



USAID
FROM THE AMERICAN PEOPLE



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

OVERVIEW: USER'S GUIDE TO DEMOCRACY, HUMAN RIGHTS, AND GOVERNANCE



Photo by: Jim Huylebroek on behalf of Creative Associates International

USAID's Bureau for Democracy, Human Rights, and Governance leads USAID's efforts to invigorate democracy, enhance human rights and justice, and bolster governance that advances the public interest and delivers inclusive development. We shape policy and development agendas, generate knowledge and evidence that drives innovation, catalyze partnerships and coalitions, and mobilize cutting-edge programs and technical assistance to enable USAID's Missions and partners to accelerate democratic development globally.

VISION:

A world where freedom is flourishing and democracy delivers for all.

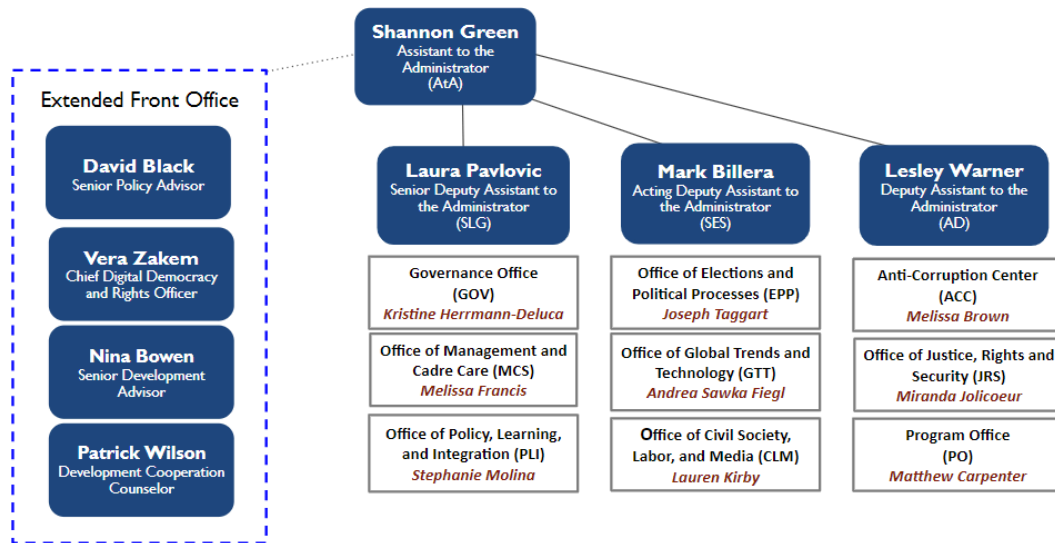
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I. DRG BUREAU ORGANIZATION

Bureau for Democracy, Human Rights and Governance



DRG Bureau Foundational Principles:

Dignity: We honor dignity and the intrinsic value and worth of every human being.

Representation: We believe our work gains from seeking out and welcoming wide representation of all voices and viewpoints.

Growth: We have a growth mindset that guides our choices, invites risk taking, and shapes behaviors on a path of learning and adaptation.

DRG Bureau Values Statement:

To uphold the DRG Bureau vision, we embrace the following values:

Commitment: We value our deep shared commitment to advancing our Bureau’s mission, motivated by the challenges facing democracy and inspired by its defenders. The outcomes we seek to achieve require our courage, creativity, and compassion.

Creativity: We value work done well and boldly. We prioritize developing and applying evidence, executing with integrity, and delivering excellence. We are ready to innovate and learn, develop professionally, and to be accountable.

Collaboration: We value the power of working together, across teams, areas of expertise, and networks. We respect every Bureau and the contribution of each colleague, benefit

from a plurality of perspectives, and understand the range of functions that need to combine for us to succeed.

Communication: We value transparency and trust, sharing information where possible and always welcoming opinions, ideas, and questions. We cultivate an environment where each can safely and authentically express themselves.

Caring: We value a caring Bureau where we are mindful of each other and our own holistic well-being. We draw capacity and energy from our diversity, and foster the inclusivity that makes us stronger and smarter.

DRG BUREAU OFFICES

Anti-Corruption Center

The Anti-Corruption Center leads USAID's efforts to transform the fight against corruption within countries and transnationally through a multipronged, multisectoral approach. To advance this mandate, the Center mobilizes broad-based coalitions and partnerships, elevates anti-corruption considerations in policy making, catalyzes innovation and experimentation, and serves Missions and the broader community with cutting-edge and responsive technical support and thought leadership.

Office of Global Trends and Technology

The Office of Global Trends and Technology (GTT) identifies and responds to emerging trends and threats to democracy, including digital repression, polarization, information manipulation, and transnational authoritarianism. It provides intellectual leadership on building digital democracy, information integrity and resilience, and social cohesion. GTT also helps to infuse new approaches and methods across DRG sub-sectors. GTT investigates, shares, and shapes policy on emerging technologies that support democratic resilience, collaborating with all DRG offices, other development sectors, the interagency, and multilateral organizations.

Office of Elections and Political Processes

The Office of Elections and Political Processes (EPP) provides technical leadership and support on elections and political transitions to USAID Missions and Washington Bureaus, other USG entities, and the broader DRG community. This office supports USAID programs focusing on election administration; international and citizen election observation; electoral legal frameworks; voter education; political party assistance; electoral violence prevention and security; inclusion of women and marginalized populations in political processes; election technology and cybersecurity; election-related information integrity; foreign electoral interference; electoral justice; political parties in legislatures; and political and post-conflict transitions.

Office of Justice, Rights, and Security

The Office of Justice, Rights, and Security (JRS) focuses on the rule of law, human rights, and security sector reform. It supports the independent, efficient, and transparent administration of people-centered justice; improves access to justice; prevents and ensures accountability for human rights violations, including trafficking in persons and mass atrocities; and constrains the arbitrary exercise of power by governments and security forces.

Governance Office

The Governance Office (GOV) supports the effective, efficient, and responsive management of public resources. This includes enhancing executive and legislative institutions at all levels of government to provide effective, inclusive, and citizen-responsive services to efficiently and transparently manage resources to promote locally led development and inclusive economic growth. USAID's Governance programming helps countries build public institutions that are resilient, transparent, and accountable to citizens.

Office of Civil Society, Labor, and Media

The Office of Civil Society, Labor, and Media (CLM) provides technical leadership and support to USAID Missions and Washington Bureaus, other USG entities, and the broader DRG community to strengthen the capacity, effectiveness, and sustainability of civil society, independent media, and worker organizations. This office supports USAID development programs and policies that promote respect for the freedoms of association, assembly, and expression, including those that advance internet freedom, positive youth development, digital democracy, and information integrity and resilience.

Office of Policy, Learning, and Integration

The Office of Policy, Learning, and Integration (PLI) leads on and coordinates the Bureau's engagement on U.S. Government-wide, Agency-wide, and sector-wide policies, strategies, and initiatives. Second, it advances the thoughtful integration of DRG and other sectors in order to promote democratic resilience in concert with other Agency goals. Third, it offers the global DRG cadre access to high-quality data, evidence, and learning – and supports the cadre in making use of these for activity design, implementation, and evaluation. Fourth, it houses regional experts who shape regional strategies, advocate for the alignment of DRG resources to needs and opportunities, and serve as key interlocutors with DRG staff in USAID Missions and Bureaus.

Office of Management and Cadre Support

The Office of Management and Cadre Support (MCS) serves as the hub for management support and engagement with USAID's global DRG staff (the "cadre"), by promoting resilience, diversity, equity, inclusion, and access, as well as professional development for DRG staff across all hiring mechanisms. In addition to broad support to the cadre, this office

houses the Backstop 76 Coordinator for Foreign Service Crisis, Stabilization, and Governance Officers.

Program Office

The Program Office (PO) manages program functions for the DRG Bureau to operate effectively and efficiently. The PO leads, coordinates, and provides guidance for the Bureau on: a) strategic planning, project design, and procurement management; b) all aspects of budgeting and financial management; c) statutory compliance, performance monitoring and reporting; d) strategic communications and outreach, and e) legislative outreach. The PO defines Bureau-wide processes, sets standards, develops systems, and liaises with intra/interagency stakeholders (e.g. State/F, Office of Budget and Resource Management (BRM), Office of Acquisition and Assistance (M/OAA), Legislative and Public Affairs (LPA), Congress, etc.).

II. DRG SERVICES, FUNDS, AND MECHANISMS

A. USAID MISSION AND PARTNER COUNTRY SUPPORT

The DRG Bureau provides technical assistance through in-person and virtual TDYs in partner countries. The majority of this support is with the design, implementation, planning and procurement for locally managed programs, projects, and activities. Other types of support are for monitoring and evaluation, incorporating evidence into programming, political economy analysis, technical support, strategic planning and training, and integration of DRG principles and approaches into other sectoral programming. DRG is not typically able to meet the demand for general office coverage as resources are limited and the technical support mentioned above is top priority.

The DRG Bureau has been a strong advocate for providing support to partner countries and has been a leader in implementing the Agency Approach to Field Services (AAFS). AAFS seeks to improve transparency and accountability, expand access to expertise, provide data for decision making and customer-focused knowledge management. To learn more about AAFS you can read through the [AAFS Toolkit](#) which includes a background along with a handful of resources.

Part of AAFS was the roll out of the Universal Technical Request and Mission Support (UTRAMS) System. This system allows Missions to submit requests for technical assistance to Washington that can be tracked and resolved in a more efficient and timely manner. UTRAMS facilitates access to information and resources for effective program cycle support. Missions can submit a request for technical assistance by navigating to the UTRAMS system (utrams.usaid.gov) and selecting “Enter a New Support Request.”

