strategies, programs, and trainings, and providing technical support on methodology through advanced data analytics and evidence-driven communication strategies. Prior to joining USAID, Charles was a founding faculty member at Nazarbayev University in Astana,



Kazakhstan from 2011-2015. As an American Association for the Advancement of Science (AAAS) Fellow he is an interdisciplinary scientist with a diverse background, having received his PhD in Molecular Physiology and Biophysics from Baylor College of Medicine and his BS in Neuroscience from Juniata College.

**Mackenzie Glumac** is a **Program Support Specialist** on the **Strategic Planning Division**. She supports the Gender Working Group and the Global and Regional Policy and Human Rights Divisions. Prior to joining the Center, Mackenzie worked with the Office of Foreign Disaster Assistance as a Junior Travel Specialist. She holds a Bachelor's from American University in International Service, with a focus on foreign policy and national security and European affairs.

**Mark Goldenbaum** is a **Generalist** on the **Human Rights Division**. His role focuses on providing technical leadership and field support related to broad-based human rights programming, as well as contributing to the Center and Agency's atrocity prevention efforts. Mark has experience supporting the intersection between DRG, OTI, CMM, and OFDA programming and working in the Interagency, and has implementation experience with conflict mitigation, independent media development, local governance, and youth programming. Mark has been with USAID since 2009 and is a civil servant (OE funded). Prior to USAID, Mark worked for two years with Internews Network (D.C.-based, but supporting field programs in the former Soviet Union) and five years in the field with Mercy Corps (in Tajikistan, Uzbekistan, Kyrgyzstan, and Sudan). Mark was a Peace Corps Volunteer in Kazakhstan. He holds a Master's of Arts in International Relations from the Fletcher School of Law and Diplomacy at Tufts University and a Bachelor's degree in English from the University of Texas, Austin.

**Jamie Gow** is a **Technical Advisor** on the **Empowerment and Inclusion Division**. She joined USAID's Center on Children in Adversity in 2013 through the Global Health Fellows Program II. As a technical advisor for monitoring, reporting, and impact, she works on implementation of the U.S. Government Action Plan on Children in Adversity. Jamie brings seven years of experience in youth development, both at the grassroots and policy levels. Additionally, Jamie has lived and worked in Latin America and has proficiency in spoken and written Spanish. She is on the board of GirlSportWorks, a non-profit organization with the mission of teaching life skills to girls through athletics. Jamie received her Bachelor of Arts in International Relations and Sociology from the Bucknell University and her Master of Public Health in global health program design, monitoring, and evaluation from the George Washington University.

**Andrew Greer** is a **Presidential Management Fellow** who serves the **Learning Division** as the **Program Specialist in Monitoring, Evaluation and Learning**. Andrew brings to the DRG Center experience in experimental, quasi-experimental, and qualitative research design. Prior to joining USAID, Andrew managed and supported program evaluations for multiple domestic and international programs focused on vulnerable populations. Additionally, Andrew was a Graduate Teaching Fellow with Vanderbilt's Center for Teaching, where he taught courses about teaching and learning. He obtained his PhD and MS in Community Research and Action from Vanderbilt University. Andrew was a Peace Corps Volunteer in Ghana, and his professional experience includes work in Africa, Europe, North America, and Asia.

**Stephanie Harvey** currently works as a **Management/Program Analyst** on the **Strategic Planning Division**. She studied Business Administration at Strayer University. Twenty-three of her twenty-nine year federal government experience has been spent with USAID. Prior to her time here, she joined the E3 Bureau in 2004 where she served as the Program Operations Assistant in the former WID office. In 2007, she served as the Program Analyst and has experience in budget planning and information systems, including Phoenix, GLAAS, and FACTS Info.

**Martin Hayes** is a **Senior Technical Advisor** for the **Displaced Children and Orphans Fund (DCOF)** on the **Empowerment and Inclusion Division**. Martin has twenty years of professional experience in the child

protection sector working with agencies such as the United Nations Children's Fund, the International Rescue Committee and Save the Children, primarily in Africa. Martin worked for several years managing and providing technical support for child protection programs in emergency settings. For five years, he served as a Senior Child Protection Specialist at ChildFund International's headquarters coordinating technical support for child protection programming in thirty-one countries worldwide. He began working with USAID's DCOF in 2012. DCOF's goal is to improve the safety, wellbeing, and development of vulnerable children, with particular attention to preserving and supporting appropriate family care. Martin's work includes supporting the development of new projects, providing technical support to implementing partners and developing and sharing technical resources with Agency and interagency partners.

**Joshua Haynes** is **USAID's Senior Innovation Advisor** for the **Civil Society and Media Division**, leading USAID's work on the Civil Society Innovation Initiative (CSII) and internet freedom. As a disruptor, innovator, visionary, and activator for good, Joshua has spent the past 15 years relating, ideating, and communicating complex structures and systems at the nexus of ICTs, digital technology, process design, internet freedom + governance, civil society and media, and human rights. Joshua was a Peace Corps Volunteer in Morocco and has degrees from Boston University and The Fletcher School at Tufts University. He speaks a number of languages including Arabic (Modern Standard and Maghrebi), French, German, and Spanish. Joshua is currently on a secondment to Sida in Sweden.

**Nick Higgins** serves as the DRG Center's **Learning Division Chief**. He is a Foreign Service Officer and has served in DRG positions in Georgia and Afghanistan and Program Officer positions in Georgia and India. Nick joined USAID in 2000, initially serving as a Presidential Management Intern in the Europe and Eurasia Bureau. He holds an MSc in Development Studies from the London School of Economics and a BA in Economics and Geography from the London School of Oriental and African Studies.

**Morgan Holmes** is a **Senior Evaluation Methodologist** with the **Learning Division**. Morgan helps mission and Center colleagues identify opportunities for research and design impact evaluations and other studies. Previously on OTI's Afghanistan and Pakistan teams, she managed Stabilization programs and evaluations in those countries. Prior to joining USAID, she worked at the World Bank's Independent Evaluation Group. As an M&E consultant in the private sector, she designed and conducted performance and impact evaluations of USAID, State, World Bank, and DfID programs. Before specializing in M&E, Ms. Holmes worked for NDI and IRI implementing political party, civil society, and media strengthening programs. She has managed programs in Afghanistan, the Czech Republic, the DRC, Indonesia, Iraq, Kenya, Pakistan, Peru, the Philippines, Slovakia, and Venezuela. She holds a BSc from Georgetown University's School of Foreign Service, and an MSc in Development Studies from the London School of Economics.

**Rob Horvath** is the **Empowerment and Inclusion Division Chief** and also serves as the **U.S. Government's Special Adviser for Children in Adversity**. Under his leadership, the Empowerment and Inclusion Division coordinates USAID's work for vulnerable populations, including initiatives addressing survivors of torture and trauma, civilian victims of conflict, people with disabilities, and vulnerable children. The division also houses the Center on Children in Adversity. Under the guidance of the Special Adviser, the center coordinates the efforts of seven federal agencies and more than thirty departments working to implement the U.S. Government's Action Plan on Children in Adversity and the legislative mandates under U.S. Public Law 109-95: The Assistance for Orphans and Vulnerable Children in Developing Countries Act of 2005 (PL 109-95). Previously, Rob spent 11 years in Southeast Asia serving as USAID's Regional Grants Manager, an early childhood education volunteer, and Director of pre-service training with the Peace Corps. Prior to his work overseas, Rob worked for the State of Michigan's Department of Education and as a counseling therapist with Family and Mental Health Services. He has served in leadership roles with local and regional PTAs and is also a certified trainer for both the Virginia State and National PTAs. Rob is currently on long-term training at the U.S. Army War College.

**Edith Houston** joined the Agency for International Development (USAID) in 1989 and is currently on the **Governance and Rule of Law Division**. She began her career as a civil service program/project officer in the Bureau for Latin American and the Caribbean (LAC) and worked on programs including assistance to the Haitian elections. She later worked for the Office of Food for Peace/Africa where she helped program food aid for refugees during USAID's emergency response during the Liberian civil war. Ms. Houston then joined USAID's Foreign Service in 1991 as a democracy and governance officer and completed assignments in Peru, Guatemala, the West Bank and Gaza, Ecuador, and Jordan. She has been instrumental for her vision and direction in managing legislative strengthening, rule of law, civil society and electoral assistance programs both in Latin America and the Middle East. Back in Washington, she has worked in: the LAC Bureau as Regional Advisor for Central America and Mexico; the Africa Bureau as Regional Advisor for Southern African Affairs and as Director for the Office of West African Affairs; as Senior Advisor to and Acting Deputy Director of the Staff Care Center; and as Senior Policy Advisor in the Office of Civil Rights and Diversity. Ms. Houston has won numerous awards and commendations throughout her career for her role in promoting democratic governance and free and fair elections, co-leading a critical Mission Management Assessment to the West Africa Regional Mission, participation in developing the Agency's Sahel Resilience Strategy, and policy guidance during the Ebola crisis. She holds two Master's degrees from The University of Texas at Austin: a Master of Public Affairs from the Lyndon B. Johnson School of Public Affairs and a Master of Arts in Latin American Studies from the Institute of Latin American Studies. Prior to that, Ms. Houston earned a Bachelor's degree from the University of Missouri/Kansas City and, in 2001, received the Alumni of the Year Award from the Henry W. Bloch School of Management at her alma mater. She is fluent in Spanish and has studied Portuguese and Arabic.

**Assia Ivantcheva** is the **Senior Adviser** with the **Elections and Political Transitions Division**. In the past, she has led DRG portfolios at USAID Missions in the context of turbulent political transitions such as USAID/Serbia and Montenegro, and the USAID Regional Mission in Kyiv, covering Ukraine, Belarus, and Moldova. For three years Assia was also the Deputy and Acting Head of the Human Rights Department at OSCE's Office for Democratic Institutions and Human Rights in Warsaw, responsible for HR policy and programs across 57 participating states. At the DRG Center, she served as the Acting Division Chief for Human Rights between January and August 2015. She holds a PhD in International Relations from the School of International Service at American University, a BA in History from Dartmouth College, and an MA in Arabic Studies from Sofia University.

**David Jacobstein** serves as a **Democracy Specialist** in the **Cross-Sectoral Programs Division** of the DRG Center, where he focuses on issues of local capacity development and cross-sectoral integration. He led an Agency working group to develop capacity development measurement recommendations, and supports training and project design related to Local Solutions and applying systems thinking, as well as contributing to the design of

programming focusing on civil society strengthening and advocacy, network strengthening, community engagement, and integrated governance. Previously, he worked for Pact in a number of positions, most recently as Senior Program Manager for Governance. He contributed to the design and implementation of programming in countries including Kenya, Nigeria, Belarus, Ukraine, Tajikistan, and Malawi. He also conducted research into capacity areas of networks and using social network mapping to contribute to network strengthening, and led an internal DG community of practice, and managed a global LWA for civil society strengthening. In 2010, he was based in Mongolia to manage a community-engaged health program focused on communities near large mining operations. Prior to working with Pact, he worked on rule of law and access to justice issues for the American Bar Association in Eastern Europe and Asia.

**Sandra Jenkins** serves as the **Communications Specialist** for the technical support contract that supports the **Empowerment and Inclusion Division**. In this role, she functions as editor, publications coordinator, and web-content and social media provider. Sandra has also worked in the Office of Health and as editor for the POPTech contract, Office of Population.

**Ajit Joshi** is **USAID's Senior Human Rights, LGBTI, and Social Inclusion Advisor** based in the Center of Excellence on Democracy, Human Rights and Governance in Washington, D.C. He provides technical assistance on programs and policies as well as training on human rights integration. As a key member of the Center's Training Leadership Team, he leads the Center's training efforts on the inclusion and protection of Lesbian, Gay, Bisexual, Transgender, Intersex (LGBTI) persons, gender and social inclusion, and human rights. Under his leadership, he launched two online courses - LGBTI 101 (workplace) and LGBTI 102 (program integration) now available to all USAID staff on USAID University. His technical assistance, leadership and training for USAID staff and partners globally have been recognized for team building, technical excellence, and inclusion. For his courageous leadership in establishing USAID as a maverick and thought leader in inclusive development of LGBTI people — both staff and program beneficiaries — he received the Agency's Distinguished Honor Award and a Meritorious Honor Award for his service as Acting Senior LGBT Coordinator. He has previously served as a Senior Program Officer, Special Assistant to the Counselor to the Agency, Team Leader for NGO capacity-building and Supervisory Democracy Specialist in the Africa Bureau. In these roles he has earned a Superior Honor Award, Superior Accomplishment Award for Special Acts and Suggestions, an Equal Employment Opportunity Award, meritorious honor awards, and several group superior and meritorious honor awards. Prior to USAID, he worked on post-conflict reconstruction in Liberia with the UN Department of Economic and Social Affairs, on CTIP at the State Department's Bureau for Population, Refugees and Migration, and with the U.S. Consulate in Maracaibo, Venezuela. He received a Master's degree in international affairs from Columbia University, a Bachelor's degree from Tufts University, and a Fulbright Fellowship (India). He twice served as a board member on the USAID-State LGBTI+ employee resource group (ERG), GLIFAA, during which time he was the driving force for Secretary Clinton recommending GLIFAA, which was recognized by Out & Equal as 2009 Employee Resource Group of the Year. Outside of work, he has served on the Board of Governors of the Human Rights Campaign, the largest advocacy group in the United States advancing the inclusion and participation of LGBTI persons. He is a ParaYoga certified teacher and enjoys teaching yoga, meditation, philosophy, and serving as a life coach using Rod Stryker's Four Desires methodology. He is currently on long-term training at the U.S. Army War College.

**Leah Kaplan** is a **Human Rights Advisor** in the **Human Rights Division**. She most recently was the head of the DRG Office in Cote d'Ivoire, managing a complex portfolio that focused on the judicial sector, the National Assembly, Elections, and Human Rights. Prior to that, she was a DRG Officer in Rwanda working on institutional capacity building and civil society strengthening. She has worked in Afghanistan as an FSL, and worked in Liberia and Niger before joining USAID. As a Human Rights Advisor, Leah manages the Human Rights Grants Program and supports the Atrocity Prevention and Human Rights Support Mechanism portfolios. She has an MA in International Development from the Korbel School at the University of Denver, and a BA from Grinnell College.

**Bruce Kay** is a **Governance and Rule of Law Advisor** on the **Governance and Rule of Law Division**. A Foreign Service Officer, Bruce has served as the director of Democracy, Human Rights and Governance Offices for USAID missions in the Middle East, Latin America, and Eastern Europe, and has won accolades from USAID and the U.S. Department of State for his design and stewardship of U.S. democracy and governance promotion efforts in three countries. From 2009-2012, Bruce served as Director of the Millennium Challenge Corporation's Threshold Program, overseeing a large portfolio of anti-corruption programs in Latin America, Eastern Europe, and Asia. Bruce holds PhD, MA, and BA degrees from the University of Michigan and the University of North Carolina at Chapel Hill, did doctoral and postdoc research in Peru, is published in academic journals and speaks fluent Spanish.

**Brian Keane** is **USAID's Adviser for Indigenous Peoples** issues and sits with the **Human Rights Division**. Brian is spearheading efforts to ensure that U.S. development assistance is carried out in a way that recognizes and respects the rights of the world's indigenous peoples and ensures that they are partners in the design, implementation, and evaluation of programs and projects that affect their lands, lives, and livelihoods. Keane has over 20 years of experience working with indigenous communities in Africa, Asia, the Pacific, and the Americas. As executive director of the international organization, Land is Life, he worked to ensure that indigenous peoples have a seat at the table in international policy-making processes regarding conservation, protection of biodiversity, development, and climate change. While there, he worked extensively with indigenous women to design and implement development and conservation projects. He also worked with indigenous youth to develop networks to more effectively promote and protect indigenous peoples' rights. Brian was recently elected as a member of the United Nations Permanent Forum on Indigenous Issues.

**Stephen Kelley** is a **Democracy and Governance Officer** currently serving as the **Regional Coordinator for the Middle East Region**, and is a career **USAID Foreign Service Officer**. He has 11 years of experience with the Agency, working on democracy and justice sector development, serving USAID in Tajikistan, Kazakhstan, Afghanistan, and Mexico, as well as working on Ukrainian country affairs for the Europe and Eurasia Bureau in Washington, D.C. Prior to joining USAID, Steve worked on rule of law and justice sector reforms in Serbia with the Organization for Security and Cooperation in Europe (OSCE), and in Albania and Turkmenistan for the American Bar Association. He holds a JD from Southwestern University Law School and a BS from Boston College in management/finance.

**Mike Keshishian** is a **Senior Decentralization and Local Governance Expert** on the **Governance and Rule of Law Division**. He joined USAID/DC in 1998. Mike lived in Armenia for five years where he worked on World Bank and USAID-funded projects. Mike speaks fluent German and proficient Armenian. He has a Master's degree in Urban Planning.

**Jennifer L. Kim** is a **Human Trafficking Specialist** for the **Human Rights Division**. She previously worked in USAID's Asia Bureau Strategic Planning and Operations Office, where she was a Senior Program Analyst for Strategy, and also worked extensively on monitoring and evaluation and project design. Prior to this role, she worked in the Asia Bureau on the Nepal/Sri Lanka desk and in the program office of the Office of Development Partners, backstopping divisions that worked with private, bilateral, and multilateral partners. Prior to USAID, she lived in East Asia working for a faith-based NGO which focused on the needs of ethnic minority groups. She has a Master's degree from Johns Hopkins University, SAIS in International Affairs, focusing on European Studies, and a Bachelor's in history from Princeton University.

**Emily Kronic** is the **LGBTI Human Rights Advisor** on the **Human Rights Division**. She works primarily on LGBTI programs including the LGBTI Global Development Partnership. She also supports the office of the LGBT Senior Coordinator including assisting in the institutionalization of the LGBTI portfolio in DCHA/DRG/HR. Emily is

a Democracy and Governance Foreign Service Officer who has previously served as the Eligible Family Member (EFM) Initiatives Officer in HCTM, the DG Office Director in Rwanda, DG officer in Afghanistan, and as the Senior Conflict and Governance Advisor for USAID East Africa. Prior to joining USAID, she worked as Chief of Party for two implementing partners in the Former Yugoslavia region and with the Organization for Security and Cooperation in Europe (OSCE) on media development and election support. Emily has an MA from American University in international peace and conflict resolution.

**Vy Lam** is a **Democracy Fellow** on the **Human Rights Division** who works on integrating Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) concerns into USAID policies and programs. The work involves reforming operations, conducting field research, and developing data and analytics to support the advancement of the LGBT agenda in various development sectors. He is an interdisciplinary scientist with a background in microbiome physiology, radio pathology, viral immunology, cardiovascular diseases, and tissue engineering. Vy received his PhD from University of Wisconsin, Madison where he studied the dynamics of vesicular stomatitis replication and its induction of immunity.

**Barb Lauer** serves as the **Senior Training Advisor** for the **DRG Center**. Barb leads the Training Leadership Team (TLT) to support every Division in the design and delivery of training programs in the United States and overseas. In addition, Barb leads the TLT's design and coordination efforts for the annual DRG Conference held every June. Before joining USAID, Ms. Lauer was the Principal Global Practice Leader for Capacity Building and Leadership Development at USAID's partner organization, DAI. Prior positions with DAI included being a COP for a governance program in Liberia and a senior manager for political transition programs throughout the world. Ms. Lauer has worked in over 20 countries on governance and recovery programs. Ms. Lauer has a Master's degree in Social Work from the University of Maryland.

**Kirsten (Kiki) Lentz** is a **Senior Technical Advisor for Rehabilitation Programming** in the **Empowerment and Inclusion Division**. She has worked in the Humanitarian Mine Action (HMA), Victim and Survivor Assistance (VA), and the disability domain for more than 20 years. Ms. Lentz holds a degree and practitioner license in Physiotherapy and a Master's degree of Public Health, with a concentration in International Health, Community Health and Development, Human Rights, and Complex Medical Situations. Ms. Lentz has taught didactic and clinical physical rehabilitation and interdisciplinary case management to clinicians addressing the needs of war wounded and persons with disabilities in countries affected by conflict and natural disasters. Ms. Lentz has designed and managed initiatives addressing the six components (Emergency and Continuous Medical Care, Physical Rehabilitation, Psychological and Psycho-social Support, Socio-economic Inclusion, Data Collection, and Laws and Policies) of victims assistance and landmine, unexploded ordnance (UXO) and small arms/light weapons (SALW) risk education and injury prevention.

**Rebecca Levy** is the **Acting Division Chief** for the **Empowerment and Inclusion Division** of the DRG Center. Rebecca joined USAID in 2010 as a Presidential Management Fellow in the LAC Bureau, during which time she also spent six months with USAID/Haiti after the 2010 earthquake. In Washington, she has served as the Special Assistant to the Assistant Administrator of LAC, and as an Advisor to Administrator Raj Shah. Most recently, she was the Director of USAID/Cote d'Ivoire's Economic Growth Office, from 2014 to 2017. Prior to USAID, she worked for CARE in Mali, for UNHCR in Ghana, and for a labor union in Newark, NJ. She received a BA in political science from Haverford College and a MALD from the Fletcher School of Law and Diplomacy at Tufts University. She speaks French and basic conversational Spanish.

**Jennifer Anderson Lewis** is a **Senior Governance and Rule of Advisor** on the **Governance and Rule of Law Division** and also serves as the USAID POC for the Open Government Partnership (OGP) and Extractive Industry Transparency Initiative (EITI). She has over 20 years of experience in local governance, institutional

capacity building, transparency and accountability, civil society engagement, economic growth, business enabling reform, and international trade. Jennifer also has extensive experience directing, developing, and implementing USAID programs, including over 16 years of providing technical, financial, and contractual project leadership for both Development Alternatives Inc. (DAI) and Chemonics International Inc. (Chemonics). Before joining USAID, she served as Governance Director at DAI, and maintained technical and management responsibility for the company's Governance portfolio in Latin America and Eastern Europe, including integrated programs in public service delivery improvement, participatory governance, conflict mitigation, public financial management, and civil society engagement. For 13 years prior, Jennifer served in a variety of senior roles at Chemonics, including serving as Project Director for a dozen democracy and governance and economic growth projects in Latin America, the Middle East, and Europe & Eurasia; serving as Chief of Party on the USAID Bosnia FILE project and as Acting Chief of Party on the USAID CRECER project in El Salvador; and serving as Chemonics' in-house legal counsel, focusing on ethics/business conduct, regulatory compliance, anti-corruption, and FCPA and FCA enforcement. She also practiced international trade and government contracts law at Wilmer Hale LLP. Jennifer is a native Spanish speaker, and holds a JD from American University's Washington College of Law and a BS from Georgetown University's School of Foreign Service.

**Taly Lind** is the **Division Chief** for the **Cross-Sectoral Programs Division** prompting Agency-wide integration and political economy analysis. Taly previously served as a Senior Advisor in the Civil Society and Media Division, focusing on closing political space and managing the Supporting Civil Society Globally LWA (SCS-Global) and the Global Legal Enabling Environment Program (LEEP II). She has been a Foreign Service Officer since 2009. She was the Deputy Director of the Democracy and Governance Office in Egypt where she managed C-TIP and Countering Violence Against Women programs. She also served as a Program Officer in Morocco, developing a crossing-cutting CVE program for at-risk youth. Prior to joining USAID, she worked for Search for Common Ground in Jerusalem as the Chief of Party for Support to Local Initiatives for Non-Violent Conflict Resolution (NVCR), designing and managing conflict resolution and media projects with Palestinian NGOs in West Bank and Gaza. Taly was also the Associate Producer for a documentary series (The Shape of the Future) about the Arab-Israeli Conflict. Taly holds an MS in Conflict Analysis and Conflict Resolution from George Mason University and a BA in International Relations from New York University. She speaks Hebrew and French.

**Sarah Logan** is a **Senior Adviser** on the **Governance and Rule of Law Division**. Her areas of interest and expertise include rule of law development, access to justice and the role of civil society in the implementation of justice sector reforms. Sarah most recently served five years at the State Department in the Bureau for International Narcotics and Law Enforcement Affairs (INL), where she directed criminal justice reform and civilian policing programs in Kosovo and Albania. Prior to this position she worked in the NGO sector. As an INL implementer, she directed a community policing program in the Russian Far East. With the Eurasia Foundation, she provided program development expertise in civil society and media programming, as well as assisting field offices in transitioning to sustainable local entities. She has served overseas in Kosovo, Kyrgyzstan, Georgia, and Armenia. In her early career, she worked in U.S. refugee resettlement, and as a policy advocate in immigration and refugee issues. She has a BA from the University of Washington in Seattle in Russian Area Studies, and an MA in International Affairs from Columbia University.

**Josh Machleder** is the **Senior Media Advisor** for the **Civil Society and Media Division**. He designed and implemented international media development programming for 14 years in field-based positions in the Europe and Eurasia region as well as in Burma. Prior to working at USAID, he was the VP for Europe, Eurasia and Asia at the media development organization Internews and has worked for IREX and Open Society Foundations. He was an Alfa-Fellow in Moscow, Russia in 2005-2006. He holds BA and MA degrees from Columbia University and speaks English, Russian, and Hebrew and has basic French and Uzbek language skill

**Michael McCabe** is the **Agency Youth Coordinator** and brings over 28 years of professional experience

managing international development programs. In his current role, he is responsible for helping integrate youth engagement and youth development issues across the Agency, oversees the Youth Policy implementation, and serves as a senior representative on youth issues in the interagency and external community. His expertise includes capacity development, youth development, technology for development, program design/implementation, training design and facilitation, and public-private sector partnership development. Mike previously worked with: Creative Associates International as Sr. Associate for Capacity Development and Chief of Party for the Panama Youth At Risk Program; Peace Corps as Chief of Programming and Training for the Inter-America and Pacific Region and Deputy Director for Peace Corps Dominican Republic; Youth Service America as Vice President; the Inter-American Foundation as Country Representative for Mexico, Venezuela Panama; and UNICEF as National Programs Officer for Dominican Republic. Mike received his Master's in Public Administration from Princeton University and his Bachelor's of Science degree in International Relations from Georgetown University.

**Lorri Anne Meils** is a Foreign Service Officer posted to USAID's Center for Excellence in Democracy, Human Rights and Governance as the **Human Rights Division Chief**. She specializes in indigenous peoples' rights, transitional justice, civil society, and general human rights programming, and was previously a Human Rights Advisor. Prior to her tour in D.C., Ms. Meils was posted to USAID/Burma where she managed the Mission's flagship Civil Society and Media Project during the country's democratic transition. From 2012 to 2014, Ms. Meils was posted to USAID/Peru where her work focused on natural resource-related conflict, indigenous people's rights, and decentralization. Before coming to USAID in 2011, Ms. Meils backstopped the Thailand, Pakistan, and Maldives offices for the National Democratic Institute in DC. From 2007 to 2010, she worked as a corporate lawyer specializing in private investment funds. Early in her career, Ms. Meils served as a research and communications specialist for Population Services International in Lao P.D.R. and in Afghanistan. Ms. Meils holds an undergraduate degree in anthropology from Princeton University and a law degree from the University of California, Berkeley, where she served as Co-Editor-in-Chief of the Berkeley Journal of International Law.

