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

In 2012, USAID formally launched the Center for Democracy, Human Rights and Governance (DRG Center). The creation of the DRG Center resulted from the U.S. Quadrennial Diplomacy and Development Review (QDDR), which explicitly stated the need for USAID to establish the Center as the primary means of elevating and integrating democracy, human rights, and governance within the Agency’s overall development portfolio. The DRG Center exercises broad oversight over the global $2.3 billion democracy Congressional budget directive, most of which is implemented by USAID.

The DRG Center has a mission statement to “promote peace, prosperity, and freedom around the world through self-reliant, citizen responsive democratic governance that respects human dignity, rights and rule of law.” The DRG Center organizes its work to achieve the three following strategic objectives: 1) Learn: Increase knowledge concerning the global advancement of DRG; 2) Serve: Improve the quality and impact of DRG technical assistance to the field; and 3) Influence: Elevate the role of DRG in key USAID, USG and multilateral strategies, policies and budgets. With a strong emphasis on rigorous learning, the DRG Center will promote and support evidence-based DRG programming.

The Agency’s primary means of implementing DRG programs in “presence” countries remains in USAID missions. The DRG Center’s support of missions is provided through an interlinked approach that involves technical leadership, field support, cadre development and training, centrally-managed funds and mechanisms, and direct program management. This User’s Guide to DRG Programming has been crafted to serve as a fundamental reference tool for USAID missions and bureaus to utilize in pursuit of advancing democracy, human rights and good governance. This Guide outlines the structure and breadth of the DRG Center’s technical expertise, as well as the D.C.-based DRG cadre. The Guide catalogs the funding and implementing mechanisms that may be accessed through the DRG Center and other offices, and technical resources that inform DRG work.

The Guide is organized into three parts:

I. A description of the DRG Center’s Teams and Working Groups
II. DRG Services, Funds and Mechanisms
   A. TDY and Technical Field Support Services
   B. Centrally-Managed Funds
   C. Centrally-Managed Implementing Mechanisms
III. Other DRG Resources

*The User’s Guide to DRG Programming is regularly updated and accessible on the Center for Democracy, Human Rights and Governance internal website at https://pages.usaid.gov/DDI/DRG.*
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1. DRG CENTER TEAM AND WORKING GROUP DESCRIPTIONS

**Cadre Care and Development (CCD) Team**

The CCD Team promotes, supports, and represents the USAID Democracy, Human Rights, and Governance (DRG) global cadre across the Agency and all hiring mechanisms. Specifically, the CCD team works in collaboration with other Bureaus/Offices to promote and advance technical excellence, leadership, resilience, diversity and inclusion among the DRG global cadre.

**Civil Society and Media (CSM) Team**

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

The DRI coordinates the DRG Center’s efforts to counter resurgent authoritarian influence (RAI) in our partner countries. The team serves as a “think-tank” for the Center by identifying emerging issues that are impacting USAID’s objective to strengthen democratic governance around the world, and works across the Center to mainstream efforts to effectively respond to those emerging trends. The team also supports USAID Missions and the DRG cadre by developing assessment tools for understanding the incentives that authoritarian influence creates within countries, and how to design programs to counter that influence. The team coordinates across the Agency and the interagency on countering authoritarianism strategy and response, and provides technical assistance to Missions to develop targeted programming to counter authoritarianism. Areas of expertise include countering disinformation and digital authoritarianism, as well as strengthening the resilience of democratic institutions to democratic backsliding and external interference.

Democratic Elections and Political Processes (DEPP) Team

The DEPP Team provides technical leadership and support on elections and political processes to USAID field Missions and Washington bureaus, other USG entities, and the broader DRG community. The DEPP Team offers technical leadership on specific issues, such as electoral security and new technologies in elections, and delivers technical assistance in areas including political party development, electoral administration, election monitoring, voter education, electoral justice, political transitions, and the political participation and leadership of women and traditionally marginalized groups. The DEPP Team provides technical guidance; electoral assessments; strategy development; analytical tools; program design and evaluation assistance; training; flexible and timely funding; access to long-term and rapid/flexible response implementing mechanisms; and policy support. The DEPP Team also directly manages flexible analytic and response activities.

Evidence and Learning (E&L) Team

The mission of the E&L team is to increase the role that evidence and learning play in USAID DRG decision-making and to advance a culture of learning within USAID’s DRG sector. Our work is guided by four principles: (1) learning should be used, (2) methodologies should be selected based on the “best-fit” for purpose, (3) research should be of high-quality, and (4) learning is most effective when it draws on diverse academic fields, cultural perspectives, and national/regional experiences. E&L advises and provides technical support to Missions on the design and implementation of DRG evaluations, surveys, and other research efforts. E&L leads the development and implementation of the DRG Learning Agenda — a dynamic collection of research questions that guide DRG analytical efforts and help inform DRG strategic planning and project design with the best theory, evidence, and practical guidance.

Governance (GOV) Team

The GOV Team provides technical expertise, support and leadership on USAID efforts to help countries build public institutions that are resilient, transparent, and accountable to citizens. This includes enhancing the capacity of executive and legislative institutions at all levels of government to provide effective, inclusive, and citizen-responsive services and to efficiently and transparently mobilize, spend, and account for public resources to meet development and economic growth
objectives. GOV currently works with the USAID Anti-Corruption Task Force to support programming to strengthen the overall ecosystem for countries to effectively prevent, detect, mitigate and combat corruption, and support integration of anti-corruption approaches and activities across the Agency’s sectoral programming. GOV also serves as the Urban focal point at USAID, coordinating programming and strategic thinking among pillar and regional bureaus to leverage urbanization in support of economic development and improved service delivery.

Justice, Rights, and Security (JRS) Team

The JRS Team integrates and catalyzes USAID assistance activities in areas of Rule of Law, Human Rights, Security Sector Reform, and Countering Trafficking in Persons to promote justice, rights, and security for all—inclusive of the poor, underserved, and marginalized—as important goals themselves and as means to achieving other sustainable development goals in partner countries. JRS activities engage government institutions—including the judiciary, prosecutorial services, law enforcement, and national human rights institutions—civil society organizations, the private sector, local leaders and other actors in order to strengthen the administration of justice, provide equal access to justice for all, improve safety and security, facilitate cultures of lawfulness and public trust, strengthen accountability in all its forms, and combat corruption. The team’s technical experts serve as a focal point and lead in designing and evaluating programs, generating data-driven and evidence-based technical tools, and facilitating training and communities of practice in relevant technical areas.

Policy, Coordination, and Integration (PCI) Team

The PCI Team leads the DRG Center’s engagement on DRG integration and sector-wide DRG policies, strategies, and budgets. The team engages within USAID and in the interagency on U.S. diplomacy, policy, programs, and resources regarding the promotion of DRG, and manages relations with external stakeholders to advance the DRG Center’s core interests, including, but not limited to Congress, partners, think tanks, private sector, and other donors. The team leads the Center’s efforts at supporting country-specific DRG assessments, political economy analyses, and strategies, and promotes understanding of how power and politics shape sectors by employing a Thinking and Working Politically lens to ensure interventions are grounded in local country contexts. The PCI Team provides leadership, advocacy, research, training and targeted technical assistance to promote the integration of the DRG principles of participation, inclusion, transparency, and accountability, across all sectors of Agency programming in order to improve governance and strengthen sustainability of USAID activities. The team also works to improve understanding of local systems, empower local actors, and strengthen in-country capacity in order to improve the quality and sustainability of development outcomes. The team represents USAID’s DRG sector in the annual global budget formulation and execution process, ensuring that budget levels are consistent with strategies and policy priorities, and leads the DRG Center’s reviews of Country Development Cooperation Strategies, and other strategic, policy and program planning documents. Finally, the team manages the cross-DRG Center Field Support Unit, coordinating technical assistance and regional support.

Program Team

The Program Team serves as the Center’s Program and Budget Office. The Program Team supports the Center’s strategic development, ensures the alignment of activities with the DRG Strategy and Center objectives, and strengthens activity design through the incorporation of best practices and
cross sectoral integration. The Program Team also interfaces with the Development, Democracy, and Innovation Bureau’s Program Office; the Office of Budget and Resource Management; and the Bureau of Foreign Assistance to plan for, manage and execute the Center’s budget, and organize data collection and reporting. Further, the Program Team serves as the Center’s primary procurement and legislative policy interlocutor with the Office of Acquisition and Assistance and the Bureau for Legislative and Public Affairs and leads on strategic communications products.

**DRG CENTER WORKING GROUPS**

**Culture and Resilience Working Group**

The Culture and Resilience Working Group seeks to establish best practices to promote a healthy culture and work environment for all staff. For more information, please contact: dreiff@usaid.gov.