B. CENTRALLY MANAGED FUNDS

**Asterisk denotes Presidential Initiative for Democratic Renewal (PIDR) funds*

ANTI-CORRUPTION RESPONSE FUND (ACRF)

DRG/AGENCY CONTACT: Alexandra Riboul, ariboul@usaid.gov

PURPOSE:

USAID’s Anti-Corruption Response Fund (ACRF) is designed with the understanding that combating corruption is critical to achieving USAID’s sustainable development objectives across sectors, as indicated in the USAID Anti-Corruption Policy. The ACRF’s objective is to enable USAID to support countries experiencing an anti-corruption reform opening, backsliding, or an opportunity for experimentation. The ACRF provides funding to Missions for short-term and strategic medium-term programming that addresses emerging and

dynamic opportunities to counter corruption, responds to heightened challenges and risks to anti-corruption, and pilots new approaches to countering transnational corruption and to implementing the USAID Anti-Corruption Policy.

ELECTIONS AND POLITICAL PROCESSES (EPP) FUND

DRG CONTACT: EPP Office, EPPFund@usaid.gov

PURPOSE:

Established in 2006, the EPP Fund enables the DRG Bureau to respond to urgent and unmet elections and political process needs globally.

APPLICATION:

- The EPP Fund aims to provide global support for free, fair and democratic elections and political processes.
- All USAID Missions and Operating Units may apply for EPP funding. The EPP Fund solicits applications from USAID missions for two competitive funding rounds each fiscal year. In addition, the EPP Fund accepts ad hoc applications for urgent needs outside of funding rounds. In order to be considered, all applications must meet one of the two requirements; 1) Unanticipated Need or 2) Window of Opportunity.
 - EPP Fund applications must be submitted to the EPPFund@usaid.gov inbox at the close of each call for applications.

HUMAN RIGHTS GRANTS PROGRAM (HRGP)

DRG CONTACT: Christina Sheetz, csheetz@usaid.gov; hrgpfund@usaid.gov

PURPOSE:

The DRG Bureau Human Rights Grant Program (HRGP) provides funds to targeted Missions to address urgent or unforeseen challenges, as well as emerging windows of opportunity, related to promoting and protecting human rights, justice and security globally. The HRGP was established with Congressional support to enable USAID support time-sensitive human rights interventions that fall outside our standard planning and budget processes. As committed to Congress, HRGP programs should address not just a general need and lack of funding, but a genuine sense of urgency that justifies a supplement to the standard planning processes. The DRG Bureau's Justice, Rights and Security (JRS) Office administers a one-phase simplified application process once a year. Missions do not need to articulate fully-developed activity ideas to be considered for HRGP awards. In line with USAID's shift towards more co-creation and adaptive programming, DRG has streamlined our process for Missions to apply, while providing more tailored support and partnership to Missions during a concept note design process (if and where Missions have not yet developed illustrative activities). Those Missions that receive HRGP funds will be responsible

for the procurement of all awards, obligation requirements, award management, performance reporting, and project oversight.

***ANTI-CORRUPTION RESPONSE FUND (ACRF)**

DRG CONTACT: anti-corruption@usaid.gov

PURPOSE:

This initiative is designed to address emerging and dynamic opportunities within countries to counter corruption, respond to heightened challenges and risks to anti-corruption initiatives, and pilot new approaches to countering transnational corruption.

***Advancing Digital Democracy (ADD)**

DRG CONTACT: DRG.GTT@usaid.gov

PURPOSE:

This initiative is working with governments, technologists, and civil society to foster digital ecosystems in which technology is developed, used, and governed in ways that advance democracy and respect for human rights.

***DEFENDING DEMOCRATIC ELECTIONS (DDE)**

DRG CONTACT: DRG.EPP@usaid.gov

PURPOSE:

This fund provides the ability to strategically pilot, scale, and apply evidence-based approaches to address deeply-rooted and emerging threats to electoral integrity — particularly those posing a threat during the period in between elections, when there are often gaps in resources.

***PARTNERSHIPS FOR DEMOCRATIC DEVELOPMENT (PDD)**

DRG CONTACT: DRG.PLI@usaid.gov

PURPOSE:

This initiative provides sustained support to countries demonstrating democratic progress and resilience. PDD operates with a particular focus on locally-led and inclusive democratic processes to identify and address a key development challenge that, if left unaddressed, may undermine their democratic development.

***PROMOTING INFORMATION INTEGRITY AND RESILIENCE (PROINFO)**

DRG CONTACT: DRG.GTT@usaid.gov

PURPOSE:

Promoting Information Integrity and Resilience (ProInfo). This activity will support the development of coordinated solutions and apply evidence-based understandings to strengthen the resilience, inclusivity, and integrity of diverse information ecosystems rooted in international human rights standards.

***ADVANCING WOMEN'S AND GIRLS' CIVIC AND POLITICAL LEADERSHIP (WPPL)**

DRG CONTACT: DRG.Gender@usaid.gov

PURPOSE:

This multi-year initiative is building and sustaining the pipeline of civic-minded and/or politically-interested women and girls, while simultaneously working to create a favorable environment to facilitate their representation, leadership, and agency. It supports Mission-led programming in nine focus countries - Colombia, Côte d'Ivoire, Ecuador, Honduras, Kenya, Kyrgyz Republic, Nigeria, Tanzania, and Yemen - and is facilitating enhanced coordination and knowledge sharing among like-minded partners through the Network for Gender-Inclusive Democracy.

C. CENTRALLY MANAGED IMPLEMENTING MECHANISMS

HOW TO ACCESS A DRG IMPLEMENTING MECHANISM

Sample statements of work are available from DRG staff.

ACCESSING AN INDEFINITE QUANTITY CONTRACT (IQC) / INDEFINITE DELIVERY, INDEFINITE QUANTITY (IDIQ):

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

1. To access an IQC, Missions prepare a statement of work (SOW) for a task order that briefly describes the purpose, background, objectives, desired tasks or activities, deliverables, evaluation or performance measures as appropriate, as well as a notional budget, time frame, and evaluation/selection criteria including weighting of each criteria. Missions should consider providing advance notice to IQC/IDIQ holders of their intention to request proposals.
2. The SOW must be shared with the DRG Contracting Officer's Representative (COR). The COR must review the prospective task order requirements or

statement of work and agree that it complies with the SOW for the basic contract before the task order Contracting Officer (CO) may begin the fair opportunity process.

3. For IQCs/IDIQs, thresholds of task order ceilings determine the process of fair opportunity to be followed. Missions should specify which threshold is being used in the Request for Task Order Proposal (RFTOP), and thus what page limits apply.

a. Task Orders (TO) up to \$100,000: All holders will be asked for proposals not to exceed a 2-page cost proposal and a 3-page technical proposal.

b. Task Orders between \$100,000 and \$2M: All holders will be asked for proposals not to exceed 2-page cost proposal and 10-page technical proposal. Past performance information may also be required but this is not part of the 10-page technical proposal limit.

c. Task Orders for more than \$2M: Two-page cost proposal and 10-page technical proposal may be used, but the CO may request whatever level of information s/he deems appropriate.

4. All IQC/IDIQ holders must be given a fair opportunity to be considered for task orders over \$2,500, unless the CO determines that one of the following exceptions to the fair opportunity requirements applies:

a. An urgent need exists, and seeking competition would result in unacceptable delays;

b. Only one contractor is capable at the level of quality required because the requirement is unique or highly specialized;

c. The task order must be issued on a sole source basis in the interest of economy and efficiency because it is a logical follow-on to an order already issued under the contract, provided that all awardees were given a fair opportunity to be considered for the original order;

d. To satisfy contract minimum award obligations; or

e. Small business set aside.

5. After review of the SOW by the DRG COR, the Mission sends a formal request to its COR to negotiate a task order under an IQC/IDIQ.

ACCESSING AN ASSOCIATE AWARD UNDER A LEADER WITH ASSOCIATES (LWA) GRANT OR COOPERATIVE AGREEMENT:

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

ACCESSING A GRANT OR A COOPERATIVE AGREEMENT (CA):

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

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

ANTI-CORRUPTION

The USAID Anti-Corruption Center (ACC) leads the Agency's efforts to tackle corruption, within countries and transnationally, and blunt corruption's impact on development and democracy. Through an approach that focuses on prevention, detection, mitigation, and accountability, the ACC mobilizes broad-based coalitions and partnerships, galvanizes collective action across sectors, elevates anti-corruption considerations in policy making, catalyzes innovation and experimentation, and serves USAID and the broader community with cutting-edge and responsive technical leadership and programming.

Priority Areas: The ACC leads USAID efforts to implement the President's [National Security Study Memorandum](#), the [U.S. Strategy on Countering Corruption](#), and the [USAID Anti-Corruption Policy](#), including by expanding and accelerating Agency efforts to build local capacity to prevent, detect, and mitigate corruption and hold corrupt actors accountable; strengthening oversight, accountability, and justice sector institutions; supporting open government and transparency norms; and empowering civil society and media reformers to uncover corruption and engage in collective advocacy. The ACC serves as the technical home for USAID's anti-corruption efforts, supporting a broad range of programs and initiatives aimed at elevating and reorienting the Agency's anti-corruption efforts, including countering corruption across sectors.