**Carrie Mitchell** is currently serving as the **Latin America Regional Coordinator** on the **Global and Regional Policy Division**. Carrie is the primary point of contact for DRG issues in the Latin America and Caribbean Region, works closely with the LAC Bureau and provides support to the ten missions in Latin America and the Caribbean, and represents the DRG office and USAID in strategy and budget discussions. Prior to joining DCHA/DRG, Carrie served in the Asia Bureau, providing support to the Central Asia Mission and the Bangladesh Mission. Carrie also served in USAID/Nicaragua in the Program Office and the Democracy Office, where she managed the elections program. Carrie holds a JD/MA from American University and a Bachelor's degree in International Affairs and Russian from the George Washington University.

**Stephanie Molina** is the **Regional Coordinator for Europe and Eurasia (E&E)** on the **Global and Regional Policy Division**. This means that she is the primary point of contact for issues or questions on DRG issues for E&E countries, is the liaison with the E&E bureau on DRG, chairs the functional budget roundtables for the region and provides technical support to E&E Missions. She is also the COR for the task order for DRG Assessments under the Analytical Services IQC. In other words - if you are interested in a DRG Assessment, she's the one you call first! Stephanie has been with USAID for 16 years. She began her USG career doing program evaluations at the State Department and USAID's respective Inspector General offices, and then joined the Foreign Service. In the Foreign Service, she served primarily in the LAC Bureau and Peru, working on monitoring and evaluation, civil society, elections, and anti-corruption/rule of law programs. In 2011, she returned to the LAC Bureau to work on the democracy team in the regional technical office, focusing on strategy and program designs for rule of law, civil society, and media. She has been in the DRG Center since August 2013 as a civil servant in her current role. Stephanie has a Master's in Foreign Service from Georgetown, specializing in International Development, and a Bachelor's degree in Government/International Relations from Smith College. She is fluent in Spanish and has rusty but previously fluent French.



**Monique Murad** joined USAID in 2008 as a Foreign Service Officer and currently serves as a **Democracy Officer** with the **Elections and Political Transitions Division**. Prior to joining the EPT Division, Monique oversaw USAID/Zimbabwe's human rights, civil society and victims of torture portfolios for four years, and worked closely with local partners to enhance their technical and institutional capacity. She also served in Ecuador for over two years where she collaborated with central and local governments in support of border-focused municipal strengthening and peace-building programs. With the EPT Division, she serves as the AOR for the Global Elections and Political Transitions LWA, implemented by CEPPS. Prior to USAID, Monique served as Peace Corps Volunteer in Guatemala's Western Highlands and worked as a news reporter and researcher. She earned her MA in International Affairs from the Johns Hopkins School for International Studies and BA in English Literature from University of California at Berkeley.

**Jennifer Ober** is a seasoned **Legal Advisor** on the **Governance and Rule of Law Division** with more than 12 years of experience working with foreign governments, international agencies and non-governmental organizations to strengthen legislative assemblies and legal systems in transitioning countries. Most recently, Jennifer served as Chief of Party for USAID's SAFE program, based in Uganda, working with local actors to increase access to justice, enhance the management of land disputes, and improve handling of conflict drivers and dynamics. Between 2010 and 2012, she served as Senior Rule of Law Advisor for the U.S. Mission in Kosovo, where she oversaw a diverse program portfolio spanning justice sector reform, constitutional reform, and legislative affairs. She served previously as a senior advisor with the Organization for Security and Cooperation in Europe in Kosovo, providing support to Kosovo's parliament and engaging in political party development. She holds a JD from American University Washington College of Law and a BA from the George Washington University.

**Chikaodili (Chika) Onyedike** is the **Administrative Support Specialist** for the **Empowerment and Inclusion Division**. Her duties include managing database records, coordinating program-related travel and paperwork, and assisting with budget tracking for USAID development programs. Chika has a Bachelor of Arts degree in International Affairs from the University of Mary Washington. She also has a Master of Science degree in Conflict Analysis and Resolution with a concentration in Gender and Conflict from George Mason University.

**Erik Pacific** is the **Governance and Rule of Law Division Chief**. Erik is a seasoned Foreign Service Officer who has served in Macedonia, South Africa, Afghanistan, Washington, and Mali. He has a wealth of knowledge in governance and rule of law programming, including experience designing and managing projects in local governance, public financial management, security sector reform, justice, public administration reform, and most recently CVE. One of the early pioneers of DRG integration, Erik incorporated DRG principles into Feed the Future when he served as a DRG Officer in the Bureau for Food Security when it was first created. Prior to joining USAID, Erik worked for a number of USAID-funded NGOs and contractors in the Caucasus, Central Asia, and the West Bank. As a Peace Corps Volunteer in Armenia, he started the first independent radio station outside of the capital city. He has a degree from John's Hopkins SAIS where he focused on public administration reform.

**Shally Prasad** is the **Senior Gender Advisor** in the **Global and Regional Policy Division** and a Democracy, Human Rights and Governance (DRG) Officer in the USAID Foreign Service. She has 18 years of experience in the Agency working on democratic development in the global south, including 14 years of experience in the USAID Foreign Service. She has served at USAID missions in Indonesia, Jordan, Cambodia, and Washington and conducted several TDYs across the Middle East and Asia. She has spent her career leading, designing and managing DRG programs in several country contexts—including closing spaces, post-conflict and countries undergoing political transition and conflict—and brings a breadth of experience to the DRG Center. She recently worked in Pakistan on multi-disciplinary programs aimed to counter violent extremism. As the DRG Center's Senior Gender Advisor, she leads an 11-person, cross-divisional team called the Gender Working Group (GWG). In this role, she leads

implementation of USAID's Gender and Female Empowerment policy, ADS 205, National Action Plan for Women Peace and Security and the U.S. Strategy to Prevent and Respond to Gender Based Violence Globally for the DRG Center. She serves as the DRG Center representative in Agency working groups on Women, Peace and Security, and Gender Based Violence. Prior to working at USAID, Ms. Prasad worked in India for approximately six years with a local non-government organization that focused on legal responses to violence against women. While in India, Ms. Prasad conducted primary research on violence against women and co-authored a book called "Kali's Yug: Empowerment, Law and Dowry Death" that was published in India. She also published several articles on her research in scholarly journals in the United States. She has a Master's degree in Public Policy from the University of Michigan and executive leadership training from the John F. Kennedy School of Government at Harvard University, and the Kellogg School of Management at Northwestern University.

**Ashley Quarcoo** is a **Democracy Specialist** with the **Global and Regional Policy Division**, serving as Africa Regional Coordinator. From 2013-2015, Ashley served at the State Department's Bureau of International Organization Affairs where she led U.S. Government efforts to provide performance and budget oversight over United Nations peace operations in Sudan and South Sudan. Prior to joining the State Department, Ashley served as Deputy Africa Coordinator in the DRG Center for nearly five years, providing policy advocacy and strategic planning support to missions in the region, and previously worked on rule of law and access to justice for the Carter Center in Liberia. Ashley received her undergraduate degree from Harvard University and a Master's degree from the Woodrow Wilson School of Public and International Affairs at Princeton University. She was also Fulbright Scholar in South Korea and is moderately proficient in Mandarin and French. Ashley is mom to twin boys, and in her spare time, loves music and theater.

**Alexis Rogers** is a **Program Analyst** with the **Human Rights Division**. Alexis provides technical support and assistance to the Countering Trafficking in Persons and LGBTI portfolios and supports the management of the Human Rights Grants Program. In addition to technical support, Alexis manages the coordination of the LGBTI Community of Practice including the LGBTI Champions and LGBTI Executive Committee. Prior to working in the DRG Center, Alexis supported the Economic Growth division of the Europe and Eurasia Bureau. She has an MA in International Affairs from American University's School of International Service.

**Corinne Rothblum** is a **Democracy Specialist** with the DRG Center's **Cross-Sectoral Programs Division**. She works with missions, other USAID bureaus, and operating units in the design, implementation, and evaluation of programs integrating DRG principles of participation, inclusion, transparency and accountability, with a focus on local governance and accountability ecosystems. Corinne facilitates USAID courses on strengthening public financial management/public accountability and applied political economy analysis, and integration. She previously worked for the Montgomery County, Maryland Department of Economic Development and the International City/County Management Association. She has a Bachelor's degree in International Relations from the University of Pennsylvania and a Master's degree in Urban and Regional Planning from the London School of Economics and Political Science.

**Danielle Roziewski** is a **Program Officer** on the **Strategic Planning Division** in the DRG Center. She originally joined USAID/Washington as a Presidential Management Intern (PMI) in 1994. After spending five years in the Bureaus for Management, PPC, and LAC, she served as Education Team Leader for USAID/Nicaragua. Dani conducted extensive evaluation work as an independent consultant before joining the International Youth Foundation (2008-15). She re-joined USAID/Washington in May 2015 as a Program Officer in the DRG Center's Strategic Planning Division. She has particular expertise in Latin America and Africa, organizational development, capacity building, youth issues, and qualitative evaluation. She is fluent in Spanish and Portuguese and has traveled to 45 countries.

**Caroline (Carol) Sahley** joined USAID in 2002, and currently serves as a **Democracy Specialist** in the **Elections and Political Transitions Division**. Carol provides technical assistance to missions in the design, implementation, and evaluation of election and political party programs with a particular focus on Africa. Carol's main areas of interest include parallel vote tabulations, election observation, and electoral violence prevention. She previously served in the Civil Society Division. Carol also served as one of the drafters of USAID's 2013 Democracy, Human Rights and Governance Strategy. She holds a PhD from the London School of Economics.

**Cael Savage** is a member of the DRG Center's **Elections and Political Transitions Division** and serves as the alternate AOR for the Global Elections and Political Transitions LWA, implemented by CEPPS. He is a Foreign Service Officer and has served in DRG positions in Georgia, Afghanistan, and Kenya (Somalia Field Office) since joining USAID in 2008. Cael holds a Master's degree in Public Policy from Carnegie Mellon University and served as a Peace Corps Volunteer in Ukraine.

**Catherine Savino** is the **Project Director** of the technical support contract for the **Empowerment and Inclusion Division**. She has managed numerous contracts for USAID within the Office of Health and DCHA's Center of Excellence. Cathy has working knowledge of all the funds and assists with backstopping programs. Prior experience includes work with the Centers for Disease Control, the American Public Health Association and ten years of working assignments in Thailand, Morocco, and Panama. She holds a Master's degree in International Public Health from Emory University.

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

**Meghan Shaw** is the **Travel Program Specialist** for the **DRG Center**. She ensures all travel for DRG staffers is completed, oversees and manages DTRAMS, collects travel data, and any other travel/admin related tasks assigned. Prior to returning to DRG, Meghan earned an MS in Natural Resources and Environment Management (NREM) from Uni. of Hawaii: Manoa with a concentration in Land and Water Resource Management. While at UH, she was a teaching assistant for Applied Calculus for NREM and Fundamentals of Soil Science. Other experiences include previously working for the DRG Center as the Travel Admin Specialist, a research/lab assistant in the Biology Department at Monmouth University and volunteer experience at the National Aquarium in DC and Waikiki Aquarium. She holds a BS in Marine and Environment Biology and Policy with a minor in Public Policy from Monmouth University.

**Derek Simon** is an **LGBTI Integration Specialist** and an **American Association for the Advancement of Sciences (AAAS) Fellow** in the **Human Rights Division**. Derek provides technical assistance and guidance on the integration of Inclusive Development, with a specialty on LGBTI, into USAID tools and guidance documents, guidelines, programs, and trainings, in order to support the inclusion of marginalized populations (including LGBTI)

into all USAID efforts. Building on his extensive science, communication, and teaching experience, Derek has developed and facilitated instructional curricula on LGBTI inclusion as well as Inclusive Development. Additionally, Derek provides in-person technical assistance and training on Inclusive Development to USAID missions in multiple regions across the world. Complementing his work at the Agency, Derek co-facilitates a course on Global Health at Fogarty International Center at the National Institutes of Health. Prior to his work at USAID, Derek was a post-doctoral researcher at the Rockefeller University in New York, NY where he studied the neuroscience of drug addiction; specifically he interrogated opioid addiction using rodent behavioral models. Derek received his PhD in Cellular and Molecular Biology from the University of Michigan in Ann Arbor, MI and his BS in Pharmacology/Toxicology from the University of Wisconsin-Madison, Madison, WI.

**Andrew Solomon** is a **Senior Rule of Law Advisor** in the **Governance and Rule of Law Division**. A subject matter expert in justice and security sector assistance, Andrew has extensive experience designing and directing programs, performing assessments and evaluations, and conducting field-work throughout Europe, Central and South Asia, Africa, and Latin America. His work at USAID is currently focused in areas of justice system strengthening and modernization including judicial self-governance, integrity, and accountability, and efficiency issues. He also focuses on strengthening access to justice, transitional justice, and combatting sexual and gender based violence. Previously, Andrew drafted rule of law program management doctrine at State/INL. He was also a Fellow at the Brookings Institution, where he formally advised the United Nations Secretary General's Representative on Internal Displacement. At ABA/CEELI (now ABA/ROLI), Andrew directed research and oversaw assessments. He also worked in the legal departments of the Office of the High Representative in Bosnia and the United Nations High Commissioner for Refugees. In addition, he has participated in more than fifteen election observation missions in Europe and Eurasia for the OSCE and IFES. Andrew holds a JD from Catholic University, an MA from American University, and a BA from Temple University.

**Danielle Spinard** is a **Democracy Officer** with the DRG Center's **Learning Division**. She is a Foreign Service Officer and has served in Kosovo, Afghanistan, and Colombia, on conflict mitigation, political processes, stabilization, and governance programs. With the Learning Division, Danielle serves as the Agreement Officer's Representative for the DRG Learning, Evaluation and Research contract with Social Impact, and backstops the research dissemination efforts and evaluation activities in the Latin America and Caribbean region. Danielle has an MA in International Relations from American University.

**Sarah Swift** serves as **Project Development Officer** within the **Cross-Sectoral Programs Division**. Prior to joining the DRG Center, she served within the Africa Bureau, working first as a Desk Officer for Liberia and Sierra Leone, and then within the Bureau's program office. Within the program office, she supported both CDCS development, and engaged substantially on regional programs, including as the backstop of the Agency's nascent African Union program. Prior to Africa bureau, she worked on Donor Coordination within the former bureau for Policy and Program Coordination. Sarah received an MPA in International Relations from the Woodrow Wilson School at Princeton University, and a Bachelor's degree in Political Science and Peace Studies from Haverford College.

**Joe Taggart** is the **Strategic Planning Division Chief**, coordinating the Center's strategic planning and budgeting processes. Joe formerly served as the Senior Democracy and Governance Advisor for USAID/Caucasus Mission where he contributed to the development of DRG programs in Georgia including the period of Georgia's "Rose Revolution;" as the Officer-in-Charge for USAID's programs in Montenegro, which included Montenegro's successful referendum for independence from Serbia; and as the Chief of the Democracy and Governance Office for USAID/Azerbaijan. Prior to joining USAID in 2001, Joe worked with a USAID DRG implementing partner in the Caucasus, served as a political appointee in the Department of Agriculture, as a senior liaison from Secretary Dan Glickman's office with state and local elected officials, and as a Senior District Aide for Rep. Glickman (4th

Congressional District in Kansas). Joe is currently on detail as the Acting Director of the Office of Conflict Management and Mitigation.

**Cara Thanassi** is a Foreign Service Officer and serves as a **Senior Human Rights Advisor** with the **Empowerment and Inclusion Division** in USAID/DCHA's Center of Excellence on Democracy, Human Rights and Governance. She oversees programming under the congressionally mandated Leahy War Victims Fund and Wheelchair and Victims of Torture Program. Prior to her current position, Cara was the Chief of USAID/Peru's Office of Democratic Initiatives (2010-2014) and served as the Deputy Director in USAID/Colombia's Office of Internally Displaced and Vulnerable Populations (2006-2010). Before joining USAID, Cara worked for CARE USA, OXFAM America, and the U.S. Senate Foreign Operations Appropriations Subcommittee under the leadership of Senator Patrick Leahy (D-VT). She has an MA in International Affairs from Columbia University's School of International and Public Affairs and a BA from Amherst College.

**Tyler Thompson** serves as the **Democracy Fellow for Atrocity Prevention** in the **Human Rights Division** of USAID's Center of Excellence on Democracy, Human Rights and Governance (DRG Center). He supports the institutionalization of atrocity prevention within USAID and interagency efforts to prevent large-scale and deliberate attacks on civilians. Tyler is an American attorney and former Policy Director for United for a Free Syria, a Syrian American organization advocating for civilian protection and a democratic transition in Syria. For five years, Tyler served as legal counsel at the Public International Law & Policy Group, where he directed their ceasefires practice area. Tyler served as a legal and strategic advisor to the Syrian Coalition at peace negotiations in Geneva. In 2012, Tyler was based in Tripoli, Libya where he designed and implemented transitional justice studies and trainings with the Libyan Lawyers Association and Libyan Ministry of Justice. He also ran training programs and provided legal and policy guidance on atrocity prevention, ceasefires, peace negotiations and post-conflict governance to governments and non-state entities in Syria, Libya, Egypt, Yemen, Kosovo, Burma and South Sudan, among others. Tyler has a JD/MA in International Affairs from American University's Washington College of Law and School of International Service, and a BA in English and Gender Studies from Boston College.

**Brett Tolman** is in the **Human Rights Division**. He is an international health and social inclusion expert, gender trainer, and human rights advocate with over seven years' experience living and working in developing countries. As a Health Advisor for Gender and Social Inclusion at USAID, Brett has ensured that women, girls, and marginalized communities have been directly included in over \$2 billion in United States foreign assistance programs. Brett created the Agency's first Inclusive Development guidelines in 20 countries for health, governance, and economic development programs. Prior to joining USAID, Brett worked as an Environmental Health and Gender Advisor for the World Wildlife Fund where he helped to pioneer the first trade policies for the Association of Southeast Asian Nations that focus on women and girls' health across natural resource supply-chains. Brett has also worked as a strategy consultant in India and Vietnam focusing on improving healthcare businesses and analyzing government patent policies for HIV/AIDS drugs. Brett has been honored to receive a Fulbright Grant to Sri Lanka to work on health system strengthening, a Princeton in Asia Fellowship to Vietnam, and a Future Leaders of America Fellowship from APSIA to study American and Japanese patent policies for pharmaceutical drugs in developing countries. Brett holds an MA in Global Affairs from Yale University where he was a teaching fellow for HIV/AIDS and Neglected Tropical Diseases courses, and has a BA in Political Science from Linfield College.

**Ilona Tservil** is a new **Foreign Service Officer** working with the **Cross-Sectoral Programs Division**. She joins the DRG Center following rotations with the Project Design Team in PPL's Office of Strategic and Program Planning and the Bureau for Europe and Eurasia. Prior to joining the Foreign Service, Ilona worked as a Program Officer with the Office of Trade and Regulatory Reform in the Bureau for Economic Growth, Education, and Environment. Earlier in her career, Ilona worked at the U.S. Department of Justice in the Office of Overseas

Prosecutorial Development, Assistance, and Training where she managed justice sector reform, anti-corruption, and anti-trafficking technical assistance programs, and at the Administrative Office of the U.S. Courts where she worked on international rule of law programming. She also served as a fellow in Moscow, Russia, working with civic society groups and other non-state actors in the area of public interest law and governance reforms. Ilona has a Master's in International Affairs from Columbia University, and a Bachelor's in International Affairs from the George Washington University.

**Jessica Van Boven-O'Connor** is a seasoned **Program and Project Development Officer** with USAID. Jessica is part of a small team that administers the Agency's Counter Trafficking in Persons (C-TIP) portfolio from within the Center of Excellence on Democracy, Human Rights, and Governance. A career civil servant and Presidential Management Fellowship alum, Jessica has also served in two Foreign Service postings as the Supervisory Program Officer (USAID/Angola, 2012-2014 and USAID/Benin, 2015-2016). At each post Jessica also served as the Mission Disaster Response Officer (MDRO) and Gender Advisor. Jessica previously served as the Project Development Officer with USAID's Office of Conflict Management and Mitigation, where she was responsible for the solicitation design and management of the worldwide annual \$25 million Reconciliation Program. Jessica is a founding member of the Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA) Gender Working Group and regularly contributes to USAID strategic documents on gender integration and analysis. Jessica holds a Master's degree in International Training and Education from American University, and a Bachelor's degree in Political Science from the University of Oregon. She is a former AmeriCorps VISTA Volunteer, where she helped to design a multi-sector response to rising teen pregnancy rates in southern Oregon, through an innovative peer education and public outreach program. Jessica speaks French, Portuguese, and Flemish.

**Jeffrey Vanness** serves as **Democracy, Human Rights, and Governance Field Advisor** with the **Elections and Political Transitions Division** of USAID's Center of Excellence on Democracy, Human Rights and Governance. Jeff engages USAID field missions, other USG entities, and the broader democracy and governance community on issues related to elections, political competition, governance, and consensus building. He served as AOR for USAID's most frequently utilized mechanism for DRG programming (the CEPPS III LWA award), co-trains USAID's Electoral Security course, and participates in decision-making for USAID's global Elections and Political Processes Fund. Primarily supporting USAID missions (and non-presence activities) in Asia and the Middle East, Jeff co-managed the DRG portfolio in Libya for its first four years. He also tracks emerging innovations in political processes such as crowdsourcing and election forensics. Prior to joining USAID in 2011 as Senior Governance Advisor for USAID/Bangladesh, he worked for the International Republican Institute (IRI) in Morocco, Bangladesh, and Timor Leste; for the Center for International Private Enterprise (CIPE) in Washington; and for the Organization for Security and Cooperation in Europe (OSCE) in Kosovo. He began his career as a legislative aide to two members of the U.S. Congress and later worked on political campaigns in his native Tennessee. Jeff studied international affairs at George Washington University and earned a Master's degree from the Massachusetts Institute of Technology.

**Mariam Wamee** is a **Program Support Specialist** on the **Strategic Planning Division**. She supports the Governance and Rule of Law, Elections and Political Transitions, and Learning Divisions within the DRG Center. Prior to this role she was an Administrative Program Assistant Intern with the Office of Transitions Initiatives in the DCHA Bureau of USAID. She has a Bachelor's of Arts in Global Affairs with a concentration in Global Governance. She is currently pursuing her Master's of Art degree in International Commerce and Policy at George Mason University School of Policy.

**Chris White** is a **Program Officer** in the **Strategic Planning Division**. He is responsible for strategy development, budget management, Congressional reporting, and outreach and historical analysis of U.S. Government support to the DRG sector. He is the Center's liaison to USAID/Iraq and responsible for Center

engagement on DRG issues related to Iraq. Chris previously served as the Center's liaison to Nigeria for stabilization and elections activities, and as a Democracy Officer for USAID/South Sudan, managing programs in community reconciliation, livelihoods for conflict mitigation, and free media development and advocacy. Chris joined USAID in 2013 as a Presidential Management Fellow after serving in the Department of Homeland Security Office of Policy and the Office of the Under Secretary of Defense for Policy. He holds a BA from the College of William and Mary and a Master's of Public Policy from Georgetown University. He is a former enlisted Marine and veteran of the Iraq War.

**Amber Whittington** joined USAID in 2015 and serves as the **Elections and Political Processes Fund Manager** in the **Elections and Political Transitions Division**. Amber oversees the administration of the EPP Fund's two application and review cycles each fiscal year. Amber's main areas of interest are democracy and good governance consolidation in Africa. Amber began her career on Capitol Hill, where she served as the Director of Operations for the Senate Foreign Relations and as an aide to members in the U.S. Senate and House of Representatives. Amber holds an MA in International Affairs from Washington University in St. Louis, and she earned her BA in Political Science from Kalamazoo College.

**Nicole Widdersheim** joined the **Human Rights Division** as a **Human Rights Advisor** in January 2014 and is the **Fund Manager for the Human Rights Grants Program**. She also backstops work on Atrocity Prevention. Recently, Nicole has served as the USAID Office of Transition Initiative (OTI) Country Representative in Cote d'Ivoire, Mali, and Haiti and as USAID Protection Officer in Darfur, Sudan. She can support missions in working with local partners and organizations. She can support designing small grant components within larger programs, and designing human rights, humanitarian and community stability programming. She has conducted PPRs and other assessments of USAID and partner programming. She has experience managing large contractors and working with wide variety of sub-contractors and government partners. Being field-based for the bulk of her career, she is adept at working in insecure and fast-paced environments with many stakeholders with which to coordinate and many security protocols to follow. She has represented OTI in the agency working groups on operating in Non-Permissive Environments and Preventing Atrocities. She also has experience in managing and implementing emergency reconstruction, media programming, workforce development, elections and transitional justice programs. Short assignments have included work in Ethiopia, Rwanda, Bosnia and Afghanistan. She has a MA in Human Rights and Political Theory from University of Essex, UK and is conversational in French and familiar with Arabic.

**Ann Willhoite** is the **Senior Mental Health Advisor** in the **Empowerment and Inclusion Division**, where she provides technical oversight to the Victims of Torture and Trauma Program and works to advise and integrate mental health and psychosocial support (MHPSS) across USAID. Ann has more than ten years of experience in global development and humanitarian emergencies, and has worked abroad for NGOs in Malawi, Sierra Leone, and Kenya. In her most recent position she served as International Clinical Advisor for Mental Health with The Center for Victims of Torture (CVT), where she oversaw mental health and psychosocial support services in Asia, Africa, the Middle East, and Eastern Europe, provided clinical supervision for embedded psychologists, and worked on global mental health advocacy. She has a MA in Counseling Psychology from Northwestern University.

**John Williamson** is a **Senior Technical Advisor** for the Displaced Children and Orphans Fund (DCOF), part of the **Empowerment and Inclusion Division**. DCOF supports programs for especially vulnerable children, especially those who are outside of family care or at high risk of losing family care. This includes children in residential care, on the street, separated by armed conflict or disaster, former child soldiers, or other children without adequate family care. For DCOF, he does situation analysis involving such children, identifies relevant interventions, and assesses and provides technical support to projects. He is one of the organizers of the Better Care Network and the Washington Network on Children and Armed Conflict. He has written or collaborated in

writing publications on alternative care, child soldiers, children affected by HIV/AIDS, and psychosocial issues among conflict-affected populations. John worked previously as an independent consultant and on the staff of the Christian Children's Fund (now ChildFund) and the UN High Commissioner for Refugees. He has a Master's degree in social work.

**Maryanne Yerkes** currently serves as a **Senior Civil Society and Youth Advisor** on the **Civil Society and Media Division**, and is a DCHA Youth Point of Contact. Her areas of expertise include civil society development, youth engagement, civic participation/education, and cross-sectoral programming/integration. She is the technical lead for the Global Development Alliance on Community Philanthropy and for the Center's Youth and DRG Research and Learning Project, and serves as DCHA's representative on the steering committee for USAID's global cross-sectoral youth program, YouthPower. She recently led an intra-agency pilot program focused on exploring how serious games (educational computer and mobile games) can strengthen development programs. Prior to joining USAID, Maryanne worked with various non-governmental organizations and research institutes focused on peace building and development, including the United States Institute of Peace, Pax Christi International, and Oxfam America. She also completed a fellowship in the Balkans focused on transitional justice. Maryanne holds an MA in International Peace and Conflict Resolution from American University and a BA in International Studies and French from the University of North Carolina at Chapel Hill. She speaks French fluently and has working knowledge of Spanish.