**DRG & ID Diversity, Equity, and Inclusion (DEI) Working Group**

The goal of the DRG Center and Inclusive Development Hub (ID) Diversity, Equity and Inclusion (DEI) Working Group (WG), as a resource and advisory group, is to lead the DRG Center and ID Hub in championing USAID’s Mission and Values, as well as USAID’s Leadership Philosophy, which promote integrity, respect and inclusion both internally and through our programs worldwide. This WG will also serve as a resource for programming and training for the DRG global cadre, of all hiring categories (including Foreign Service Nationals). For more information, please contact: drgdeiwg@usaid.gov.

**Digital Democracy and Digital Repression (D3R) Working Group**

Building on the work of the USAID Digital Strategy, and employing a ‘whole of society’ approach that engages governments, tech companies and hubs, universities, civil society, and the general public, "digital democracy" aims to align the development, use, deployment, and governance of technology with international human rights norms and democratic values. The D3R Working Group will provide a forum for Agency bureaus and missions to discuss D3R programming, research, and issues. Specifically, we will engage in the following lines of effort: 1) engage field missions and regional bureaus for their feedback and input on the development of key policies, resources, and trainings; 2) provide a platform for sharing programmatic approaches and, eventually, lessons-learned across missions and bureaus to inform policies, guidance documents and training; 3) share latest research and innovative thinking on this topic across the Agency and inter-agency, and 4) update field missions on related interagency and multilateral efforts to address D3R. For more information, please contact: lmeils@usaid.gov.

**Gender Working Group**

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

Knowledge Management Advisory Working Group

The Knowledge Management Advisory Working Group (KMAG) is designed to empower and build the capacity of staff to identify and address knowledge management and organizational learning (KMOL) challenges throughout the DRG Center and among the DRG cadre. These challenges may fall under the following areas:

- **Processes and Procedures**: Develop policies, processes and SOPs to improve colleagues’ ability to generate, capture, share and learn from knowledge and information systematically.
- **Culture**: Support DRG efforts to develop and sustain a transparent, collaborative, respectful and learning-driven culture through use and promotion of various KMOL tools and strategies: (i.e., peer-to-peer learning, share outs and brown bags, Communities of Practice, etc.)
- **Technology and Systems**: Identify areas in which DRG and agency platforms meet or fail to meet end user needs and create methods to improve usage and communicate improvements to agency stakeholders.
- **Communication**:
  - Maintain and provide up-to-date information on the DRG internal Pages website (MyUSAID) as a one-stop shop for the global cadre on mechanisms and funds, learning products, and other internal and external resources.
  - Communicate within and across DRG teams other KMOL tools, strategies, approaches and resources that improve the way people do their work.

For more information, please contact: ddi.drg.kmag@usaid.gov.

Training and Leadership Team (TLT)

The DRG Center seeks to build the training capacity of the DRG global cadre and to promote internal USAID experts to serve as primary trainers, with external trainers and academics to support the delivery of DRG training. The DRG Center focuses training on the learners’ needs as identified by DRG officers in the field, as well as through training needs assessments conducted USAID-wide and by the DRG Center. By using a curriculum review process to develop the training programs, the DRG Center is able to better ensure continuity, sustainability, and content quality control. The DRG Center’s TLT, composed of a representative from each DRG Center team, is responsible for providing guidance and direction in course content, training policies, and protocols. The Training team also oversees the Training of Trainers course, which develops skills and knowledge of trainers. For more information, please contact: dcha.drg.tlt@usaid.gov.

Youth Working Group

The DRG Youth Working Group (YWG) is a community of learning focused on discussing new programs, evidence, and challenges impacting youth activities in DRG work. This WG is part of the larger Youth Corps ecosystem, however, it’s focused on promoting evidence-based interventions across the DRG sector. The Youth WG also hosts events, and helps the DRG Center identify priorities,
navigate technical requests from the field, and identify opportunities for collaboration across the cadre. For more information, please contact: drgyouthwg@usaid.gov.

**DRG CENTER REGIONAL COORDINATORS**

The DRG Center’s Regional Coordinators serve as a direct link between the Center and field Missions for their respective regions. This includes providing general technical support on DRG strategy and project designs and connecting Missions with specific support they need from other technical teams in the DRG Center. Regional Coordinators also liaise with other parts of USAID and the interagency on all issues related to DRG policy, programming, and resources for their regions.

Africa: Tara Thwing, tthwing@usaid.gov

Asia: Gary Bland, g bland@usaid.gov

Europe & Eurasia: Nicholas Detsch, ndetsch@usaid.gov

Latin America & the Caribbean: Carrie Mitchell, camitchell@usaid.gov

Middle East: Stephen Brager (interim), sbrager@usaid.gov
II. DRG SERVICES, FUNDS, AND MECHANISMS

A. FIELD SUPPORT

The DRG Center provides technical assistance to the field through in-person and virtual TDYs. The majority of this support is with the design, implementation, planning and procurement for field-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 Center has been a strong advocate for providing support to the field 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 field access to information and resources for effective program cycle support. Missions can submit a request for technical assistance by navigating to the utrams (utrams.usaid.gov) and selecting “Enter a New Support Request.”

B. CENTRALLY MANAGED FUNDS

ANTI-CORRUPTION RESPONSE FUND (ACRF)

DRG/AGENCY CONTACT: Jennifer Lewis, jenlewis@usaid.gov and acrf@usaid.gov

PURPOSE: USAID’s new Anti-Corruption Response Fund (ACRF) is designed based on the understanding that USAID cannot achieve its mission of promoting sustainable development or meet its objectives across any sector without actively understanding corruption and building effective, systems-oriented, and integrated programs to address it. The purpose of the ACRF is to provide USAID with the ability to fund, pilot, scale, and apply evidence-based approaches to delivering effective and impactful anti-corruption programming in response to democratic openings or closings, increase the use of integrated approaches in support of DRG-related and other development results, and address the increasingly globalized aspects of corruption. The ACRF is open 1-2 times per fiscal year and announced through Open Season notifications. Completed applications must be submitted by the deadline to acrf@usaid.gov.

DEMOCRATIC RESILIENCE AND INNOVATION FUND (DRIF)

DRG CONTACT: Beatrice Reaud, breaud@usaid.gov

PURPOSE: The DRG Democratic Resilience and Innovation Fund (DRIF) links the DRG technical assistance with a dedicated funding stream to support democratic resilience and address authoritarian tactics. Modeled on other existing similar funds already managed by the DRG Center,
such as the Human Rights Grant Program, the DRI team works with Missions on co-creating a concept that works best for the Mission’s unique approach. Possible work areas could include bolstering democratic resilience to digital repression, cyber attacks, disinformation, propaganda, and media capture; strengthening integrity and independence of democratic institutions; challenging natural resource capture, energy sector manipulation, corrupt financial transactions, electoral and political party interference, and infrastructure investments from authoritarian models of finance; and countering revisionist narratives that undermine democratic values in society and tools that restrict and discredit civil society.

ELECTIONS AND POLITICAL PROCESSES (EPP) FUND

DRG CONTACT: Mariam Ernesta-Savy, mernestasavy@usaid.gov

PURPOSE:
Established in 2006, the EPP Fund enables DDI/DRG 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 may apply for EPP funding. The EPP Fund solicits applications from USAID missions for competitive funding rounds each fiscal year. In addition, the EPP Fund accepts ad hoc applications for urgent needs outside of funding rounds. In order to be considered all applications must meet two of the three listed requirements; 1) Unanticipated Need, 2) Window of Opportunity, and 3) Innovative Programming.
  ○ EPP Fund applications must be submitted to the EPPFund@usaid.gov inbox at the close of each call for applications.

EXTRACTION INDUSTRIES TRANSPARENCY INITIATIVE (EITI) FUND

DRG/Anti-Corruption Task Force (ACTF) CONTACT: Jennifer Lewis, jenlewis@usaid.gov

PURPOSE:
Support country-led efforts to increase extractive industry transparency and expand the implementation, impact and reach of EITI, including e.g: training for country EITI multi-stakeholder groups and national EITI secretariats; policy, legislative and technology support for implementing governments; support for civil society and media to increase extractive industry transparency; strengthening disclosure of government revenue, exploration and concession data in the extractives sector; promoting beneficial ownership processes to enhance transparency; and minimize supply chain risks to businesses from corruption, illicit finance, and conflict minerals. Funds are also used to support global-level initiatives around both extractive transparency and open government, including direct support to the EITI and Open Government Partnership (OGP) Secretariats.
HUMAN RIGHTS GRANTS PROGRAM (HRGP)

DRG CONTACT: Patricia Hunter, phunter@usaid.gov

PURPOSE:
The DRG Center 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 Center’s new Justice, Rights and Security (JRS) Team administers a two-phased application process. The first step is this global call for Expressions of Interest, from which DRG will identify a select number of candidate Missions to proceed to the second phase, during which DRG will collaborate with selected Missions to develop concept papers. Once concepts receive final approval, funds will be allowed to the field. All awards will be administered through and managed by the receiving Mission. Those Missions that receive HRGP funds will be responsible for the procurement of all awards, obligation requirements, award management, performance reporting, and project oversight.