In accordance with USAID's [Anti-Corruption Policy](#), lines of effort include:

- **Expanding** USAID's efforts to address contemporary corruption threats to keep pace with the drivers, enablers, and manifestations of corruption today, especially transnational corruption;
- **Exercising** holistic and responsive leadership to marshal USAID's range of capabilities during pivotal moments for anti-corruption reform and backsliding;
- **Countering** corruption across sectors to prevent corruption that impedes development progress and tackle corruption from multiple angles;
- **Forging** new partnerships and coalitions to spur and sustain anti-corruption progress.
- **Institutionalizing** anti-corruption as a priority across the U.S. Government and USAID's strategy, policy, and planning processes and frameworks; and
- **Safeguarding** development and humanitarian assistance from corruption risk to preserve public resources for development, protect foreign assistance from diversion, and avoid unintended consequences of international aid.

The ACC also supports critical multi-stakeholder initiatives that focus on transparency, open government, and accountability, including the [Open Government Partnership \(OGP\)](#) and the [Extractive Industries Transparency Initiative \(EITI\)](#).

Mechanisms and Awards:

Countering Transnational Corruption Grand Challenge (CTC GC) Task Order
Global Accountability Program/Strengthening National Architectures to Combat Transnational Corruption (GAP/SNA) Activity

COUNTERING TRANSNATIONAL CORRUPTION GRAND CHALLENGE FOR DEVELOPMENT (CTC GRAND CHALLENGE) TASK ORDER

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
Task Order under IDIQ	Tetra Tech (MSI with Resonance Global is major sub)	7200AA22F00017/ 7200AA21D00024	September 2022 to September 2027

PURPOSE:

As the vanguard of USAID’s suite of anti-corruption programs in the [Presidential Initiative for Democratic Renewal](#), the Countering Transnational Corruption Grand Challenge for Development (CTC Grand Challenge) leverages innovation and collaboration to prevent corrupt actors from siphoning off critical resources that should be used for the public good by harnessing the power of both novel and proven approaches, tools, and technologies; leveraging and mobilizing the private sector; partnering with local solvers and influencers; and fostering collective action through diverse networks.

POSSIBLE WORK AREAS:

- The CTC Grand Challenge solutions will detect and disrupt illicit finance and trafficking in commodities; strengthen transparency and accountability in global supply chains; promote standards, practices, and norms that enhance integrity in the public and private sectors; and address other significant dynamics of transnational corruption.
- Current activities focus on transparency and accountability in green mineral supply chains, private sector integrity, creative uses of data offer an innovative way to root out entrenched corruption.
- Future activities will focus on anti-corruption related to significant development challenges - including climate finance and to global health system supply chains.
- Missions and other OUs can buy-in or seek resources for open innovation competitions—e.g., prizes, challenges, hackathons—to tackle transnational corruption.

DRG CONTACT:

Brooke Stearns Lawson, bstearns@usaid.gov and Cristine Geers, cgeers@usaid.gov

PARTNER CONTACT:

Phyllis Dininio, TetraTech DRG JV, pdininio@msi-inc.com

GLOBAL ACCOUNTABILITY PROGRAM/STRENGTHENING NATIONAL ARCHITECTURES TO COUNTER TRANSNATIONAL CORRUPTION (GAP/SNA) ACTIVITY

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
Task Order under IDIQ	Millennium Partners Consulting, LLC (DAI Global is major sub)		September 2023 to September 2028

PURPOSE:

GAP/SNA Activity is a five-year activity that will enhance country systems and capacity to prevent, detect, investigate and disrupt transnational corruption, grand corruption, and kleptocracy—including as it manifests across regions and high-risk sectors—and build resilience to corruption. Designed to get to the heart of the transnational corruption challenge, GAP/SNA forms the cornerstone of USAID’s efforts to tackle transnational corruption and its pernicious impact on development.

POSSIBLE WORK AREAS:

Working with USAID Missions around the world, GAP/SNA will support four objectives at the global, bilateral, and multi-country levels, and across sectors:

- **Objective 1:** Anti-corruption prevention environment—including internal controls, public procurement and licensing, public financial management, fiscal transparency and open government—improved.
- **Objective 2:** Anti-corruption laws and regulations—including those related to beneficial ownership; real estate, financial, contract, procurement, and tax transparency; implementation of global anti-corruption commitments; and whistleblowing, disclosure, and reporting—created or enhanced.
- **Objective 3:** Financial detection, oversight and disruption environment—including the work of Supreme Audit Institutions (SAIs), financial task teams and investigation units, and other detection and oversight actors—bolstered.
- **Objective 4:** Implementation of anti-corruption enforcement and accountability measures strengthened.

As a Task Order (TO) under the ACES IDIQ, GAP/SNA is implemented via a series of sub-activities (Taskings) at the global, multi-country, and country levels that operate in the following ways:

- As a means for the Anti-Corruption Center to partner with USAID Missions in funding or co-funding GAP/SNA activities at the bilateral level;
- As a modality to implement multi-country programming to address transnational corruption dynamics across key themes and sectors; and
- As a global mechanism aimed at furthering the state of practice across TO Objectives.

Opportunities for Missions include: (1) Buying into GAP/SNA, either for country or multi-country work; (2) Requesting GAP/SNA's specialized rapid, responsive, and state-of-the-art technical support to implement new anti-corruption directions and address transnational corruption dynamics (Missions and Bureaus are invited to request short-term technical assistance and on-call expertise through the [GAP/SNA Mission Rapid Technical Assistance Request Form](#)); (3) Participating in or soliciting request for activities to be funded under the GAP/SNA Annual Program Statement (APS), including activities aimed at boosting local approaches and actors; and (4) Leveraging GAP/SNA to access partnership with other USAID Missions and with outside donors.

DRG CONTACTS:

Alexandra Riboul, COR (ariboul@usaid.gov) and Oladeji Olaore (oolaore@usaid.gov)

PARTNER CONTACT:

Victoria Ayer, GAP/SNA Chief of Party, victoriaayer@millenniumpartners.org

ASSESSMENTS, ANALYTICS, LEARNING AND EVALUATION

(Program Areas: DR.1 - Rule of Law; DR.2 - Good Governance; DR.3 - Political Competition and Consensus Building; DR.4 - Civil Society; DR.5 - Independent Media and Free Flow of Information; DR.6 - Human Rights)

ANALYTICAL SERVICES IV (AS IV) IDIQ

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
IDIQ	Development Professionals, Inc./Making Cents International LLC, DevTech, Mendez England Associates, Navanti, Resonance	7200AA19D00006; 7200AA19D00007; 7200AA19D00008; 7200AA19D00009; 7200AA19D00012	May 15, 2019 - May 14, 2026

PURPOSE:

To provide experts, resources, and analytical tools for DRG assessments, strategic planning, program design, research, surveys, and training.

POSSIBLE WORK AREAS:

The Analytical Services IV IDIQ is primarily a response mechanism for USAID operating units to source DRG analytical and technical support. The IDIQ will provide expertise, assessments, and other analytic capabilities to USAID operating units to develop strategies and programs that will have the greatest impact. Analytical Services IV contractors will support an array of analytical and technical services including:

- DRG assessments, applied political economy analyses, sub-sectoral and technical assessments or analyses;
- DRG strategy development and support for strategic planning;
- Program design and results management support;
- Research, special studies and surveys;
- Training development and delivery, and professional networking; and
- DRG rapid response analytical and technical assistance support for transitional environments.

Analytical Services IV will not support program evaluations, performance evaluations, or impact evaluations. All evaluations supported by the DRG Bureau are conducted under a separate mechanism. Funds may be made available under this IDIQ for Grants under Contract (GUC) to local organizations to conduct activities in support of the above tasks.

DRG CONTACT:

April O'Neill (aoneill@usaid.gov)

PARTNER CONTACT: Depending on the Task Order holder (current Task Orders listed below), please contact the COR.

DRG ASSESSMENT II TASK ORDER (AS IV II)

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
Task Order	Navanti	#7200AA21F00016	October 1, 2021 - March 31, 2026

PURPOSE:

To conduct country-specific DRG sector assessments utilizing the DRG Strategic Assessment Framework.

POSSIBLE WORK AREAS:

This task order will continue to provide USAID Missions and Bureaus with timely, high-quality expertise in the analysis of country-specific DRG challenges and opportunities and to support Missions in applying this analysis to generate analytically sound and evidence-based DRG strategies, programs, and activities. Under the task order the contractor engages and fields DRG Assessment teams for three to four weeks of in-country data collection through interviews and focus groups, and synthesizes this data and analysis into a final report with recommended strategic focus areas in DRG. The assessment teams utilize the DRG Bureau-developed Strategic Assessment Framework in carrying out the assessments.

DRG CONTACT:

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SWIFT EXPERTISE AND GROUNDED ANALYTICS (SEGA)

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
Task Order	DevTech Systems Inc.	#7200AA19D00012	October 1, 2021 - September 30, 2026

PURPOSE:

This mechanism provides the DRG Bureau, USAID regional bureaus, and USAID field Missions with rapid DRG analytical and technical advisory capabilities in democratic transition contexts. It can be used to rapidly assess needs and opportunities in the context of a democratic transition, and to implement short-term advisory services where they are needed most in response to an unforeseen political transition.

Technical capabilities under this task order will serve as a complement and/or bridge until other capacity can come on line or where the specific capability that is needed is lacking.

The task order will also enable the DRG Bureau to provide support in non-presence democratic transition contexts where existing programming is limited and/or nascent.