**Veronica Zeitlin** is a **Senior Counter-Trafficking and Gender Adviser** in the **DRG Center**. Highlights of her counter-trafficking in persons (C-TIP) work at USAID include coordinating the development of the Agency's C-TIP Policy, which was launched at the White House in February 2012, managing the C-TIP Campus Challenge, an initiative to raise awareness and inspire activism to combat trafficking on university campuses around the world, providing technical assistance to USAID missions to design, manage and evaluate counter-trafficking field programming and developing and conducting Agency-wide C-TIP training. Prior to joining USAID, Ms. Zeitlin worked at the State Department's Office to Monitor and Combat Trafficking in Persons, where she monitored human trafficking in 23 countries through frequent in-country assessments and collaborated with foreign government officials and civil society activists to combat it. Before working at State, Veronica managed women's political participation projects in Africa at the National Democratic Institute and was a human rights consultant based in Senegal for USAID, UNICEF and Refugees International. Prior to transitioning to the public sector, Veronica practiced law at Hughes Hubbard & Reed in New York. She holds a BA in Anthropology and from Columbia University and a JD from the University of Virginia.

**Asta M. Zinbo** joined the USAID Center of Excellence on Democracy, Human Rights, and Governance in June 2017 and is serving on the **Civil Society and Media Division**. She is the AOR for the Global Civil Society Legal Enabling Environment Project 2 (LEEP II) and the Strengthening Civil Society Globally (SCS Global) activities. Asta is a seasoned professional with 24 years of democracy and civil society development experience in multiple post-conflict and transition countries. Areas of expertise include design and management of democracy and governance programs, sub-grant programs, transitional justice programs, access to rights, capacity building, development of networks, and implementation of field assessments. She was previously the Deputy Chief/Acting Chief of the Office of Democracy and Governance (DG) in Port-au-Prince, Haiti from 2015- 2017, overseeing a \$123 million portfolio that included support for elections, national and local governance, rule of law, human rights, Local Solutions, and civil society. Asta also served in Kinshasa, Democratic Republic of Congo (DRC) with the USAID Eastern Congo Transition Office from 2013-2015 where she oversaw peace and stability programming, as well as gender programming in conflict-affected eastern DRC. She served in Kabul from 2010-2012 as the Team Leader for Civil Society and Media and gender focal point in the USAID/Afghanistan Office of Democracy and Governance. From 2008-2010, she was in Washington, D.C. with the Civil Society Division in the USAID/DCHA Office of Democracy and Governance where she oversaw analytical work contributing to the civil society and Global Labor portfolio



and completed several country assessments. From 2000 to 2008, Ms. Zinbo was Director of Civil Society Initiatives with the International Commission on Missing Persons (ICMP), managing post-conflict programming in the Balkans to empower civil society groups to advocate to clarify the fate of persons missing from the 1990s conflicts and address the rights of surviving relatives. Over the course of her career, she also worked as Deputy Director of Freedom House's Budapest regional office promoting civil society development in 14 Central and Eastern European (CEE) countries and at the German Marshall Fund of the United States in Washington, D.C. She holds a Master's degree in international affairs from the Georgetown School of Foreign Service in Washington, D.C, a Certificate in International Relations from the Institut d'Etudes Politiques, Aix-en-Provence, France, and a Bachelor's degree in political science and French from the University of Michigan, Ann Arbor. She speaks French fluently, has functional Serbo-Croatian, and some Spanish.

## BIOGRAPHIES—REGIONAL DRG TECHNICAL EXPERTS

### Africa

**Kellie Burk** is a **Research and Communications Analyst** in the **Conflict, Peacebuilding and Governance Division** in the **Africa Bureau** in Washington. Kellie is the Africa regional coordinator for Counter Trafficking in Persons (C-TIP), and supports programming in the areas of governance, civil society, and countering violent extremism. Prior to joining USAID in 2009, Kellie managed civil society programming with the Academy for Educational Development (AED), and was senior researcher on the USAID Africa Bureau Information Center (ABIC) project. She previously worked at the World Bank and IFES in Washington, and began her career with HSBC Equator Bank in the U.S. and East Africa. Kellie has an MA in International Relations with concentrations in African Studies and international economics from the Johns Hopkins School of Advanced International Studies (SAIS), and a BA in French and English from Tufts University. Kellie can be reached at [kburk@usaid.gov](mailto:kburk@usaid.gov).

**Tara Thwing** is a **Democracy & Governance Specialist** in USAID's **Bureau for Africa, Conflict, Peacebuilding and Governance Division**. She provides advice and support to Africa Bureau leadership and to USAID Missions in Africa on a range of democracy and governance subsectors and efforts in strategic planning, monitoring, and evaluation of democracy and governance programs. She works regularly with the State Department and other interagency counterparts to represent the democracy and governance interests of USAID's Africa Missions. Tara previously spent three years in USAID's Bureau for Management focusing on performance management and monitoring and evaluation at the Agency and interagency level. Prior to joining USAID in September 2008, Tara worked as a Project Manager with development consulting firm Management Systems International and as a Legal Assistant on immigration matters for Lichtman, Trister, & Ross PLLC. During graduate school she interned with the U.S. Institute of Peace, InterAction, and the National Endowment for Democracy. She has an MA in International Affairs from the George Washington University's Elliott School of International Affairs with concentrations in development and conflict resolution and a BA in German and International Studies from Colby College.

### Asia

**Wendy Marshall** is the **Democracy, Governance, Peace, and Security Team Leader** for the **Asia Bureau Technical Services Office**. Wendy has directed democracy, human rights, and governance (DRG) and conflict management offices for three USAID Missions: Zimbabwe, the Regional Mission of East Africa, and Sudan. In these roles, she led USAID work in human rights protection, legislative and civil society strengthening, conflict management, support to political processes, public administration, and local government. Wendy also worked briefly as a democracy advisor in the Latin American and Caribbean Bureau. Prior to converting to the Foreign Service, Wendy served as the Africa Coordinator in the DRG Center. Wendy joined USAID in 2000. Previously, she worked with the United Way and volunteered for the American Red Cross. She also served in the U.S. Peace Corps in Morocco. Wendy holds a Master of Strategic Studies from the U.S. Army War College, Master of Public Administration and Graduate Certificate in Conflict Resolution from Syracuse University, and a Bachelor of Arts in Environmental Studies from the University of Kansas.

**Dr. Gavin Helf** is currently a **Senior Democracy and Governance Advisor** in the **USAID Asia Bureau**, where he is primarily responsible for Asia Bureau efforts on preventing violent extremism, but has in the recent past been seconded to the Libya and Burma teams and has supported strategy and program design across the Asia, Africa, and Middle East regions. From 2007-2009, he worked at USAID/Iraq, managing and helping design much of the democracy and governance portfolio. He studied, lived and worked in the USSR and its successor states from 1984 through 2007. From 2005-2007, he was a democracy and governance advisor at USAID/Armenia. From 2003-

2005 he worked as a consultant on Central Asia. From 2000-2002, he was Director of Grant Programs for the Eurasia Foundation. From 1997-2000 he was Central Asia Regional Director for the International Research & Exchanges Board based in Almaty, Kazakhstan. Gavin graduated with a BA, MA, and PhD in political science from UC Berkeley. He has taught Russian and Soviet foreign policy and comparative politics at Notre Dame, Cornell and Moscow's International University and guest lectured at the National War College, The U.S. Military Academy, The Foreign Service Institute, among others. He currently is an adjunct professor of international security studies at The George Washington University.

### **Europe and Eurasia**

**Alexander Sokolowski** serves as the **Democracy and Governance Division Chief** in the **Bureau for Europe and Eurasia**. As leader of a team of six democracy advisors, he focuses on strategy and cross-sectoral issues related to the promotion of democracy, human rights, and good governance in the region. From 2003 to September 2012, he served as the team's Senior Political Processes Advisor. He was one of the main authors of USAID's new Strategy on Democracy, Rights and Governance (2013). Prior to joining USAID in June 2003, he taught Comparative Politics at George Washington University. He received his PhD in Politics from Princeton University in 2002, writing his dissertation on the structural and political determinants of fiscal and social policy failure in Yeltsin's Russia. He has served as a Foreign Policy Research Fellow at the Brookings Institution (2000-2001). He also holds Master's degrees from Princeton (2000) and the Fletcher School of Law and Diplomacy (1994). Through the mid to late 1990s, he worked for the National Democratic Institute's Moscow office as a Political Party Program Officer and Political Analyst. Fluent in Russian, he has published articles on Russian politics and democratization in academic journals (*Europe-Asia Studies*, *Demokratizatsiya*) and opinion pieces (*The Moscow Times*). His most recent article, "Nests of Democracy: The Institutional Interdependence of People's Rule in Europe and Eurasia," was published in *Demokratizatsiya* in 2013. He has co-taught a course in democratization at Boston University's Washington Program.

**Suren Avanesyan** is the **Senior Advisor for Governance, Rule of Law and Corruption** in the **Bureau for Europe and Eurasia** at USAID (USAID/E&E) and formerly a Senior Advisor in the Office of Russian Affairs in the U.S. Department of State's Bureau of European and Eurasian Affairs. An expert in foreign policy and assistance with a focus on Eastern Europe, Russia and Ukraine, and the former Soviet Republics, Suren supports governments to meet the rule of law, anti-corruption, and good governance requirements necessary to join the European Union, World Trade Organization, or Organization for Economic Cooperation and Development. He actively participates in interagency initiatives and has been a member of dozens of National Security Council-led Interagency Policy Committee (IPC) and sub-IPC processes. He teaches a graduate seminar on rule of law and anti-corruption in foreign assistance in the George Washington University. A frequent presenter and lecturer on Russia and the former Soviet Union, he is affiliated with the Kennan Institute of the Woodrow Wilson International Center for Scholars. He holds a Master's in Legal Institutions and a JD from the University of Wisconsin, Madison, and an LLM in International Legal Studies from New York.

**Stephanie Flamenbaum** is the **Eurasia Non-Presence Activity Manager** in the **Europe and Eurasia Bureau**. Stephanie helps manage the Eurasia Non-Presence (ENP) portfolio in her role as ENP Activity Manager and provides organizational, programmatic, and technical support to the Democracy and Governance Division. Stephanie has worked at USAID since 2014, previously serving as Special Assistant to the Assistant to the Administrator for Policy, Planning and Learning. While in PPL, she also worked on a small team assessing implementation of the 2013 Democracy, Human Rights and Governance Strategy. Prior to joining USAID, Stephanie worked on Afghanistan and Pakistan at the U.S. Institute of Peace, focused on counterterrorism and countering violent extremism, as well as political processes. She holds a Master of Arts in Law and Diplomacy from the Fletcher School, and a BA in History and in International Relations from Boston University.

**Michael Henning** is the **Senior Political Processes Advisor** for the **Europe and Eurasia Bureau**. Michael provides advice and technical assistance on elections assistance and political party development. Michael joined USAID in 1994. From 2007-2012 he was the Team Leader for Elections & Political Transitions (EPT) in the Center for Democracy, Human Rights and Governance (DCHA/DRG). The EPT team supports elections administration, political party strengthening, and other political transition issues and programs around the world. Previously, Michael served as the Director of the Democracy Office at USAID/Bosnia-Herzegovina from 2002-2006, at USAID/Philippines from 1997-2000, and in USAID/Washington (including stints in the Asia/Near East Bureau, G/DG, PPL and from 2000-2002 in EE/DG/CSM). He speaks Bosnian/Croatian/Serbian, Filipino, and French, and his regional specializations are Eastern Europe & Eurasia and East Asia. Michael served as the USAID representative to the Governing Board of the American Foreign Service Association from 2006-2012. He has an MA in International Relations from the Maxwell School at Syracuse University and a BA from Georgetown University.

**Shannon Maguire** is the **Media Development Advisor** with the **Europe and Eurasia Bureau**. Shannon provides advice and assistance to missions and policymakers on indigenous media development programming, freedom of expression/access to information issues, and digital media applications. She provides technical oversight and management for several regional and bilateral activities, including the Regional Investigative Journalism Network/Organized Crime and Corruption Reporting Project (RIJN/OCCRP), a program to network practicing investigative journalists; the Media Sustainability Index (MSI), an analytical tool designed to assess changes in the sustainability of media environments across borders and over time; the Media Support Activity for strengthening media in the Caucasus; and activities within the Eurasia Non-Presence Portfolio. Most recently, Shannon worked for USAID/Rwanda's Democracy Office, as well as the Global Investigative Journalism Network. Prior to that, she served as a program officer at the National Endowment for Democracy's Center for International Media Assistance. From 2009-2010, she worked for USAID in Bosnia-Herzegovina in the Program Office, focusing on civil society and media development. She has also worked for the Institute of International Education in Washington, D.C. and Ho Chi Minh City, Vietnam, on international training programs and higher education projects. After serving as a Peace Corps Volunteer in Uzbekistan, Shannon earned her MA from Georgetown University's School of Foreign Service in Russian and Eurasian Studies and BA in Political Science from the University of Mary Washington.

**Erin McCarthy** is the **Democracy Specialist** in the **Bureau for Europe and Eurasia**. Erin provides technical assistance on civil society support in restrictive environments and the NGO legal enabling environment. She provides technical oversight and program management for a number of regional and bi-lateral programs, including the Black Sea Trust for Regional Cooperation, the NGO Legal Enabling Environment Program, the Prague Civil Society Center and several activities within the 'Eurasia Non-Presence' portfolio. She provides technical assistance to missions on new civil society project designs, evaluations, strategy development, and USAID forward implementation. Prior to joining USAID in 2009, Erin earned her MA in International Commerce and Policy from George Mason University and her BA in International Relations and French from James Madison University. Erin also holds a professional certification in Conflict Reconstruction, Stabilization and Prevention at George Mason's Institute for Conflict Analysis and Resolution.

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

**Todd Sloan** is in the **Team Leader** of the Democracy and Human Rights Team in the **Bureau for Latin America and the Caribbean**.

**E. Brennan Dorn** works on the **Democracy and Human Rights Team** of the **Bureau for Latin America and the Caribbean**, where she focuses on gender, LGBTI, and social integration; rule of law and security sector reform; and conflict, reconstruction and stabilization, among other areas. She has facilitated the design, monitoring,

and evaluation of successful DRG and citizen security initiatives at USAID Missions across Central America and the Caribbean, including the Central America Regional Security Initiative (CARSI) and the Caribbean Basin Security Initiative (CBSI), as well as in North Africa. Brennan has also developed and led several inclusion trainings for staff and partners in Washington and the field. She holds a Master of Public Policy degree from the Gerald R. Ford School of Public Policy at the University of Michigan and a Bachelor of Arts in Sociology degree from Georgetown University. She is a native Washingtonian, speaks Brazilian Portuguese and Spanish, and is an avid karaoke singer.

**Chris Strom** is in the **Bureau for Latin American and the Caribbean**.

### **The Middle East**

**April Hahn** is in the **Middle East Bureau**.

**Joseph Brinker** is in the **Middle East Bureau**.

**Rachel Goldberg** works on **Youth Issues** in the **Middle East Bureau**.

**Olivia Griffin** is a **Program Analyst** in the **Middle East Bureau**.

**Chris Jennings** is a **Senior Democracy Officer** in the **Office of North America and Arabian Affairs**.

**Allison Salyer** works on **Gender and Sexual and Gender Based Violence Issues** in the **Middle East Bureau**.

## HOW TO ACCESS A DRG IMPLEMENTING MECHANISM

Sample statements of work are available from DRG staff.

### Accessing an Indefinite Quantity Contract (IQC):

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

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

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

The "Associate" award is a separate cooperative agreement negotiated, funded and managed by the field mission. Proposed programs must fit within the scope of the activities under the central "Leader" award. The Mission sends a draft program description to the DRG program contact who serves as the Agreement Officer's Representative (AOR) of the leader award. If the existing grant or cooperative agreement program scope accommodates the proposed activity, the AOR reviews the Mission program description, provides any comments or feedback and signs off on the award. The Mission then conducts the procurement action for the award.

### **Accessing a Grant or a Cooperative Agreement (CA):**

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

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

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

**Democracy Grants and Fellowship Program**  
**DRG Learning, Evaluation and Research**  
**Professional Development Contract**



## DEMOCRACY FELLOWSHIPS AND GRANTS PROGRAM

**DRG Contact:** Dani Roziewski, Tel. 202-712-4608, [droziewski@usaid.gov](mailto:droziewski@usaid.gov)

<b>IQCs</b>	<b>Award Number</b>	<b>Expiration</b>	<b>Performance Period</b>
Institute of International Education (IIE)	AID-OAA-A-12-00039	2/28/2019	N/A

### **PURPOSE:**

The Democracy Fellowships and Grants Program (DFG) is intended to help develop a pool of committed democracy, conflict and humanitarian assistance professionals at the junior, mid- and senior-levels; to strengthen relations between USAID and academic, think-tank and research organizations; and to promote research and innovative solutions to democracy, human rights and governance programs.

### **POSSIBLE WORK AREAS:**

DFG represents a continuation of Democracy Fellowship programs that have been implemented by the DRG Center and its predecessors for about 17 years. The expanded DFG program contains three primary components: fellowships; DRG learning and exchanges; and innovation and research grants.

### **Fellowships:**

Fellows will be hired into the program as full-time, part-time or for short-term appointments. Full-time fellows will be exceptional, highly motivated junior to senior-level professionals to be placed at USAID offices or missions. The duration of regular full-time fellowships is two years with an option to extend annually for an additional two years after the first two year assignment. Part-time fellows can be hired for the same duration as regular full-time fellows but can work for USAID on a part-time basis while maintaining their existing positions at their home institution. Short-term fellows can be junior to senior level and may be recruited to work on specific research projects or policy papers. Duration of short-term fellowships can be six months to one year. Part-time and short-term fellowships are intended to offer USAID more flexibility when collaborating with academic and think-tank organizations as well as make it possible for talented and exceptional professionals who otherwise may not be able to become full-time fellows to gain experience with international development programs and contribute to advancing USAID goals. Fellowships will respond to a range of technical assistance needs and will assist USAID in global leadership efforts, research, and knowledge management. USAID missions and offices interested in sponsoring a Fellow should contact the COR for a detailed description of the cost structure.

### **Learning Exchanges**

Learning exchanges consist of internships and a series of speakers and workshops. The prospective internship program is expected to help interns gain critical experience in the DRG sector. The DRG speaker series and workshop component will bring outside speakers to present at USAID supported events or organize workshops.

### **Innovation and Research Grants**

DCHA/DRG will announce priority research areas through annual updates of its Innovations and Research Annual Program Statement (APS). The APS portfolio will foster and nurture ideas and projects that have the potential to lead to innovative solutions that may lead to significant advances in democracy, human rights, and governance foreign assistance programs. Innovation and Research Grants will support projects in all sub-sectors of democracy, human rights and governance. Missions and offices may also partner with the DRG Center to fund research and innovation grants either by funding existing broad calls for proposals or proposing their own topics for consideration for future grant solicitations.

**GRANTEE:**

Institute of International Education (IIE)

Lisa Peterson, Director, Democracy Fellows Program

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## DRG LEARNING, EVALUATION AND RESEARCH

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Danielle Spinard, [dspinard@usaid.gov](mailto:dspinard@usaid.gov)

<b>MOBIS Task Order</b>	<b>Award Number</b>	<b>Expiration</b>	<b>Performance Period</b>
NORC	AID-OAA-M-13-00013	9/30/2018	N/A
Social Impact	AID-OAA-M-13-00011	9/30/2018	N/A

### **PURPOSE:**

The DRG Center intends to procure services that will advance learning activities in the DRG foreign assistance sector and provide critical data on the impact of DRG activities in the field to assist with decision making. The DRG Learning, Evaluation and Research MOBIS task order is envisioned to support the task of undertaking rigorous evaluations, analyses and other research within USAID’s contracting and program rules and procedures. It will also allow for more substantial involvement and collaboration between the DRG Center staff and academics, thus resulting in better learning opportunities and internal USAID staff capacity building.

The objectives of the anticipated mechanism are: (1) to provide U.S. Government and other stakeholders with timely, solid evidence on impact and costs as needed for decision making about DRG foreign assistance intervention expansion and scale up or elimination/scale back; and (2) to contribute to the knowledge base of what works and does not work in the DRG sector. In addition to impact evaluations, the new contract will include performance evaluations, survey research and qualitative case study research, knowledge dissemination and training; and ancillary studies.

### **POSSIBLE WORK AREAS:**

The primary services and activities to be provided under the task order are:

- Impact evaluations
- Cost analyses
- Systematic reviews
- Performance evaluations
- Democracy survey research
- Qualitative research, analytical papers and ancillary studies
- Knowledge dissemination activities, workshop and technical training

### **MOBIS Holder (Large)**

### **MOBIS Holder (Small)**

<p><b>NORC</b>            Jeff Telgarsky, Executive Vice President of Research            NORC at the University of Chicago            4350 East-West Highway, 8th Floor            Bethesda MD 20814</p>	<p><b>Social Impact</b>            Daniel Sabet, PhD            Social Impact, Inc.            2300 Clarendon Boulevard, Suite 1000            Arlington, VA 22201</p>
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## PROFESSIONAL DEVELOPMENT CONTRACT

**DRG Contact:** Barb Lauer, Tel. 202-712-0965, [blauer@usaid.gov](mailto:blauer@usaid.gov)

<b>Task Order</b>	<b>Award Number</b>	<b>Expiration</b>	<b>Performance Period</b>
Management Systems International (MSI)	AID-OAA-TO-16-00011	5/15/2018	N/A

### **PURPOSE:**

The purpose of this Task Order is to procure professional development trainings services to support the DRG Center in fulfilling its mission of providing information and training that will enhance the quality and effectiveness of DRG strategies and programs. These professional development trainings serve DRG personnel, which includes all Backstop 76 personnel who work across DCHA Bureau offices and field missions, including Foreign Service Officers, Foreign Service Nationals, and Civil Servants who often work in challenging fragile and/or conflict-affected regions.

### **POSSIBLE WORK AREAS:**

#### **Training**

Training is a cornerstone to the development of the DRG cadre. The DRG Center's approach to training (in person and online) is to develop the capacity of the DRG staff to design and deliver relevant and practical training programs. The training is delivered through online courses, in-person training, conferences, forums, retreats, focus groups, and other venues to achieve the desired outcomes. The events are both delivered in Washington, D.C. and worldwide. In most cases, the contractor provides logistical support, assist in planning, provide curriculum development support, manage various technological aspects of the training courses, and help keep USAID up to date on current training delivery methodologies. The contractor also assists with the development of any new training courses.

#### **Knowledge Management**

The DRG Center serves as the global hub for lessons drawn from USAID-funded democracy, governance, and human rights programs. Specifically, DCHA/DRG aims to provide USAID with cutting-edge learning, training, and knowledge on development work in relation to Governing Justly and Democratically as well as integration of DRG concepts and best practices in programming throughout the rest of USAID's development agenda.

#### **Communications**

The DRG Center plays an instrumental role in enhancing the quality and effectiveness of DRG strategies and programs by disseminating timely and relevant information on lessons learned about cutting-edge developments and effective programs in the DRG space. The contractor assists with publications, including 508 compliance and branding requirements; DRG Center newsletters, communication, and publication needs for conferences, workshops, and other events; and updating the existing DRG Center website in relation to DRG training products, courses, and materials.

### **CONTACT INFORMATION**

Management Systems International (MSI)  
Camaran Pipes  
200 12<sup>th</sup> Street South  
Arlington, VA 22202

## **CIVIL SOCIETY AND MEDIA**

### **Increased development of a politically active civil society and a better informed political system (Program Area 2.4)**

It is through the advocacy efforts of civil society organizations and civic education that people are empowered to exercise their rights and gain a voice in the process of formulating public policy and political processes. Organizations such as human rights groups, professional associations, religious institutions, pro-democracy groups, environmental activist organizations, business associations, labor unions, media organizations, and think tanks play a vital role in educating and engaging with the public and the government on important local and national issues. Many civil society organizations (CSOs) supported by USAID champion women's rights, ferret out government corruption and impunity, and spotlight business practices that are exploitative of labor and the environment. Their presence and activities of CSOs help assure that government and citizens comply with the rule of law.

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

Mechanisms and Awards:

**Strengthening Civil Society Globally (SCS Global) Cooperative Agreement**  
**Global Labor Program Cooperative Agreement**  
**Legal Enabling Environment Program Cooperative Agreement (LEEP II)**  
**Civil Society Organization Sustainability Index (CSOSI)**  
**Federal Mediation and Conciliation Service (FMCS)**  
**Global Alliance for Community Philanthropy (GACP)**  
**YouthPower Action and Learning IDIQs**  
**Civil Society Innovation Initiative (CSII)**  
**Information Safety and Capacity Project (ISC)**

## STRENGTHENING CIVIL SOCIETY GLOBALLY (SCS GLOBAL) COOPERATIVE AGREEMENT

**DRG Contact:** Asta Zinbo (AOR), Tel. 202-216-3562, [azinbo@usaid.gov](mailto:azinbo@usaid.gov)

Cooperative Agreement	Award Number	Expiration	Performance Period
FHI 360	AID-OAA-L-16-00005	5/8/2021	5/8/2026

### PURPOSE:

SCS Global provides a ready mechanism to help missions and operating units to support civil society and media effectiveness and to integrate democracy, human rights and governance principles into development programming. SCS Global is funded under a Leader with Associates (LWA) Cooperative Agreement. Under an LWA, each Mission or operating unit designs its own scope of work, executes an Associate Cooperative Agreement (or Associate Award) and selects its own Agreement Officer (AO) and Agreement Officer's Representative (AOR). New SCS Global Associate Awards may be executed until May 8, 2021, and may continue for an additional five years.

The objective of SCS Global is to offer USAID missions and operating units a flexible, worldwide platform for designing and implementing projects to: galvanize citizen participation; foster a positive shift in government responsiveness to citizen demands; improve the freedom of information; and integrate principles of participation, inclusion, transparency, and accountability into all development sectors.

### PROGRAMMING AREAS:

SCS Global can be used to launch projects on a range of topics including:

- Enhancing the capacity of civil society and media
- Supporting enabling environment for civil participation, access to information and for increased respect for civil society's rights and freedoms
- Supporting civil society and media in closed and closing spaces
- Supporting constituency mobilization by civil society
- Promoting democratic culture to enhance DRG and other sectors
- Supporting independent media and open information environments
- Strengthening citizen oversight of government functions to increase transparency and accountability
- Using context-appropriate Information and Communication Technology safely and effectively
- Supporting DRG integration
- Supporting marginalized populations
- Supporting positive youth development and youth engagement

### PARTNERS

Prime Partner	Core Partners
<b>FHI 360</b> 359 Blackwell Street, Suite 200 Durham, NC 27701	Internews Social Impact Development Alternatives Incorporated (DAI)

**Associate Partners**

AFK

Engagement Lab

eQualit.ie

Global Giving

Handicap International

The International Center for Not-for-Profit law (ICNL)

International Gay and Lesbian Human Rights Commission (IGLHRC)

National Democratic Institute (NDI)

Restless Development

Solidarity Center

SSG Advisors

Women for Women International

HelpAge International

Regional Democracy and Rights-based Networks

## GLOBAL LABOR PROGRAM COOPERATIVE AGREEMENT

**DRG Contact:** Bama Athreya (AOR), Tel. 202-216-3808, [bathreya@usaid.gov](mailto:bathreya@usaid.gov)

Cooperative Agreement	Award Number	Expiration	Performance Period
Solidarity Center	AID-OAA-L-16-00001	01/31/2021	5 years

### PURPOSE:

This Leader with Associates for the Global Labor Program (GLP) was awarded to the Solidarity Center. The current five-year (2016-2021) program promotes rights and access to justice for workers. The new award supports country programs in Cambodia, Bangladesh, Burma, Ukraine, Morocco, South Africa, Colombia, Mexico, and regional programs in Asia, Eastern Europe, the Middle East, Southern Africa, and Latin America that cover activities in 31 countries. All program activities are designed to be inclusive of vulnerable populations, including women. Cross-cutting regional and global activities include grassroots trainings for advocacy to address gender-based violence at work and to address labor migration.