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

ACCESSING A GRANT OR A COOPERATIVE AGREEMENT (CA):

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

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

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<td>7200AA19D00006; 7200AA19D00007;</td>
<td>May 15, 2019 - May 14,</td>
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<td>International LLC, DevTech,</td>
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<td>Mendez England Associates, Navanti, Resonance</td>
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**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 Center 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.
ANALYTIC TASK ON AUTHORITARIAN RESURGENCE AND INFLUENCE (ATARI)

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<td>Task Order # 7200AA20F00019</td>
<td>October 1, 2020-September 30, 2023</td>
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PURPOSE:
To provide USAID Missions with analytical services, products, and approaches to enhance USAID’s understanding of Resurgent Authoritarian Influence (RAI) and contribute to the development of more effective DRG sector response strategies and programming.

POSSIBLE WORK AREAS:
The purpose of this activity is to provide USAID Missions with analytical services, products, and approaches that will enhance USAID’s understanding of RAI and contribute to the development of more effective DRG sector response strategies and programming.

ATARI will develop and pilot a new diagnostic tool for assessing RAI in USAID partner countries and will work collaboratively with target USAID Missions and stakeholders to formulate effective programmatic responses. As an interrelated component, ATARI will also synthesize the growing body of research and evidence on Chinese, Russian, and other authoritarian influence operations, identify knowledge and data gaps, and facilitate networking and information exchange among members of a growing community of RAI researchers and practitioners.

ATARI outputs include:
- RAI systematic review (Year 1)
- RAI assessment methodology (Year 1)
- Field test assessment methodology in six sequential pilot RAI assessments with pause and reflect moments between assessments to refine the methodology (Years 1-3)
- An RAI practitioner guide (Year 3)
- An evidence summit (Year 3)

DRG CONTACT: Stephanie Molina, (smolina@usaid.gov)

PARTNER CONTACT:
Andrew Green, PhD, Vice President for Applied Learning and Research
Development Professionals, Inc.
Vienna, VA, USA, 22182
agreen@developmentpi.com
DRG ASSESSMENT TASK ORDER (ASIV)

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

POSSIBLE WORK AREAS:
This task order will 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 Center-developed Strategic Assessment Framework in carrying out the assessments.

DRG CONTACT: April O’Neill (aoneill@usaid.gov)

PARTNER CONTACT:
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Vienna, VA, USA, 22182
agreen@developmentpi.com
**DRG ASSESSMENT II TASK ORDER (ASIV II)**

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<td>#7200AA21F00016</td>
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**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 Center-developed Strategic Assessment Framework in carrying out the assessments.

**DRG CONTACT:** April O’Neill (aoneill@usaid.gov)

**PARTNER CONTACT:**
Joe McSpedon, Vice President
Navanti Group
2451 Crystal Dr. suite 108, Arlington, VA 22202
jmcspedon@navantigroup.com
**SWIFT EXPERTISE AND GROUNDED ANALYTICS (SEGA)**

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<td>#7200AA19D00012</td>
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**PURPOSE:**
This mechanism provides the DRG Center, 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 Center 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:** Stephanie Molina, (smolina@usaid.gov)

**PARTNER CONTACT:**
Jerry Hyman, Task Order Manager
DevTech Systems Inc.
1700 N. Moore St., Suite 1720
Arlington, VA 22209
GHyman@devtechsys.co
DRG LEARNING, EVALUATION AND RESEARCH (LER II)

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PURPOSE:
The DRG Learning, Evaluation and Research mechanisms are managed by the Evidence and Learning (E&L) Team and can be used for a wide range of DRG learning activities, including impact and performance evaluations, literature and evidence reviews, case studies, surveys, and the production of dissemination materials or dissemination events. The mechanisms are highly flexible and, depending on scale and complexity, learning activities can generally start within a few weeks of reaching out to E&L.

POSSIBLE WORK AREAS:
Learning, evaluation and research related to the DRG sector or DRG cross-cutting activities.

DRG CONTACT: Golnoosh Hakimdavar (NORC), ghakimdavar@usaid.gov
Blair King (Cloudburst), blking@usaid.gov

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Evaluation Specialist
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8400 Corporate Drive, Suite 550, Landover, MD 20785-2238

CIVIL SOCIETY 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. Organizations such as human rights groups, professional associations, religious institutions, pro-democracy groups, environmental activist organizations, business associations, labor unions, media organizations, and think tanks play a vital role in educating and engaging with the public and the government on important local and national issues. Many civil society organizations (CSOs) supported by USAID champion women’s rights, ferret out government corruption and impunity, and spotlight business practices that are exploitative of labor and the environment. Their presence and activities of CSOs help assure that 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 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 Organization Sustainability Index (CSOSI)
- Civil Society & Media: Strengthened Together and Advancing in New Directions (CSM-STAND)
- Greater Internet Freedom (GIF)
- Civil Society Innovation Initiative (CSI)
- Enabling and Protecting Civil Society Project (EPCS) Illuminating New Solutions and Programmatic Innovations for Resilient Spaces (INSPIRES)
- Advancing Media Literacy for New Digital Arrivals in Developing Countries
- International Fund for Public Interest Media (IFPIM)
GLOBAL LABOR PROGRAM (GLP)

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<td>October 15, 2021 - September 30, 2026</td>
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PURPOSE:
The Global Labor Program (GLP) consists of multiple cooperative agreements 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.

DRG CONTACT: Marc Douglas, mdouglas@usaid.gov (AOR & A/AOR) and Jason Swantek, jswantek@usaid.gov (AOR & A/AOR)

PARTNER CONTACT:
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1130 Connecticut Ave NW, Suite 800
Washington, DC 20036
(Please contact the AORs listed above for more information)

Bernhard Herold
Solidar Suisse  
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8005 Zürich, Switzerland  
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Jane Turner  
Sightsavers  
Bumpers Way, Bumpers Farm  
Chippenham, SN14 6NG  
United Kingdom  
(Please contact the AORs listed above for more information)
CIVIL SOCIETY INNOVATION INITIATIVE (CSII)

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<td>October 3, 2016 - March 31, 2023</td>
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PURPOSE:
The Civil Society Innovation Initiative (CSII) is a global initiative funded by USAID, the Swedish International Development Cooperation Agency, and private philanthropic organizations. CSII is led and driven by a network of civil society leaders and activists across the globe and supported by the CIVICUS World Alliance for Citizen Participation and the Tides Center.

The goal of CSII is to support new and effective approaches to promote, strengthen, and network civil society organizations, amplify their voices, and harness innovative strategies that expand the reach and impact of civic activism. Through a network of seven regional civil society innovation hubs, CSII international partners work to connect organizations and activists across countries and regions, encouraging peer-to-peer collaboration and learning. The initiative also provides civil society organizations and networks with a virtual and physical platform to access tools and technologies aimed at improving organization capacity to advocate for greater rights, transparency and accountability. CSII local partners ultimately work across a network of countries and regions to address the most pressing threats to civic space.

POSSIBLE WORK AREAS:

- Accountability and Transparency: Tackling corruption while promoting good governance
- Advocacy: People-powered campaigns to open up civic space
- Digital Security: Securing online and offline interactions
- Global Partnerships: Connecting people and organizations for shared impact
- Innovation Pipeline: Innovation labs and funding for new tools and strategies
- Knowledge Sharing: Sharing ideas, strategies, and experiences
- Research and Development: Applied research on civic space challenges

The CSII network aims to spark collaboration among civic actors, social entrepreneurs, and the private sector and has leveraged global partnerships. Since the Initiative launched in 2016, regional hubs have been designing and implementing a range of innovative programs, for example:

- **Latin America and the Caribbean** - Creating a digital sharing economy platform for civil society innovators across the region.
- **Africa** - Designing a social innovation challenge that provides support and helps activists scale solutions that strengthen government accountability and transparency.
- **Middle East** - Training hundreds of activists from Algeria, Tunisia, Mauritania, Jordan, Lebanon, Egypt, and Palestine in digital security. It is also undertaking pioneering research into how digital currencies and crowdfunding can support civil society activism including in Syria, Libya, and Yemen.
- **Central Asia** - Organizing an annual Innovation Festival engaging hundreds of participants from across the region to share skills and co-design new responses to civic space restrictions in Afghanistan, Kazakhstan, Kyrgyzstan, Mongolia, Tajikistan, Turkmenistan, and Uzbekistan.
- **South Asia** - Working closely with civil society organizations, artists, musicians, and others in Afghanistan, Pakistan, India, Bangladesh, Nepal, Bhutan, Maldives, and Sri Lanka to promote youth activism.
- **East Asia** - Convening activists to improve digital security and combat disinformation, including disinformation related to COVID-19 and elections across the region.
- **Pacific** - Supporting a youth-led network that focuses on mobilizing, coordinating, and facilitating access to resources and fostering the next generation of activists.