POSSIBLE WORK AREAS:

- Virtual analytical services
- In-country analytical services
- In-country technical assistance
- Grants under contract

DRG CONTACT:

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DEMOCRACY, HUMAN RIGHTS, AND GOVERNANCE; LEARNING, EVALUATION, AND RESEARCH (DRG LER III AWARD #1)

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
	Holder: Social Impact, Inc.	GS-10F-0294V/7200AA2 3M0001	September 2023 to September 2028
	Subcontractors: Core Team: Penn Development Research Initiative (PDRI/DevLab), Research Triangle Institute, and Dexis Professional Services, Inc. Resource Organizations: Evidence in Governance and Politics (EGAP), Center for Effective Global Action, the Massachusetts Institute of Technology's Gov/Lab, and New Light Technologies. Regional and Local Partners: African School of Economics, Network of Impact Evaluation Researchers in Africa, Red Académica de Gobierno Internacional, Institute for Democracy Societas Civilis-Skopje, Middle East Monitoring, Evaluation and Consulting Services, and Indochina Research.		

PURPOSE:

Learning and Evaluation Across all DRG Program Areas:

LER III contributes to informed decision-making about DRG foreign assistance, building a timely, reliable technical evidence base around what works and does not work in DRG programming, and disseminating these findings to ensure their use moving forward.

POSSIBLE WORK AREAS:

- Impact Evaluations, Rigorous Outcome Performance Evaluations, and Performance Evaluations
- Literature Reviews and Evidence Reviews
- Auxiliary Studies and Surveys
- Dissemination, Utilization, Data Analytics and Visualizations
- Assessments
- Toolkits

DRG CONTACT:

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DEMOCRACY, HUMAN RIGHTS, AND GOVERNANCE; LEARNING, EVALUATION, AND RESEARCH (DRG LER III AWARD #2)

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
	<u>Holder:</u> Cloudburst Consulting Group Inc.	GS-10F-0218U / 7200AA23M00011	September 2023 to September 2028
	<u>Subcontractors:</u> DevLab@Penn, Evaluasi (small business), Adapt (small business), Metropolitan Group (small business), Ecodit (woman-owned small business), David Management Group (woman-owned small business)		

PURPOSE:

Learning and Evaluation Across all DRG Program Areas:

LER III contributes to informed decision-making about DRG foreign assistance, building a timely, reliable technical evidence base around what works and does not work in DRG programming, and disseminating these findings to ensure their use moving forward.

POSSIBLE WORK AREAS:

- Impact Evaluations, Rigorous Outcome Performance Evaluations, and Performance Evaluations
- Literature Reviews and Evidence Reviews
- Auxiliary Studies and Surveys
- Dissemination, Utilization, Data Analytics and Visualizations
- Assessments
- Toolkits

DRG CONTACT:

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CIVIL SOCIETY, LABOR, AND MEDIA

Increased development of a politically active civil society and a better informed political system
(Program Areas DR.4 - Civil Society and DR.5 - Independent Media and Free Flow of Information)

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. Civic actors such as human rights groups, pro-democracy groups, informal or emerging civic actors, non-violent social movements, labor unions, worker organizations, labor activists, journalists and independent media, youth, professional associations, 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) and civic actors supported by USAID champion the rights of marginalized populations, ferret out government corruption and impunity, and spotlight business practices that are exploitative of labor and the environment. Their presence and activities of CSOs and civic actors help assure that the government and citizens comply with the rule of law.

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

Mechanisms and Awards:

Global Labor Program Cooperative Agreements
Civil Society & Media: Strengthened Together and Advancing in
New Directions (CSM-STAND)
Greater Internet Freedom (GIF)
Civil Society Innovation Initiative (CSII)
International Fund for Public Interest Media (IFPIM)
Media Viability Accelerator (MVA)
Powered by the People (PxP)

GLOBAL LABOR PROGRAM (GLP)

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
Cooperative Agreement	The Solidarity Center	7200AA22LE00001	August 8, 2022 to August 7, 2027
Cooperative Agreement	Solidar Suisse	7200AA21CA00031	October 15, 2021 - September 30, 2026
Cooperative Agreement	Sightsavers	7200AA21CA00032	October 15, 2021 - September 30, 2026

PURPOSE:

The Global Labor Program (GLP) consists of multiple cooperative agreements, including one Leader with Associates (LWA) Award with buy-in capabilities, that promote worker rights, protections, access to justice, organizing, and collective action. GLP also strengthens networks of civil society and worker organizations; conducts research and learning about effective approaches to advancing labor rights; and includes components to prevent trafficking in persons and forced labor.

POSSIBLE WORK AREAS:

- Effective support for the formation of new independent, democratic trade unions or worker organizations or expansion of worker representation by existing organizations;
- Increased sustainability and resilience of worker organizations;
- Increased access to justice for workers;
- Improved legal and regulatory protection for labor rights, including (but not limited to) acceptable wages, working hours, freedom to associate, freedom from gender-based and other forms of violence and harassment, forced labor with or without human trafficking, and occupational safety and health standards;
- Improved connectivity and partnership between worker associations and other civil society organizations;
- Research and learning on effective interventions for advancing labor rights;
- Increased access to decent work for women, youth, indigenous people, religious and ethnic minorities, people with disabilities, informal workers, and other vulnerable/ marginalized groups; and
- Improved capacity of key government, employer, worker association and other civil society institutions to implement labor and industrial relations frameworks.

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GREATER INTERNET FREEDOM (GIF)

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
Cooperative Agreement	Internews	7200AA20CA00021	August 15, 2020 - November 30, 2024

PURPOSE:

The Greater Internet Freedom (GIF) Program supports civil society, independent media, and human rights defenders to become more resilient to digital repression in countries where USAID works. The activity's two primary objectives are: (1) strengthen the digital security capacity of civil society, independent media, and human rights defenders who are under threat or at risk; and (2) increase the involvement of civil society, independent media, and human rights defenders in advocacy for rights-respecting digital governance.

GIF is implemented by a consortium of more than 100 organizations led by Internews. Approximately 85% of consortium partners are local organizations. International partners include: the International Center for Not-for-Profit Law, Article 19, Global Network Initiative, Ranking Digital Rights, and TechSoup. Regional partners include:

- **Western/Central Africa:** Co-Creation Hub (Nigeria) and Paradigm Initiative (Nigeria)
- **Southern/Eastern Africa:** DefendDefenders (Uganda), Collaboration on International ICT Policy in East and Southern Africa (CIPESA) (Uganda)
- **Eastern Europe:** Digital Security Lab (Ukraine) and Balkan Investigative Reporting Network (Bosnia and Herzegovina).
- **Latin America:** Derechos Digitales (Chile)
- **Southeast Asia:** EngageMedia (Indonesia)
- **Central Asia:** Civil Internet Policy Initiative (Tajikistan)

WORK AREAS:

GIF strengthens the organizational security capacity of civil society, human rights, and media organizations, equipping networks of local and regional trainers and organizational security auditors with cutting-edge cybersecurity expertise. Through GIF, local organizations grow their own cyber self-reliance while leading activities that provide local capacity and resilience against attempts to suppress human rights online. Illustrative activities include:

- Training, tailored capacity building, toolkits, and resources for local organizations to improve their digital hygiene.
- Security audits for civil society counterparts to enhance cybersecurity and safeguard their data and communications.

- Establishing regional and local incident response platforms and equipping local experts with critical digital safety skills to better enable local communities to respond to their own digital security challenges.
- Public campaigns and training curricula to enhance digital security awareness.

GIF also increases citizen engagement in internet governance at local, regional, and international levels. Activities include:

- Fellowships, mentorships, and exchanges with regional and international organizations to build the capacity of local organizations to engage on digital rights governance and policy issues.
- Building the local, regional, and global evidence-base to support advocacy campaigns on priority internet freedom issues.
- Legal analyses of proposed country-level legislation affecting digital rights.
- Inclusion of local stakeholders at regional and global internet freedom convenings.
- Mentoring local actors to build multi-stakeholder internet freedom coalitions.
- Working with technology companies to elevate digital rights considerations in their operations.

DRG CONTACT:

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PARTNER CONTACT:

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Internews Network
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CIVIL SOCIETY & MEDIA: STRENGTHENED TOGETHER & ADVANCING IN NEW DIRECTIONS (CSM-STAND)

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
Cooperative Agreement (Africa & Middle East)	PACT	#7200AA21LE00004:	September 2021 - August 2026
Cooperative Agreement (Asia, Europe, Eurasia, Latin America and the Caribbean)	PACT	#7200AA21LE00006	September 2021 - September 2026

PURPOSE:

CSM-STAND strengthens local, regional, and cross-regional approaches that foster independent civic forces, enhance civic engagement, and build vibrant, and resilient civil society and media sectors. These initiatives support the building blocks for greater social trust and more pluralistic, democratic societies. CSM-STAND supports civil society organizations (CSOs), independent media, labor organizations, and informal or emerging civic actors to ensure citizen participation and inclusion and government transparency as well as accountability. CSM-STAND also supports the integration of these principles into other development sectors.

CSM-STAND offers USAID Missions and operating units a flexible, worldwide platform for designing and implementing activities related to civil society, media, and cross-sectoral objectives. CSM-STAND builds on the DRG Bureau's previous support for civil society capacity development, particularly the Bureau's Global Strengthening Civil Society LWA (SCS Global) and its predecessor iterations. CSM-STAND is implemented through two five-year Leader with Associate (LWA) Cooperative Agreements, delineated geographically.