### POSSIBLE WORK AREAS:

The LWA mechanism allows USAID to provide core support to Solidarity Center through a Leader award, and allows USAID missions to provide additional funds for the same objectives through Mission-led Associate awards. Thematic areas of focus are as follows:

- **Strengthening civil society organizations:** The program provides training and capacity building for democratic trade unions and labor-related civil society organizations, such as legal aid and women's associations.
- **Promoting rule of law and good governance:** The program works with civil society organizations to develop proposals to reform labor and employment laws and to bring legal aid to workers.
- **Counter-trafficking and labor migration:** The program has robust regional programs, particularly in South Asia, to work with networks of migrant workers, providing information, training, and support for their advocacy.
- **Women in the workplace:** The program has a robust component to promote equality of opportunity and gender-based violence for women in the workplace in all country and regional programs.
- **Tackling informality in labor markets:** In some regions, the program has strengthened networks of self-employed or informal workers who fall outside of formal labor protections, including domestic workers and street vendors.

### GRANTEE

Solidarity Center  
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Web: [www.solidaritycenter.org](http://www.solidaritycenter.org)



## LEGAL ENABLING ENVIRONMENT PROGRAM COOPERATIVE AGREEMENT (LEEP II)

**DRG Contact:** Asta Zinbo (AOR), Tel. 202-216-3562, [azinbo@usaid.gov](mailto:azinbo@usaid.gov)

Cooperative Agreement	Award Number	Expiration
International Center for Not-for Profit Law	AID-OAA-A-13-00034	08/31/2018

### PURPOSE:

In September 2013, DCHA/DRG/CSM launched the NGO Legal Enabling Environment Program II (LEEP II), a five-year cooperative agreement implemented by the International Center for Not-for-Profit Law (ICNL). The program's main goal is to support and defend freedom of association and assembly for civil-society organizations (CSOs) worldwide. This five-year program builds on the successes and lessons learned from LEEP I.

### LEEP'S MAIN PURPOSE, OBJECTIVES AND TYPES OF SUPPORT:

Through LEEP II, ICNL seeks to support and defend civil society's rights, including the freedoms of association, assembly, expression, information, and other human rights needed for the vibrant functioning of CSOs worldwide. To do so, ICNL will:

- 1) Provide technical assistance to respond to existing or proposed legislation and/or regulations that threaten civil society, while also responding to opportunities for enabling civil society law reform.
- 2) Strengthen local capacity to advance civil society law reform through competitively awarded participant training for civil society and media practitioners, lawyers, scholars, and government officials.
- 3) Enrich and enhance the knowledge base for civil society law reform at the country and international level.

### WORK AREAS:

- LEEP II offers both in-country and remote technical assistance. Under LEEP II, ICNL works with DCHA/DRG, regional bureaus, and missions to develop appropriate annual work plans that identify and prioritize countries for technical assistance.
- LEEP II can also provide rapid response technical assistance for a small number of urgent, high priority situations not envisioned in the work plan. Illustrative activities include written analysis of NGO-related legislation, one to two trips by ICNL staff to conduct an assessment and/or provide technical assistance and/or provision of a small grant to local partners to help advance NGO law reform.
- LEEP II is intended to provide limited technical assistance when Mission resources are unavailable, or when rapidly evolving situations require an immediate response that precludes normal Mission-based procurement or when the scope and cost of the activity is so limited as to make Mission funding cumbersome and inefficient. In cases in which a Mission, Bureau, or other USG partner requests urgent assistance to undertake an activity more expansive than the limited interventions covered by LEEP II or in excess of the DG funding available for LEEP II activities, DRG may be able to accommodate the activity when the party requesting the assistance agrees to transfer the funds to the core agreement. In all cases in which more extensive interventions are required, the Mission is encouraged to directly fund that assistance. DRG/CSM is available to offer guidance to missions as needed.

### CONTACT INFORMATION

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## CIVIL SOCIETY ORGANIZATION SUSTAINABILITY INDEX (CSOSI)

**DRG Contact:** Mariam Afrasiabi (COR), Tel. 202-712-0767, [mafrasiabi@usaid.gov](mailto:mafrasiabi@usaid.gov)

<b>IQC Task Order</b>	<b>Order Number</b>	<b>Expiration</b>	<b>Performance Period</b>
Management Systems International (MSI)	AID-OAA-TO-11-00036	12/31/2017	N/A

### **PURPOSE:**

The CSOSI is an annual index that reports on the strength and overall viability of the civil-society sectors in the various countries that it covers. The Index highlights both advances and setbacks in the development of the civil-society sector, and allows for comparisons across countries and sub-regions over time. The Index is an important and unique tool for local civil-society organizations (CSOs), governments, donors, academics and others to understand and measure the sustainability of the CSO sector. Many CSOs also use the Index to advocate for improvements in the legal and regulatory enabling environment for civil society in their countries.

In 1997, USAID published the first Sustainability Index, which focused on the Europe and Eurasia Region. The Index has since expanded to include 26 countries in Central and Eastern Europe and Eurasia, 31 countries in Sub-Saharan Africa, seven countries in the Middle East and North Africa, and seven countries in Asia, Afghanistan, and Pakistan. USAID's Bureau for Europe and Eurasia continues to fund and manage the CSOSI for its region. The DRG Center was able to expand the Index to other regions through partnerships with the Africa Bureau, the Middle East Bureau, the Aga Khan Foundation, and a number of USAID missions.

### **WORK AREAS:**

The CSOSI analyzes and assigns scores to seven dimensions of the civil-society sector including the following: legal environment; organizational capacity; financial viability; advocacy; service provision; infrastructure; and public image. Each dimension is rated along a seven-point scale with 1 indicating an advanced level of development and seven indicating a low level. Mid-range scores between 3.1 and 5 indicate an evolving level. A panel of CSO practitioners and experts in each country assesses the sector's performance in each dimension. A Washington, D.C.-based Editorial Committee, which includes regional and technical experts, reviews the findings. The global implementing partners, Management Systems International (MSI), Inc. and the International Center for Not-for-Profit Law (ICNPL), then work with the local partners and USAID on finalizing the reports.

Missions and regional bureaus who may be interested in having the CSOSI in their region or country are welcome to contact the COR to discuss possible expansion into your country or region.

### **RECENT REPORTS:**

Afghanistan: <http://www.usaid.gov/afghanistan/civil-society-sustainability>

Asia: <https://www.usaid.gov/asia-civil-society>

Europe and Eurasia: <https://www.usaid.gov/europe-eurasia-civil-society>

Middle East & North Africa: <http://www.usaid.gov/middle-east-civil-society>

Pakistan: <http://www.usaid.gov/pakistan/civil-society-sustainability>

Sub-Saharan Africa: <http://www.usaid.gov/africa-civil-society>

### **CONTACT INFORMATION**

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Washington, DC

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## FEDERAL MEDIATION & CONCILIATION SERVICE (FMCS)

**DRG Contact:** Bama Athreya, Tel. 202-216-3808, [bathreya@usaid.gov](mailto:bathreya@usaid.gov)

### **PURPOSE:**

The FMCS is an independent federal agency created to promote stable and productive labor-management relationships. In both the United States and in developing market economies throughout the world, FMCS delivers innovative approaches to resolving labor-management and workplace conflicts. The Agency's international work is designed to level the global economic playing field for U.S. companies and workers by advocating core labor standards and conflict resolution systems for all nations. Through programs designed to strengthen the rule of law, labor relations, and workers' rights, the FMCS helps ensure economic growth and competitiveness.

### **POSSIBLE WORK AREAS:**

Through mediator presentations and interactive training, both in the United States and abroad, FMCS shares best-practices in the full range of labor-management relations, collective bargaining/negotiations, interest-based problem solving, individual grievance mediation, mediation of collective agreements and arbitration. FMCS also provides in-depth capacity building through labor relations and dispute resolution systems design, including negotiations, alternative dispute resolution, mediation, arbitration, labor inspector training, and train-the-trainer.

Highly skilled and experienced FMCS mediators can deliver programs such as:

- **Dispute Resolution Systems Design** – Creating and implementing workplace conflict resolution systems.
- **Education and Mentoring** – Training labor, management and government representatives in industrial relations practices, mediation techniques, negotiation skills and conflict resolution processes.
- **Mediation and Facilitation Services** – Providing interest-based problem solving techniques and consensus- building dialogue to promote economic growth and legal or institutional reform.

FMCS also provides briefings and other programs for foreign leaders, labor attaches, international delegations and other foreign visitors on U.S. labor relations practices and conflict resolution systems. Special tutorials can be arranged for small groups with interest in relationship development and training through observation of FMCS field mediators in actual cases.

### **CONTACT INFORMATION**

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## GLOBAL ALLIANCE FOR COMMUNITY PHILANTHROPY (GACP)

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David Jacobstein, Tel. 202-712-1469, [djacobstein@usaid.gov](mailto:djacobstein@usaid.gov)

IQC Task Order	Order Number	Expiration
Aga Khan Foundation USA	AID-OAA-A-14-00077	9/30/2019

### PURPOSE:

In September 2014, the DRG Center and the Aga Khan Foundation (AKF) USA signed a Global Development Alliance (GDA) focused on Community Philanthropy. Community Philanthropy (CP) is a unique approach to development that is grounded in the belief that local communities can support their own development through mobilizing and leveraging local assets. It complements traditional development approaches by mobilizing resources that make communities and local civil-society organizations (CSOs) more resilient against future economic shocks or reductions in development aid. This approach allows short-term donor funding to lead to long-term asset ownership where communities possess the necessary resources and social capital to make development decisions.

The USAID/AKF GDA supports a larger, multi-donor Global Alliance on Community Philanthropy (GACP) to conduct research and implement activities that enable and sustain civil society institutions and development outcomes through different approaches to community philanthropy. This larger Alliance includes AKF, USAID, C.S. Mott Foundation, Rockefeller Brothers Fund, Ford Foundation, Inter-American Foundation, and the Global Fund for Community Foundations (GFCF), the latter of which serves as the Secretariat for the Alliance.

### POSSIBLE WORK AREAS:

The USAID/AKF GDA has the following objectives:

- Develop a body of evidence for community philanthropy through research and learning.
- Increase awareness and adoption of community philanthropy approaches by development actors.
- Improve institutional capacity of the growing global community philanthropy sector, including strengthening the capacity of the Global Alliance's secretariat, the Global Fund for Community Foundations (GFCF).

The GACP also supports USAID missions interested in community philanthropy by working with them on establishing country-level GDAs. Where there is mutual interest, GACP members may agree to leverage funds for CP activities. This was the case in Kenya, where the USAID/Kenya Mission partnered with GACP members and others on developing the Yetu Initiative. Yetu, which means "ours" in Kiswahili, is working with Kenyan CSOs to strengthen their assets and capacity as well as build community trust. Yetu also engages communities in fundraising campaigns; connects CSOs with an online capacity-building platform; and develops information and communications technology (ICT) philanthropy platforms for Kenyans to donate money, time, and skills to support Kenyan CSOs. The global alliance (GACP) can also be linked to Mission-level alliances by working together to create a joint learning agenda.

Missions interested in learning more about the GACP or the possibility of developing a similar GDA focused on community philanthropy at the country level should contact the AOR.

### ADDITIONAL RESOURCES:

GACP: <http://www.globalfundcommunityfoundations.org/about-the-gacp/>

Yetu: <http://nairobi.usembassy.gov/agakhanusg.html>

The Value of Community Philanthropy Report: <http://www.partnershipsinaction.org/communityphilanthropyreport>

## **CONTACT INFORMATION**

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## YOUTHPOWER ACTION & LEARNING IDIQs

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**GH Contacts:** Elizabeth Berard (COR for YouthPower Action IDIQ), Tel. 571-551-7265, [eberard@usaid.gov](mailto:eberard@usaid.gov)  
Laurel Rushton (COR for YouthPower Learning IDIQ), Tel. 571-551-7276, [larushton@usaid.gov](mailto:larushton@usaid.gov)

<b>IQC Task Order</b>	<b>Order Number</b>	<b>Expiration</b>
YouthPower Action: FHI360	AID-OAA-I-15-00009	2/23/2020
YouthPower Learning: Making Cents International	AID-OAA-I-15-00034	4/21/2020

### **PURPOSE:**

The YouthPower (YP) project is a USAID Agency-wide project to strengthen local, national, and global youth systems and programs to achieve sustainable, positive youth outcomes in health, education, and political and economic empowerment, and to increase youth engagement in development efforts.

YouthPower is composed of two inter-linked Indefinite Delivery, Indefinite Quantity (IDIQ) contracts intended to support USAID in the implementation of its Youth in Development Policy (2012). The YP: Implementation (YouthPower Action) and YP: Evidence and Evaluation (YouthPower Learning) IDIQs will reinforce and apply the learning from each other throughout the lives of the IDIQs.

- YP: Implementation (YP Action) – Focuses on the design and implementation of positive youth development programming and policies, capacity strengthening of youth serving organizations and institutions including governmental and civil society organizations (CSOs), and support of youth engagement within development.
- YP: Evidence and Evaluation (YP Learning) – Focuses on research and evaluation of youth programming and facilitates technical leadership and dissemination of knowledge in the field of positive youth development.

Requests for Task Order Proposals (RFTOPs) issued under both IDIQs will recognize the importance of evidence-based programs, evaluations, and policies; program sustainability, opportunities for local partner capacity building, and meaningful youth engagement. Services will support youth programming in a variety of international settings, including but not limited to conflict, fragile, and crisis-affected environments.

The CORs are in the Global Health (GH) Bureau; however, the project is overseen by an intra-agency technical steering committee that includes representatives from DCHA (the DRG Center) and E3, in addition to GH.

### **POSSIBLE WORK AREAS:**

#### **YouthPower Action:**

YP: Action IDIQ is a multiple-award IDIQ with a five-year period of performance effective February 23, 2015. Missions and AID/W bureaus and offices may access the mechanism using RFTOPs, which will result in competitively awarded task orders. Any task order at or below \$3 million will be competed first with the small business (Banyan Global).

The YP: Action IDIQ covers a range of functions related to the cross-sectoral youth programming. Activities include but are not limited to: project implementation and scale-up; management of sub-awards to local stakeholders; design and implementation of cross-sectoral youth assessments, piloting of innovative approaches and documentation of results; implementation of action research and performance evaluations; data collection and monitoring; capacity building of local stakeholders in organizational development and cross-sectoral youth project assessment, design, and implementation.

**YouthPower Learning:**

YP: Learning IDIQ is a multiple-award IDIQ with a five-year period of performance effective April 21, 2015. Missions and AID/W bureaus and offices may access the mechanism using RFTOPs, which will result in competitively awarded task orders. Any task order at or below \$1 million will be competed first with the small businesses (Making Cents; Dexis Consulting; Mendez England & Associates; and IBTCI).

The YP: Learning IDIQ covers a range of functions related to the design, evaluation, research, knowledge management, learning, and communications of cross-sectoral youth development programming. Activities include but are not limited to: designing, managing, and publishing rigorous impact evaluations in a variety of international settings including conflict, fragile, and crisis-affected environments; designing, conducting, and publishing performance evaluations, using mixed methods in a variety of international settings including conflict, fragile, and crisis-affected environments; design and implementation of cross-sectoral youth assessments, facilitation of strategy design and program design support to USAID and other donors; establishing data collection and monitoring procedures and systems; capacity development, training, and technical assistance in the area of design, monitoring and evaluation; management of knowledge management initiatives including information and communications technologies (ICT), new media, and communities of practice; and research in the area of international cross-sectoral youth development.

YouthPower IDIQ holders form consortia of diverse organizations that bring a range of sector expertise to support single-sector and holistic cross-sectoral youth programs.

**CONSORTIA FOR THE YOUTHPower ACTION IDIQ HOLDERS:**

<b>Prime Contractor</b>	<b>Sub-Contractors</b>
Banyan Global (small business)	International Research and Exchanges Board, National 4-H Council, Management Sciences for Health, CLUSA International d.b.a. National Cooperative Business Association, Institute of International Education, Practical Sampling International, TechAide, YouthReach India
Creative Associates International	Soul City Health & Development, BRAC International, Education for Employment, CARANA Corporation, CARE USA, Child Trends, Management Sciences for Health, McKinsey & Company, Winrock International, Equal Access, FINCA International, PeacePlayers International, Social Impact Lab, WebFirst, TECHNO, MTC International Development Holding Company LLC
DAI	CID Inc., Integra Government Services International LLC, JBS International Inc., Program for Appropriate Technologies in Health (PATH), World Education, Promundo US, E-Line Media (E-Line Ventures, LLC)
FHI 360	Management Systems International, Block by Block Consulting, Institute for Reproductive Health Georgetown, Marie Stopes International, TechnoServe, CLUSA International, International Media Solutions LLC, Duggleby and Associates, World University Services Canada, Aga Khan Development Network
Global Communities	LTG Associates, O'Brien and Associates, Inveneo, Connexus Corporation International Research and Exchanges Board, Search for Common Ground, Center for Youth and Communities Brandeis University, EnCompass LLC, The Kaizen Company, Juarez and Associates, Kiron Global Strategies, Advocates for Youth, Freedom from Hunger, Woller & Associates

RTI International	International Rescue Committee, Catholic Relief Services, Right to Play, Center for Creative Leadership, Population Services International, Counterpart International, Land O' Lakes Inc., SSG Advisors, Global Girl Media, Absolute Options, Windwalker Corporation, The Society for Family Health, TNMCorp, Institut de Formation de Sud, Papyrus Consulting, Fe y Alegria, Seeds of Peace in Africa
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**CONSORTIA FOR THE YOUTHPower ACTION IDIQ HOLDERS:**

<b>Prime Contractor</b>	<b>Sub-Contractor</b>
IBTCI	National Opinion Research Center at the University of Chicago (NORC); Devis - Development Infrastructure; American Institute for Research (AIR); Sonjara, Inc.; WiderNet@UNC at the University of North Carolina; Enactus; Ipsos; Iridium Interactive Limited (Iridium); Mindset Network; Research Solutions Africa (RSA)
Mendez England & Associates	Abt Associates; Bixal Solutions, Inc.; IMPAQ International; Bankworld; Florida International University
Social Impact, Inc.	ICF Macro, Inc.; Synergy; Development Seed
Dexis Consulting Group	Engility-IRG; Social & Scientific Systems, Inc. (SSS)
Making Cents International	The International Center for Research on Women (ICRW); Development and Training Services, Inc. (dTS); Results for Development Institute (R4D); University of Washington (UW); Khulisa Management Services Ltd; University of Melbourne; The YP Foundation
American Institute for Research	Institute for Women's Policy Research (IWPR); Quotient, Inc.; IBTCI; Democracy International (DI); Boston University Center for Global Development; Tufts University: Institute on Applied Research in Youth Development; Youth Venture, Inc.



## CIVIL SOCIETY INNOVATION INITIATIVE (CSII)

**DRG Contact:** Mariam Afrasiabi (AOR), Tel: 202-712-0767, Email: [mafrasiabi@usaid.gov](mailto:mafrasiabi@usaid.gov)

Awards	Cooperative Agreement Number	Expiration
CSII Incubate Award: Counterpart International	AID-OAA-LA-15-00013 DFD-A-00-09-00141-00	9/30/2017
CSII Fiscal Agent Award: Tides Center	AID-OAA-A-16-00007	9/30/2021

### **PURPOSE:**

The Civil Society Innovation Initiative (CSII) aims to combat the trend of growing restrictions on civil society, freedom of association, peaceful assembly and expression. In partnership with the Swedish International Development Cooperation Agency (Sida), USAID is co-creating a series of regional civil society innovation hubs, which are driven and served by civil society. The regional hub concept is driven by a common vision to help promote a vibrant, diverse and rights-based civil society in developing countries by using new and established funding mechanisms, working methods and means of cooperation.

These regional hubs are being developed through a co-creation process that focuses on participatory design, strategic planning, and transparency. Though the initiative began with the civil society teams at USAID and Sida, representatives across civil society, academia, and the private sector are contributing to the co-creation. In early November 2014, a diverse group of 64 representatives from 48 groups gathered in Istanbul for an intensive three days to participate in a unique and innovative co-creation process. Together, the participants produced a foundational concept note, which is the basis of six follow-on co-design workshops in Latin America, Africa, Asia, and the Middle East to further develop each regional Hub.

### **POSSIBLE WORK AREAS:**

The strategy is to create a number of interlinked and enabling regional hubs around the world. Regional hubs can serve as either physical or virtual spaces. In a physical innovation space, civil society organizations (CSOs) from the region can learn hands-on about how to use new and innovative information and communication technology (ICT) tools. On the other hand, a virtual space can connect CSOs to each other, experts, resources, and training and to other networks. Each regional hub will be different because it will be established by and to address the needs of civil society in the region. Recognizing that hubs at a regional level can be a step removed from local organizations and civil society, each hub will also place focus on peri-urban and rural areas, as well as on traditionally marginalized groups.

### **CONTACT INFORMATION**

CSII Incubate Awardee	CSII Fiscal Agent Awardee
<b>Counterpart International</b> 2345 Crystal Drive, Suite 301 Arlington, VA 22202 Tel. (571) 447-5700	<b>Tides Center</b> 1012 Torney Ave. San Francisco, CA 94129 Tel. (415) 561-6400

## INFORMATION AND SAFETY CAPACITY PROJECT (ISC)

**DRG Contact:** Josh Machleder, Tel. 202-712-4942, [jmachleder@usaid.gov](mailto:jmachleder@usaid.gov)

Cooperative Agreement	Order Number	Expiration
Counterpart International	AID-OAA-LA-11-00008	9/30/2020

### PURPOSE:

The Information Safety and Capacity Project (ISC) is USAID's flagship internet freedom program. It works directly with civil society, media, democracy, and human rights activists and groups vulnerable to online attacks and hacks, data seizures, and surveillance. ISC supports its beneficiaries with a sustained and ongoing mentoring approach that helps them develop and adopt safe communication protocols, appropriate information security, and good digital hygiene. ISC also works with technology developers such as Google, Microsoft, and open source developers to enhance the user experience in developing countries. The project seeks to keep organizations working in the online space safe and resilient. To date, it has mentored and provided technical assistance to over 250 organizations, accounting for over 4,166 individual beneficiaries (2,537 men; 1,629 women) in over 17 countries such as Ukraine, Nicaragua, Macedonia, Syria, Zimbabwe, and Sudan.

In FY 2017, ISC launched a policy advocacy component around online rights and best practices in internet governance, particularly in advancing the multi-stakeholder model. It seeks to amplify a rights-based approach to internet governance, through civil society organizations, journalists, and academics. This component is currently being piloted in Ecuador, Ukraine, Sri Lanka, and Zimbabwe.

### POSSIBLE WORK AREAS:

The ISC Project provides information technology (IT) capacity development — training, tools, and techniques — to organizations, activists and media outlets that are in need of mentoring. The ISC has a cadre of dedicated “IT mentors” who build and improve upon long-term relationships with its beneficiaries to help them obtain — and maintain — necessary IT and information security procedures through face-to-face and/or virtual engagement. In some cases, the ISC might provide equipment to improve their level of technology acumen, which could take the form of servers, Wi-Fi routers, or software. In order to achieve the most impact, the ISC integrates advanced technical and country-specific knowledge with the expertise required to assist organizations possessing varying levels of technology skills. The ISC also facilitates field testing and/or the deployment of new tools as they become available. The ISC coordinates knowledge and resource sharing among a growing network of leading international organizations with advanced IT and information security knowledge and skills.

Technical assistance options include:

- **First line safety:** Computers, mobile devices, and Wi-Fi points all have strong passwords.
- **Patch management:** Computer software is up-to-date and regularly updated.
- **Antivirus and antimalware protection:** Antivirus and antimalware soft wares are installed and up-to-date on all computers.
- **Data backup:** Individual computer and server backups are possible and performed on schedule.
- **Data at rest encryption:** Storage devices (hard/thumb drives) are fully, transparently encrypted.
- **Data in transit encryption:** Full encryption when receiving and sending email, using social networking sites and instant messaging.
- **Website security:** Vulnerability scanning, hacking/intrusion detection, Distributed Denial of Service (DDoS) defense.
- **Mobile phone security:** Mobile phone use is cognizant of security limitations.

**CONTACT INFORMATION**

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## **ELECTIONS AND POLITICAL TRANSITIONS**

### **More genuine and competitive political processes (Program Area 2.3)**

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

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

Mechanisms and Awards:

**Consortium for Elections and Political Processes III (CEEPS III)**  
**Elections and Political Processes (EPP) Fund**  
**Global Elections and Political Transitions Leader with Associate Awards (LWA)**

## CONSORTIUM FOR ELECTIONS AND POLITICAL PROCESSES STRENGTHENING III (CEEPS III)

**DRG Contact:** Jeffrey Vanness (AOR), Tel. 202-712-4516, [jvanness@usaid.gov](mailto:jvanness@usaid.gov)

Cooperative Agreement	Award Number	Expiration	Performance Period
CEEPS III	DFD-A-00-08-00350-00	9/29/2015	9/29/2020

### **PURPOSE:**

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

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

### **POSSIBLE WORK AREAS:**

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

#### **Objective 1: Impartial Legal Framework for Elections and Political Parties**

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

#### **Objective 2: Credible Electoral Administration**

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

#### **Objective 3: An Informed and Active Citizenry**

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

#### **Objective 4: Effective Oversight of Electoral Processes**

Monitoring electoral processes can reduce the opportunities and incentives for electoral fraud, identify shortcomings of the electoral process with the intention of facilitating genuine and competitive elections, and

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

#### **Objective 5: Increased Political Participation of Women, Persons with Disabilities, and Other Historically Disenfranchised Groups**

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

#### **Objective 6: Consensus-Building to Promote Peaceful Agreement on Democratic Reform**

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

#### **Objective 7: Representative and Competitive Multiparty System**

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

#### **Objective 8: Effective Transfer of Political Power**

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

#### **Objective 9: Effective Governance by Elected Leaders and Bodies**

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

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

USAID aims to strengthen the capacity of indigenous local/regional organizations in developing countries to: 1) conduct elections related activities; and 2) provide technical assistance and training to other local organizations on elections and political processes. The rationale is that strengthened election-oriented organizations in developing

countries will: 1) broaden the community of democracy promoters and advocates abroad; 2) demonstrate that USAID assistance leads directly to sustainable change among local organizations, without dependence on intermediary organizations; and 3) promote replication.

**GRANTEES:**

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

**CONTACT INFORMATION**

CEPPS Administration

c/o International Republican Institute

Sondra Govatski

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## ELECTIONS AND POLITICAL PROCESSES (EPP) FUND

**DRG Contact:** Amber Whittington (Fund Administrator), Tel. 202-712-4378, [awhittington@usaid.gov](mailto:awhittington@usaid.gov)

### **PURPOSE:**

The purpose of the Elections and Political Processes (EPP) Fund is to provide assistance in cases of critical unanticipated need with regards to electoral and political processes. The Fund is global in reach; since the Fund was established in 2006, assistance has been provided to 76 countries.

