



USAID
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**A Guide to
USAID's Bureau for Democracy, Conflict and
Humanitarian Assistance (DCHA)/Office of Democracy and
Governance (DG) Activities**

Updated March 2010

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CROSS-CUTTING SERVICES
(Program Areas 2.1-2.4)

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

IQCS FOR DG ANALYTICAL SERVICES

Program Areas 2.1-2.4

DCHA/DG Contact: Josh Kaufman (COTR)

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

* This is a small business.

PURPOSE:

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

POSSIBLE WORK AREAS:

The IQCs may be used for:

Core Program Support Analytical Services

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

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

Develop DG strategies, e.g.,

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

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

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

DG Program and Activity Designs, e.g.,

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

DG Evaluations, e.g.,

- Evaluations of programs and activities at various points during and following implementation including initial, mid-term, and final evaluations;

- Developing monitoring and evaluation plans for programs and activities;
- Developing a common evaluation methodology for use at all levels of the Agency.

Core Research and Development Services

Sector Operations Research Agenda, e.g.,

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

Research and Special Studies, e.g.,

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

Survey Research, e.g.,

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

USAID Training and Networking, e.g.,

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

Grants Management

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

| PRIME CONTRACTORS | | |
|---|---|--|
| <p>ARD Inc. David Green 159 Bank Street, Suite 300 P.O. Box 1397 Burlington, VT 05402 Tel: (802) 658-3890 Fax: (802) 658-4247 E-mail: dgreen@ardinc.com Web: www.ardinc.com</p> <p>* This is a small business.</p> | <p>Management Systems International (MSI) Lynn Carter 600 Water Street, SW Washington, DC 20024 Tel: (202) 484-7170 Fax: (202) 488-0754 E-mail: lcarter@msi-inc.com Web: www.msiworldwide.com</p> | <p>Democracy International, Inc. (DI)* Eric Bjornlund 4802 Montgomery Lane , Suite 200 Bethesda, MD 20814 Phone: (301) 961-1660 Fax: (301) 961-6605 E-mail: eric@democracyinternational.us Web: www.democracyinternational.us</p> |
| SUB-CONTRACTORS | | |
| <p>To ARD Inc: Academy for Educational Development (AED) The Asia Foundation, University of Maryland, University Research Corporation International (IRIS & CIDCM) Cecchi & Company Consulting Inc. Creative Associates International Development and Training Services Foundation for Election Systems International Science and Technology Institute, Inc. MetaMetrics Social Science Research Council (SSRC)</p> | <p>To MSI: Center for Democracy Development and Rule of Law - Stanford Univ. Center for Global Peace - American University Center for Strategic and International Studies (CSIS) Integration Technologies Group International London Middle East Institute LTL Strategies Westat MSI has resource institutions based in The Hague, Uganda, South Africa, Philippines, Fiji Islands, and Argentina.</p> | <p>To DI: Charney Research DPK Consulting IFES Institute for the Study of Diplomacy at Georgetown University IT Shows Planning and Learning Technologies, Inc.(Pal-Tech)</p> |

DEMOCRACY FELLOWS COOPERATIVE AGREEMENT

Program Areas 2.1-2.4

DCHA/DG Contact: Sheron Moore (AOTR)

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

PURPOSE:

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

POSSIBLE WORK AREAS:

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

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

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

GRANTEE:

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EVALUATING DEMOCRACY AND GOVERNANCE EFFECTIVENESS (EDGE)

Program Areas 2.1-2.4

DCHA/DG Contact: David Black

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

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

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

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

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

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

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

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

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

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RULE OF LAW

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

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

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

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

Priority Areas with these elements:

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

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

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

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

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

HUMAN RIGHTS AND RULE OF LAW COOPERATIVE AGREEMENT

Program Elements 2.1.1-2.1.4

DCHA/DG Contact: Keith Crawford (AOTR)

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

PURPOSE:

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

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

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

POSSIBLE WORK AREAS:

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

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

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

LEADER AWARD:

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

ASSOCIATE AWARDS:

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

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

CONTACT INFORMATION:

Freedom House (lead organization/consortium point of contact)

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

Program Elements 2.1.1-2.1.4

DCHA/DG Contact: Susan Pologruto (COTR)

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

* This is a small business.