POSSIBLE WORK AREAS:

- Capacity strengthening of civil society and media.
- Media development and information integrity.
- Supporting independent media, journalistic practices, and open information environments.
- Using context-appropriate information and communications technology safely and effectively, and digital-first strategies.
- Supporting civil society and media in politically restrictive environments.
- Strengthening enabling environments for civic participation, access to information, and increased respect for civil society's rights and freedoms.

- Supporting DRG integration.
- Strengthening citizen oversight of government functions to increase transparency and accountability.
- Supporting constituency mobilization by civil society.
- Promoting democratic culture to enhance DRG and other sectors.
- Supporting positive youth development and youth engagement.
- Developing and delivering Innovative and accessible civic education.
- Strengthening financial self sustainability, including building philanthropic ecosystems and other alternative funding sources

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INTERNATIONAL FUND FOR PUBLIC INTEREST MEDIA (IFPIM)

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
Grant	Rockefeller Philanthropy Advisors	7200AA22GR00001	December 2021 - June 2024

PURPOSE:

The [International Fund for Public Interest Media](#) (IFPIM), is a first-of-its-kind multilateral financing mechanism dedicated to supporting independent journalism and the provision of trustworthy information in low- and low-middle-income countries. The goal of IFPIM is to provide core operational support to vital public interest media while protecting recipients of this funding from editorial interference, as well as support the development of new business models that enable these media to survive as traditional business models. IFPIM has received a significant initial grant from USAID, announced at the first Summit for Democracy in 2021 and in the past two years has more than doubled this funding from democratic governments, foundations and technology companies. While IFPIM awaits its own registration as Public International Organization (PIO), it is sponsored by Rockefeller Philanthropy Advisors.

POSSIBLE WORK AREAS:

IFPIM Objectives include:

Objective 1: Providing much needed support in priority geographies and help sustain independent public interest media facing existential threats in a first set of priority countries (currently being identified and to be discussed with leading donors).

Objective 2: Catalyzing mobilization of additional financial resources to sustain independent media in low- and middle-income countries, in particular by encouraging democratically committed governments to contribute to IFPIM and more broadly to increase their share of ODA reaching independent media.

Objective 3: Proving the Fund's model by testing and hopefully demonstrating demand by and absorptive capacity of media outlets and ecosystems, interest by funders, and early indications of the impact of IFPIM's independent, flexible and tailored support.

Objective 4: Improving collective learning and sharing across the community of donors and media development organizations on what works in supporting independent public interest media.

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MEDIA VIABILITY ACCELERATOR FORWARD (MVA FORWARD)

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
Cooperative Agreement	Internews	7200AA23CA00014:	September 25, 2023 to September 24, 2026

PURPOSE:

The Media Viability Accelerator (MVA) is a digital platform that provides media outlets with extensive data about the markets where they operate and enables them to track the analytics of their own performance and find help with specific sustainability challenges—all free of charge. Media outlets using this multilingual tool will improve their understanding of how their operations measure up against benchmarks, become better equipped to adapt to market changes, and have greater access to resources to assist with their work.

MVA Forward will use the platform to create a community for learning and a marketplace where participating outlets can find consultant expertise, investors and funders, advertisers, technology solutions, and advisors. In addition, MVA Forward can offer flexible funding to select participating outlets in lower-resource and repressive environments to test new strategies and adaptations of their business models based on the platform's insights.

POSSIBLE WORK AREAS:

MVA Forward will build a diverse, global cohort of users to facilitate research, networking and adaptation. The MVA will be available to independent news outlets globally and become an integrated part of the assistance that USAID and other media development partners offer in support of independent media.

MVA Forward comprises three components:

- **MVA Insights** is a data platform to track media outlet business performance and learn from others with similar market and organization characteristics. Data will be shared anonymously and securely, and the platform will be free to independent media organizations.
- **MVA Solutions** is a demand-driven marketplace for services aimed at media viability. Providers will offer a wide range of solutions, and media managers can seek the type of assistance they most value.
- **Financial Support** will be available to users of the platform via multiple grant and funding opportunities that will help media outlets design new strategies for viability and incorporate those into their operations.

The broader independent media community will be able to tap into the platform for learning and analysis. The analytics available from the data will support participating media outlets in reporting their progress to funders and supporters.

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PARTNER CONTACT:

Internews

Dan Spealman, Chief of Party

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POWERED BY THE PEOPLE (PxP)

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
Grant	PartnersGlobal	7200AA23GR00053	September 26, 2023 to September 25, 2028

PURPOSE:

The purpose of the Powered by the People (PxP) activity is to provide direct and accessible support that addresses the needs, opportunities, and challenges identified by activists and other civic actors engaged in nonviolent collective action. Through this support, PxP will strengthen the agency, resiliency, and efficacy of activists and people-powered social movements that advance human rights, social justice, democracy, and inclusive development.

POSSIBLE WORK AREAS:

Powered by the People seeks to support the work of activists and people-powered social movements engaged in nonviolent collective action by pursuing the following four objectives:

- **Objective 1:** Foster relationships, networking, coordination, and collaboration among formal civil society organizations, grassroots organizers, activists, historically excluded communities, scholars, and donors.

Related activities include but are not limited to, peer to peer exchanges, communities of practice, and a donors roundtable.

- **Objective 2:** Promote practices that cultivate leadership, organizing capacity, strategic decision-making, and nonviolent discipline of activists, grassroots actors, and organizers.

Related activities include but are not limited to, creation of a global activist help desk and trainings upon request from civic actors engaged in nonviolent collective action.

- **Objective 3:** Increase flexible and accessible funding available to bolster the agency and resilience of activists, grassroots actors, and organizers.

Related activities include but are not limited to, regional rapid and emergency response, core funding, and a non-USG multi-donor fund to complement PxP.

- **Objective 4:** Improve documentation, translation, and dissemination of learning, strategies, best practices, and other knowledge that activists and grassroots organizers identify as central to the success of their movements.

Related activities include but are not limited to, creation of a storytelling as data digital platform, a developmental evaluation, an activist artifact repository, as well as research and a digital learning platform.

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ELECTIONS AND POLITICAL PROCESSES

More genuine and competitive political processes
(Program Area DR.3 - Political Competition and Consensus Building)

Elections and other political processes are pivotal to the quality of a country's governance and can either greatly advance or set back a country's long-term democratic development, as well as USG country, regional, and global foreign policy priorities. To be credible, elections must take place within a democratic enabling environment that allows for freedom of expression, assembly, and association, as well as for transparency, accountability, inclusion, and genuine political competition. The role of citizens in setting the direction for their country's future, however, extends beyond elections. Democratic political processes, more broadly, provide a myriad of ways for citizens to engage with the government, express political and policy preferences, hold the government accountable, and work to build national consensus or reconciliation.

Priority Areas: Impartial electoral frameworks, credible electoral administration, effective oversight of electoral and political processes, informed and active citizenries, representative and competitive multi-party systems, inclusion of women and other disadvantaged groups, new technologies and cybersecurity in elections, effective and responsive governance by elected leaders and bodies, election monitoring, election-related information integrity, countering foreign electoral interference, voter education, electoral justice, electoral security and violence prevention, and effective transfers of political power.

Mechanisms and Awards:

Democratic Elections and Political Processes (DEPP) Leader with Associate (LWA) Award

DEMOCRATIC ELECTIONS AND POLITICAL PROCESSES (DEPP) LEADER WITH ASSOCIATE AWARDS

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
LWA	Consortium for Elections and Political Process Strengthening (CEPPS)	7200AA21LE00008	10/01/2021 - 9/30/2026

PURPOSE:

The purpose of this Leader with Associate (LWA) Award is primarily to support USAID’s goals and objectives under the “Governing Justly and Democratically” area of the Foreign Assistance Framework, and, more specifically, the “Political Competition and Consensus Building” program element in the framework. The Democratic Elections and Political Processes (DEPP) LWA also aims to support sustainable development in partner countries through the development of inclusive and democratic political processes that lead to responsive and effective governance.

POSSIBLE WORK AREAS:

The DEPP LWA is designed to respond to immediate and long-term Mission and Bureau needs related to assessments, strategy formulation, activity design, evaluation, and program implementation. The DEPP LWA also includes a rapid and flexible response component that can be used to respond to unanticipated needs, emerging opportunities and critical gaps in programming.

Activities initiated under this award may promote any of the following nine program objectives:

Objective 1: Build capacity of stakeholders, including citizens, media, civil society, political parties, and government to advance political freedoms and establish democratic political processes.

Objective 2: Support participation by all citizens and social groups in electoral and political processes by identifying and addressing social, economic, legal, and political barriers to participation.

Objective 3: Improve democratic governance and the quality of representation throughout the political system, including by supporting country efforts to build representative multiparty systems and legislative bodies, and improving the responsiveness of governing institutions to citizens.

Objective 4: Facilitate the development of accountability and oversight mechanisms for responsive and democratic governance, both within the state and by citizens and civil society.

Objective 5: Promote the appropriate use of technology in political processes while mitigating its negative consequences.

Objective 6: Facilitate citizen access to accurate information about policy and political processes.

Objective 7: Promote electoral integrity and sound election administration in the pursuit of free, fair, and competitive electoral processes.

Objective 8: Facilitate the development and implementation of consensus-building processes and legal frameworks, including peace processes, constitutional reform and support during political transitions, and democratic breakthroughs.

Objective 9: Encourage peaceful political processes and prevent and mitigate electoral violence.

The DEPP LWA cross-cutting priorities are: anti-corruption, gender, inclusion of local partners, inclusion of marginalized groups, and sustainability.