### **POSSIBLE WORK AREAS:**

All USAID missions may apply for funding. The EPP Fund solicits applications from USAID missions for competitive funding rounds each fiscal year. In addition, the EPP Fund accepts ad hoc applications if urgent needs arise outside of funding rounds. Applications are assessed by a cross-Agency review committee. To be successful, applications must meet at least two of the following three criteria:

- 1) Proposed program addresses snap elections or other unanticipated needs. In the case of unanticipated needs, Missions are asked to provide a justification for why the needs were not considered as part of regular Mission programming.
- 2) Proposed program exploits a specific and narrow window of opportunity to catalyze significant outcomes. Missions should identify the impact EPP funds will achieve that would otherwise not be produced, and why this is the right time for investment.
- 3) Proposed program is determined to be truly unique and innovative by the EPP Fund review committee. Innovative programming targets non-traditional actors, takes unusual approaches or uses new methodologies. Cutting-edge assessments and evaluations can also be considered under this criterion. Missions should explain why this approach is best-suited to the program's objectives.

EPP Fund applications must be submitted through an online application system:

<http://dg.usaidallnet.gov/dgepp/login.php>

EPP Fund projects cover a wide range of activities. Some areas that have been addressed include: Post-conflict peace and constitutional design processes; political violence, electoral violence, and political instability; urgent needs created by snap elections; citizen oversight of elections; protection and promotion of democratic governance in backsliding countries; and other electoral and broader political processes in priority countries.



## GLOBAL ELECTIONS AND POLITICAL TRANSITIONS (EPT) LEADER WITH ASSOCIATE AWARDS (LWA)

**DRG Contact:** Monique Murad (AOR), Tel. 202-216-3340, [mmurad@usaid.gov](mailto:mmurad@usaid.gov)  
Cael Savage, Tel. 202-712-5390, [csavage@usaid.gov](mailto:csavage@usaid.gov)

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**Cooperative Agreement**

Global EPT LWA

**Award Number**

AID-OAA-L-15-00007

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**PURPOSE:**

The purpose of this Leader with Associate Awards (LWA) is primarily to support USAID's goals and objectives under the "Governing Justly and Democratically" area of the Foreign Assistance Framework, and, more specifically, the "Political Competition and Consensus Building" program element in the framework. The LWA will also aim to develop, to the maximum extent practicable, the capacity and expertise of local and regional institutions and civil society organizations to carry out programs of technical assistance, training, civic education, election observation, and related services in connection with strengthening electoral and political processes.

The Global EPT LWA is designed to respond to immediate and long-term Mission and bureau needs related to assessments, strategy formulation, activity design, evaluation, and program implementation. Activities initiated under this award may promote any of the following seven program objectives:

- Objective 1:** Promoting meaningful participation of all citizens in their political systems, including women, youth, and other traditionally marginalized groups.
- Objective 2:** Harnessing the comparative advantages of media and technology to promote citizen understanding and engagement and transparent political competition.
- Objective 3:** Supporting meaningful transition processes that establish positive precedents for effective democratic governance.
- Objective 4:** Promoting the integrity of elections as a sustainable vehicle for peacefully and democratically choosing leaders.
- Objective 5:** Facilitating the ability of elected political actors to fulfill their responsibilities to citizens through better governance practices.
- Objective 6:** Promoting competitive and representative multiparty political systems.
- Objective 7:** Ensuring respect for the application of impartial legal frameworks and compliance by political actors.

In addition to these seven objectives, the Global EPT LWA will place a high value on two cross-cutting objectives:

1. The political empowerment of women, youth, and other traditional marginalized groups (e.g., ethnic, linguistic, and religious minorities; persons with disabilities; and the LGBTI community).
2. Developing the capacity of local and regional organizations in the developing world to supply technical assistance on elections and political transitions in their home countries and elsewhere.

**ASSOCIATE AWARDS:**

The selection of countries and substantive areas by USAID for the Associate Awards will be based on demand from USAID missions and offices. The length of activities may vary from a few weeks to many months or longer. Activities may involve performing basic assessments to implementing fully developed technical activities that support elections and political transitions.

Under the Global EPT LWA, associate awards may be awarded for up to an initial five-year period. Associate Awards may be issued until the Leader Award expires. Associate Awards may be extended for a cumulative term of up to 10 years, but in no event may Associate Awards extend for more than five years past the expiration of the Leader Award. In no case may an Associate Award extend more than five years into the future at any given time.

### **PROGRAMMING PROCESS FOR ASSISTANCE AWARDS**

1. When a requirement is determined and funding is identified for a new Associate Award, the USAID Mission or office will develop a Program Description (PD). The Program Description will: 1) provide background about the country, region, or technical leadership objective; 2) describe the objectives of the activity; 3) indicate relevant gender-based constraints and steps to be taken to mitigate such biases; and 4) designate an Activity Manager in the relevant Mission or office. (At the time of award of the Associate Award, the Activity Manager is normally designated as the cognizant AOR for the proposed Associate Award).
2. The Operating Unit will then submit the PD to the Leader Award AOR in DCHA/DRG for review. If the Leader Award AOR determines that the proposed program is applicable to the objectives of the Leader Award, (s)he will approve the PD. After receiving approval, the respective Agreement Officer (for the proposed Associate Award) may forward the PD to the recipient and request an application.
3. The recipient submits an application (including a description of activities and a detailed budget and other documents as requested) to the cognizant Agreement Officer for the Associate Award.
4. The cognizant Agreement Officer (in coordination with the respective AOR for the proposed Associate Award) will respond directly to the recipient with approval or suggested revisions.
5. Upon conclusion of discussions, the cognizant Agreement Officer will issue an Associate Award. The Associate Award Agreement Officer will designate an Associate Award AOR in each award.
6. The Associate Award Agreement Officer will provide a copy of each Associate Award to the Leader Award AOR in DCHA/DRG.

### **GRANTEES:**

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

In addition to the core partners, CEPPS includes the following seven associate partners, which are may be involved in the program design process for all programs under the award: American Bar Association-Rule of Law Initiative, Asia Network for Free Elections, Electoral Institute for Sustainable Democracy in Africa, International Center for Not-for-Profit Law, Internews, Institute for War and Peace Reporting, and Search for Common Ground. In addition, CEPPS includes 30 resource organizations, which have active partnerships with CEPPS.

### **CONTACT INFORMATION:**

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## **GOVERNANCE**

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

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

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

Mechanisms:

**Legislative Strengthening Technical Services IQCs**

**AND**

## **RULE OF LAW**

### **Strengthening rule of law (Program Area 2.1)**

The rule of law (RoL) sector is viewed through the prism of the DRG analytic framework: The Rule of Law Strategic Framework. Using this framework helps in systematically identifying the problems and weaknesses with rule of law in a country and suggests a range of potential programmatic approaches to problems in the rule of law. The DRG Center helps missions undertake strategic analyses that link building rule of law with strengthening democracy. It supports efforts to strengthen five elements comprising the rule of law: Order and security; legitimacy; checks and balances; fairness (equal application of the law; procedural fairness; protection of human rights and civil liberties; and access to justice); and effective application.

Mechanisms:

**Legislative Strengthening Technical Services IQCs**

**IQCs for Rule of Law**

## LEGISLATIVE STRENGTHENING TECHNICAL SERVICES IQCs

**DRG Contact:** Keith Schulz (COR), Tel. 202-712-4219; [keschulz@usaid.gov](mailto:keschulz@usaid.gov)

<b>IQCs</b>	<b>Award Number</b>	<b>Expiration</b>	<b>Performance Period</b>
Tetra Tech ARD	AID-OAA-I-12-00001	11/9/2016	11/9/2019
Chemonics International	AID-OAA-I-12-00002	11/9/2016	11/9/2019
DAI	AID-OAA-I-12-00003	11/9/2016	11/9/2019
Social Impact, Inc.	AID-OAA-I-12-00004	11/9/2016	11/9/2019
SUNY/CID	AID-OAA-I-12-00005	11/9/2016	11/9/2019

### **PURPOSE:**

The purpose of this contract is to improve the capacity and performance of legislatures, their members, and staff in realizing their representative, lawmaking, and oversight functions. This activity establishes a mechanism for missions to assist national, provincial and municipal legislative or representative bodies improve their deliberative processes so that they are more democratic, transparent, accountable, and effective, better represent the public interest, and result in better monitoring of governmental performance. The IQC enables a holistic approach to legislative strengthening and includes possible support to a broad spectrum of stakeholders who have an interest in the functioning and activities of the legislature including legislative members and staff, other government actors, civil society, political parties, media, and private sector.

### **POSSIBLE WORK AREAS:**

The contractor may be called upon to provide advice, assistance, and training for legislative members and staff, host country officials, and civil society representatives on the development of democratic legislative practice and procedures including, but not limited to, the following areas:

#### **Representation**

- Improving links between legislators to their constituencies and subnational government bodies by supporting best practices in areas such as constituency outreach, policy dialogue, public meetings/hearings, and public policy mediation/negotiation.
- Enhancing support for the legislature through activities designed to increase public participation in the legislative process, improve civil society advocacy, promote more professional media coverage of legislative issues and increase the quality of policy analysis, information and research available to the legislature.

#### **Lawmaking**

- Strengthening analytical skills to enable critical review of draft legislation and more evidence-based legislation.
- Providing advisory services on the drafting, enforcement and implementation of laws and regulations.
- Improving legislative committee operations and effectiveness as well as legislative support services in areas such as research, budget analysis, public outreach and communications and information and communication technology.
- Working to strengthen political groups, factions, and caucuses including on responsibility of majority parties and coalitions, constructive opposition, developing legislative and policy agendas, and public outreach.

#### **Oversight**

- Providing assistance and training on budget formulation, review and oversight.
- Strengthening accountability mechanisms for policy review and enforcement.

- Supporting civil society efforts to monitor and oversee the work of deliberative bodies.

**Public Administration**

- Building institutional capacity in strategic planning, human resources, financial management, and general public administration.

**Research**

- Conducting legislative assessments, designing strategies, and evaluating legislative assistance programs.
- Conducting research and advancing knowledge on topics relevant to legislative strengthening.

**Cross cutting Support for Donor Programs**

- Supporting USAID, host government, and donor sectoral programs and initiatives (such as health, education, economic growth, and environment) through support to policy reform, budget formulation, and oversight.
- Assisting USAID procurement reform and use of host country systems through strengthening of budget oversight and government accountability.

**CONTRACTORS**

<p><b>Tetra Tech ARD, Inc.</b>          Jessie Biddle (Sr. Legislative Advisor)          (IQC Manager)</p> <p>159 Bank St., Suite 300          Burlington, VT 05401-1397          Tel: (802) 658-3890          Fax: (802) 658-4247          Email: <a href="mailto:ard@ardinc.com">ard@ardinc.com</a>  <a href="mailto:jesse.biddle@tetrattech.com">jesse.biddle@tetrattech.com</a>  <a href="mailto:david.green@tetrattech.com">david.green@tetrattech.com</a>          Web: <a href="http://www.ardinc.com">www.ardinc.com</a></p> <p><u>Subcontractors:</u>          Parliamentary Center, Canada;          Development and Training Services,          Inc. (dTS); The Graduate School’s          International Institute; IREX; World          Learning</p>	<p><b>Chemonics International</b>          John Johnson (Sr. Legislative          Advisor)          Ted Levasseur (IQC Manager)</p> <p>1717 H Street, NW          Washington, DC 20006          Tel: (202) 955-3300          Fax: (202) 955-3400          Email: <a href="mailto:jkjohnson@chemonics.com">jkjohnson@chemonics.com</a>  <a href="mailto:tlevasseur@chemonics.com">tlevasseur@chemonics.com</a>          Web: <a href="http://www.chemonics.com">www.chemonics.com</a></p> <p><u>Subcontractors:</u>          Urban Institute; Partners for          Democratic Change; Center for          Democracy and Election          Management at American University;          Public Law Center, Loyola and          Tulane Universities; State Legislative          Leaders Foundation; LTL Strategies</p>	<p><b>Social Impact*</b>          Gary Bland – RTI International          (Sr. Legislative Advisor)          James Fremming – Social Impact          (IQC Manager)</p> <p>2300 Clarendon Blvd, Suite 300          Arlington, VA 22201          Tel: (703) 465-1884          Fax: (703) 465-1888          Email: <a href="mailto:gbland@rti.org">gbland@rti.org</a>  <a href="mailto:jfremming@socialimpact.com">jfremming@socialimpact.com</a>          Web: <a href="http://www.socialimpact.com">www.socialimpact.com</a></p> <p><u>Subcontractors:</u>          RTI International; Ohio State          University; Global Partners and          Associates; Women’s Campaign          International; National Center for          State Courts (NCSC); HGM          Management and Technologies, Inc.</p>
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<p><b>Development Alternatives Inc. (DAI)</b>  Carmen Lane (Sr. Legislative Advisor)  Jeremy Kanthor (IQC Manager)</p> <p>7600 Wisconsin Avenue, Suite 200  Bethesda, MD 20814  Tel: (301) 771-7600  Fax: (301) 771-7777  Email: <a href="mailto:Contracts@dai.com">Contracts@dai.com</a>  <a href="mailto:carmen_lane@dai.com">carmen_lane@dai.com</a>  <a href="mailto:jeremy_kanthor@dai.com">jeremy_kanthor@dai.com</a>  Web: <a href="http://www.dai.com">www.dai.com</a></p> <p><u>Subcontractors:</u>  National Conference of State Legislatures (NCSL); International Consortium for Law and Development (ICLAD); Internews; Charney Research; Alpha XP Web Software, LLC; Mosley &amp; Associates</p>	<p><b>The Research Foundation of the State University of New York, Center for International Development (SUNY/CID)</b>  Robert Nakamura (Sr. Legislative Advisor)</p> <p>Cecelia Skott (IQC Manager)  1400 Washington Avenue –MSC  312  Albany, NY 12222  Fax: (518) 443-5124  Email: <a href="mailto:rnakamura@albany.edu">rnakamura@albany.edu</a>  <a href="mailto:cskott@albany.edu">cskott@albany.edu</a>  Web: <a href="http://www.cid.suny.edu/">http://www.cid.suny.edu/</a></p> <p><u>Subcontractors:</u>  Management Systems International (MSI); Amex International, Inc.; Blue Law International, LLP; The Asia Foundation (TAF); United States Association of Former Members of Congress (USAFMC)</p>	
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\*This is a small business.

## IQCs FOR RULE OF LAW

**DRG Contact:** Colin Buckley, Tel. 202-712-4293, [cbuckley@usaid.gov](mailto:cbuckley@usaid.gov)

<b>IQCs</b>	<b>Award Number</b>	<b>Expiration</b>	<b>Performance Period</b>
AMEX*	AID-OAA-I-13-00024	2/7/2018	2/7/2021
Casals & Associates	AID-OAA-I-13-00039	2/7/2018	2/7/2021
Checchi Consulting	AID-OAA-I-13-00044	2/7/2018	2/7/2021
Chemonics International Inc.	AID-OAA-I-13-00032	2/7/2018	2/7/2021
Development Alternatives Inc.	AID-OAA-I-13-00033	2/7/2018	2/7/2021
Democracy International*	AID-OAA-I-13-00030	2/7/2018	2/7/2021
East-West Management Institute	AID-OAA-I-13-00033	2/7/2018	2/7/2021
Millennium DPI*	AID-OAA-I-13-00029	2/7/2018	2/7/2021
Tetra Tech DPK	AID-OAA-I-13-00036	2/7/2018	2/7/2021

\* This is a small business

### **PURPOSE:**

The Rule of Law (ROL) IQC mechanism is vital to supporting the foreign assistance objective of Governing Justly and Democratically – to promote and strengthen effective democracies in recipient states and move them along a continuum toward democratic consolidation. The ROL IQC provides DCHA/DRG invaluable support to serve missions' programs in the area of new or ongoing legal reform assistance initiatives.

### **POSSIBLE WORK AREAS:**

This IQC will entail the provision of a wide array of support services encompassing short- and long-term technical assistance and other activities aimed at supporting the development of rule of law and human rights. The IQC will be managed by USAID staff. However, cooperating U.S. Agencies, such as the Department of State and the Millennium Challenge Corporation, may opt to transfer funds to USAID in order to participate in shared programs. Activities will support a broad range of governmental and non-governmental actors to advance the following objectives toward advancing the rule of law:

- Order and Security
- Legitimate Constitutions, Laws and Legal Institutions
- Strengthened Checks and Balances
- Fairness and Human Rights
- Effective Application of the Law
- Rule of Law in Post-Conflict Environments

**Tasks and Deliverables:** The contractor shall provide the following tasks/deliverables as requested in task orders under this contract to accomplish the objectives:

- Conducting rule of law assessments, evaluations, developing strategies, and designing programs. This also includes justice sector institutional analysis, planning, and diagnostic surveys.
- Legal analysis and research (in common and civil law systems, comparative legal systems, customary, religious, or traditional or religious legal systems, international law, labor law, constitutional law, business law, commercial law, law of associations, administrative law, and general law).
- Assisting in the development of strategies, programs, and activities that optimize linkages between the justice sector institutions and other sector areas.
- Advising government officials and/or USAID on the best practices to strengthen the justice sector, advance human rights, and support cooperation among government institutions.
- Advising governments and/or USAID on how to develop and implement justice sector activities.

- Supporting, through provision of staff, technical services and/or material support, start-up and/or longer-term implementation of justice sector initiatives.
- Judicial, legal, human rights, and other justice sector training.
- Supporting the establishment of judicial or legal training institutes, law schools, legal education, continuing legal education, curriculum development, and judicial system strengthening programs.
- Training to host country officials on oversight, ethics, conflict of interest, and rule of law related functions.
- Providing advisory services pertaining to drafting and enforcement of regulations and laws.
- Supporting capacity building initiatives and/or providing grants to governmental or civil society organizations (CSOs) for advocacy and monitoring, professional associations, strategic planning, legal aid clinics, organization, funding, or other needs.
- Capacity building to develop holistic programs for victims of violence and crime including crime prevention, treatment, investigation, prosecution, and referral.
- Facilitating mechanisms for public participation in legal reform and policy decision-making.
- Facilitating government inter-institutional coordination mechanisms of the justice sector.
- Sponsoring investigative journalism training and other related monitoring activities of the justice sector.
- Training, research, and analysis on cross-sectoral and emerging issues, e.g., corruption, economic growth, gender-based violence, HIV/AIDS discrimination, etc.
- Research, analysis and publication of lessons learned regarding rule of law challenges, impact, and programming.
- Financial analysis, auditing of justice sector institutions and Procurement/logistics (e.g., computers and office supplies).
- Workshop and conference planning, public outreach, awareness-raising, publishing documents (e.g., monographs, studies, laws, judicial decisions), and minor rehabilitation of justice sector buildings.

## AWARDEES

Contractor		Sub-Contractors
<b>AMEX</b>	Mori Diané: <a href="mailto:mori@amexdc.com">mori@amexdc.com</a> Fota Ishaq: <a href="mailto:fishaq@amexdc.com">fishaq@amexdc.com</a> Susan Foster: <a href="mailto:sfoster@amexdc.com">sfoster@amexdc.com</a>	Urban Institute, American University, Washington College of Law, Crimson Capital, George Mason University, IJIS Institute, Ohio Northern University, PAE Government Services, Pro-Telligent-Tetra Tech
<b>Democracy International</b>	Glenn Cowan: <a href="mailto:gcowan@democracyinternational.com">gcowan@democracyinternational.com</a> Evan Smith: <a href="mailto:esmith@democracyinternational.com">esmith@democracyinternational.com</a> Eric Bjornlund: <a href="mailto:eric@democracyinternational.com">eric@democracyinternational.com</a> David Dettman: <a href="mailto:ddettman@democracyinternational.com">ddettman@democracyinternational.com</a>	Alfa XP Web Software Company, LLC, American University, Carr, Swanson & Randolph, LLC, Crown Agents USA, East-West Management Institute, International Development Group, Institute for Sustainable Communities, Johnson Law Group Intl, PLLC, The QED Group, LLC



<p><b>Millennium DPI</b></p>	<p>Brian Hannon:  <a href="mailto:brianhannon@me.com">brianhannon@me.com</a>  Esther Wilson Hannon:  <a href="mailto:ewhannon@millenniumpartners.org">ewhannon@millenniumpartners.org</a>  Natalija Stamenkovic:  <a href="mailto:n.stamenkovic@developmentpi.com">n.stamenkovic@developmentpi.com</a></p>	<p>NCSC, AECOM, BAE Systems, Civilian Police International, Global Justice Solutions, KeyPoint, Louis Berger Group, Mazars, Mendez England, MTC, Phoenix, Social Solutions</p> <p><b>Resource Partners:</b>  Asylum Access, Alfa XP, Andean Jurists, Human Rights Resource Center-ASEAN, Federal Judicial Center, Human Rights Resource Foundation, ICNL, Informatics Studio, LexisNexis, National Organization for Legal Assistance, University of South Carolina-Law, Tilburg School of Law, Utrecht School of Law, University of Virginia-Law, VERA Institute</p>
<p><b>Casals &amp; Associates</b></p>	<p>Jeanine Zeitvogel, Vice President:  <a href="mailto:jeanine.zeitvogel@dyn-intl.com">jeanine.zeitvogel@dyn-intl.com</a>  Charles Harvey,  Senior Contracts Manager:  <a href="mailto:charles.harvey@dyn-intl.com">charles.harvey@dyn-intl.com</a>  Eduardo Flores-Trejo, ROL Specialist:  <a href="mailto:EFlores@Casals.com">EFlores@Casals.com</a>  Sally Taylor, Senior Program Manager:  <a href="mailto:STaylor@Casals.com">STaylor@Casals.com</a></p>	<p>Alfa XP, America-Mideast Educational &amp; Training Services, American University, Washington Institute for Public Affairs Research, Amicus Curiae Consulting, Center for Judicial Studies, Counterpart International, Eurasia Foundation, Florida International University, Global Criminal Justice Solutions, LLC, International Center for Not-for-Profit Law, International Foundation for Election Systems, National Center for State Courts, Professional Business Solution, The QED Group, LLC</p>
<p><b>Checchi Consulting</b></p>	<p>James Agee:  <a href="mailto:jagee@chechiconsulting.com">jagee@chechiconsulting.com</a>  Ruslan Konstantinov:  <a href="mailto:rkonstantinov@chechiconsulting.com">rkonstantinov@chechiconsulting.com</a>  Patricia McPhelim:  <a href="mailto:pmcphelim@chechiconsulting.com">pmcphelim@chechiconsulting.com</a></p>	<p>Development and Training Services, Inc., Fire Lake Resources, Inc., Management Systems International, Inc. (MSI), Synergy International Systems, University of Washington School of Law</p>
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<p><b>Development Alternatives Inc. (DAI)</b></p>	<p>Gregory Gisvold:  <a href="mailto:greg_gisvold@dai.com">greg_gisvold@dai.com</a>  Baigal Darambazar:  <a href="mailto:baigal_darambazar@dai.com">baigal_darambazar@dai.com</a></p>	<p>ABD Consulting, LLC, Alfa XP, BlueLaw International, Humphreys &amp; Associates, International Consortium for Law &amp; Development, Metropolitan Consulting Corporation, Michigan State University, National Center for State Courts, Social Impact, Street Law, Inc.</p>

<p><b>East-West Management Institute</b></p>	<p>Adrian Hewryk:  <a href="mailto:ahewryk@ewmi.org">ahewryk@ewmi.org</a>  Rachel Tritt:  <a href="mailto:rtritt@ewmi.org">rtritt@ewmi.org</a>  Mark Dietrich:  <a href="mailto:mdietrich@ewmi.org">mdietrich@ewmi.org</a></p>	<p>The Asia Foundation (TAF), The Center for International Development at the State University of New York-Albany (SUNY/CID), National Opinion Research Center at the University of Chicago (NORC), Northern Ireland Cooperation Overseas (NI-CO), Asociacion por los Derechos Civiles, Global Network for Public Interest Law (PILnet), Blue Law International (BLI), Democracy International, Inc. (DI), Kate Harrison Consulting, Johnson Law Group</p>
<p><b>Tetra Tech DPK</b></p>	<p>Crystal Flexman:  <a href="mailto:Crystal.Flexman@tetrattech.com">Crystal.Flexman@tetrattech.com</a>  Robert Underwood:  <a href="mailto:Robert.Underwood@tetrattech.com">Robert.Underwood@tetrattech.com</a>  Rebecca Silva:  <a href="mailto:Rebecca.Silva@tetrattech.com">Rebecca.Silva@tetrattech.com</a>  Yael Nadel-Cadaxa:  <a href="mailto:Yael.NadelCadaxa@tetrattech.com">Yael.NadelCadaxa@tetrattech.com</a></p>	<p>Development Professional, Inc., Office of School of Entrepreneurship, Mona School of Business &amp; Management, University of West Indies, Mona Informatix Ltd., University of West Indies, Value Added Services (VAS), EWA Marketing, Jamaica Red Cross</p>

## **HUMAN RIGHTS**

### **Respect for human rights (Program Area 2.1)**

Protecting human rights is closely linked to advancing long-term, sustainable development. Rights are both part of the goal of development and instrumental to attaining other goals such as economic growth or democracy. With the creation of the new DRG Center, “human rights” were elevated as a co-equal pillar alongside democracy and governance. USAID’s human-rights programming is based on protection, promotion, and principles of rights.

**Priority Areas:** Monitoring human-rights violations; supporting human-rights defenders or commissions; preventing mass atrocities; advancing transitional justice; counter-trafficking in persons (C-TIP); and protecting and promoting the rights of vulnerable populations such as the LGBT community.

Mechanisms and Grants Programs:

#### **Human Rights Grant Program (HRGP)**

#### **Human Rights Support Mechanism Leadership with Associate Awards**

## HUMAN RIGHTS GRANT PROGRAM

**DRG Contact:** Leah Kaplan (HGRP Manager), Tel. 202-712-1746, [lkaplan@usaid.gov](mailto:lkaplan@usaid.gov)

### **PURPOSE:**

DRG's Human Rights Grants Program (HRGP) is a centrally-managed fund that helps missions respond to urgent human rights challenges — as well as unanticipated or emerging windows of opportunity — related to the promotion and protection of universally recognized human rights.

### **WHY WE HAVE IT:**

HRGP is designed to have a global scope, with the ability to respond to urgent or unanticipated human rights challenges (e.g., supporting Human Rights Defenders organize and respond to draft legislation that cracks down on civil or political rights) as well as limited or emerging windows of opportunity (e.g., helping a National Human Rights Institution that has requested assistance monitoring the country's legal commitments to LGBTI rights).

### **WHICH MISSIONS MAY APPLY:**

Beginning in FY 2016, only select missions are eligible to apply for HRGP funding. This narrowing to a select group of missions and regional activities is in response to concerns raised by USAID staff and missions, which called for a more focused approach to HRGP. This approach is also designed to help better manage funding expectations, particularly given the fact the demand for funding has traditionally far exceeded what is available. Furthermore, it is hoped that this approach will allow HRGP to support more robust and longer-term program concepts. Countries invited to submit concepts were identified through an inclusive consultation process with regional bureaus and missions through which current human rights trends and considerations were discussed and weighed.

### **CONTACT INFORMATION:**

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HRGP Program Manager

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## HUMAN RIGHTS SUPPORT MECHANISM (HRSM) LEADERSHIP WITH ASSOCIATE AWARDS (LWA)

**DRG Contact:** Mark Goldenbaum (AOR), Tel. 202-712-0729, [mgoldenbaum@usaid.gov](mailto:mgoldenbaum@usaid.gov)  
 Nicole Widdersheim (A/AOR), Tel. 202-712-5725, [nwiddersheim@usaid.gov](mailto:nwiddersheim@usaid.gov)

Cooperative Agreement	Award Number	Expiration	Performance Period
Freedom House	AID-OAA-A-16-00044	9/30/2021	9/30/2026

### PURPOSE:

The purpose of the HRSM LWA is to support global programming related to the promotion and protection of universally recognized human rights, as set forth in USAID’s 2013 Strategy on Democracy, Human Rights and Governance. This mechanism intends to help missions access proven, state of the art capabilities related to human rights; respond to crises faster and more effectively; and minimize and manage risk in a sensitive programming area.