**DRG CONTACT:** Jared Ford, jaford@usaid.gov

**PARTNER CONTACT:**
The Tides Center
1014 Torney Avenue
San Francisco, CA 94129
**Civil Society Organization Sustainability Index (CSOSI)**

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**PURPOSE:**
The annual Civil Society Organization Sustainability Index (CSOSI) has been funded by USAID and produced in collaboration with local partners for over 20 years. The annual edition includes 73 country reports and four regional reports that assess the strength and viability of the CSO sector in Asia, Central and Eastern Europe and Eurasia, sub-Saharan Africa, the Middle East and North Africa, and Mexico. This index allows for comparisons in and across countries and regions over time and is an important tool for Missions, local CSOs, governments, providers of development aid, academics, and others to understand and measure the sustainability of the CSO sector.

**POSSIBLE WORK AREAS:**
Reports for Asia, Central and Eastern Europe and Eurasia, sub-Saharan Africa, the Middle East and North Africa, and Mexico

**DRG CONTACT:** Christina del Castillo, cdelcastillo@usaid.gov

**PARTNER CONTACT:**
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1825 Connecticut Avenue, NW | Washington, DC 20009
O: 202.884.8183 |
Elmerlishvili@fhi360.org | www.fhi360.org | FHI 360 Facebook
GREATER INTERNET FREEDOM (GIF)

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PURPOSE:
The Greater Internet Freedom (GIF) Program seeks to increase the capacity of civil society, independent media, and human rights defenders in countries where USAID works on internet freedom issues relevant to country contexts. The activity’s two primary objectives are: (1) increase 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.

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 by expanding the integration of digital rights and internet freedom objectives into overall human rights agendas at the local and regional levels. Illustrative activities include:

- Regional and local-level research and analysis on legislation and other digital rights issues to inform advocacy campaigns.
- Capacity building and training with local human rights advocates to integrate internet freedom concepts into human rights agendas.
- Inclusion of local stakeholders at regional and global internet freedom convenings.
- Mentoring local actors to build multi-stakeholder internet freedom coalitions.
- Fellowships and exchanges between international, regional, and local digital rights organizations to transfer digital rights advocacy capacity from international to local levels.
- Targeted advocacy and media campaigns on country and regional-level digital rights issues.
- Partnering with local universities to embed internet freedom concepts into relevant curricula.
DRG CONTACT: Jason Swantek, jswantek@usaid.gov

PARTNER CONTACT:
Brittany Piovesan
Internews Network
(contact AOR first)
ENABLING AND PROTECTING CIVIL SOCIETY PROJECT (EPCS) - ILLUMINATING NEW SOLUTIONS AND PROGRAMMATIC INNOVATIONS FOR RESILIENT SPACES (INSPIRES)

PURPOSE:
The Enabling and Protecting Civic Space (EPCS) INSPIRES project will increase knowledge and capacity to respond to growing restrictions on democratic freedoms of association, assembly, and expression. With civic space shifting rapidly around the globe, faster and more potent interventions are critical for bolstering local civil societies. Many current best practices have been developed through a series of ad hoc responses to closures of civic and political space. Through in-depth research, earlier forecasting of civic space shifts, and rigorous evaluation of different interventions, civil society can be better supported to navigate and influence these shifts in proactive, effective, and strategic ways.

The objectives include:

1. Developing innovative analysis through machine learning tools to deepen understanding of civic space drivers and inform programmatic priorities for civil society;
2. Testing programmatic interventions to boost civil society resilience to closing space threats; and
3. Empowering local partners to address civic space threats effectively through flexible response support.

INSPIRES is the culmination of an extensive co-creation process under the Broad Agency Announcement for Adapting USAID’s Democracy, Rights, and Governance (DRG) Programming to Better Address Global Trends and Challenges, specifically with regard to Enabling and Protecting Civic Space.

POSSIBLE WORK AREAS:
INSPIRES launched a website, https://mlp.trinity.duke.edu/kibana.php#en, to show how machine learning can help identify early flags that civic space may shift and generate opportunities to evaluate the success of interventions that strive to build civil society resilience to potential shocks. The Consortium will create an unprecedented data repository to analyze the drivers of shifts in civic space, combining locally-created and curated data sets with extensive digital data sets and longstanding research. DevLab@Duke will use this data to build a forecasting model that will test critical hypotheses around civic space drivers and seek to generate opportunities to understand changes in civic space and enable preventive interventions. INSPIRES will disseminate findings and support stakeholders in understanding, analyzing, and applying machine learning analysis.

INSPIRES will leverage the PartnersGlobal Resiliency+ Framework, developed in partnership with CIVICUS, to pilot interventions that strengthen CSOs ability to prevent and respond to closing civic space. The framework will be used to assess organizations’ operating context and their capacities, in
order to determine which tactics and tools will meet the needs of the CSOs based on the threat landscape they face. INSPIRES will then evaluate the efficacy of the chosen suite of interventions.

INSPIRES will also support flexible response interventions that address threats to civic space identified by CSOs and USAID. USAID Missions and Bureaus can both request rapid response support from the mechanism, as well as buy into it to enable longer-term, comprehensive solutions. Building on its highly successful Legal Enabling Environment Program (LEEP), the International Center for Not-for-Profit Law (ICNL) will be the lead consortium member for addressing laws that restrict civic space, but all consortium members will be able to provide flexible support as needed through INSPIRES. Interventions may include: support for grassroots efforts by key local organizations; analysis of proposed laws and policies; expert advice to design strategies and responses; awareness raising campaigns and coalition building; and training courses, convenings, and capacity building.

INSPIRES will embed a rigorous and adaptive learning agenda that provides evidence on what strategies and information can help civil society and human rights defenders facing restricted civic spaces to achieve their goals. Through consistently assessing progress against key indicators, the project will reveal actionable insights to better protect and enhance civic space. USAID Missions are encouraged to contact the AOR to discuss requests for rapid response interventions and/or buy-ins.

DRG CONTACT: Laura McKechnie, lmckechnie@usaid.gov

PARTNER CONTACT:
Prime Partner:
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876 7th Street Arcata,
CA 95521-6358

Contact Information:
Dan Spealman Chief of Party,
INSPIRES Project
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Core Partners:
The International Center for Not-for-Profit Law (ICNL)
DevLab@Duke University
PartnersGlobal
Results for Development (R4D)
CIVICUS
ZINC Network

ADVANCING MEDIA LITERACY FOR NEW DIGITAL ARRIVALS IN DEVELOPING COUNTRIES

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PURPOSE:
Digital and social media platforms have increased access to information for communities around the world. But malicious actors are also manipulating these platforms to spread harmful information and exacerbate social divides. This is especially problematic because many users of online and social media systems are not aware of how malicious information is spread through these channels.

Media literacy refers to the ability to access, analyze, evaluate, and create messages in a variety of forms – from print to video to the internet and social media. Media literacy training focuses on explaining the role of media in society and teaching essential skills of critical thinking, inquiry, and self-expression necessary for citizens of democracy.

Traditional media literacy training is delivered through school-based curricula to students in formal education systems. Media Literacy for New Digital Arrivals is an activity developed under USAID’s Broad Agency Announcement, “Advancing Integrity in Media,” that was piloted in Indonesia. The activity seeks to improve media literacy among new digital arrivals with a goal of reducing their likelihood to engage with and spread disinformation. New digital arrivals are citizens who have recently started receiving and sharing information through digital and social media platforms, but who have not benefited from traditional media literacy education. This may include older adults or marginalized groups who are outside formal education systems.

**WORK AREAS:**
Advancing Media Literacy for New Digital Arrivals in Developing Countries works in Indonesia where it:

- Employs custom software to identify what kind of socially harmful content and disinformation is prevalent, and how it is being spread within a specific region, event, or social media landscape.
- Adapts existing school-based curricula ([IREX’s Learn to Discern](https://irex.org/lead/irex-studies)) to content that can be easily presented to a digital audience, while addressing specific disinformation events.
- Delivers digitized media literacy content to target audiences via the “Redirect method.”
- Conducts regular impact assessments of effectiveness of the media literacy content.

According to 2020 impact assessments, data suggests that exposure to media literacy content has had a positive impact on users’ ability to assess the credibility of information online.

The results of the 2020 studies have been published in Harvard Misinformation Review: “Online Media Literacy Reduced Belief in False News in Indonesia;” and Perspectives on Politics: “Images of Deceit: Analyzing Politically Salient Visual Disinformation in Contexts of Political Violence and Instability.”