ASSOCIATE AWARDS:

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

Under the DEPP LWA, Associate Awards may be awarded for up to an initial five-year period. New awards may be issued until the Leader Award expires. Associate Awards may be extended for a cumulative term of up to 10 years, but cannot extend for more than five years past the expiration of the Leader Award. An Associate Award cannot be extended more than five years into the future at any given time.

PROGRAMMING PROCESS FOR ASSISTANCE AWARDS

1. When a USAID Mission or office determines they want to use the LWA to program a new activity, they will begin to develop procurement documents in conjunction with the Agreement Officer (AO), Program Officer (PO), and any other relevant individuals and offices. This includes a Program Description (PD) that will, at minimum: 1) include the total estimated amount (TEA) and period of performance of the activity, 2) include a problem statement/background information and describe the objectives of the activity, and 3) include which DEPP LWA objectives the activity responds to.
2. The Mission or office will then submit the PD to the Leader Award AOR in DRG/EPP for review. If the Leader Award AOR determines that the proposed program is applicable to the objectives of the Leader Award and that there is an available budget ceiling remaining, (s)he will approve the PD. After receiving approval, the respective Agreement Officer (for the proposed Associate Award) may forward the PD to the recipient and request an application.
3. The recipient submits an application (including a description of activities and a detailed budget and other documents as requested) to the cognizant Agreement Officer for the Associate Award.
4. The cognizant Agreement Officer (in coordination with the respective AOR for the proposed Associate Award) will respond directly to the recipient with approval or suggested revisions.

5. Upon conclusion of discussions, the cognizant Agreement Officer will issue an Associate Award. The Associate Award Agreement Officer will designate an Associate Award AOR for each award.
6. The Associate Award Agreement Officer will provide a copy of the fully executed Associate Award to the Leader Award AOR in DRG/EPP per ADS requirements.

LEADER AWARD

The DEPP LVA also features global capabilities under the leader, including rapid and flexible response, targeted assistance and pilot programs, and technical leadership components.

- The rapid and flexible response aims to respond to unanticipated needs, emerging opportunities and critical gaps in programming through short-term interventions.
- The targeted assistance and pilot programs encourage awardees to test innovations, creative solutions and/or target distinct issues or solve specific problems, including in countries not undergoing transitions.
- The technical leadership component supports innovative research resulting in the development of widely disseminated, practical, and user-friendly guides, tools, and training publications in the field of elections and political transitions.

GRANTEES:

The Consortium for Elections and Political Process Strengthening (CEPPS) is the prime recipient of this award. The CEPPS team brings together seven leading international organizations in the DRG sector, including the three core partners: the International Foundation for Electoral Systems (IFES), the International Republican Institute (IRI), and the National Democratic Institute (NDI), and the four senior technical partners: the American Bar Association Rule of Law Initiative (ABA ROLI), the Center for International Private Enterprise (CIPE), Democracy Arch (D-Arch), and Internews. All communication regarding CEPPS should be sent to both Senior Technical Director Terry Hoverter and Senior Director for Strategy and Operations Kira Ribar with the AOR in copy.

DRG CONTACT:

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PARTNER CONTACT:

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GOVERNANCE

More transparent and accountable government institutions
(Program Area DR.2 - Good Governance)

Citizens have confidence in a government that is able to deliver basic services. The degree to which a government is able to carry out its functions at any level can often determine a country's ability to sustain democratic reforms and provide for the well-being of its citizens.

Priority Areas: Public sector reform; legislative strengthening; public policy development and implementation; decentralization and local governance; urbanization; transparency and accountability; improving capacity in government oversight, audit and internal controls; public financial management; procurement reform; domestic revenue mobilization; and debt and fiscal accountability.

Mechanisms and Awards:

Active Citizens - Effective States (ACES) IDIQ
Active Citizens - Effective States (ACES) APS
House Democracy Partnership (HDP) Associate Award
Office of Language Services IAA
U.S. Treasury IAA
Making Cities Work IDIQ
United Nations Office for Project Services (UNOPS) PIO
International Organization of Supreme Audit Institutions (INTOSAI) PIO
OECD Methodology for Assessing Procurement Systems (MAPS) PIO
Public Financial Management (PFM) IDIQ II

ACTIVE COMMUNITIES - EFFECTIVE STATES (ACES) IDIQ

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
IDIQ	ADAP (ABT and DI JV)	7200AA22D00001	The ordering period for task orders is open through January 31, 2027. Task orders issued during this timeframe may continue for up to two years after the ordering period ends, i.e., until January 31, 2029
	Chemonics International	7200AA21D00015	
	Creative Associates International	7200AA22D00002	
	Development Alternatives Incorporated (DAI)	7200AA21D00016	
	Development Innovations Group (DI)	7200AA21D00019	
	Development Professional Inc.	7200AA21D00020	
	DEXIS Partners	7200AA22D00003	
	DT Global	7200AA21D00017	
	ECODIT LLC.	7200AA21D00021	
	IBI	7200AA21D00022	
	LINC	7200AA21D00023	
	Millennium Partners	7200AA22D00004	
	RTI International	7200AA21D00018	
	Tetra Tech	7200AA21D00024	

PURPOSE:

The purpose of Active Communities - Effective States (ACES) IDIQ is to provide technical assistance and advisory services, training, and direct program implementation to support host country good governance, transparency and accountability.

POSSIBLE WORK AREAS:

- Good Governance and Anti-Corruption;
- Strengthening the Legislative Function/Legal Framework;
- Decentralization and Local Governance;
- Rule of Law and Security Sector Reform; and
- Strengthening Oversight Mechanisms.

DRG CONTACT: Joseph Scheibel, JScheibel@usaid.gov

ACTIVE COMMUNITIES - EFFECTIVE STATES (ACES) ANNUAL PROGRAM STATEMENT (APS)

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
Annual Program Statement	N/A	7200AA19APS00010	September 30, 2021 - April 10, 2025 (to be extended)

PURPOSE:

The purpose of the Active Communities - Effective States (ACES) Annual Program Statement (APS) is to empower USAID and its Missions to seek innovative approaches to ACES-related DRG challenges, possibly through co-creation, and to engage new and underutilized partners, many of which are local and locally established organizations, to solve problems not adequately addressed by other USAID investments.

POSSIBLE WORK AREAS:

- Enhance Accountability and Prevention of Corruption;
- Strengthen Legislative Function and Process;
- Citizen-Responsive Local Governance;
- Bolster Justice, Rights and Security; and
- Elections and Political Transitions.

DRG CONTACT:

Michael Kwaw, MKwaw@usaid.gov (note: this APS is managed by M/OAA)

HOUSE DEMOCRACY PARTNERSHIP (HDP) ASSOCIATE AWARD

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
Associate Award	Consortium of Elections and Political Process Strengthening (CEPPS)	7200AA22LA00003	March 1, 2023 - February 28, 2028

PURPOSE:

The House Democracy Partnership (HDP) is a bipartisan commission of the U.S. House of Representatives that works directly with countries around the world to support the development of effective, independent, and responsive legislative institutions. HDP uses peer-to-peer exchange programs, training seminars for members and staff, and targeted material assistance to build capacity in key areas such as legislative oversight, budget analysis, committee operations, constituent relations, and library and research services.

POSSIBLE WORK AREAS:

Legislative Strengthening, Accountability

DRG CONTACT:

Colin Buckley, cbuckley@usaid.gov

PARTNER CONTACT:

Megan Hinton, mhinton@cepps.org

OFFICE OF LANGUAGE SERVICES INTER-AGENCY AGREEMENT (IAA)

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
IAA	Office of Language Services	7200AA20GR00002	October 1, 2023 - March 31, 2025

PURPOSE:

Provides translation and interpretation services to the House Democracy Partnership.

POSSIBLE WORK AREAS:

Legislative Strengthening

DRG CONTACT:

Colin Buckley, cbuckley@usaid.gov

PARTNER CONTACT:

interpreters@state.gov

U.S. TREASURY INTER-AGENCY AGREEMENT (IAA)

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
IAA (PASA)	U.S. Treasury, Office of Technical Assistance	72-EGEE-20-H-00002	September 1, 2020 - August 31, 2025

PURPOSE:

Strengthen government revenue, public financial management, debt management, financial supervision.

POSSIBLE WORK AREAS:

Government revenue (domestic revenue mobilization), government spending (public financial management), debt management, financial sector supervision

DRG CONTACT:

Anton Kamenov, akamenov@usaid.gov

PARTNER CONTACT:

Jason R. Orlando, jorlando@ota.treas.gov

MAKING CITIES WORK (IDIQ)

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
IDIQ		AID-OAA-I-14-00060; AID-OAA-I-14-00062; AID-OAA-I-14-00061; AID-OAA-I-14-00065; AID-OAA-I-14-00066; AID-OAA-I-14-00064; AID-OAA-I-14-00067; AID-OAA-I-14-00063; AID-OAA-I-14-00079; AID-OAA-I-14-00059	9/25/2014-9/24/2024, depending on when the task order was issued; ordering period has ended.

PURPOSE:

The purpose of Making Cities Work is to provide access to short- and long-term technical services, training, and capacity-building in areas related to improving urban and local governance. Making Cities Work will enable USAID Missions and Washington Bureaus to address the challenges and opportunities presented by the unprecedented pace of urbanization around the world and support USAID's implementation of the Agency's Sustainable Service Delivery in an Increasingly Urbanized World policy.