PURPOSE:

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

The Rule of Law IQC offers the following features:

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

POSSIBLE WORK AREAS:

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

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

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

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

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

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

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

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

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

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

FEDERAL JUDICIAL CENTER

Program Element 2.1.1-2.1.4

DCHA /DG Contact: Tamaira Rivera

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

POSSIBLE WORK AREAS:

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

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

CONTACT INFORMATION:

Federal Judicial Center
Mira Gur-Ari
International Judicial Relations Office
Federal Judicial Center
Thurgood Marshall Federal Judiciary Building
One Columbus Circle, NE
Washington, DC 20002-8003
E-mail: Mgurari@fjc.gov
Web: www.fjc.gov

FEDERAL MEDIATION & CONCILIATION SERVICE (FMCS)

Program Element 2.1.1-2.1.4

DCHA /DG Contact: Tamaira Rivera

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

POSSIBLE WORK AREAS:

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

FMCS programs include:

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

CONTACT INFORMATION:

International Training and Exchange Programs
Michael Stein, Director International Programs
2100 K Street, NW
Washington DC 20427
Tel: (202) 606-8100
Fax: (202) 606-4251
E-mail: mstein@fmcs.gov
Web: www.fmcs.gov

INTERNATIONAL CRIMINAL INVESTIGATIVE TRAINING ASSISTANCE PROGRAM (ICITAP)

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

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

POSSIBLE WORK AREAS:

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

CONTACT INFORMATION:

International Criminal Investigative Training Assistance Program (ICITAP)
Eric Beinhart or Arthur Roderick, Deputy Director for Programs
1331 F Street, NW, Suite 500
Washington, DC 20530
Tel: (202) 353-2526
Fax: (202) 616-8429
E-mail: ebeinhart@usaid.gov or arthur.roderick@usdoj.gov
Web: www.usdoj.gov/criminal/icitap/

INTERNATIONAL JUDICIAL RELATIONS COMMITTEE

Program Element 2.1.1-2.1.4

DCHA /DG Contact: Tamaira Rivera

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

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

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

POSSIBLE WORK AREAS:

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

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

CONTACT INFORMATION:

Administrative Office of the US Courts

Wanda Rubianes

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Washington, DC 20544

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E-mail: wanda_rubianes@ao.uscourts.gov

Web: www.uscourts.gov/adminoff.html

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

Program Element 2.1.1-2.1.4

DCHA /DG Contact: Eric Beinhart

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

POSSIBLE WORK AREAS:

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

CONTACT INFORMATION:

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

Carl Alexandre, Director

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GOVERNANCE

More transparent and accountable government institutions (Program Area 2.2)

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

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

IQCS FOR DELIBERATIVE BODIES

Program Element 2.2.1

DCHA/DG Contact: Keith Schulz (COTR)

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

*This is a small business.

PURPOSE:

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

POSSIBLE WORK AREAS:

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

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

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

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

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| | pgunaratnam@pal-tech.com joliver@pal-tech.com Web: www.pal-tech.com | *This is a small business |
| Management Systems International (MSI) Joel Jutkowitz, Miguel Silva, and Emil Bolongaita 600 Water Street, SW Washington, DC 20024 Tel: (202) 484-7170 Fax: (202) 488-0754 E-mail: jjutkowitz@msi-inc.com ; msilva@msi-inc.com ; ebolongaita@msi-inc.com Web: www.msiworldwide.com | SUNY Center for International Development (SUNY/CID) Malcolm Russell-Einhorn, James Utermark and Andrea Wolfe State University Plaza Albany, NY 12246 Tel: (518) 443-5124 Fax: (518) 443-5126 E-mail: malcolm.russell-einhorn@cid.suny.edu ; jim.utermark@cid.suny.edu ; andrea.wolfe@cid.suny.edu Web: www.cid.suny.edu | |
| SUB-CONTRACTORS | | |
| To DAI: The Asia Foundation Indiana University International Roll Call Metropolitan Consulting Corp National Conference of State Legislatures Social Impact | To Pal-Tech, Inc. (formerly Development Associates): Aurora Associates International, Inc. Research Triangle Institute University of Texas | To MSI: The Center for Legislative Development Congressional Management Foundation The Constitution Unit, University College of London Harvard University Kennedy School of Government The Inter-America Dialogue The Pacific Institute of Advanced Studies in Development and Governance Public Administration International Urban Institute |
| To SUNY/CID: Amex International, Inc. ARD, Inc. DPK Consulting Pact, Inc. State Legislature Foundation | | |

IQCS FOR DEMOCRATIC LOCAL GOVERNANCE AND DECENTRALIZATION

Program Element 2.2.3

DCHA/DG Contact: Ed Connerley (COTR)

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

PURPOSE:

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

POSSIBLE WORK AREAS:

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

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

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

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

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

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

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

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

IQCS FOR ENCOURAGING GLOBAL ANTICORRUPTION AND GOOD GOVERNANCE (ENGAGE)

Program Areas 2.1-2.4

DCHA/DG Contact: Christina del Castillo (COTR)

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

* This is a small business.

PURPOSE

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

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

RANGE OF SERVICES

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

POSSIBLE WORK AREAS

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

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

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

KEY SUBCONTRACTOR (PILOT)

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

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

Program Elements 2.2.2, 2.2.5*

DCHA/DG Contact: Nils Mueller (COTR)

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

*This is a small business.

PURPOSE:

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

POSSIBLE WORK AREAS:

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

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

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

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

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



ELECTIONS AND POLITICAL PROCESSES

More genuine and competitive political processes (Program Area 2.3)

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

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

CONSORTIUM FOR ELECTIONS AND POLITICAL PROCESSES STRENGTHENING III

Program Elements 2.3.1-2.3.3

DCHA/DG Contact: Shally Prasad (AOTR)

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

PURPOSE:

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

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

POSSIBLE WORK AREAS:

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

Objective 1: Impartial Legal Framework for Elections and Political Parties

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

Objective 2: Credible Electoral Administration

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

Objective 3: An Informed and Active Citizenry

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

Objective 4: Effective Oversight of Electoral Processes

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

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

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

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

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

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

Objective 7: Representative and Competitive Multiparty System

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

Objective 8: Effective Transfer of Political Power

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

Objective 9: Effective Governance by Elected Leaders and Bodies

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

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

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

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

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

IQCS FOR ELECTIONS AND POLITICAL PROCESSES

Program Elements 2.3.1-2.3.3

DCHA/DG Contact: Carrie Gruenloh (COTR)

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

*This is a small business.

PURPOSE:

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

POSSIBLE WORK AREAS:

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

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



CIVIL SOCIETY

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

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

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

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

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

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

GLOBAL CIVIL SOCIETY STRENGTHENING (GCSS) COOPERATIVE AGREEMENT

Program Area 2.4

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

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

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

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

POSSIBLE WORK AREAS:

ENHANCING CIVIC PARTICIPATION through:

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

STRENGTHENING INDEPENDENT MEDIA through:

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

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

USAID PROGRAM DESIGN and LEARNING through:

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

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

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

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

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

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

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

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

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

GLOBAL LABOR PROGRAM COOPERATIVE AGREEMENT

Program Element 2.4.1

DCHA/DG Contact: Kimberly Ludwig (AOTR)

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

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

PURPOSE:

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

POSSIBLE WORK AREAS:

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

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

GRANTEE:

Solidarity Center
Ellie Larson and Mark Hankin
888 16th Street, NW
Suite 400
Washington, DC 20006
Tel: (202) 974-8383; (202) 974-8344
Fax: (202) 974-8384
E-mail: el Larson@solidaritycenter.org; mhankin@solidaritycenter.org
Web: www.solidaritycenter.org

NGO LEGAL ENABLING ENVIRONMENT PROGRAM COOPERATIVE AGREEMENT

Program Element 2.4.1

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

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

PURPOSE:

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

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

POSSIBLE WORK AREAS:

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

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

CONTACT INFORMATION:

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

Douglas Rutzen and David Moore

1126 16th Street, NW, Suite 400

Washington, DC 20036

Tel: (202) 452-8600

Fax: (202) 452-8555

E-mail: drutzen@icnl.org; david@icnl.org

Web: www.icnl.org



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

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

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

DISABILITY POLICY INITIATIVE

Program Area 3.3

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

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

PURPOSE:

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

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

POSSIBLE WORK AREAS

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

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

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DISPLACED CHILDREN AND ORPHANS FUND

Program Area 3.3

DCHA/DG Contact: Lloyd Feinberg (COTR)

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

PURPOSE

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

POSSIBLE WORK AREAS

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

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

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VICTIMS OF TORTURE FUND

Program Area 3.3

DCHA/DG Contact: Lloyd Feinberg (COTR)

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

PURPOSE:

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

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

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

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WAR VICTIMS FUND

Program Area 3.3

DCHA/DG Contact: Lloyd Feinberg (COTR)

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

PURPOSE:

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

POSSIBLE WORK AREAS

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

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

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WHEELCHAIR INITIATIVE

Program Area 3.3

DCHA/DG Contact: Lloyd Feinberg (COTR)

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

PURPOSE:

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

POSSIBLE WORK AREAS:

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

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

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

C-CHANGE

**USAID/Egypt:
REDI IQC**

**EGAT:
SUM II**

**LAC/RSD:
Americasbarometer**

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

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

COMMUNICATION FOR CHANGE (C-CHANGE)

Program Element 2.4.2*

Global Health Contact: Gloria Coe (AOTR)

DCHA/DG Contact: Mark Koenig

EGAT/Environment Contact: Roberta Hilbruner

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

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

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

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

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

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

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

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

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

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

REGIONAL DEMOCRACY INITIATIVES (REDI) IQC

Program Areas 2.1, 2.2, 2.4

USAID/EGYPT CONTACT: Jim Wright (COTR)

PURPOSE:

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

POSSIBLE WORK AREAS:

CIVIL SOCIETY:

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

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

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

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

GOVERNANCE:

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

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

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

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

JUSTICE:

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

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

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

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

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

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

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

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

HOW TO ACCESS THE IQCS:

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

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

SUSTAINABLE URBAN MANAGEMENT II (SUM II)

Program Elements 2.2.1-2.2.5

DCHA/DG Contact: Mike Keshishian (COTR)

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

*This is a small business.

PURPOSE:

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

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

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

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

Subcontractors to AECOM (formerly PADCO)

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

Subcontractors to ARD Inc.

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

Subcontractors to Louis Berger Group (LBG)

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

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

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

Subcontractors to Research Triangle Institute (RTI)

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

Subcontractors to the Urban Institute (UI)

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

LAC REGIONAL MECHANISM: AMERICASBAROMETER

Program Areas 2.1-2.4

LAC Contact: Eric Kite

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

PURPOSE:

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

POSSIBLE WORK AREAS:

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

Public Access to AmericasBarometer Data, Surveys and Reports

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

USAID Cooperation with Vanderbilt University

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

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CAPABLE PARTNERS PROGRAM (CAP) LWA

Program Element 2.4.1*

ODP/OD Contact: Adele Liskov (AOTR)

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

PURPOSE:

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

POSSIBLE WORK AREAS:

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

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

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

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

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

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