**DRG CONTACT:** Josh Machleder, [jmachleder@usaid.gov](mailto:jmachleder@usaid.gov)

**PARTNER CONTACT:**
Dr. Tim Weninger  
University of Notre Dame  
353 Fitzpatrick Hall  
Computer Science & Engineering  
Notre Dame, IN 46556  
Tel: +1-574-631-6770  
tweninger@nd.edu
Civil Society & Media: Strengthened Together & Advancing in New Directions (CSM-STAND)

<table>
<thead>
<tr>
<th>TYPE</th>
<th>IMPLEMENTING PARTNER</th>
<th>AWARD NUMBER</th>
<th>PERFORMANCE PERIOD</th>
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<tr>
<td>Cooperative Agreement</td>
<td>PACT</td>
<td>#7200AA21LE00004</td>
<td>September 2021 - August 2026</td>
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<tr>
<td>(Africa &amp; Middle East)</td>
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<tr>
<td>Cooperative Agreement</td>
<td>PACT</td>
<td>#7200AA21LE00006</td>
<td>September 2021 - September 2026</td>
</tr>
<tr>
<td>(Asia, Europe, Eurasia, Latin America and the Caribbean)</td>
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</tbody>
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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 Center’s previous support for civil society capacity development, particularly the Center’s Global Strengthening Civil Society LWA (SCS Global) and its predecessor iterations. CSM-STAND will be 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.
DRG CONTACT: Lauren Kirby, lakirby@usaid.gov

PARTNER CONTACT:
Prime Partner:
Pact
1140 3rd Street NE, Suite 400
Washington, DC 20002
P: +1-202-466-5666
info@pactworld.org

Contact Information:

CSM-STAND Award 1 (Africa and Middle East)
Chief of Party, Milica Panic
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1140 3rd Street NE, Suite 400
Washington, DC 20002
P: +1-202-466-5666
E-mail: mpanic@pactworld.org
www.internews.org

CSM-STAND Award 2 (Asia, Europe, Eurasia, Latin America and the Caribbean)
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Pact
1140 3rd Street NE, Suite 400
Washington, DC 20002
P: +1-202-466-5666
E-mail: mingram@pactworld.org
www.internews.org
INTERNATIONAL FUND FOR PUBLIC INTEREST MEDIA (IFPIM)

<table>
<thead>
<tr>
<th>TYPE</th>
<th>IMPLEMENTING PARTNER</th>
<th>AWARD NUMBER</th>
<th>PERFORMANCE PERIOD</th>
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<tr>
<td>International Fund for Public Interest Media (IFPIM)</td>
<td>Rockefeller Philanthropy Advisors</td>
<td></td>
<td>December 2022 - July 2023</td>
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</table>

PURPOSE:
IFPIM, a sponsored project of Rockefeller Philanthropy Advisors, is designed to double the international volume of investment in public interest media in low- and lower middle-income countries from bilateral (government) development agencies, foundations and technology companies, while protecting recipients of this funding from editorial interference.

POSSIBLE WORK AREAS:
IFPIM Objectives include:

- **Objective 1:** Support media with a focus on countries where democratic backsliding exists and on relatively stable democracies in low- and middle-income countries where independent media are in a financial crisis.

- **Objective 2:** Provide core operational support to vital public interest media with a focus on countries experiencing democratic backsliding and on relatively stable democracies in low- and middle-income countries where independent media are in financial crisis.

- **Objective 3:** Support the development of new business models that enable media entities to survive during a period in which traditional business models for media have been disrupted by new market forces, changes in consumer preferences migrating online, and the absorption of ad revenue by tech platforms, as well as authoritarian governments denying media access to the market. Harness innovative business and service models to drive sustainable growth.

**DRG CONTACT:** Joshua Machleder, jmachleder@usaid.gov

**PARTNER CONTACT:**
Rockefeller Philanthropy Advisors
6 West 48th Street
10th Floor
New York, NY 10036
DEMOCRATIC 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 in elections, effective and responsive governance by elected leaders and bodies, election monitoring, 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
Strengthening Elections and Political Transitions (STEP) LWA - for Africa region
USAID Asia-Pacific Regional Support For Elections and Political Transitions (RESPECT) Program
**Democratic Elections and Political Processes (DEPP) Leader With Associate Awards**

<table>
<thead>
<tr>
<th>TYPE</th>
<th>Implementing Partner</th>
<th>Award Number</th>
<th>Performance Period</th>
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<tbody>
<tr>
<td>LWA</td>
<td>Consortium for Elections and Political Process Strengthening (CEPPS)</td>
<td>7200AA21LE00008</td>
<td>10/01/2021 - 9/30/2026</td>
</tr>
</tbody>
</table>

**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 the 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.

In addition to these seven objectives, the DEPP LWA will place a high value on five cross-cutting priorities: 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.

Awards may be issued until the Leader Award expires. Associate Awards may be extended for a cumulative term of up to 10 years, but in no event may Associate Awards extend for more than five years past the expiration of the Leader Award. In no case may an Associate Award extend more than five years into the future at any given time.

PROGRAMMING PROCESS FOR ASSISTANCE AWARDS

1. When a requirement is determined and funding is identified for a new Associate Award, the USAID Mission or office will develop a Program Description (PD). The Program Description will: 1) provide background about the country, region, or technical leadership objective; 2) describe the objectives of the activity; 3) indicate relevant gender-based constraints and steps to be taken to mitigate such biases; and 4) designate an Activity Manager in the relevant Mission or office. (At the time of award of the Associate Award, the Activity Manager is normally designated as the cognizant AOR for the proposed Associate Award).

2. The Operating Unit will then submit the PD to the Leader Award AOR in DDI/DRG for review. If the Leader Award AOR determines that the proposed program is applicable to the objectives of the Leader Award, (s)he will approve the PD. After receiving approval, the respective Agreement Officer (for the proposed Associate Award) may forward the PD to the recipient and request an application.

3. The recipient submits an application (including a description of activities and a detailed budget and other documents as requested) to the cognizant Agreement Officer for the Associate Award.

4. The cognizant Agreement Officer (in coordination with the respective AOR for the proposed Associate Award) will respond directly to the recipient with approval or suggested revisions.

5. Upon conclusion of discussions, the cognizant Agreement Officer will issue an Associate Award. The Associate Award Agreement Officer will designate an Associate Award AOR in each award.

6. The Associate Award Agreement Officer will provide a copy of each Associate Award to the Leader Award AOR in DDI/DRG.

GRANTEES:
The Consortium for Elections and Political Processes Strengthening (CEPPS) is a joint venture of the following three organizations: International Foundation for Electoral Systems (IFES), International Republican Institute (IRI), and National Democratic Institute (NDI). All communication regarding CEPPS should be sent to both Managing Director Jerry Lavery and Administrative Director Kira Ribar.

In addition to the core partners, CEPPS includes the following seven associate partners, which are may be involved in the program design process for all programs under the award: American Bar
Association-Rule of Law Initiative (ABA-ROLI), the Center for International Private Enterprise (CIPE), Democracy Arch (D-Arch), and Internews.

**DRG CONTACT:** Stacie Brown, anabrown@usaid.gov

**PARTNER CONTACT:**
Jerry Lavery, Managing Director: jlavery@cepps.org
Kira Ribar, Administrative Director: krbar@cepps.org
SUPPORTING ELECTIONS AND POLITICAL TRANSITIONS IN AFRICA (STEP)
LEADER WITH ASSOCIATE AWARDS

<table>
<thead>
<tr>
<th>TYPE</th>
<th>IMPLEMENTING PARTNER</th>
<th>AWARD NUMBER</th>
<th>PERFORMANCE PERIOD</th>
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<tbody>
<tr>
<td>LWA</td>
<td>Electoral Institute for Sustainable Democracy in Africa - Electoral Institute for Sustainable Democracy in Africa (EISA)</td>
<td>AID-OAA-L-17-00004</td>
<td>September 27, 2017 - September 26, 2022</td>
</tr>
</tbody>
</table>

PURPOSE:
The Supporting Transitions and Electoral Processes Program (STEP) supports more inclusive, transparent, and accountable political and electoral processes in Africa. Implemented by the Electoral Institute for Sustainable Democracy in Africa (EISA), the STEP program is a Leader with Associate (LWA) cooperative agreement. USAID Missions and other operating units are able to procure Associate awards for Elections and Political Transitions (EPT) work in Africa through the STEP LWA without further competition, up to the life of project ceiling for associate awards of $15 million. Associate awards may be issued until the Leader award expires in September 2022.

POSSIBLE WORK AREAS:
STEP’s specific objectives include:

1. Improved enabling environment for electoral governance and political processes;
2. Enhanced independence and professionalism of electoral administration;
3. Increased citizen participation in elections and political processes, including political transitions;
4. Effective election observation and oversight of electoral processes; and
5. More representative and competitive multiparty systems.

DRG CONTACT: Julie Denham, jdenham@usaid.gov

PARTNER CONTACT:
Justin Doua (Chief of Party)
Justin@eisa.org
USAID Asia-Pacific Regional Support for Elections and Political Transitions (RESPECT) Program

<table>
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<tr>
<th>TYPE</th>
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<tr>
<td>LWA</td>
<td>Perludem</td>
<td>#7200AA18CA00056</td>
<td>September 28, 2018 - September 27, 2023</td>
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</table>

**PURPOSE:**
Leader with Associate (LWA) award to support improved election integrity and electoral justice in the Asia-Pacific region.