This award was designed to reflect USAID’s operational approach to human rights which emphasizes the role of technical assistance in helping both states to fulfill their human rights obligations as well as citizens to demand and exercise their rights. HRSM’s objectives cover a broad range of human rights-related programming including support for improving the enabling environment for protecting rights (e.g., strengthening laws and policies or building the capacity of local human rights defenders); responding to ongoing violations (e.g., supporting documentation efforts, or helping activists operate more safely in hostile environments), and support for effective remedies (e.g., providing legal or rehabilitative services to victims).

The award also features global capabilities under the Leader, including rapid response and learning components. The rapid response feature aims to provide small, short-term assistance to local actors responding to urgent crises or limited windows of opportunity, utilizing streamlined protocols and delegated authorities for moving funds quickly. The learning component intends to support comparative learning across all HRSM activities in order to build the evidence base for human rights research questions.

### POSSIBLE WORK AREAS:

The scope of HRSM covers several thematic and functional objectives. The five specific objectives of HRSM are as follows:

**Objective 1: Improve enabling environments for preventing and addressing human rights violations and abuses.** This objective focuses on building the human rights architecture in a particular context, both supporting state actors to fulfill their obligations and citizens to exercise and/or demand their rights. Activities under this objective might focus on: 1) strengthening the capacity of National Human Rights Institutions and human rights defenders; 2) training justice and security sector personnel on human rights norms and practices; 3) supporting formal or informal human rights education efforts; 4) efforts to ensure constitutional and legal frameworks do not institutionalize gender inequality or other forms of discrimination; 5) advocating for institutional safeguards that prevent development efforts from violating the rights of the poor, indigenous peoples and others; 6) fostering constructive dialogue and reform efforts around Universal Periodic Review(s); and 7) changing discriminatory laws.

**Objective 2: Effective response actions to mitigate the impact of human rights violations and abuses.** This objective focuses on contexts where rights violations are imminent or ongoing, supporting programming that can be taken to help mitigate the impact of those violations, regardless of our ability to end them or “set them right.” Activities under this objective might focus on: 1) assistance for frontline human rights defenders who are under threat; 2) efforts to assist victims of human trafficking or gender-based violence with holistic rehabilitation services such as shelter, medical services, and counseling; 3) efforts to improve the safe and secure documentation

of atrocity crimes and rights violations, including sexual and gender-based violence, to potentially support future accountability efforts; and 4) raising awareness and understanding of human rights violations by public and private actors in order to prompt a policy response and prevent further harm.

**Objective 3: Effective remedies to human rights violations and abuses.** This objective supports judicial and non-judicial measures that can be taken to provide redress to individual victims of human rights abuses, combat impunity, and seek accountability of perpetrators, support transitional justice in instances of widespread rights violations, and potentially deter future violations. Activities under this objective might focus on: 1) efforts to assist victims of human trafficking or gender-based violence with prosecution or other legal remedies; 2) support truth and reconciliation efforts in countries that have experienced mass atrocities; 3) compensate indigenous peoples and others who have been forced from their land; and 4) provide trauma healing for victims of torture and cruel, inhumane and degrading treatment.

**Objective 4: Identification of effective approaches for protecting human rights.** This objective supports comparative learning across activities to advance USAID’s understanding of how assistance efforts can best advance human rights.

**Objective 5: Rapid response to urgent or unforeseen crises.** This objective intends to provide short-term support to human rights actors as they respond to crises or limited windows of opportunities. (NOTE: Limited resources are set aside under the Leader award for this purpose and may be available to assist missions with country responses without requiring additional procurement actions or resources).

**IMPLEMENTING PARTNERS**

USAID awarded this cooperative agreement to Freedom House, which is the head of the Protecting Global Rights through Sustainable Solutions (PROGRESS) consortium. Consortium partners include:

<b>Prime Partner</b>	<b>Core Partners</b>	<b>Associate Partners</b>
<b>Freedom House</b> Vukasin Petrovic HRSM Technical Director Freedom House 1850 M Street, Suite 1100 Washington, DC 20009 Tel: (202) 747 – 7057 Fax: (202) 296-2840 <a href="mailto:petrovic@freedomhouse.org">petrovic@freedomhouse.org</a>	Pact Search for Common Ground Internews Network American Bar Association’s Rule of Law Initiative (ABA-ROLI)	Heartland Alliance’s Global Initiative for Human Rights (GIHR) Videre International Center for Not-for-Profit Law (ICNL) Mobility International USA (MIUSA) University of Minnesota’s Human Rights Organization Project (UMHRO) World Organization against Torture (OMCT) World Resources Institute
<b>Resource Partners</b>		
RIWI DLA Piper/New Perimeter		

## **EMPOWERMENT AND INCLUSION**

### **Services for Highly Vulnerable Populations**

#### **(Program Area 4.1)**

Despite many international conventions and legal frameworks in support of human rights, there are cohorts of people who have traditionally suffered from marginalization and discrimination and are most at risk. Moreover, these groups are often threatened in situations of disaster, conflict, and civil strife. The Empowerment and Inclusion (EI) Division focuses on the most vulnerable of these groups in the communities and countries with great need.

**Priority Areas:** Assistive health technologies; mental health/trauma/Post Traumatic Stress Disorder (PTSD); disability inclusive development; child protection, especially for those outside of or at risk of losing family care; physical rehabilitation and socio-economic inclusion; policy development and advocacy for especially vulnerable populations.

Mechanisms and Programs:

**Technical Support Contract**  
**Disability Program**  
**Displaced Children and Orphans Fund (DCOF)/Center on Children in Adversity**  
**Victims of Torture Program (VOT)**  
**Leahy War Victim's Fund (LWVF)**  
**Wheelchair Program**

## **EMPOWERMENT AND INCLUSION**

The Empowerment and Inclusion (EI) Division works to reduce risks to and reinforce the capacities of communities, local nongovernmental organizations (NGO), and governments to provide services and protection for vulnerable populations. Programs, policies, and initiatives within the division help vulnerable populations gain access to opportunities that support their full participation in society.

As part of its mandate, the division oversees five congressionally-directed programs as well as housing the Center on Children in Adversity. The division includes personnel with technical expertise in specialties such as inclusive development, physical therapy and rehabilitation, mental health, child protection and monitoring and evaluation as well as being home to the USAID Disability Coordinator and U.S. Government Special Advisor on Children in Adversity.

### **DIVISION PROGRAMS INCLUDE:**

- Disability Program
- Displaced Children and Orphans Fund (DCOF)
- Center on Children in Adversity (CECA)
- Leahy War Victim's Fund (LWVF)
- Victims of Torture Program (VOT)
- Wheelchair Program

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



## TECHNICAL SUPPORT CONTRACT

**DRG Contact:** Rebecca Levy, Tel. 202-712-0959, [rlevy@usaid.gov](mailto:rlevy@usaid.gov)

Technical Support Contract	Award Number	Expiration	Performance Period
New Editions, Inc.	AID-OAA-M-16-00007	5/31/2018	2016-2018

### PURPOSE:

This contract provides technical assistance to the Division Chief in oversight of the five congressionally-directed programs — Disability Program, Displaced Children and Orphans Fund, Leahy War Victims Fund, Victims of Torture Program, Wheelchair Program — as well as the Center on Children in Adversity. The contractor provides both long- and short-term technical assistance including but not limited to the following areas: prosthetics; orthotics; rehabilitative surgery; wheelchairs; physical and mental rehabilitation; child protection; torture-affected survivors, their families, and communities; and disability inclusive development. The contractor identifies recruits, mobilizes, manages, and supports short-term consultants in the above-mentioned technical areas.

### POSSIBLE WORK AREAS:

The contractor focusses on collecting and analyzing data; maintaining a database of each of the congressionally directed program portfolios; providing technical assistance in sector assessments, designs, and monitoring and evaluations of the overall program and specific field activities.

The contractor provides or manages the provision of short-term technical assistance to strengthen implementation of programs in the field.

The contractor also plans, organizes, facilitates, and otherwise executes large or small conferences and prepares or manages the production of various ad hoc and routine reports.

### CONTACT INFORMATION

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## DISABILITY PROGRAM

**DRG Contact:** Rebecca Levy, Tel. 202-712-0959, [rlevy@usaid.gov](mailto:rlevy@usaid.gov)

### **PURPOSE:**

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

The Disability Program provides assistance to missions and operating units to promote greater inclusion and participation of persons with disabilities in our development efforts. The program is global in reach.

### **POSSIBLE WORK AREAS:**

Each year, a notification of funds availability is issued worldwide to missions and operating units. The specificity of the call varies slightly each year depending on consultations with Congress. Generally, the funds are used to support programs and activities to address the needs of people with disabilities, including protecting the rights and increasing the independence and full participation of people with disabilities in programs related to health, education, economic growth, political participation, and humanitarian aid. Programs focus on reducing barriers for people with disabilities in existing USAID programs. The Fund also supports the development and implementation of training for USAID staff and its partners overseas to promote the full inclusion and equal participation of people with disabilities in countries where USAID is present. Missions and operating units submit proposals to the division for review and selection. Funding for selected proposals is allowed to the field or office for final procurement and management.

### **CONTACT INFORMATION:**

Rob Horvath, Division Chief

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## **DISPLACED CHILDREN AND ORPHANS FUND (DCOF)/CENTER ON CHILDREN IN ADVERSITY**

**DRG Contact:** Rebecca Levy, Tel. 202-712-0959, [rlevy@usaid.gov](mailto:rlevy@usaid.gov)

### **PURPOSE:**

In April 2014, USAID merged the Center on Children in Adversity (CECA) with the Displaced Children and Orphans Fund (DCOF). This strategic move aligned program, policy, coordination, staff, and budget resources to better fulfill the legislative mandate set forth under Public Law 109-95 and to more effectively coordinate implementation of the Action Plan on Children in Adversity (APCA). Rob Horvath is the U.S. Government Coordinator under PL 109-95. DCOF and CECA work together to support the U.S. Government, host governments and civil society partners to develop and implement programs and policies that address the objectives under the Action Plan on Children in Adversity.

The Displaced Children and Orphans Fund (DCOF) also directly supports programs that provide care, support, and protection for the special needs of children at risk, including orphans, unaccompanied minors, children affected by armed conflict, and children with disabilities. Programs strengthen the capacity of families and communities to address the physical, social, educational, economic and emotional needs of children in crisis. DCOF works to preserve the family structure; promote the growth and development of vulnerable children; and develop community structures to care, support, and protect vulnerable populations. A major portion of DCOF's Congressionally-mandated funds are used to support programs and activities that provide direct assistance to vulnerable children. Most are implemented through USAID mission-managed grants and agreements. DCOF is currently active in Armenia, Burundi, Cambodia, Democratic Republic of the Congo, Ethiopia, Georgia, Guatemala, Kyrgyzstan, Moldova, Rwanda, and Uganda.

### **POSSIBLE WORK AREAS:**

Through DCOF and CECA, USAID plays a particularly strong role in the achievement of APCA Objective 2, "Putting Family Care First," by applying relevant national child protection legislation and policies, strengthening coordination among key actors, developing information systems to identify and monitor children at risk, building social service workforce capacities, strengthening community capacities to identify vulnerable children and increasing their access to protective interventions in countries.

For additional information on the Action Plan on Children in Adversity, its three main objectives and three supporting objectives, go to [www.childreninadversity.gov](http://www.childreninadversity.gov).

### **CONTACT INFORMATION:**

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## VICTIMS OF TORTURE PROGRAM (VOT)

**DRG Contact:** Rebecca Levy, Tel. 202-712-0959, [rlevy@usaid.gov](mailto:rlevy@usaid.gov)

Program	Award Number	Expiration	Performance Period
Victims of Torture Treatment Program (VTTP) – Center for Victims of Torture	AID-OAA-A-10-00044	12/31/2018	2010-2018
Enhancing Torture Survivor Mental Health Services – John’s Hopkins University	AID-OAA-L-15-00003	06/16/2018	2015-2018

### PURPOSE:

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

### POSSIBLE WORK AREAS:

USAID's Victims of Torture Fund is a dedicated source of funding for the treatment and healing of people who have been tortured or traumatized as a result of war or conflict. The Fund works through local organizations that serve these populations and use function as a measure of impact. The Fund makes the assumption that people who are tortured improve their function through individual resilience, and with the help of family and community. Funds are accessed through competitive awards that are largely mission-managed with technical support provided throughout the award. The Fund currently supports programs in Colombia, Democratic Republic of Congo (DRC), Jordan, South Africa, Sri Lanka, Bosnia and Herzegovina, Cameroon, Georgia, Lebanon, Liberia, Moldova, Sierra Leone, and Zimbabwe.

Capacity building, training, data security and other ancillary support is available as needed. Evidence-based research is used to support technical interventions and the capacity to conduct research is offered to grantees.

**Victims of Torture Treatment Program (VTTP):** This program supports eight torture rehabilitation programs to develop their technical capacity to provide high-quality mental health services. It also strengthens institutional capacity by promoting sound, financially stable organizations.

**Enhancing Torture Survivor Mental Health Services:** This program works to improve the quality of access to treatment services for torture survivors in target countries (Burma, DRC, and Ukraine) by providing evidence-based randomized control studies. It also promotes widely disseminating training, and research.

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<b>VTTP</b>	<b>Enhancing Torture Survivor Mental Health Services</b>
<b>Center for Victims of Torture</b> Pamela Krieg Santoso 2356 University Avenue West, Suite 430 St. Paul, MN 55114 Tel. 612.436.4865 <a href="mailto:psantoso@cvt.org">psantoso@cvt.org</a>	<b>Johns Hopkins University</b> Paul Bolton 615 N. Wolfe Street Suite E8132 Baltimore, Maryland 21205 <a href="mailto:Pbolton1@jhu.edu">Pbolton1@jhu.edu</a>

## LEAHY WAR VICTIMS FUND (LWVF)

**DRG Contact:** Cara Thanassi, Tel. 202-712-5337, [cthanassi@usaid.gov](mailto:cthanassi@usaid.gov)

### **PURPOSE:**

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

### **POSSIBLE WORK AREAS:**

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

Most activities are implemented through Mission-managed grants and agreements. The LWVF is active in Armenia, Burma, Cambodia, Colombia, Democratic Republic of the Congo, El Salvador, Haiti, India, Laos, Nepal, Rwanda, Sri Lanka, Tajikistan, and Vietnam.

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## WHEELCHAIR PROGRAM

**DRG Contact:** Cara Thanassi, Tel. 202-712-5337, [cthanassi@usaid.gov](mailto:cthanassi@usaid.gov)

### **PURPOSE:**

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

### **POSSIBLE WORK AREAS:**

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

This fund is coordinated and supported by DRG, although most activities are implemented through Mission-managed grants and agreements. The program supports activities in Georgia, Philippines, Kenya, India, Nicaragua, El Salvador, Romania, Albania, Ethiopia, Indonesia, and Zimbabwe.

### **CONTACT INFORMATION:**

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Web: [www.usaid.gov/what-we-do/democracy-human-rights-and-governance/protecting-human-rights/vulnerable-population](http://www.usaid.gov/what-we-do/democracy-human-rights-and-governance/protecting-human-rights/vulnerable-population)

## **DRG-RELATED SERVICES HELD IN OTHER USAID BUREAUS OR MISSIONS\***

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

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



## CAPABLE PARTNERS PROGRAM (CAP) LWA

**ODP/OD Contact:** Tom Carter (AOR) [thcarter@usaid.gov](mailto:thcarter@usaid.gov)

Zufan Mulugeta (Alternate) [zmulugeta@usaid.gov](mailto:zmulugeta@usaid.gov)

Cooperative Agreements	Award Number	Expiration	Performance Period
FHI 360 Consortium	HFP-A-00-03-00020-00	8/10/2013	8/10/2018

### PURPOSE:

The Capable Partners Program (CAP) is a USAID Leader with Associates (LWA) Cooperative Agreement managed through the Agency's Office of Development Partners (ODP). CAP is a non-DRG civil society strengthening LWA that works with Missions to strengthen the organizational and technical capacities and sustainability of non-governmental organizations (NGOs), community-based organizations (CBOs), faith-based organizations (FBOs), networks and intermediate support organizations (ISOs). The current emphasis of the core component of the award is a Local Capacity Enrichment Learning Agenda that seeks to assess a wide variety of approaches to organizational change and offer a series of recommendations for the IDEA/LS Development Grants Program as well as for a broader USAID and donor audience.

### POSSIBLE WORK AREAS:

CAP works with missions to design and implement interventions that are adapted to local contexts and based on proven approaches. CAP's Associate Awards mechanism may be used across the full range of technical sectors. New Associate Awards related to any of CAP's four programmatic objectives may be executed until August 10, 2013. Associate Awards may run until August 10, 2018. Concurrence is more likely for those associate award proposals that emphasize strengthening country and regional support organizations.

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

The CAP consortium is led by FHI360 in partnership with Management Systems International (MSI). Other consortium partners are listed below and include several organizations with strong backgrounds in DRG:

- The Advocacy Institute
- Aga Khan Foundation, U.S.A.
- The American Red Cross
- Citizens Development Corps
- Freedom from Hunger
- Goodwill Industries International
- The Huairou Commission
- Institute for Multi-Track Diplomacy
- The Kenan Institute
- Mercy Corps
- National Cooperative Business Association
- ORT International Cooperation
- Social Impact

### GRANTEE:

**FHI360**, Barney Singer, Vice President and Program Director  
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Tel: (202) 884-8918 | Fax: (202) 884-8442

## **COORDINATION WITH OTHER USG AGENCIES/PROGRAMS**

**Federal Judicial Center**

**Federal Mediation and Conciliation Service (FMCS)**

**International Criminal Investigative Training Assistance Program (ICITAP)**

**International Judicial Relations Committee (IJRC)**

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

## FEDERAL JUDICIAL CENTER

### **PURPOSE:**

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

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

### **POSSIBLE WORK AREAS:**

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

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

### **CONTACT INFORMATION:**

#### **Federal Judicial Center**

Mira Gur-Arie

Director, International Judicial Relations Office

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## FEDERAL MEDIATION & CONCILIATION SERVICE (FMCS)

### **PURPOSE:**

The FMCS is an independent federal agency created to promote stable and productive labor-management relationships. In both the United States and in developing market economies throughout the world, FMCS delivers innovative approaches to resolving labor-management and workplace conflicts. The Agency's international work is designed to level the global economic playing field for U.S. companies and workers by advocating core labor standards and conflict resolution systems for all nations. Through programs designed to strengthen the rule of law, labor relations and workers' rights, the FMCS helps ensure economic growth and competitiveness.

### **POSSIBLE WORK AREAS:**

Through mediator presentations and interactive training, both in the United States and abroad, FMCS shares best-practices in the full range of labor-management relations, collective bargaining/negotiations, interest-based problem solving, individual grievance mediation, mediation of collective agreements, and arbitration. FMCS also provides in-depth capacity building through labor relations and dispute resolution systems design, including negotiations, alternative dispute resolution, mediation, arbitration, labor inspector training, and train-the-trainer.

Highly skilled and experienced FMCS mediators can deliver programs such as:

- **Dispute Resolution Systems Design** – Creating and implementing workplace conflict resolution systems.
- **Education and Mentoring** – Training labor, management, and government representatives in industrial relations practices, mediation techniques, negotiation skills, and conflict resolution processes.
- **Mediation and Facilitation Services** – Providing interest-based problem solving techniques and consensus-building dialogue to promote economic growth and legal or institutional reform.

FMCS also provides briefings and other programs for foreign leaders, labor attaches, international delegations, and other foreign visitors on U.S. industrial relations practices and conflict resolution systems. Special tutorials can be arranged for small groups with interest in relationship development and training through observation of FMCS field mediators in actual cases.

### **USAID POC:**

Bama Athreya, Tel. 202-216-3808, [bathreya@usaid.gov](mailto:bathreya@usaid.gov)

### **CONTACT INFORMATION:**

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

### **PURPOSE:**

The purpose of ICITAP is to promote sustainable institutional development in partnership with host country law enforcement and prosecutorial agencies through technical assistance, mentoring, internships, and training. ICITAP is committed to working with USAID to achieve improved governance by taking a holistic approach to addressing crime that includes prevention, intervention, and enforcement.

### **POSSIBLE WORK AREAS:**

ICITAP has programs in 40 countries, 20 of which are led by U.S. Government Senior Law Enforcement Advisors. All ICITAP programs are supervised by either federal employees in the field or at headquarters in Washington, D.C. ICITAP can assist USAID by conducting assessments that develop realistic and measurable performance indicators, and by designing and implementing law enforcement development programs. ICITAP has extensive experience in designing and implementing programs in the following topical areas that coincide with USAID priorities and needs: community based policing, respect for human rights and human dignity, community justice, anti-corruption, developing internal affairs capacity within police departments, election security development for police and civil society, forensics development, and anti-trafficking-in-persons programs. Like USAID, ICITAP is committed to promoting the concept of sustainable institutional development.

### **CONTACT INFORMATION:**

#### **International Criminal Investigative Training Assistance Program (ICITAP)**

1331 F Street, NW, Suite 500

Washington, DC 20530

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

## **INTERNATIONAL JUDICIAL RELATIONS COMMITTEE (IJRC)**

**DRG CONTACT:** Sarah Logan, Tel. 202-712-1786, [slogan@usaid.gov](mailto:slogan@usaid.gov)

### **PURPOSE:**

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

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

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

### **POSSIBLE WORK AREAS:**

Federal judges have volunteered their time to support USAID Rule of Law (ROL) programs in several areas, including but not limited to:

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

### **CONTACT INFORMATION:**

**International Section**

**Judicial Services Office**

**Administrative Office of the United States Courts**

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

### **PURPOSE:**

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

### **POSSIBLE WORK AREAS:**

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

### **CONTACT INFORMATION:**

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

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## **DRG-RELATED RESORUCES**

**DRG-Relevant Publications, Tools and Assessments  
Democracy, Human Rights and Government Niche Organizations in the Washington, D.C.  
Region**



## DRG-RELEVANT PUBLICATIONS, TOOLS AND ASSESSMENTS

### Cross-Cutting

#### **Democracy, Human Rights and Governance Strategic Assessment Framework (2014)**

[https://www.usaid.gov/sites/default/files/documents/1866/Master\\_SAF\\_FINAL%20Fully%20Edited%209-28-15.pdf](https://www.usaid.gov/sites/default/files/documents/1866/Master_SAF_FINAL%20Fully%20Edited%209-28-15.pdf)

The Democracy, Human Rights and Governance Strategic Assessment Framework provides a structure for conducting a political analysis of a country; develops a strategy to advance democracy, human rights, and governance (DRG); and helps inform integrated development approaches. At its core, this assessment is a political economy analysis (PEA) of the DRG sector — how and why is political power acquired, maintained, exercised, and contested? Who benefits? Who does not? Can the U.S. Government play a role in trying to change the power dynamics? If yes, how? Most importantly, how can the advocates for democracy, human rights and good governance achieve greater success confronting the key challenges in their country with assistance from the USAID? Honing in on the key challenges and opportunities of democracy, human rights, and governance provides a realistic analysis of actors, formal and informal institutions, opportunities for reform, and USAID's operational environment. This strategic assessment framework will guide resources to the DRG areas where they will have the greatest impact, thereby increasing the effectiveness and sustainability of DRG programs. This framework also will guide USAID Missions, which are ultimately responsible for developing and submitting strategic plans for program funds over which they have responsibility and authority.

#### **USAID Strategy on Democracy, Human Rights and Governance (2013)**

[http://pdf.usaid.gov/pdf\\_docs/pdacx557.pdf](http://pdf.usaid.gov/pdf_docs/pdacx557.pdf)

USAID's DRG Strategy provides a framework to support the establishment and consolidation of inclusive and accountable democracies to advance freedom, dignity and development. This strategy lays out USAID's vision to support democracy, human rights and governance as vital to the pursuit of freedom and national security, and as essential to achieve the Agency's broader social and economic development goals.

#### **Draft Working Document: USAID Applied Political Economy Analysis (PEA) Field Guide (2016)**

<https://www.usaid.gov/sites/default/files/documents/2496/Applied%20PEA%20Field%20Guide%20and%20Framework%20Working%20Document%20041516.pdf>

This document provides an overview of the methodology. The objective is to embed in USAID staff the skills to apply a political economy lens.

### Civil Society and Media

#### **Civil Society Assessment Tool**

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

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

#### **Enabling Environment Assessment Tool**

*NGO Sustainability Index*

The NGO Sustainability Index is a key analytical tool that measures the progress of non-governmental organizations (NGOs) in the Europe and Eurasia (E&E) region. The NGO Sustainability Index draws on the

expertise of NGO leaders in 29 countries and entities in E&E and highlights major developments and trends in the NGO environment. Seven different dimensions of the NGO sector are analyzed in the NGO Sustainability Index: legal environment, organizational capacity, financial viability, advocacy, service provision, NGO infrastructure, and public image. In the Index, each of these dimensions is examined with a focus on the following questions: 1) What has been accomplished?, 2) What remains a problem?, 3) Do local actors recognize the nature of outstanding challenges?, 4) Do the local actors have a strategy and the capacity to address these challenges? Scores are measured on a 1 to 7 scale, with 7 indicating a low or poor level of development and 1 indicating a very advanced level of progress. Each country report provides an in-depth analysis of the NGO sector along with comparative information regarding prior years' dimension scores encapsulated in easy-to-read charts. For more information, contact Maryanne Yerkes at [myerkes@usaid.gov](mailto:myerkes@usaid.gov).

### **CSO Sustainability Index**

The Civil Society Organization Sustainability Index (CSOSI) is an annual index that reports on the strength and overall viability of civil society sectors in the countries it covers. The CSOSI is currently being implemented in 29 countries in Europe and Eurasia, 31 in Sub-Saharan Africa, seven in the Middle East and North Africa, seven in Asia, in Pakistan, and in Afghanistan. The Index highlights both advances and setbacks in the development of the civil society sector, and allows for comparisons across countries and sub-regions over time. The Index is an important and unique tool for local CSOs, governments, donors, academics, and others to understand and measure the sustainability of the civil society sector. For more information, contact Mariam Afrasiabi at [MAfrasiabi@usaid.gov](mailto:MAfrasiabi@usaid.gov).

Recent reports can be found at the following links:

Afghanistan: <http://www.usaid.gov/afghanistan/civil-society-sustainability>

Asia: <https://www.usaid.gov/asia-civil-society>

Europe and Eurasia: <https://www.usaid.gov/europe-eurasia-civil-society>

Middle East & North Africa: <http://www.usaid.gov/middle-east-civil-society>

Pakistan: <http://www.usaid.gov/pakistan/civil-society-sustainability>

Sub-Saharan Africa: <http://www.usaid.gov/africa-civil-society>

### **Enabling Environment Assessment Tool**

*ICNL Tools and Guides*

The International Center for Not-for-Profit Law (ICNL) offers several tools helpful to assessing the enabling environment for civil society organizations. "Safeguarding Civil Society in Politically Complex Environments" is an informative 26-page desk study produced by ICNL with USAID funding in 2007 ([http://www.icnl.org/research/journal/vol9iss3/special\\_1.htm](http://www.icnl.org/research/journal/vol9iss3/special_1.htm)). The article seeks to identify available strategies and tools to protect civil society and freedom of association in politically complex environments. This working document discusses use of the following strategies, tools, and mechanisms: a) protective alliances and networks; b) raising public awareness; c) advocacy campaigning; d) direct public action; e) international diplomacy; f) domestic litigation; g) national and international human rights mechanisms; h) legal triage; and i) going underground. ICNL also provides a "Checklist for CSO Laws" on its website (<http://www.icnl.org/research/library/files/Transnational/checklisten.pdf>) that outlines provisions that should be included in legislation governing civil society organizations (CSOs). The list is useful for assessing whether CSO legislation currently on the books or in draft form meets generally accepted international practices. For more information, contact Douglas B. Rutzen at ICNL at [drutzen@icnl.org](mailto:drutzen@icnl.org).