POSSIBLE WORK AREAS:

1. Improved urban and local government public service delivery with an emphasis on transportation, water and sanitation;
2. Greater autonomy, transparency, responsiveness and accountability of urban and local governments;
3. Enhanced ability of urban and local governments to adapt to climate change, improve environmental management practices and expand pollution control systems;
4. Better urban and local government disaster preparedness, response and recovery; and
5. Strengthened urban and local government finance, creditworthiness and borrowing.

DRG CONTACT:

Kevin Nelson, kenelson@usaid.gov

PARTNER CONTACT:

IDIQ has 18 task orders across seven implementing partners.

UNITED NATIONS OFFICE FOR PROJECT SERVICES (UNOPS) PUBLIC INTERNATIONAL ORGANIZATION AGREEMENT (PIO)

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
Public International Organization	Cities Alliance	72-EGEE-18-C-00001	June 1, 2018 - May 31, 2024

PURPOSE:

To coordinate urban-focused programming with donor engagement and investment. The competitive advantage of such a partnership is that USAID can access the depth of urban knowledge and expertise of Cities Alliance staff and the 30 members that span governments, local authorities, non-governmental organizations, multilateral organizations, private sector and university/research organizations. Cities Alliance promotes long-term programmatic approaches that support national and local governments to develop appropriate policy frameworks, strengthen local skills and capacity, undertake strategic city planning and facilitate investment.

POSSIBLE WORK AREAS:

Slum eradication, secondary cities, domestic resource mobilization, women's economic empowerment, climate change and urban resilience, economic development, urban service delivery, and impacts to COVID-19.

Current and forthcoming work includes investing in secondary cities to grow subnational economies and create more resilient cities (Ethiopia); empowering women to contribute to the design and installation of urban infrastructure and open space for more inclusive cities (Tunisia); community upgrading and resource mobilization to stabilize vulnerable populations (Haiti); development of gender-inclusive urban development strategies focused on employment, climate resilience and security (Nepal).

DRG CONTACT:

Kevin Nelson, kenelson@usaid.gov

PARTNER CONTACT:

Julian Baskin, jbaskin@citiesalliance.org

INTERNATIONAL ORGANIZATION OF SUPREME AUDIT INSTITUTIONS (INTOSAI) PUBLIC INTERNATIONAL ORGANIZATION AGREEMENT (PIO)

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
Public International Organization	INTOSAI Development Initiative (IDI)	720DD123IO00002	August 1, 2023 - December 31, 2027

PURPOSE:

The activity will provide overall support to the Accelerated Peer-support Partnership program (PAP-APP) and Global SAI Accountability Initiative (GSAI) for SAIs in USAID partner countries.

POSSIBLE WORK AREAS:

- (1) Promote transparency in the use of public funds and combat corruption in the public sector;
- (2) Support greater and more effective SAI inclusion in the broader accountability ecosystem; and
- (3) Advance SAI capacity to support greater accountability in key sectors (e.g., health, environment, gender, energy, climate)

DRG CONTACT:

Thomas Solomon, tsolomon@usaid.gov

PARTNER CONTACT:

Jostein Tellnes, jostein.tellnes@idi.no

OECD METHODOLOGY FOR ASSESSING PROCUREMENT SYSTEMS (MAPS) SECRETARIAT PUBLIC INTERNATIONAL ORGANIZATION AGREEMENT (PIO)

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
Public International Organization	MAPS Secretariat	720DD123IO00003	January 1, 2024 - December 31, 2026

PURPOSE:

USAID and the Recipient hereby agree to provide support to the operations of the OECD MAPS Secretariat hosted within the OECD. The purpose of the general contribution is to provide general budget support to the MAPS Secretariat over the period starting on 1 January 2024 and ending on 31 December 2026 and to attract additional donors in support of MAPS. This further enables USAID's participation in multi-donor efforts administered or implemented by the MAPS Secretariat during its tenure as a member of the MAPS Steering Committee. The hosting of the MAPS Secretariat by the OECD is subject to the OECD Council's approval of such hosting arrangement for the period starting on 1 January 2024 and ending on 31 December 2026. The continuation of any outputs beyond 2024 is subject to the inclusion of such outputs in the OECD's future Programme(s) of Work and Budget ("PWB").

POSSIBLE WORK AREAS:

Assessment of Procurement Systems, knowledge sharing.

DRG CONTACT: Thomas Solomon, tsolomon@usaid.gov

PARTNER CONTACT:

Nicolas Penagos, Head, MAPS Secretariat, Nicolas.PENAGOS@mapsinitiative.org

PUBLIC FINANCIAL MANAGEMENT II (PFM) IDIQ

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
IDIQ	Abt Associates Inc. AECOM International Development Chemonics International, Inc. DAI Global, LLC Deloitte Consulting LLP Louis Berger Nathan Associates Palladium International, LLC DevTech Systems International Business Initiatives International Development Group Advisory Services, LLC The Pragma Corporation	7200AA18MCC00007	June 30, 2018 - June 30, 2025 (TO request closed)

PURPOSE:

The purpose of this activity is to support USAID provision of sound development policy advice and take a leadership role in fostering a better understanding of PFM and sectoral policy issues, and to support USAID efforts to assist host countries in the design and implementation of large-scale economic and structural reform programs, and the elements of such programs.

POSSIBLE WORK AREAS:

Covers all economic growth technical areas: Fiscal policy and management; Public financial management, debt operations and debt management; Monetary policy, banking and central bank operations; Trade and exchange rate policy; Macroeconomic policy coordination/integration; Trade and investment; Business enabling environment; Labor market analysis and policy; Sectoral policy analysis and review; Planning, national income accounting, and strategic development; Collection of statistics in the technical areas listed above; Other macroeconomic and sectoral policy.

DRG CONTACT:

Thomas Solomon, tsolomon@usaid.gov

PARTNER CONTACT:

Abt Associates - PFMIDIQ@abtassoc.com

DT Global/AECOM - Bikram Ghosh, bikram.ghosh@dt-global.com

Chemonics - PFM_II_IDIQ_PMU@chemonics.com

DAI - PFMII@dai.com

Deloitte - Stephen Lewarne, slewarne@deloitte.com

DevTech - Rafael Romeu, rromeu@devtechsys.com

IBI International - IBI-PFMII@ibi-usa.com

IDG - pfmii@internationaldevelopmentgroup.com

Nathan Associates - Jeff Singer, jsinger@nathaninc.com

Palladium Group - Denis Hall, dennis.hall@thepalladiumgroup.com

Pragma - PFMII@pragmacorp.com

WSP/Louis Berger - Baljit Vohra, Baljit.Vohra@wsp.com

JUSTICE, RIGHTS, AND SECURITY

Strengthening rule of law, human rights, counter trafficking in persons, and security sector reform.

(Program Areas DR.1 - Rule of Law and DR.6 - Human Rights)

Justice, Rights, and Security are fundamental to democracy and development. They are inextricably linked and reinforce one another as reflected in Sustainable Development Goal 16. Promoting justice by ensuring the independent, efficient, and open administration of justice, guarantees the impartial application of the law, improves justice seeker experiences and outcomes, and strengthens effective checks and balances and accountable institutions as foundations of democratic governance. Protecting rights by supporting the work of human rights defenders and national human rights institutions and empowering people to know, use, and shape the law in their daily lives, ensures equity and equality under the law, facilitates access to justice for all, and remedies and prevents rights violations. Providing security by constraining the arbitrary exercise of power and tempering the use of force and ensuring the accountability, as well as professionalism and integrity of police and other security actors, safeguards all members of society from crime and violence, including gender-based violence, so they may live safely and recognize their full potential. Counter trafficking in persons is critical to human rights and dignity, the rule of law, global security, and undermining corrupt global commerce.

Priority Areas: Strengthening judicial independence and self governance, administration of justice and court operations, the legal profession and services, legal education and preparation to practice, and people-centered justice systems; expanding access to justice and legal empowerment; promoting human rights; strengthening institutions defending human rights; supporting human rights defenders; human rights accountability, including transitional justice; atrocity prevention; countering trafficking in persons; survivor-informed approaches, combating crime, violence and citizen insecurity; and strengthening security sector governance.

Mechanisms and Awards:

Rapid Response Activity

Justice, Rights, and Security Annual Program Statement

JUSTICE, RIGHTS, AND SECURITY RAPID RESPONSE AWARD (JRS-RRA)

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
Cooperative Agreement	Democracy International, with consortium members FHI360, The Carter Center, The Asia Foundation, TAG International, Physicians for Human Rights, Pan American Development Foundation, International Center for Not for Profit Law, Proximity International, GeoPoll, The Sentinel Project, Humanity & Inclusion, Ropes & Gray LLP	7200AA22CA00029	October 1, 2022 - September 30, 2027

PURPOSE:

The purpose of the [Justice, Rights, and Security Rapid Response Award](#) is to support Missions and Operating Units in responding to urgent and unforeseen needs and windows of opportunity in the technical areas of rule of law, human rights, and security sector reform. This mechanism can rapidly mobilize pre-obligated, global DRG funds in a matter of weeks to enable USAID to respond in real time, utilizing a consortium of expert organizations and their support to local actors and organizations (this mechanism has a target of at least 50% of direct costs to local partners). Missions do not need their own funds to utilize JRS-RRA. Activities average around 12 months in duration and under \$500,000 in size. JRS-RRA activities are not intended to support follow-on activities or address funding gaps, but they can be used to pilot new approaches and partnerships and are meant to be flexible and adaptable to respond to changing needs.