**POSSIBLE WORK AREAS:**
The Asia-Pacific Regional Support for Elections and Political Transitions (RESPECT) LWA supports:

- Improved enabling environment for electoral governance and political processes;
- Increased citizen participation in elections and political processes, including political transitions;
- Effective election observation and oversight of electoral processes; and
- Cross cutting: enhanced participation, leadership, and political empowerment of women, youth, and other marginalized groups

The Indonesian organization - the Association for Elections and Democracy (Perludem) - is the prime recipient of the award. Perludem is collaborating with the Indonesian Association for Media Development (PPMN) to implement this program, partnering with key national and regional organizations in the Indo-Pacific region. USAID Missions and other operating units are able to procure Associate awards for elections and political processes work in Asia through this LWA without further competition, up to the life of the project ceiling for associate awards of $15 million.

**DRG CONTACT:** Joe Taggart, itaggart@usaid.gov
Stacie Brown, anabrown@usaid.gov

**PARTNER CONTACT:**
Joice Damayanti: joice@perludem.org
GOVERNANCE

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

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

Priority Areas: Legislative strengthening, public policy development and implementation, decentralization and local capacity, anti-corruption initiatives, improving capacity in government oversight, audit and internal controls, public financial management, domestic revenue mobilization, and debt and fiscal sustainability.

Mechanisms and Awards:
- Extractive Industries Transparency Initiative (EITI) Grant
- Open Government Partnership (OGP) Grant
- Open Budget Survey
- House Democracy Partnership
- IAA with Office of Language Services
- IAA with U.S. Treasury
- Making Cities Work (IDIQ)
- PIO with UNOPS
- Active Citizens - Effective States (ACES) IDIQ
- Active Citizens - Effective States (ACES) APS
**Extractive Industries Transparency Initiative (EITI) Grant**

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<tr>
<th>TYPE</th>
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<th>AWARD NUMBER</th>
<th>PERFORMANCE PERIOD</th>
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<tr>
<td>Grant</td>
<td>Extractive Industries Transparency Initiative (EITI) Secretariat</td>
<td>7200AA20GR00002</td>
<td>September 16, 2020 - September 15, 2022</td>
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</table>

**PURPOSE:**
This is a grant to the EITI Secretariat that serves as the United States' Supporting Country contribution to the initiative and which is aimed at supporting domestic resource mobilization in EITI implementing countries by supporting three areas of work: (1) strengthening regular disclosures of financial data, (2) supporting contract transparency and analysis, and (3) documenting the impact of the EITI in addressing corruption.

**POSSIBLE WORK AREAS:**
Transparency, Anti-corruption, Accountability

**DRG CONTACT:** Jennifer Lewis, jenlewis@usaid.gov

**PARTNER CONTACT:**
Mark Robinson, mrobinson@eiti.org
**OPEN GOVERNMENT PARTNERSHIP (OGP) GRANT**

<table>
<thead>
<tr>
<th>TYPE</th>
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<tr>
<td>Grant</td>
<td>Open Government Partnership</td>
<td>7200AA20GR00003</td>
<td>September 15, 2020-September 15, 2022</td>
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</table>

**PURPOSE:**
This is a grant to the Open Government Partnership (OGP) Secretariat aimed at addressing knowledge gaps and enabling action in key, globally recognized anti-corruption practices. The activity comes from the recognition that while over the last decade, significant progress has been made in securing concrete reforms around fiscal transparency, regulatory openness, and anti-corruption reforms through the use of data and technology, surprising evidence gaps exist. These gaps exist specifically around policy and practice, especially in areas where open government policies including transparency, participation, and accountability are a core part of action. This activity seeks to work with think tanks and research institutions to collect anti-corruption policy and practice data, synthesize it, and use it to support improvements in OGP National Action Plans.

**POSSIBLE WORK AREAS:**
Transparency, Anti-corruption, Accountability

**DRG CONTACT:** Jennifer Lewis, jenlewis@usaid.gov

**PARTNER CONTACT:**
Asfia Tareen, asfia.tareen@opengovpartnership.org
**OPEN BUDGET SURVEY (OBS)**

<table>
<thead>
<tr>
<th>TYPE</th>
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<th>AWARD NUMBER</th>
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<tbody>
<tr>
<td>Grant</td>
<td>International Budget Partnership</td>
<td>AID-OAA-G-17-00005</td>
<td>January 1, 2018 - May 31, 2022</td>
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</table>

**PURPOSE:**
Launched in 2006, the Open Budget Survey (OBS) is the only independent, comparative, multi-country assessment of fiscal transparency, participation, and accountability. It is used by a range of stakeholders, including government, civil society, donors, and the private sector, to assess the state of open budgeting and move the needle on reforms. USAID is currently co-funding the survey in three countries: Côte d’Ivoire, Moldova, and Paraguay for $240K.

**POSSIBLE WORK AREAS:**
Transparency, Accountability, Public Financial Management

**DRG CONTACT:** Colin Buckley, cbuckley@usaid.gov

**PARTNER CONTACT:**
Vivek Ramkumar: Vramkumar@internationalbudget.org
HOUSE DEMOCRACY PARTNERSHIP (HDP)

<table>
<thead>
<tr>
<th>TYPE</th>
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<td>Associate’s Award</td>
<td>Consortium of Elections and Political Process Strengthening (CEPPS)</td>
<td>AID-OAA-LA-17-00004</td>
<td>September 15, 2017 - February 28, 2023</td>
</tr>
</tbody>
</table>

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:
Kira Ribar: kribar@cepps.org
## IAA WITH OFFICE OF LANGUAGE SERVICES

<table>
<thead>
<tr>
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<td>IAA</td>
<td>Office of Language Services</td>
<td>720DDG20T00001</td>
<td>September 30, 2020 - March 30, 2022</td>
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</tbody>
</table>

**PURPOSE:**
Provides translation services to the House Democracy Partnership events.

**POSSIBLE WORK AREAS:**
Legislative Strengthening

**DRG CONTACT:** Colin Buckley, cbuckley@usaid.gov

**PARTNER CONTACT:**
interpreters@state.gov
IAA WITH U.S. TREASURY

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<tr>
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<tr>
<td>IAA (PASA)</td>
<td>U.S. Treasury, Office of Technical Assistance</td>
<td>72-EGEE-20-H-00002</td>
<td>September 1, 2020 -</td>
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<tr>
<td></td>
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<td>August 31, 2025</td>
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</tbody>
</table>

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)**

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<tr>
<th>TYPE</th>
<th>IMPLEMENTING PARTNER</th>
<th>AWARD NUMBER</th>
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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.
**PUBLIC INTERNATIONAL ORGANIZATION (PIO) WITH UNITED NATIONS OFFICE FOR PROJECT SERVICES (UNOPS)**

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<tr>
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<th>AWARD NUMBER</th>
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<tr>
<td>Public International Organization</td>
<td>Cities Alliance</td>
<td>72-EGEE-18-C-00001</td>
<td>June 1, 2018 - May 31, 2023</td>
</tr>
</tbody>
</table>

**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
**ACTIVE CITIZENS - EFFECTIVE STATES (ACES) IDIQ**

<table>
<thead>
<tr>
<th>TYPE</th>
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<th>AWARD NUMBER</th>
<th>PERFORMANCE PERIOD</th>
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<td>7200AA22D00001</td>
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<td>Tetra Tech</td>
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**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:** Mike Keshishian, mkeshishian@usaid.gov
ACTIVE CITIZENS - EFFECTIVE STATES (ACES) ANNUAL PROGRAM STATEMENT (APS)

<table>
<thead>
<tr>
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<td>7200AA19APS00010</td>
<td>September 30, 2021 - April 14, 2022 (to be extended)</td>
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PURPOSE:
The purpose of the Active Citizens - 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: Mike Keshishian, mkeshishian@usaid.gov
JUSTICE, RIGHTS, AND SECURITY

Strengthening rule of law, human rights, 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.

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 and protecting human rights defenders; countering trafficking in persons; combating crime, violence and citizen insecurity; and strengthening security sector governance.

Mechanisms and Awards:
Rule of Law Indefinite Quantity Contract (IQC)
Human Rights Support Mechanism (HRSM)
RULE OF LAW (ROL) INDEFINITE QUANTITY CONTRACT (IQC)

<table>
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<td>AID-OAA-I-13-00034 /</td>
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<td>East-West Management Ins.</td>
<td>AID-OAA-I-13-00035 /</td>
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<td></td>
<td>Tetra Tech DPK</td>
<td>AID-OAA-I-13-00036 /</td>
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</table>

PURPOSE:
The Rule of Law (ROL) Indefinite Quantity Contract (IQC) mechanism is vital to supporting the foreign assistance objective of Governing Justly and Democratically – to promote and strengthen effective democracies in recipient states and move them along a continuum toward democratic consolidation. The ROL IQC provides DDI/DRG invaluable support to serve Missions’ programs in the area of new or ongoing ROL assistance initiatives.