### **Media Programming Tool**

*The Role of Media in Democracy: A Strategic Approach*

<https://www.usaid.gov/sites/default/files/documents/2496/200sbc.pdf>

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

development of media sector CSOs; and more.

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

[http://pdf.usaid.gov/pdf\\_docs/Pnadq659.pdf](http://pdf.usaid.gov/pdf_docs/Pnadq659.pdf)

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

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

[http://pdf.usaid.gov/pdf\\_docs/Pnadm040.pdf](http://pdf.usaid.gov/pdf_docs/Pnadm040.pdf)

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

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

[http://global.asc.upenn.edu/fileLibrary/PDFs/ENABLING\\_ENV.pdf](http://global.asc.upenn.edu/fileLibrary/PDFs/ENABLING_ENV.pdf)

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

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

[http://pdf.usaid.gov/pdf\\_docs/pnacu631.pdf](http://pdf.usaid.gov/pdf_docs/pnacu631.pdf)

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

### **Stand with Civil Society: Best Practices (2014)**

[http://pdf.usaid.gov/pdf\\_docs/PBAAE863.pdf](http://pdf.usaid.gov/pdf_docs/PBAAE863.pdf)

This paper documents best practices gleaned from USAID's partnerships with civil society, likeminded governments, and multilateral organizations, highlighting effective tools and strategies for safeguarding and expanding civic space. While the crackdown on civil society is global, responses need to be tailored to the specific country context; what worked in one country may not work in another country, or even in the same country at a different point in time. There is no one-size-fits-all approach and, as in any successful advocacy campaign, tactics need to be flexible to respond to circumstances.

### **Including Wage Labor in Value Chain Analyses: A Guide (2016)**

<http://www.acdivoca.org/wp-content/uploads/2016/11/Integrating-Wage-Labor-into-VCA-FINAL.pdf>

Labor is both an input to the value chain and a source of income for individuals, making it doubly important for market development projects seeking to facilitate economic growth with poverty reduction. As such, this labor market analysis guide is designed to enable market system practitioners and donors to gain a basic understanding of wage labor opportunities and dynamics within target value chain(s) and beneficiaries; and support application of these findings into interventions that reduce poverty and improve value chain competitiveness through improved wage labor outcomes.

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

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

### **Wage Labor, Agriculture-Based Economies and Pathways out of Poverty (2015)**

[http://pdf.usaid.gov/pdf\\_docs/PA00KDMT.pdf](http://pdf.usaid.gov/pdf_docs/PA00KDMT.pdf)

The report provides a foundation of evidence to guide and support future investments in more labor-inclusive

development. It seeks to summarize how far the current literature and available data is able to provide answers to these questions, and where possible gaps may still exist. Throughout the report, agricultural development programmers and practitioners are recognized as the prime target audience. The primary aim is to provide a more systematic overview and structured summary of the complex issues involved, as well as elicit pragmatic ways forward of how existing and new rural development projects and programs can incorporate stronger labor awareness and yield greater employment impacts, both in terms of achieving greater quantity and quality of jobs for the poor.

### **Labor Sector Assessment Tool and Programming Handbook Global Labor Sector Analytic Initiative (2010)**

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

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

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

### **Approaches to Civic Education: Lessons Learned (2002)**

[http://pdf.usaid.gov/pdf\\_docs/pnacp331.pdf](http://pdf.usaid.gov/pdf_docs/pnacp331.pdf)

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

### **Youth in Development Policy (2012)**

[https://www.usaid.gov/sites/default/files/documents/1870/Youth\\_in\\_Development\\_Policy\\_0.pdf](https://www.usaid.gov/sites/default/files/documents/1870/Youth_in_Development_Policy_0.pdf)

This policy puts forward an overarching goal for youth development along with related objectives and outcomes to be achieved. It outlines a conceptual approach to youth in development and provides guiding principles and operational practices in support of USAID's efforts to mainstream youth in development, carry out more effective programs, and elevate youth participation. Importantly, this policy will position USAID and its partners to capitalize on favorable global population trends by investing in programs and policies by, with, and for youth that seize opportunity and lead to sustainable growth and human development, including through the realization of what is often referred to as a demographic dividend.

### **YouthPower Learning has launched A Systematic Review of Positive Youth Development (PYD) in Low- and Middle-Income Countries (LMICs)**

<http://www.youthpower.org/resources/systematic-review-positive-youth-development-programs-low-and-middle-income-countries>

The Systematic Review presents the results of a rigorous analysis of existing evidence of PYD in LMICs. It expands the knowledge base on the impacts and measurement of PYD programs and provides valuable insights for international implementing organizations, researchers, and donors.

### **Positive Youth Development Measurement Toolkit**

<http://www.youthpower.org/resources/positive-youth-development-measurement-toolkit>

In this toolkit, YouthPower provides implementers of youth programming a variety of references, resources, and tools on how to use a positive youth development (PYD) approach for evaluating youth-focused programming. A PYD approach to evaluation will measure whether youth are positively engaged in and benefiting from investments that ultimately empower them to develop in healthy and positive ways so that they can contribute to the development of their communities.

## **Youth & Conflict (2005)**

[http://pdf.usaid.gov/pdf\\_docs/Pnadb336.pdf](http://pdf.usaid.gov/pdf_docs/Pnadb336.pdf)

This document: 1) examines key issues related to youth participation in violence; 2) discusses lessons learned in developing programs for at-risk youth; 3) presents a range of program options; 4) includes illustrative monitoring and evaluation tools; and 5) identifies relevant USAID mechanisms and partners. Together, the elements of this toolkit are designed to help raise awareness about the linkages between young people, development aid, and conflict; and to help officers integrate a conflict perspective into their development programming.

## **Elections and Political Transitions**

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

[http://pdf.usaid.gov/pdf\\_docs/PNAEA453.pdf](http://pdf.usaid.gov/pdf_docs/PNAEA453.pdf)

The Electoral Security Framework is a diagnostic instrument that profiles electoral conflict for the development of program strategies and activities to prevent, manage, or mediate this conflict. It provides USAID Democracy and Governance Officers with an “Assessment — Planning — Programming — Monitoring & Evaluation” methodology for elections and security work. The Handbook is available for hardcopy and electronic distribution.

### **Electoral Security Best Practices Guide (2013)**

[http://www.usaid.gov/sites/default/files/documents/2496/Electoral\\_Security\\_Best\\_Practices\\_USAID.pdf](http://www.usaid.gov/sites/default/files/documents/2496/Electoral_Security_Best_Practices_USAID.pdf)

The Electoral Security Best Practices Guide is a companion piece to USAID’s Electoral Security Framework which synthesizes information gathered from multiple electoral security assessments conducted since the debut of the Framework in 2010. By providing a global overview of best practices in programming to prevent, manage, and/or mediate electoral conflict and violence, the Guide will enable DRG practitioners and partners to cross-reference the country context in which they are programming, and leverage best practices used in similar environments and phases of the electoral cycle.

### **USAID Political Party Assistance Policy (2003)**

[http://pdf.usaid.gov/pdf\\_docs/PDABY359.pdf](http://pdf.usaid.gov/pdf_docs/PDABY359.pdf)

USAID’s Political Party Assistance Policy was created in 2003 and is a mandatory reference to ADS 200. Support for political parties overseas remains a long-term interest of the United States. Assistance in strengthening political parties – both in government and in opposition – is one important way the United States can support democratization in transitional societies. The goals of USAID’s Political Party Assistance are to: 1) development and consolidate representative democracies; 2) develop transparent political environments; 3) establish viable democratic parties; and 4) ensure conduct of free and fair elections. The two guiding principles governing USAID’s assistance policy are: USAID programs support representative multi-party systems and USAID programs do not seek to determine election outcomes. For additional details on policy guidelines, prohibited activities, exceptions, and implementation guidance, please contact Julie Denham [jdenham@usaid.gov](mailto:jdenham@usaid.gov).

### **Managing Assistance in Support of Political & Electoral Processes (2000)**

[http://pdf.usaid.gov/pdf\\_docs/PNACF631.pdf](http://pdf.usaid.gov/pdf_docs/PNACF631.pdf)

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

### **USAID Political Party Development Assistance (1999)**

[http://pdf.usaid.gov/pdf\\_docs/PNACE500.pdf](http://pdf.usaid.gov/pdf_docs/PNACE500.pdf)

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

### **The Challenges of Political Programming: International Assistance to Parties and Parliaments**

<http://download.idea.int/resources/analysis/the-challenges-of-political-programming.cfm>

This paper by International Institute for Democracy and Electoral Assistance (IDEA) examines the ways in which different donor agencies and implementing organizations are addressing the challenges of political programming.

### **Promoting Legal Frameworks for Democratic Elections: An NDI Guide for Developing Election Laws and Law Commentaries**

[https://www.ndi.org/files/2404\\_ww\\_elect\\_legalframeworks\\_093008.pdf](https://www.ndi.org/files/2404_ww_elect_legalframeworks_093008.pdf)

This Guide is designed to assist political parties, candidate support groups, civil society organizations, and legal activists in assessing electoral related laws and developing commentaries, recommendations, and advocacy for advancing legal frameworks for democratic elections. It also can be used by journalists and others seeking to understand issues concerning electoral laws and their implementation.

### **Assessing Electoral Fraud in New Democracies: A New Strategic Approach**

[http://www.ifes.org/sites/default/files/electoral\\_fraud\\_series\\_darnolf.pdf](http://www.ifes.org/sites/default/files/electoral_fraud_series_darnolf.pdf)

The purpose of this International Foundation for Electoral Systems (IFES) paper is to outline how election management bodies can strengthen their capacity to more effectively combat electoral fraud. The role of other key electoral stakeholders is also discussed to a lesser extent, as election authorities do not operate in isolation. This paper has two distinct sections. First, it outlines the current and potential roles and responsibilities of the main national and international actors relevant for a strategy to combat electoral fraud. Based on these findings, the second part of the paper introduces a significantly improved electoral fraud model applicable across countries.

### **Transition Elections and Political Processes in Reconstruction and Stabilization (R&S) Operations: Lessons Learned; A Guide for United States Government Planners (2007)**

[http://pdf.usaid.gov/pdf\\_docs/PCAAB804.pdf](http://pdf.usaid.gov/pdf_docs/PCAAB804.pdf)

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

### **Money in Politics Handbook: A Guide to Increasing Transparency in Emerging Democracies (2003)**

[http://pdf.usaid.gov/pdf\\_docs/PNACR223.pdf](http://pdf.usaid.gov/pdf_docs/PNACR223.pdf)

As USAID's first publication on political finance in emerging democracies, its purpose is to increase understanding by USAID field staff, host-country political leaders, civil society organizations, and the media of the sometimes obscure and sensitive topic of political finance. It also creates awareness of the issues and benefits of open finances and suggests some practical technical assistance options that encourage the use of disclosure as a methodology for strengthening national democratic political processes.

### **Handbook for the Observation of Voter Registration**

<http://www.osce.org/odihr/92058?download=true>



The purpose of this Organization for Security and Co-operation in Europe/Office of Democratic Institutions and Human Rights (ODIHR) handbook is to provide guidance on how to approach voter registration as part of the overall observation of an election. While ODIHR has included voter registration in its general methodology for observing elections, this handbook aims to provide a more systematic and comprehensive approach to observing this critical part of the election process.

### **Vote Count Verification: A User's Guide for Funders, Implementers, and Stakeholders**

<http://democracyinternational.com/resources/vote-count-verification-a-users-guide-for-funders-implementers-and-stakeholders/>

USAID commissioned a comprehensive review and assessment of vote count verification (VCV) techniques, including statistically based and comprehensive parallel vote tabulations (PVTs or “quick counts”), exit polls, public opinion surveys, and postelection statistical analyses. The User's Guide reviews the experiences with vote count verification in recent transitional or post-conflict elections and makes recommendations on the advantages and disadvantages of various verification techniques, depending on the project's specific objectives and the nature of the relevant political environment.

### **Assessing and Verifying Election Results: A Decision-Maker's Guide to Parallel Vote Tabulation and Other Tools**

[http://pdf.usaid.gov/pdf\\_docs/PA00KGWR.pdf](http://pdf.usaid.gov/pdf_docs/PA00KGWR.pdf)

This guide provides USAID Democracy, Human Rights and Governance (DRG) officers, donors, and other development stakeholders with information about activities designed to analyze, verify, or otherwise assess the credibility and legitimacy of election results. Despite being used with increasing frequency, election results assessment and verification efforts — especially their risks and potential impact — are often misunderstood. This guide discusses the purposes and functions of the tools and addresses these misunderstandings.

### **The Declaration of Principles for International Election Observation and Code of Conduct for International Election Observers (2005)**

<http://www.ndi.org/files/DoP-ENG.pdf>

*The Declaration of Principles for International Election Observation and the Code of Conduct for International Election Observers* were developed through a multi-year process involving more than 20 intergovernmental and international nongovernmental organizations concerned with election observation around the world. The declaration was commemorated at the UN in 2005, and is now endorsed by 42 intergovernmental and international organizations, which are engaged in the process of improving international election observation.

### **Declaration of Global Principles for Nonpartisan Election Observation and Monitoring by Citizen Organizations and Code of Conduct for Non-Partisan Citizen Election Observers and Monitors**

[http://www.gndem.org/sites/default/files/declaration/Declaration\\_of\\_Global\\_Principles\\_0.pdf](http://www.gndem.org/sites/default/files/declaration/Declaration_of_Global_Principles_0.pdf)

*The Declaration of Global Principles for Nonpartisan Election Observation and Monitoring by Citizen Organizations and Code of Conduct for Non-Partisan Citizen Election Observers and Monitors* was drafted by representatives of civil society organizations from Africa, Asia, Central and Eastern Europe, Eurasia, Latin America and the Caribbean, and the Middle East that belong to the Global Network of Domestic Election Monitors. They establish the first voluntary global standards for domestic election observation.

### **Women's Leadership as a Route to Greater Empowerment: Desktop Study (2014)**

<https://www.usaid.gov/sites/default/files/documents/1866/Women's%20Leadership%20as%20a%20Route%20to%20Greater%20Empowerment%20Desktop%20Study.pdf>

This publication is one of several products of the DRG Center's research project on women's leadership, often called Women in Power (WiP). The Desktop Study documents the objectives, approaches, and results of 50 current and recent Center-supported activities that included the objective of increasing women's representation and leadership in governance. The focus of the study is on gathering lessons learned that can be of use to USAID staff and other development professionals in designing and managing new projects that aim to promote women's leadership.

## **Women's Leadership as a Route to Greater Empowerment: Report on the Diamond Leadership Model (2014)**

<https://www.usaid.gov/sites/default/files/documents/1866/Diamond%20Model%20Report.pdf>

This publication provides an overview of a new measure of women's leadership and power in the public sector, called the Diamond Leadership Model, as well as the results of a pilot test of the model in 30 countries. The model spans three levels of leadership (high, mid and low) and four government sectors (legislative, executive, judicial, and security), using a weighted design, to provide a more accurate and useful picture of women's leadership in any country. The pilot is intended to both provide an understanding of the viability of the model itself as well as to advance critical thinking and guide future programming around women's leadership and political empowerment in the test countries.

## **Women's Leadership as a Route to Greater Empowerment: Agency Map and Report (2014)**

The USAID Agency Map and Report, another product of the Center's Women in Power project, broadly outlines programs, initiatives, dedicated funds, tools, and research managed and produced by USAID/Washington that focus on women's leadership and empowering women in the public sphere. The publication provides an overview of the USAID/Washington activities in this area and identifies key themes, common challenges and recommendations for future consideration by USAID staff. This publication is intended for USAID audiences only.

## **USAID Support for Kenya's 2013 Elections: Rapid Assessment Review (2014)**

<http://www.usaid.gov/sites/default/files/documents/1866/Kenya%2527s%25202013%2520Elections.pdf>

USAID played a leading role in supporting the broad reforms that were introduced in Kenya following the 2007-2008 post-election violence, and also provided significant assistance before the March 4, 2013 elections that focused on the prevention of violence and increasing the credibility of the electoral process. USAID/Kenya commissioned a Rapid Assessment Review to both document the role played by USAID in supporting the Kenyan electoral process and to offer recommendations to other stakeholders. The review was conducted in partnership with PPL and DCHA/CMM and offers insights on electoral assistance, democracy promotion and conflict prevention that are relevant to Mission staff preparing for elections in many other countries.

## **Equal Access: How to Include Persons with Disabilities in Elections and Political Processes (2014)**

[http://www.ifes.org/sites/default/files/equal\\_access\\_how\\_to\\_include\\_persons\\_with\\_disabilities\\_in\\_elections\\_and\\_political\\_processes\\_2.pdf](http://www.ifes.org/sites/default/files/equal_access_how_to_include_persons_with_disabilities_in_elections_and_political_processes_2.pdf)

Political participation plays a fundamental role in helping persons with disabilities influence policies that affect their lives and establish a foundation for inclusion in all aspects of society. This manual outlines the challenges faced by persons with disabilities in political participation and provides strategies and tools for removing barriers to inclusion and strengthening their participation in elections and political processes. This publication was developed by the International Foundation for Electoral Systems (IFES) and the National Democratic Institute (NDI) with support from the Center's Empowerment and Inclusion Division and EPT.

## **Democracy for All? Minority Rights and Minorities' Participation and Representation in Democratic Politics**

<http://download.idea.int/resources/analysis/democracy-for-all.cfm>

This paper focuses on a key — but by no means the only — dimension both of promoting an equitable, just, and inclusive democratic ethos and fashioning institutions and practices intended to entrench it: the protection and promotion of minority rights. For the purposes of this paper, 'minority' is used primarily in reference to issues of identity: whatever, in other words, is understood by groups within a society as defining or otherwise constituting their self-understanding. Precisely what those defining features of minority identity are varies significantly from country to country, and from context to context. The features that typically constitute the bedrock of minority identity, however, include religion, ethnicity, language, race, culture, and regional/geographic location.

## **Enhancing Youth Political Participation throughout the Electoral Cycle**

<http://www.undp.org/content/undp/en/home/librarypage/democratic->



[governance/electoral\\_systemsandprocesses/enhancing-youth-political-participation-throughout-the-electoral.html](http://governance/electoral_systemsandprocesses/enhancing-youth-political-participation-throughout-the-electoral.html)

“Enhancing Youth Political Participation throughout the Electoral Cycle: A Good Practice Guide” marks UNDP’s first review of programming strategies for youth political participation beyond the ballot box. The Good Practice Guide identifies key entry points for the inclusion of young people in political and electoral processes and compiles good practice examples of mechanisms for youth political empowerment around the globe, focusing on innovative instruments with the potential to provide fresh inputs for UNDP programs as well as initiatives by other stakeholder.

### **African Election Toolkit**

<http://cas.state.gov/afelectionstoolkit/>

This on-line toolkit, created by the Department of State’s Africa Bureau and the Bureau of Democracy, Human Rights and Labor and USAID, provides resources, templates and examples for analysis and planning by USAID Mission and Embassies appropriate for each stage of the entire electoral cycle and links to external sources of additional information. Designed for an African context, many of the materials are equally applicable for understanding elections in any location.

### **Governance and Rule of Law**

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#### **Interagency Security Sector Assessment Framework (ISSAF)**

[http://pdf.usaid.gov/pdf\\_docs/PA00HWJX.pdf](http://pdf.usaid.gov/pdf_docs/PA00HWJX.pdf)

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

#### **Maritime Security Sector Reform (MSSR) Guide**

<http://www.state.gov/documents/organization/154082.pdf>

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

#### **Democratic Decentralization Programming Handbook (DDPH) (2009)**

[http://pdf.usaid.gov/pdf\\_docs/PNAEA460.pdf](http://pdf.usaid.gov/pdf_docs/PNAEA460.pdf)

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

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

[http://pdf.usaid.gov/pdf\\_docs/PNADQ106.pdf](http://pdf.usaid.gov/pdf_docs/PNADQ106.pdf)

The linkages between poverty reduction, economic growth, and democratic governance are firmly established in current development thinking, backed by persuasive research. Equally well established is the recognition by

scholars, policy makers, and development practitioners of the central importance of the rule of law and the control of corruption successfully addressing the related challenges of social, economic, and political development. This program brief specifically addresses efforts to reduce corruption in the judiciary. In its references to “judicial corruption” it includes corrupt acts by judges, prosecutors, public defenders, court officials, and lawyers who are intimately involved in the operation of the judicial system. It recognizes, however, that addressing judicial corruption requires attention to the broader context of corruption in the entire justice system, including law enforcement agencies, and in the society as a whole.

### **Joint Statement on Security Sector Reform (2009)**

<https://www.usaid.gov/sites/default/files/documents/1866/State-USAID-Defense%20Policy%20Statement%20on%20Security%20Sector%20Reform.pdf>

In early January, USAID, the Department of State, and the Department of Defense issued a joint statement on Security Sector Reform (SSR). This paper responds to a gap in current foreign assistance approaches to security and development. U.S. security assistance programs have sometimes focused too exclusively on providing equipment and training to security forces. However, forces enhanced through traditional assistance can better carry out their responsibilities if the institutional and governance frameworks necessary to sustain them are equally well-developed and equipped. Similarly, development assistance has generally excluded security-related assistance. Yet, development cannot thrive without basic security. The increasingly complex threats facing our partners and our own nation urgently require that we address the linkages among security, governance, development and conflict in more comprehensive and sustainable ways. In addition to building professional security forces, SSR supports the establishment of relevant legal and policy frameworks; enhanced civilian management, leadership, oversight, planning and budgeting capacities; and improve coordination and cooperation among security-related and civil institutions. The paper identifies key principles and recommendations for joint activity. It will be followed by Agency-specific implementation guidelines.

### **USAID Anticorruption Assessment Handbook (2009)**

[http://pdf.usaid.gov/pdf\\_docs/pa00jp37.pdf](http://pdf.usaid.gov/pdf_docs/pa00jp37.pdf)

The Anticorruption Assessment Handbook provides assessment teams with tools for diagnosing the underlying causes of corruption by analyzing both the state of laws and institutions, as well as the political-economic dynamics of a country. The main objective of the assessment approach outlined in this handbook is to assure that assessments start by casting a wide analytical net to capture the breadth of issues that affect corruption and anticorruption prospects in a country and then provide a clearly-justified, strategic rationale for their final programmatic recommendations. This handbook provides step-by-step practical assistance to implement the methodology and produce an assessment report that addresses a wide range of issues and generates recommendations for action.

### **Website on Implementing Policy Change (IPC)**

<http://www.msiworldwide.com/project/implementing-policy-change/>

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

### **USAID Program Brief: Anticorruption and Police Integrity (2007)**

[http://pdf.usaid.gov/pdf\\_docs/PNADN948.pdf](http://pdf.usaid.gov/pdf_docs/PNADN948.pdf)

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

### **Anticorruption Program Brief: Anticorruption Agencies (ACAs) (2006)**

[http://pdf.usaid.gov/pdf\\_docs/Pnadm208.pdf](http://pdf.usaid.gov/pdf_docs/Pnadm208.pdf)

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

### **USAID Anticorruption Strategy (2005)**

<https://www.usaid.gov/sites/default/files/documents/1868/200mbo.pdf>

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

### **Practitioner's Guide for Anticorruption Programming (2015)**

[http://pdf.usaid.gov/pdf\\_docs/PA00K7PG.pdf](http://pdf.usaid.gov/pdf_docs/PA00K7PG.pdf)

This Guide offers practical programming and implementation advice for USAID field missions to support their development of effective anticorruption programs. The advice is based on lessons learned from past anticorruption programming by USAID, other donors, and host governments. Guidance is also provided on the use of political economy analysis tools that can assist practitioners in identifying corruption dynamics, challenges, and opportunities for programming, as well as highlighting initiatives appropriate for different sectors. Approaches to developing effective and targeted monitoring and evaluation systems for such programs are also presented in this Guide. All of this is wrapped in the logic of the USAID program cycle.

### **Analysis of USAID Anticorruption Programming Worldwide (2007-2013)**

<https://www.usaid.gov/sites/default/files/documents/1866/AnalysisUSAIDAnticorruptionProgrammingWorldwideFinalReport2007-2013.pdf>

This report is a part of a study that seeks to identify lessons learned and develop recommendations of effective anticorruption programming from analyzing USAID-implemented programs between 2007 and 2013 that contained anticorruption initiatives. Each of the six Implementing Partners (IP) of the ENGAGE Indefinite Quantity Contract was assigned to collect publicly available data and review programs in one of six geographic regions and within one particular sector worldwide. After reviewing approximately 2000 projects, more than 330 were identified to have implemented anticorruption activities. The purpose of this report is to consolidate the findings from these six analyses and provide a global perspective on what anticorruption interventions have been tried and in what sectors.

### **USAID Handbook on Legislative Strengthening (February 2000)**

<https://www.usaid.gov/sites/default/files/documents/2496/200sbb.pdf>

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

### **A Field Guide for USAID DRG Officers: Assistance to Civilian Law Enforcement in Developing**

## **Countries (2011)**

[http://pdf.usaid.gov/pdf\\_docs/PNADU808.pdf](http://pdf.usaid.gov/pdf_docs/PNADU808.pdf)

This field guide, designed for DRG officers considering police assistance programs in their countries, establishes the importance of public safety as a cornerstone of successful development.

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

[http://pdf.usaid.gov/pdf\\_docs/PNADT593.pdf](http://pdf.usaid.gov/pdf_docs/PNADT593.pdf)

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

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

[http://pdf.usaid.gov/pdf\\_docs/PNADK999.pdf](http://pdf.usaid.gov/pdf_docs/PNADK999.pdf)

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

## **USAID Policy Guidance for Assistance for Civilian Policing (2005)**

[http://pdf.usaid.gov/pdf\\_docs/PDACG022.pdf](http://pdf.usaid.gov/pdf_docs/PDACG022.pdf)

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

## **Guide for Promoting Judicial Independence and Impartiality (2002)**

[http://pdf.usaid.gov/pdf\\_docs/PNACM007.pdf](http://pdf.usaid.gov/pdf_docs/PNACM007.pdf)

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

## **Case Tracking and Management Guide (2001)**

[http://pdf.usaid.gov/pdf\\_docs/PNACM001.pdf](http://pdf.usaid.gov/pdf_docs/PNACM001.pdf)

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

## **Alternative Dispute Resolution Practitioner's Guide (1998)**

[http://pdf.usaid.gov/pdf\\_docs/PNACB895.pdf](http://pdf.usaid.gov/pdf_docs/PNACB895.pdf)

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

## **Legal Empowerment of the Poor: From Concepts to Assessment (2007)**

[http://pdf.usaid.gov/pdf\\_docs/Pnadm500.pdf](http://pdf.usaid.gov/pdf_docs/Pnadm500.pdf)

This paper “unbundles” legal empowerment of the poor (LEP), characterizing the components — Rights Enhancement, Rights Awareness, Rights Enablement, and Rights Enforcement — and their interconnections. It seeks to refine our definition of the term, and to identify opportunities for USAID programming in this area, not so much within each of the components above (which are now programmed separately in many USAID projects), but through development of projects that capture the potential synergies of pursuing them jointly. Finally, it examines possibilities for assessing progress toward LEP.