POSSIBLE WORK AREAS:

- Human rights
- Rule of law
- Security sector reform

DRG CONTACT:

Kim Hart, kihart@usaid.gov, and Christina Sheetz, csheetz@usaid.gov

JUSTICE, RIGHTS, AND SECURITY ANNUAL PROGRAM STATEMENT (APS)

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
APS	N/A	7200AA22APS00007	6/30/2022 - 6/30/2027

PURPOSE:

The Justice, Rights, and Security (JRS) [Annual Program Statement](#) (APS) is an open-ended, annual funding opportunity to generate competition for new awards. The APS aims to promote justice, protect rights, and promote security globally by empowering USAID Missions and/or Operating Units (OUs) to seek solutions to JRS-related challenges, to engage new and underutilized partners, and to offer a tool through which such work can be innovatively accomplished. With dedicated support and expertise from USAID Washington’s DRG Bureau’s JRS Office, the APS supports USAID’s efforts to increase local partner engagement and diversify and expand the Agency’s partner base. As a result of this increased competition and diverse perspectives, it is expected that this will result in USAID investments achieving better locally-led solutions and more sustainable outcomes through increased creativity and innovation.

POSSIBLE WORK AREAS:

Objective one: Promote Justice by fostering the independent, efficient, and open administration of justice, guaranteeing impartial application of the law, improving justice seeker experiences and outcomes, and strengthening effective checks and balances and accountable institutions as foundations of democratic governance;

Objective two: Protect Rights by advancing equity and equality under the law, access to justice for all; empowering people to know, use, and shape the law in their daily lives; and facilitating the work of human rights defenders and community justice advocates as well as national human rights institutions in remedying and preventing rights violations; and/or

Objective three: Promote Security by constraining the arbitrary exercise of power and tempering the use of force; ensuring the accountability, professionalism, and integrity of police and other security sector actors; and safeguarding all members of society from crime and violence, including gender-based violence, so they may live safely and realize their full potential.

DRG CONTACT:

Michael McCullough, mmccullough@usaid.gov; or Patricia Hunter phunter@usaid.gov

MANAGEMENT AND CADRE SUPPORT

Holistic support for the DRG global cadre throughout their careers

The Office of Management and Cadre Support serves as the hub for management support and engagement with USAID’s global DRG staff (the “cadre”), by promoting resilience, diversity, equity, inclusion, and access, as well as professional development for DRG staff across all hiring mechanisms. In addition to broad support to the cadre, this office houses the Backstop 76 Coordinator for Foreign Service Crisis, Stabilization, and Governance Officers. The MCS Office carries out all of the administrative management services (AMS) for the DRG Bureau, including onboarding, offboarding, recruitment, performance management, security, space management, supplies, transportation benefits, travel, etc.

Priority Areas:

Professional development and leadership for the global BS 76 cadre, supporting assignments for BS 76 Foreign Service Officers, individual and organizational resilience, supporting all stages of the employee lifecycle (recruitment, hiring, training, performance management, recognition, retention, etc).

Mechanisms and Awards:

Generating Results in Our Work and Thought Leadership (GROWTH)
WWC Global - DRG Administrative and Support Services Task Order

GENERATING RESULTS IN OUR WORK AND THOUGHT LEADERSHIP (GROWTH)

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
Task Order under IDIQ	EnCompass	AID-OAA-I-17-00005 7200AA22F00012	September 21, 2021 - September 20, 2024

PURPOSE:

The Generating Results in Our Work and Thought Leadership (GROWTH) activity supports the DRG Bureau's full portfolio of learning events (trainings, webinars, and e-learning module) as well as targeted convenings and coaching, in order to strengthen the capacity of the DRG global cadre and promote the DRG Bureau's reputation for thought leadership.

POSSIBLE WORK AREAS:

- Professional development and training delivery through a variety of learning strategies, including instructor-led training, eLearning, webinars, and other fit-for-purpose modalities.
- Design, organization, and facilitation of events including convenings, policy discussions, and retreats that forge linkages among pro-democracy organizations globally.
- Leadership skills development and cross-cutting support services to ensure activities apply the most appropriate technology; are fully aligned to support diversity, equity, inclusion, and accessibility and resilience; reach the DRG Bureau's target audience through effective communications; and benefit from evaluation to build on strengths and incorporate improvements.

DRG CONTACT:

Karolyn Kuo, kakuo@usaid.gov

PARTNER CONTACT:

Jennifer Collins-Foley
Chief of Party, Generating Results in Our Work and Thought Leadership (GROWTH) Program
Contractor: EnCompass, LLC
USAID/Bureau for Democracy, Human Rights, and Governance
+1 (540) 379-9974

WWC GLOBAL - DRG ADMINISTRATIVE AND PROGRAM SUPPORT SERVICES TASK ORDER

TYPE	IMPLEMENTING PARTNER	AWARD NUMBER	PERFORMANCE PERIOD
TASK ORDER	WWC Global / Nickol Global Solutions	72200AA21N00009	09/28/2021 - 09/27/2024

PURPOSE:

The purpose of this Task Order (TO) is to provide administrative, program and DRG technical support services to the USAID Bureau for Democracy, Human Rights, and Governance and Missions as described in the Task Order’s Statement of Work. This Task Order will have three (3) Base Year Periods and two (2) Option Year Periods that may be exercised by the Task Order Contracting Officer (TOCO).

To administer a rising number of complex democracy promotion programs and provide more consistent and timely technical support to Missions, the DRG Bureau designed this task order to expand the DRG Bureau’s ability to provide timely and relevant services and help fill critical gaps in staffing, knowledge, and technical skills using short and/or mid-term consultants. The staff hired under this mechanism will augment the DRG Bureau’s capability with specialized support staff and subject matter experts. USAID’s aim through this task order is to provide 1) full time administrative support and program management staff related to DRG Bureau’s operations, and 2) intermittent technical subject matter specialists in key disciplines, thereby enabling the Bureau to quickly respond to priorities in Washington, D.C. and/or deploy highly-skilled DRG technical professionals to partner countries to meet temporary technical needs. Contracted individuals hired under this mechanism will supplement DRG staff and programs with their specific skills and experience and will be expected to contribute to the broader mission goals and objectives set by DRG leadership across the Agency. All positions must be filled by U.S. citizens with the ability to pass a background check and obtain and maintain the necessary facility and employee security clearance at the Secret level. All necessary facility and employee security clearances shall be at the expense of the Contractor.

POSSIBLE WORK AREAS:

All DRG sectors: Professional Services and DRG /Subject Matter and Technical Experts.

DRG CONTACT:

Andreas (Andy) Paloumpis, apaloumpis@usaid.gov (COR); Joseph Taggart, jtaggart@usaid.gov (A/COR)

PARTNER CONTACT:

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GLOBAL TRENDS AND TECHNOLOGY

(Program Areas: DR.1 - Rule of Law; DR.2 - Good Governance; DR.3 - Political Competition and Consensus Building; DR.4 - Civil Society; DR.5 - Independent Media and Free Flow of Information; DR.6 - Human Rights)

The Global Trends and Technology Office coordinates the DRG Bureau's efforts to bolster democratic resilience, counter authoritarian influence, and engage with technology in support of democracy and human rights in our partner countries. The office serves as a "think-tank" for the bureau by identifying emerging issues and technologies that are impacting USAID's objective to strengthen democratic governance around the world, and works across the bureau to support and mainstream efforts to effectively respond to those emerging trends.

The expansion of authoritarian influence is a cross-cutting challenge to transparent and inclusive democratic governance and the rule of law which is only accelerating with the power of repressive technology. Authoritarian regimes increasingly seek to expand their influence by interfering in the political and economic processes of other states. These regimes urge governments to reject a citizen-centered approach to development and accountable governance. The approach offers short-term economic gains in exchange for support for those regimes in the international community. This results in the spread of a type of economic mercantilism that prioritizes state power over individual liberty. The tactics employed by authoritarian regimes seeking to expand their influence include digital repression, information manipulation, economic capture and coercion, elimination of institutional checks, erosion of social trust, repression of civil society and media, and manipulation of elections.

In an era of democratic backsliding, digital authoritarianism is becoming increasingly pervasive and powerful, with the negative impacts of technology on human rights in the news daily. However, there is an opportunity to shape standards, regulations, laws, software design, and professional ethics such that technology supports and strengthens privacy, human rights, and open societies rather than reinforcing repression. The DRG Bureau is working to proactively address these challenges and work with likeminded stakeholders across governments, the private sector, and civil society to architect the internet of the future that defaults to democracy and human rights.

Understanding global trends and building democratic resilience requires a wide range of efforts. The DRG Bureau is working to identify emerging challenges to democratic governance; mainstream efforts to respond to new threats; , develop assessment tools to understand authoritarian influence; design initiatives to counter that influence, support digital democracy and rights-respecting technologies; bolster information integrity and resilience while countering information manipulation ; and understand the nexus between corruption and authoritarianism, and monitor gray zone risks to development objectives. This requires engagement across multiple domains, including: increasing independence and democratic character of government institutions and political processes, understanding emerging new technologies like AI, supporting democratic governments in being more responsive to citizen needs while creating economic opportunity, supporting healthy information ecosystems, building up more transparent economic institutions, and ensuring that democratic values are reflected in international fora, governance and standards. The DRG Bureau is investing in

understanding authoritarian narratives in order to better understand how to make the case for democracy. This includes formative and actionable research rooted in local values to support strategic messaging that fortifies democratic values that are relevant and resonant in the countries in which we work.

III. DRG-RELATED RESOURCES

DRG-Relevant Publications, Tools, And Assessments

- To access relevant DRG resources, visit [USAID's DRG Technical Publications](#) page and [DRGLinks.org](#).