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

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

TASKS AND DELIVERABLES:
The contractor shall provide the following tasks/deliverables as requested in task orders under this contract to accomplish the objectives:

- Conducting rule of law assessments, evaluations, developing strategies, and designing programs. This also includes justice sector institutional analysis, planning, and diagnostic surveys.

- Legal analysis and research (in common and civil law systems, comparative legal systems, customary, religious, or traditional or religious legal systems, international law, labor law, constitutional law, business law, commercial law, law of associations, administrative law, and general law).

- Assisting in the development of strategies, programs, and activities that optimize linkages between the justice sector institutions and other sector areas.
- Advising government officials and/or USAID on the best practices to strengthen the justice sector, advance human rights, and support cooperation among government institutions.

- Advising governments and/or USAID on how to develop and implement justice sector activities.

- Supporting, through provision of staff, technical services and/or material support, start-up and/or longer term implementation of justice sector initiatives.

- Judicial, legal, human rights, and other justice sector training.

- Supporting the establishment of judicial or legal training institutes, law schools, legal education, continuing legal education, curriculum development, and judicial system strengthening programs.

- Training to host country officials on oversight, ethics, conflict of interest, and rule of law related functions.

- Providing advisory services pertaining to drafting and enforcement of regulations and laws.

- Supporting capacity building initiatives and/or providing grants to governmental or civil society organizations (CSOs) for advocacy and monitoring, professional associations, strategic planning, legal aid clinics, organization, funding, or other needs.

- Capacity building to develop holistic programs for victims of violence and crime, including crime prevention, treatment, investigation, prosecution, and referral.

- Facilitating mechanisms for public participation in legal reform and policy decision-making.

- Facilitating government inter-institutional coordination mechanisms of the justice sector.

- Sponsoring investigative journalism training and other related monitoring activities of the justice sector.

- Training, research, and analysis on cross-sectoral and emerging issues, e.g., corruption, economic growth, gender-based violence, HIV/AIDS discrimination, etc.

- Research, analysis and publication of lessons learned regarding rule of law challenges, impact, and programming.

- Financial analysis, auditing of justice sector institutions and Procurement/logistics (e.g., computers and office supplies).

- Workshop and conference planning, public outreach, awareness-raising, publishing documents (e.g., monographs, studies, laws, judicial decisions), and minor rehabilitation of justice sector buildings.

**DRG CONTACT:** Mike McCullough, mmccullough@usaid.gov

**PARTNER CONTACT:**

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Checchi: James Agee, jagee@chechchiconsulting.com
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Millennium DPI: Brian Hannon, brianhannon@me.com; Natalija Stamenkovic, n.stamenkovic@developmentpi.com
Tetra Tech DPK: Ana Maria Cuenca, anamaria.cuenca@tetratech.com
**Human Rights Support Mechanism (HRSM)**

<table>
<thead>
<tr>
<th>TYPE</th>
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<th>AWARD NUMBER</th>
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<td>9/30/2016 - 9/30/2023</td>
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**PurPOSE:**

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

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

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

**Possible Work Areas:**

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

**Objective 2: Effective response actions to mitigate the impact of human rights violations and abuses.** This objective focuses on contexts where rights violations are imminent or ongoing, supporting programming that can be taken to help mitigate the impact of those violations,
regardless of our ability to end them or “set them right.” Activities under this objective might focus on: 1) assistance for frontline human rights defenders who are under threat; 2) efforts to assist victims of human trafficking or gender-based violence with holistic rehabilitation services such as shelter, medical services, and counseling; 3) efforts to improve the safe and secure documentation of atrocity crimes and rights violations, including sexual and gender-based violence, to potentially support future accountability efforts; and 4) raising awareness and understanding of human rights violations by public and private actors in order to prompt a policy response and prevent further harm.

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

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

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

**IMPLEMENTING PARTNERS**

<table>
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<th>Prime Partners</th>
<th>Associate Partners</th>
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<tr>
<td>American Bar Association’s Rule of Law Initiative (ABA-ROLI)</td>
<td>International Center for Not-for-Profit Law (ICNL)</td>
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<td>Mobility International USA (MIUSA)</td>
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<td>World Resources Institute</td>
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</table>
DRG CONTACT: Nichole Graber (A/COR), Tel. 657-237-6671, ngraber@usaid.gov

PARTNER CONTACT:
Jordan Long
Long@freedomhouse.org
Interim Technical Director, Human Rights Support Mechanism
Freedom House
1850 M St NW, Washington DC 20036
+1 202-747-7033
CADRE CARE AND DEVELOPMENT

Holistic support for the DRG global cadre throughout their careers

The Cadre Care and Development (CCD) Team promotes, supports, and advocates for the DRG global cadre across the Agency, including Foreign Service (FS) staffing and assignments and support for all staff regardless of hiring mechanisms through five pillars:

CCD was created in November 2020, and the current team is still in the formation and growth stage. The team’s goal is to ensure that the DRG global cadre has the requisite tools, skills, and opportunities to meet Agency and sector mandates. Truly re-conceptualizing the future of the DRG global cadre necessitates that we are fully resourced to address “must-do” tasks (recruitment, retention, workforce planning, and assignments) as well meet the robust needs of the global cadre more fully, building upon and amplifying the work at the bureau level in professional development, cultural change, Diversity, Equity, Inclusion, and Accessibility (DEIA), and Agency level in FS staffing, staff care, and others that serve a wider audience.

Priority Areas: Professional development and leadership; resilience, organizational wellbeing and cadre cohesion; DEIA; Knowledge Management and Organizational Learning (KMOL); and hiring and retention policies and procedures.

Mechanisms and Awards:
Generating Results in Our Work (GROW)
WWC Global - DRG Administrative and Support Services Task Order
**Generating Results in Our Work (GROW)**

<table>
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<tr>
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<td>September 13, 2018 - September 12, 2022</td>
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**Purpose:**

The Generating Results in Our Work (GROW) activity supports the DRG Center’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 Center’s reputation for thought leadership.

**Possible Work Areas:**

GROW supports USAID across six workstreams:

- **Designing training for USAID staff on DRG technical topics** - Between September 2018 and September 2021, GROW supported approximately 60 live training offerings for the DRG Center and the newly-established Inclusive Development (ID) Hub, on a range of 20 subjects related to DRG and inclusive development. These include, among others: Political Economy Analysis, Elections and Political Processes, Human Rights, Civil Society and Media, Financing Self Reliance, DRG Fundamentals, Positive Youth Development, and Inclusive Development.

- **Reaching Broader Audiences** - GROW has created and maintains the DRG Center partners list—which includes more than 1,500 DRG sector implementing partner organizations’ key points of contact—and the USAID list of more than 2,000 staff contacts. GROW works to build awareness of DRG Center offerings among DRG and broader USAID staff and the partner community (where applicable, e.g. publicly available e-learning modules).

- **Increasing DRG Center capacity to use interactive distance learning technologies** - GROW has supported the completion of four e-learning modules (on Applied Political Economy Analysis, Do No Harm, Inclusive Development, and Religious Freedom) and is supporting the development of an additional six modules on a range of topics related to DRG and inclusive development. In addition, GROW has supported a wide range of webinars on diverse issues, including disinformation and indigenous peoples.

- **Evaluating DRG Center Training and Learning Activities** - GROW engages systematically to evaluate the success of trainings and convenings supported, using the Kirkpatrick Model. The GROW project utilizes the four-level Kirkpatrick Model to evaluate activities: Level 1—Reaction, Level 2—Learning, Level 3—Behavior, and Level 4—Results.

- **Improving Convenings** - GROW supports a broad range of technical events and team retreats, playing a significant role in helping to smooth operationalization of the DRG Center’s reorganization. GROW also supports the annual DRG Officers conference.

- **Coaching and Leadership Development** - Through its subcontractor, TLC Solutions, LLC, GROW has supported individual coaching of more than 80 clients during its period of
performance, helping to support leadership and professional development. In addition, GROW and TLC has supported leadership training for DRG Center senior staff.

**DRG CONTACT:** Sarah Swift, sswift@usaid.gov

**PARTNER CONTACT:**
Jennifer Collins-Foley  
Chief of Party, Generate Results Within Our Work (GROW) Program  
Contractor EnCompass, LLC  
USAID/DDI/Center for Democracy, Human Rights, and Governance  
+1 (540) 379-9974


**WWC GLOBAL - DRG Administrative And Program Support Services**

**Task Order**

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**PURPOSE:**
The purpose of this Task Order (TO) is to provide administrative, program and DRG technical support services to the USAID Bureau for Development, Democracy, and Innovation (USAID/DDI) DRG Center and field 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 field Missions, the DRG Center designed this task order to expand the DRG Center’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 Center’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 Center operations, and 2) intermittent technical subject matter specialists in key disciplines, thereby enabling the Center to quickly respond to priorities in Washington, D.C. and/or deploy highly-skilled DRG technical professionals to the field 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:** Joe Taggart; jtaggart@usaid.gov / Andreas (Andy) Paloumpis apaloumpis@usaid.gov

**PARTNER CONTACT:**
C. Randy Hansen
Vice President | WWC Global
WWC GLOBAL 5304 Clouds Peak Drive Lutz, FL 33558; DUNS: 149-52-1846

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DEMOCRATIC RESILIENCE AND INNOVATION

The Democratic Resilience and Innovation (DRI) Team coordinates the DRG Center’s efforts to counter authoritarian influence in our partner countries. The Team serves as a “think-tank” for the Center by identifying emerging issues that are impacting USAID’s objective to strengthen democratic governance around the world, and works across the Center to mainstream efforts to effectively respond to those emerging trends.