## **Empowerment and Inclusion**

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### **Empowerment and Inclusion (EI) Website**

<https://www.usaid.gov/what-we-do/democracy-human-rights-and-governance/protecting-human-rights/vulnerable-populations>

EI-related publications and tools can be found on the EI website. The website includes descriptions of four of EI's five Congressional directives: 1) Displaced Children and Orphans Fund; 2) War Victims Fund; 3) Victims of

Torture Program; and 4) Wheelchair Program. Users can also find a collection of more than 75 country and special-interest reports produced by EI programs since their inception. These publications include in-depth analyses of country programs and descriptions of best practices and lessons learned.

### **Disability Program Website**

<https://www.usaid.gov/what-we-do/democracy-human-rights-and-governance/protecting-human-rights/disability>

Information on EI's fifth Congressional directive, the Disability program, can be found on the Disability Program's website. The website offers links to the following Agency policies regarding people with disabilities:

1. USAID Disability Policy Paper: [http://pdf.usaid.gov/pdf\\_docs/PDABQ631.pdf](http://pdf.usaid.gov/pdf_docs/PDABQ631.pdf)
2. Supporting USAID's Disability Policy in Contracts, Grants, and Cooperative Agreements [AAPD-04-17]: [https://www.usaid.gov/sites/default/files/documents/1868/aapd04\\_17.pdf](https://www.usaid.gov/sites/default/files/documents/1868/aapd04_17.pdf)

### **Fifth Report on the Implementation of USAID Disability Policy**

[http://pdf.usaid.gov/pdf\\_docs/PDACM100.pdf](http://pdf.usaid.gov/pdf_docs/PDACM100.pdf)

This report describes USAID missions' redoubled efforts to integrate people with disabilities into their programs and to develop more specific programs that promote equality for and empowerment of people with disabilities. The report further shows that the Agency remains committed to serving as an international leader in the area of inclusive development and to working proactively to remove barriers that may limit the full participation of people with disabilities in family, community, and society.

### **Guidelines on the Provision of Manual Wheelchairs in Less-Resourced Settings**

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

These guidelines seek to promote personal mobility and enhance the quality of life of wheelchair users by assisting Member States in developing a system of wheelchair provision to support the implementation of the Convention on the Rights of Persons with Disabilities (and specifically Articles 4, 20 and 26) and World Health Assembly resolution 58/23 of May 25, 2005. The guidelines focus on manual wheelchairs and the needs of long-term wheelchair users. The recommendations are targeted at those involved in wheelchair services, ranging from design and planning, to providing or supplying wheelchairs and their maintenance.

### **Report of a Consensus Conference on Wheelchairs for Developing Countries**

[http://www.who.int/disabilities/technology/Wheelchair\\_full\\_report.pdf](http://www.who.int/disabilities/technology/Wheelchair_full_report.pdf)

The Consensus Conference on Wheelchairs for Developing Countries is the latest in a series of conferences on appropriate orthopedic technology for developing countries. The purpose of this conference was to bring together as many of the groups as possible which are involved in the delivery of wheelchairs and the provision of wheelchair services in developing countries and provide a forum for discussing the different issues related to these topics. This publication reports on the work of the conference and contains the background papers and their discussions, detailed reports of the syndicate discussions on selected topics, the resulting plenary discussions and the final conclusions and recommendations.

### **Guide on How to Integrate Disability into Gender Assessments and Analyses (2010)**

[https://www.usaid.gov/sites/default/files/Guide\\_How\\_Integrate\\_Disability\\_Gender\\_Assessments\\_2010.pdf](https://www.usaid.gov/sites/default/files/Guide_How_Integrate_Disability_Gender_Assessments_2010.pdf)

This document serves as a "how to" guide on including women and men with disabilities into USAID's gender assessments and analyses. Specifically, this document also provides the following information: 1) a brief overview of why it is important to include disability in both activity analysis and country-level gender assessments; 2) issues specific to disability that one may need to consider while conducting an assessment; 3) suggested questions to include during an assessment following a frequently used gender assessment framework; and 4) additional resources for information on disability.

### **Toward Gender Equality in Europe and Eurasia (E&E): A Toolkit for Analysis (2012)**

<https://www.usaid.gov/sites/default/files/EE-Gender-Analysis-Toolkit-June-2012.pdf>

This toolkit has been prepared to provide USAID Mission Staff working in the E&E region with a resource for conducting gender analysis in the context of project design. The toolkit dedicates a section with key guidance and

considerations specific to Gender & Disability.

### **Women with Disabilities in the Europe & Eurasia (E&E) Region (2012)**

<https://www.usaid.gov/sites/default/files/Women-with-Disabilities-EE-Region-FINAL-2012.pdf>

The study draws findings from a gender analysis to reveal challenges faced by women with disabilities, in contrast with the challenges facing men with disabilities, in the E&E region. The report also provides recommendations for improving programming to meet the needs of women with disabilities.

### **U.S. Government Action Plan on Children in Adversity: A Framework for International Assistance, 2012-2017 (2012)**

<https://www.childreninadversity.gov/about/how/action-plan>

The goal of the U.S. Government Action Plan on Children in Adversity is to achieve a world in which all children grow up within protective family care and free from deprivation, exploitation and danger.

### **Magnify Your Project's Impact: How to Incorporate Child-Level Monitoring & Evaluation in Economic Development**

<https://www.fhi360.org/sites/default/files/media/documents/Magnify%20your%20impacts.pdf>

This document aims to help economic development practitioners who design economic strengthening projects with the particular aim of improving child well-being and for others whose aim is poverty alleviation more broadly.

### **Inter-agency Guiding Principles on Unaccompanied and Separated Children**

[https://www.unicef.org/protection/IAG\\_UASCs.pdf](https://www.unicef.org/protection/IAG_UASCs.pdf)

The objective of the present publication is to outline the guiding principles which form the basis for action in this regard. These Guiding Principles are intended primarily for national, international, and non-governmental organizations and other associations concerned with separated children. They are also designed to assist governments and donors in meeting their obligations and taking funding decisions.

### **Policy/Guidance on the Implementation of USAID Child Safeguarding Standards: A Mandatory Reference for ADS Chapter 200 (2015)**

[http://pdf.usaid.gov/pdf\\_docs/PBAAC747.pdf](http://pdf.usaid.gov/pdf_docs/PBAAC747.pdf)

Child Safeguarding refers to all activities intended to prevent and respond to abuse, exploitation, or neglect by USAID personnel, contractors, and recipients or as a result of USAID-supported programming. USAID commits to deterring all activities that would facilitate or condone child abuse, exploitation, or neglect by USAID personnel, as well as by contractors, sub-contractors, recipients, and sub-recipients as a result of USAID-supported programming. Through the adoption of these Child Safeguarding Standards, USAID pledges to adhere to the standards stated throughout this ADS mandatory reference.

### **Para Professionals in the Social Service Workforce: Guiding Principles, Functions and Competencies**

<http://www.socialserviceworkforce.org/resources/para-professionals-social-service-workforce-guiding-principles-functions-and-competencies>

This document represents the work of the Global Social Service Workforce Alliance Interest Group on Para Professionals in the Social Service Workforce (IGPP). The group developed a set of guiding principles for working with para professionals to form a base from which to develop programs and activities related to how these workers can be trained, developed, deployed, and supported. The group also decided that an important contribution to this area of work would be the development of a competency framework for para professionals that would outline the functions and competencies of para professionals and could be used to provide program guidance, accountability and ultimately inform both training and supervision. This document presents those two tools, which have evolved out of much discussion and input from the many members of the IGPP and others over the past year.



## **Building an Inclusive Development Community: A Manual on Including People with Disabilities in International Development Programs (2003)**

[http://pdf.usaid.gov/pdf\\_docs/Pnacy408.pdf](http://pdf.usaid.gov/pdf_docs/Pnacy408.pdf)

This manual will provide much needed information and resources that will help InterAction members be proactive not only to comply with the Disability PVO Standards but also to become exemplary model organizations in their sector for the inclusion of people with disabilities in development programs.

### **Disability Communication Tips**

[https://www.usaid.gov/sites/default/files/documents/2496/Disability%20Communications%20Tips\\_508%20\(1\).pdf](https://www.usaid.gov/sites/default/files/documents/2496/Disability%20Communications%20Tips_508%20(1).pdf)

This document provides tips on promoting positive images of people with disabilities in communications materials.

### **USAID's Five Focus Areas to Support Persons with Disabilities in the Wheelchair Sector**

<https://www.usaid.gov/sites/default/files/documents/2496/USAID-Five-Focus-Areas-Wheelchairs.pdf>

USAID addresses the needs of wheelchair users through five key investment areas: resources, research, programs, procurement and professionalization. This publication describes the materials, products, activities, and programs included in these five focus areas.

### **Prosthetics and Orthotics Project Guide: Supporting P&O Services in Low-Income Settings**

[http://www.usispo.org/assets/pdf/Project\\_Guide\\_Final\\_Version.pdf](http://www.usispo.org/assets/pdf/Project_Guide_Final_Version.pdf)

The Project Guide is intended for organizations that provide support to Prosthetics and Orthotics (P&O) programs in low-income countries. It is beneficial to projects if supporting organizations share and discuss the Project Guide with staff of local programs. The Project Guide aims to strengthen project implementation and collaboration, thereby enhancing the ability of local organizations to create sustainable P&O programs.

### **Wheelchair Service Training Package – Basic Level**

<http://www.who.int/disabilities/technology/wheelchairpackage/en/>

The main purpose of the training package is to develop the minimum skills and knowledge required by personnel involved in wheelchair service delivery. An important aim of the training package is to get it integrated into the regular paramedical/rehabilitation training programs such as physiotherapy, occupational therapy, prosthetics and orthotics, rehabilitation nursing. Towards this, the World Health Organization is posting the whole training package in the website for the training institutes and wheelchair service providers.

### **Wheelchair Service Training Package – Intermediate Level (WSTP-I)**

<http://www.who.int/disabilities/technology/wheelchairpackage/wstpintermediate/en/>

The need for wheelchair personnel is universal. WSTP-I is designed to support the training of personnel or volunteers to provide an appropriate manual wheelchair and cushion for children and adults who need additional postural support to sit upright. The main purpose of this training package is to: increase the number of wheelchair users who receive a wheelchair which meets their needs; increase the number of personnel trained in intermediate level wheelchair service delivery; improve the competencies of wheelchair service delivery personnel; increase the quality of wheelchair service delivery for people who need a comparatively higher level of intervention than basic level; include this training package in regular paramedical/rehabilitation training programs; achieve greater integration of wheelchair service delivery within rehabilitation services.

### **Victims of Torture Programming Guidelines**

[https://www.usaid.gov/sites/default/files/documents/1866/Victims%20of%20Torture%20Guidelines\\_6\\_2014.pdf](https://www.usaid.gov/sites/default/files/documents/1866/Victims%20of%20Torture%20Guidelines_6_2014.pdf)

The following technical guidance is intended to inform the field on victims of torture programming. Activities under Vulnerable Populations Programs (VPOPS) seek to reduce the risks and reinforce the capacities of communities, local nongovernmental organizations and governments to provide services and protection for vulnerable groups. In some cases, funding for these projects is apportioned directly to the USAID missions, which manage the projects in consultation with USAID/DRG/VPOPS in accordance with the guidelines. USAID currently supports the delivery of services in countries with individuals affected by torture through international and local NGOs.

## **Inter-agency Standing Committee Guidelines on Mental Health and Psychosocial Support in Emergency Settings**

[http://www.who.int/mental\\_health/emergencies/guidelines\\_iasc\\_mental\\_health\\_psychosocial\\_june\\_2007.pdf](http://www.who.int/mental_health/emergencies/guidelines_iasc_mental_health_psychosocial_june_2007.pdf)

The primary purpose of these guidelines is to enable humanitarian actors and communities to plan, establish, and coordinate a set of minimum multi-sectoral responses to protect and improve people's mental health and psychosocial well-being in the midst of an emergency. The focus of the guidelines is on implementing minimum responses, which are essential, high-priority responses that should be implemented as soon as possible in an emergency. Minimum responses are the first things that ought to be done; they are the essential first steps that lay the foundation for the more comprehensive efforts that may be needed (including during the stabilized phase and early reconstruction).

### **Learning**

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#### **Deepening Our Understanding of the Effects of U.S. Foreign Assistance on Democracy Building-Final Report (2008)**

[http://pdf.usaid.gov/pdf\\_docs/Pnad1961.pdf](http://pdf.usaid.gov/pdf_docs/Pnad1961.pdf)

A prestigious U.S. academic team examined democratic patterns in 165 countries throughout the world from 1990 to 2004, finding that USAID DRG assistance had a significant positive impact on democratic development. Specifically, the studies conclude that, in any given year, \$10 million of DRG funding produces about a five-fold increase in the amount of democratic change over what the average country would otherwise be expected to achieve. For more information, including the database and an earlier study, see: [www.pitt.edu/~politics/democracy/democracy.html](http://www.pitt.edu/~politics/democracy/democracy.html)

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

[http://pdf.usaid.gov/pdf\\_docs/Pnad1231.pdf](http://pdf.usaid.gov/pdf_docs/Pnad1231.pdf)

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

### **Learning Agenda**

<https://usaidlearninglab.org/library/usaid-democracy.-human-rights-and-governance-center-learning-agenda>

The USAID DRG Learning Agenda is a set of 12 research questions in priority development areas for which the DRG Center intends to organize and disseminate existing data, generate new evidence and produce conclusions and recommendations through academic research, program evaluations and multi-method tests of the assumptions and theories of change that guide DRG programming. The Learning Agenda is intended to organize and generate evidence to inform DRG strategic planning, project design, and in-service training efforts.

### **Human Rights**

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#### **Field Guide: Helping Prevent Mass Atrocities**

<https://www.usaid.gov/sites/default/files/documents/1866/Field%20Guide%20Mass%20Atrocities.pdf>

USAID's field guide on preventing mass atrocities is designed to provide field staff with practical guidance on a range of issues related to preventing and responding to mass atrocities. This guide unpacks critical issues for USAID officers — especially those working in high-risk environments — and provides relevant background, guidance on good practices and illustrative programming examples. The guide also identifies other resources and offices within USAID and beyond, where field officers can seek support and more information.

#### **Preventing Atrocities: Five Key Primers**

[http://pdf.usaid.gov/pdf\\_docs/PBAAD071.pdf](http://pdf.usaid.gov/pdf_docs/PBAAD071.pdf)

Preventing atrocities is a complex and dynamic challenge particularly in societies marked by conflict, grievance, and distrust. Efforts by international actors, such as the USAID, to prevent atrocities can take many forms — ranging from long-term upstream prevention, to immediate crisis responses, to post-atrocity response. The five chapters



presented in this toolkit 1) introduce foundational topics such as hate speech, early warning, documentation, transitional justice, justice sector interventions and the role of national human rights institutions and paralegals; 2) provide valuable case studies and lessons learned for USAID missions; 3) and outline opportunities for future USAID atrocity prevention programming. Together, the topics discussed in this toolkit are intended to help raise awareness among USAID staff of these disciplines and their vital linkages to atrocity prevention.

### **Reporting Atrocities: A Toolbox for Journalists Covering Violent Conflict and Atrocities**

[http://www.internews.org/sites/default/files/resources/Internews\\_ReportingAtrocitiesToolkit\\_2014-11.pdf](http://www.internews.org/sites/default/files/resources/Internews_ReportingAtrocitiesToolkit_2014-11.pdf)

*Reporting Atrocities: A Toolbox for Journalists Covering Violence and Atrocities* by Internews uses the principles of conflict-sensitive journalism (CSJ) to teach reporters how to cover even the most senseless acts of cruelty in a way that contributes to peacebuilding. Written by CSJ expert Peter DuToit, it includes theoretical background, practical tips and additional resources available to journalists reporting on conflict, or those who may need to in the future.

### **Framework of Analysis for Atrocity Crimes: A Tool for Prevention**

[http://www.un.org/en/preventgenocide/adviser/pdf/framework%20of%20analysis%20for%20atrocity%20crimes\\_en.pdf](http://www.un.org/en/preventgenocide/adviser/pdf/framework%20of%20analysis%20for%20atrocity%20crimes_en.pdf)

The present Framework by the United Nations provides an integrated analysis and risk assessment tool for atrocity crimes. It also reflects recent developments and new research into the processes that lead to those crimes. It was subject to consultations within and outside the United Nations system. The result is a Framework that serves as a working tool for the assessment of the risk of atrocity crimes in all parts of the world and in identifying those countries most at risk.

### **Counter-Trafficking in Persons Policy (2012)**

[http://pdf.usaid.gov/pdf\\_docs/Pdact111.pdf](http://pdf.usaid.gov/pdf_docs/Pdact111.pdf)

The 2012 Counter–Trafficking in Persons Policy is a direct response to the fact that trafficking in persons (TIP) is a massive development problem affecting millions of men, women, and children around the globe. This new Policy also reflects the large body of law that has emerged in the last several decades to combat this crime. It incorporates the principles set forth in the U.S. Trafficking Victims Protection Act of 2000 (Pub. L. 106-386, Div. A) and adheres to the standards in the UN Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children (“the Palermo Protocol”). It is inspired by the Thirteenth Amendment to the U.S. Constitution prohibiting slavery and involuntary servitude and reflects the standards of international anti-slavery law. The policy is informed by the “4Ps” paradigm: Prevention, Protection, Prosecution, and Partnership.

### **Counter-Trafficking in Persons Field Guide (2013)**

[https://www.usaid.gov/sites/default/files/documents/2496/C-TIP\\_Field\\_Guide\\_Final\\_April%205%202013.pdf](https://www.usaid.gov/sites/default/files/documents/2496/C-TIP_Field_Guide_Final_April%205%202013.pdf)

This new Counter-Trafficking in Persons Field Guide is designed as a practical resource for USAID officers to help implement the C–TIP Policy. It complements the full body of technical tools providing Agency-specific guidance to USAID personnel on how to program United States Government (USG) resources, including recommendations for integrating C–TIP components into existing programs, options for stand-alone C–TIP initiatives, and suggestions on monitoring and evaluating the impact of specific programming interventions. In addition, this Guide emphasizes the importance of uniting all stakeholders and consolidating efforts into a comprehensive C–TIP movement. Additional tools and information regarding counter-trafficking and implementation of the Policy are available at <http://www.usaid.gov/trafficking>.

### **Human Rights Landscape Analysis Tool: Guidance on Identifying Key Issues and Entry Points for Human Rights Programming (2016)**

[http://pdf.usaid.gov/pdf\\_docs/PBAAE633.pdf](http://pdf.usaid.gov/pdf_docs/PBAAE633.pdf)

The purpose of this resource is to provide USAID personnel with guidance for surveying the human rights landscape as part of their country strategy and project design process. The objective is to understand how fundamental rights and freedoms that are related to USAID’s development goals are being respected, protected and fulfilled or how they are being violated. This tool is neither comprehensive, nor provides detailed guidance on

the complex nuances of a human rights protection system. The intent of this guidance is to support an analytical process that spurs better engagement on and design of human rights and rights-based development activities.

### **Video as Evidence Field Guide**

<https://vae.witness.org/video-as-evidence-field-guide/>

Created by WITNESS, the Guide's primary audience is people working in the field who are or will potentially film human rights abuses. These may be citizen journalists, activists, community reporters and human rights investigators. If you are already filming abuses, the Guide can help enhance the evidentiary value of your videos. And if you are already investigating human rights abuses by traditional means, this Guide can help to strategically incorporate video into your human rights investigation so that it enhances your evidence collection.

### **The United Nations Declaration on the Rights of Indigenous Peoples: A Manual for National Human Rights Institutions (NHRI)**

<http://www.ohchr.org/Documents/Issues/IPeoples/UNDRIPManualForNHRIs.pdf>

This Manual aims to support and strengthen the work of national human rights institutions (NHRIs) – whether they are human rights commissions or ombudsman offices – in the promotion, protection and enjoyment of the rights of indigenous peoples, especially NHRIs that are established in accordance with the Paris Principles. It is designed to assist these institutions learn about the United Nations Declaration on the Rights of Indigenous Peoples (the Declaration) by providing a broad understanding of the legal nature of the rights it contains, as well as the relevant obligations of States, in order to ensure that indigenous peoples' rights are fully realized.

### **LGBT Vision for Action: Promoting and Supporting the Inclusion of Lesbian, Gay, Bisexual, and Transgender Individuals**

[http://pdf.usaid.gov/pdf\\_docs/pbaaa689.pdf](http://pdf.usaid.gov/pdf_docs/pbaaa689.pdf)

This Vision outlines the principles and steps that USAID will follow, in partnership with a wide array of allies and champions, to protect human rights and empower LGBT persons, increase the capacity of LGBT civil society organizations, and integrate and elevate attention to LGBT issues in our work, resulting in more transformative development results.

### **Toolkit for Integrating LGBT Rights for Activities into Programming in the Europe and Eurasia (E&E Region) (2014)**

[http://pdf.usaid.gov/pdf\\_docs/PA00K43Z.pdf](http://pdf.usaid.gov/pdf_docs/PA00K43Z.pdf)

This Toolkit contains resources to assist Europe and Eurasia (E&E) region Mission staff and implementing partners to increase and improve the LGBT community's involvement in development programming. LGBT initiatives are a new priority for USAID, and there is still much to learn and understand about how to work most effectively with LGBT people and communities. USAID has had considerable early success in including LGBT issues and organizations in two important sectors, HIV/AIDS and civil society strengthening. This toolkit is devoted to guidance on how LGBT-specific concerns and interventions can be part of programming across the range of USAID sectors.

## DEMOCRACY, HUMAN RIGHTS AND GOVERNANCE NICHE ORGANIZATIONS IN THE DC REGION

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

### **The Advocacy Project**

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

### **Advocates for Youth**

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

### **Alliance for Peacebuilding**

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

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

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

### **Amnesty International**

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

### **Ashburn Institute**

[www.ashburninstitute.org](http://www.ashburninstitute.org)

### **Asia Foundation**

<http://asiafoundation.org/>

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

[www.ascecuba.org](http://www.ascecuba.org)

### **Association of World Election Bodies**

[www.aweb.org](http://www.aweb.org)

### **Atlantic Council**

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

### **Brookings Institution**

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

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

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

### **Campaign Finance Institute**

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

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

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

### **Carter Center**

[www.cartercenter.org](http://www.cartercenter.org)

### **Center for American Progress**

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

### **Center for Community Corrections**

<http://centerforcommunitycorrections.org/>

### **Center for Individual Rights**

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

### **Center for International Policy**

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

### **Center for Progressive Leadership**

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

### **Center for Public Accountability**

<http://www.politicalaccountability.net/>

### **Center for Development and Population Activities (CEDPA)**

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

### **Center for Media and Public Affairs (CMPA)**

<http://www.cmpa.com/about.htm>

### **Center for the Economic Analysis of Law (CEAL)**

<http://www.ceal.org/welcome.asp>

### **Center for Global Development (CGD)**

<http://www.cgdev.org/section/about/>

### **Center for Strategic and International Studies (CSIS)**

<http://csis.org/about-us>

### **Change to Win**

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

### **CHF International**

<http://www.chfinternational.org/node/28011>

**Citizen Advocacy Center**

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

**CIVICUS (World Alliance for Citizen Participation)**

<http://www.civicus.org/civicus-home>

**Coalition of Black Trade Unionists**

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

**Committee for Citizen Awareness**

<http://www.citizenawareness.org/main.html>

**Consortium for Citizens with Disabilities**

<http://www.c-c-d.org/>

**Council on Foreign Relations (CFR)**

<http://www.cfr.org/about/mission.html>

**Council of State Governments**

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

**Creative Associates International**

<http://www.creativeassociatesinternational.com>

**Criminal Justice Policy Foundation**

<http://cjpgf.org/>

**Cultural Survival**

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

**Democracy Coalition Project**

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

**Democracy International**

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

**Due Process of Law Foundation**

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

**Earth Council Geneva**

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

**Ecological Society of America**

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

**The Enough Project**

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

**Environmental Law Institute**

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

**Environmental Integrity Project**

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

**Equal Justice Works**

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

**Fair Labor Association**

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

**Food and Water Watch**

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

**Foundation for Criminal Justice (NACDL)**

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

**Foundation for Defense of Democracies**

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

**Freedom House**

<http://freedomhouse.org/>

**Friends of the Earth**

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

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

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

**Genocide Intervention Network**

<http://www.genocideintervention.net/>

**Global Integrity**

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

**Global Rights**

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

**Human Rights Campaign**

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

**Human Rights Watch**

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

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

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

**Institute for Women's Policy Research**

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

**InterAction**

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

**Inter-American Dialogue**

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

**International Budget Partnership (IBP)**

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

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

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

**International Foundation for Electoral Systems (IFES)**

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

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

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

**International Centre for the Prevention of Crime**

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

**International Center for Research on Women**

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

**International City/County Managers Association**

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

**The International Republican Institute (IRI)**

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

**International Women's Media Foundation**

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

**Internews**

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

**Kudirat Initiative for Democracy**

<http://www.kind.org>

**League of Conservation Voters (LCV)**

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

**League of Women Voters**

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

**MADRE**

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

**Migration Policy Institute (MPI)**

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

**National Association for Legal Career Professionals**

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

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

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

**National Association of Broadcasters**

<http://www.nab.org/about/default.asp>

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

[www.nabef.org](http://www.nabef.org)

**National Association of Clean Water Agencies**

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

**National Association of Counties**

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

**National Association of Criminal Defense Attorneys**

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

**National Association of Women Judges**

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

**National Conference of State Legislatures**

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

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

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

**National Democratic Institute (NDI)**

<http://ndi.org/>

**National Juvenile Defense Center**

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

**National Governors Association**

<http://www.nga.org/cms/home.html>

**National League of Cities**

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

**National Legal Aid and Defender Association**

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

**National Women’s Law Center**

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

**Nature Conservancy**

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

**Ocean Conservancy**

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

**Oceana**

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

**OneWorld Online**

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

**Partners for Democratic Change**

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

**Plan USA**

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

**Police Foundation**

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

**Public Forum Institute**

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

**Quality Education for Minorities**

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

**Radio Free Asia**

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

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

<https://rsf.org/en>

**Researchers for the Future**

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

**Results for Development Institute**

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

**Rights Action**

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

**Rock the Vote**

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

**Search for Common Ground**

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

**Society for International Development (SID)**

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

**World Wildlife Foundation**

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

**Street Law Inc.**

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

**Streit Council**

[www.streitcouncil.org](http://www.streitcouncil.org)

**Sunlight Foundation**

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

**Tax Payers Against Fraud**

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

**Third Way Center**

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

**Transparency International**

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

**Understanding Government**

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

**The United States Conference of Mayors**

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

**Victims of Communism Memorial Foundation**

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

**Vital Voices**

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

**Washington Foreign Law Society**

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

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

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

**Women’s Voices, Women’s Vote**

[www.wvvaf.org](http://www.wvvaf.org)

**Woodrow Wilson Center for International Scholars**

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

**Worldwatch Institute**

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

**World Security Institute**

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

**World Organization for Human Rights- USA**

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



**U.S. Agency for International Development  
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