(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 expansion of authoritarian influence is a cross-cutting challenge to transparent and inclusive democratic governance and rule of law. Authoritarian regimes increasingly seek to expand their influence by interfering in the political and economic processes of other states, urging them to reject a citizen-centered approach to development and accountable governance in favor of short-term financial interest, strategic leverage, economic mercantilism, and state power over individual liberty. The tactics employed by authoritarian regimes seeking to expand their influence include digital repression, disinformation operations, economic capture and coercion, elimination of institutional checks, repression of civil society and media, and manipulation of elections.

Countering authoritarianism and building democratic resilience incorporates efforts to identify emerging challenges to democratic governance, mainstream efforts to respond to those trends, develop assessment tools to understand incentives for authoritarian influence, counter digital repression and disinformation, understand the nexus between corruption and authoritarianism, and monitor hybrid warfare and gray zone risks to development objectives. This requires engagement across multiple domains, including: increasing independence and democratic character of government institutions and political processes, making democratic government more responsive to citizen needs and creating economic opportunity, countering disinformation and securing information ecosystems, building up more transparent economic institutions, and ensuring that democratic values are reflected in international fora, governance and standards.

Mechanisms and Awards:
Strategic Messaging for Democratic Values
**STRATEGIC MESSAGING FOR DEMOCRATIC VALUES**

**TYPE** | IMPLEMENTING PARTNER | AWARD NUMBER | PERFORMANCE PERIOD  
--- | --- | --- | ---  
Contract | Metropolitan Group/PM Consulting Group | 7200AA18C00078 | August 2018-August 2022

**PURPOSE:**
The Strategic Messaging for Democratic Values activity was designed to produce 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. This activity will build resilience to propaganda or disinformation that is creating an enabling environment for authoritarian actors to gain legitimacy and power.

**POSSIBLE WORK AREAS:**
- Develop scope of narrative scan to understand salient issues and the local values in which they are rooted;
- Map stakeholders working in this space and the audiences they target; and
- Support the development of strategic messaging that enables local organizations to position, support, and reflect local democratic values.

**DRG CONTACT:** Beatrice Reaud, breaud@usaid.gov

**PARTNER CONTACT:**
TBD
### III. DRG-RELATED RESOURCES

**DRG-Relevant Publications, Tools, And Assessments**

<table>
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<tr>
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<th>TITLE</th>
<th>SUMMARY</th>
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<td>Civil Society Assessment Tool (2021)</td>
<td>The purpose of the Civil Society Assessment Tool (CSAT) is to help strategic planners and program designers at the U.S. Agency for International Development (USAID) to assess the state of local civil society in a particular country or countries to determine whether or how USAID can engage with civil society to promote long-term development objectives. The CSAT identifies the primary gaps, strengths and weaknesses, needs, and opportunities for supporting civil society to achieve USAID development goals. For more information, please contact Lauren Kirby at <a href="mailto:lakirby@usaid.gov">lakirby@usaid.gov</a>.</td>
<td><a href="https://drive.google.com/file/d/1kfSRiPJkOUxAwW8PyskJ6_4rUJ4HifP/view">https://drive.google.com/file/d/1kfSRiPJkOUxAwW8PyskJ6_4rUJ4HifP/view</a></td>
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<td>Civic I.D.E.A: Youth Media Literacy Toolkit (2020)</td>
<td>The Civic I.D.E.A Youth Media Literacy Toolkit is designed for those who want to facilitate groups of learners (from as young as 12 or 13 to high school and beyond) to experiment with the tools and discuss their implications. Facilitators do not have to be digital media experts. Participants do not need advanced digital skills. Most activities require access to computers or mobile devices and to the Internet for at least every group of three learners.</td>
<td><a href="https://civicidea.ngoconnect.net/">https://civicidea.ngoconnect.net/</a></td>
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<td>Youth Program Assessment Tool (2019)</td>
<td>The Youth Programming Assessment Tool (YPAT) tool helps youth-serving civil society organizations (YSOs) reflect upon their own internal programming and institutional practices and identify areas for improvement. The tool sets standards of best practice and provides concrete steps and examples for how a YSO can operationalize Positive</td>
<td><a href="https://www.edu-links.org/index.php/resources/youth-programming-assessment-tool-ypat">https://www.edu-links.org/index.php/resources/youth-programming-assessment-tool-ypat</a></td>
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<td>Youth Development (PYD) with the ultimate goal of improving programming to enhance developmental outcomes for youth.</td>
<td>This paper documents best practices gleaned from USAID’s partnerships with civil society, like minded governments, and multilateral organizations, highlighting effective tools and strategies for safeguarding and expanding civic space. While the crackdown on civil society is global, responses need to be tailored to the specific country context; what worked in one country may not work in another country, or even in the same country at a different point in time. There is no one-size-fits-all approach and, as in any successful advocacy campaign, tactics need to be flexible to respond to circumstances.</td>
<td><a href="https://pages.usaid.gov/sites/default/files/s1_handout_sWSC_best_practices_2.pdf">https://pages.usaid.gov/sites/default/files/s1_handout_sWSC_best_practices_2.pdf</a></td>
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<td>Working in Closing Spaces Best Practices Guide (2018)</td>
<td>The Civil Society Organization Sustainability Index (CSOSI) is an annual index that reports on the strength and overall viability of civil society sectors in the countries and regions it covers. CSOSI currently covers 73 countries and 4 regions including in Europe and Eurasia, Sub-Saharan Africa, the Middle East and North Africa, Asia, and in Mexico. The Index highlights both advances and setbacks in the development of the civil society sector, and allows for comparisons across countries and sub-regions over time. The Index is an important and unique tool for local CSOs, governments, donors, academics, and others to understand and measure the sustainability of the civil society sector. For more information, contact Christina del Castillo <a href="mailto:cdelcastillo@usaid.gov">cdelcastillo@usaid.gov</a></td>
<td>Reports and additional information can be found at the CSOSI Dashboard: CSOSI.org.</td>
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<td>Civil Society Organization Sustainability Index (2017-2023)</td>
<td>Labor is both an input to the value chain and a source of income for individuals, making it doubly important for market development projects seeking to facilitate economic growth with poverty reduction. As such, this labor market analysis guide is designed to enable market system practitioners and donors to gain a basic understanding of wage labor opportunities and dynamics within target value chain(s) and beneficiaries; and support application of these findings into interventions that reduce poverty and improve value chain competitiveness through improved wage labor outcomes.</td>
<td><a href="http://www.acdivoca.org/wp-content/uploads/2016/11/Integrating-Wage-Labor-into-VCA-FINAL.pdf">http://www.acdivoca.org/wp-content/uploads/2016/11/Integrating-Wage-Labor-into-VCA-FINAL.pdf</a></td>
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<td>Wage Labor, Agriculture-Based Economies and Pathways out of Poverty</td>
<td>The report provides a foundation of evidence to guide and support future investments in more labor-inclusive development. It seeks to summarize how far the current literature and available data is able to provide answers to these questions, and where possible gaps may still exist. Throughout the report, agricultural development programmers and practitioners are recognized as the prime target audience. The primary aim is to provide a more systematic overview and structured summary of the complex issues involved, as well as elicit pragmatic ways forward of how existing and new rural development projects and programs can incorporate stronger labor awareness and yield greater employment impacts, both in terms of achieving greater quantity and quality of jobs for the poor.</td>
<td><a href="http://pdf.usaid.gov/pdf_docs/PA00KDRT.pdf">http://pdf.usaid.gov/pdf_docs/PA00KDRT.pdf</a></td>
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<td>Stand with Civil Society: Best Practices (2014)</td>
<td>This paper documents best practices gleaned from USAID’s partnerships with civil society, like minded governments, and multilateral organizations, highlighting effective tools and strategies for safeguarding and expanding civic space. While the crackdown on civil society is global, responses need to be tailored to the specific country context; what worked in one country may not work in another country, or even in the same country at a different point in time. There is no one-size-fits-all approach and, as in any successful advocacy campaign, tactics need to be flexible to respond to circumstances.</td>
<td><a href="http://pdf.usaid.gov/pdf_docs/PBAAE863.pdf">http://pdf.usaid.gov/pdf_docs/PBAAE863.pdf</a></td>
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<td>Anti-Money Laundering and Counter-Terrorism Financing Tool: ICNL Tools</td>
<td>The International Center for Not-for-Profit Law (ICNL) developed set of resources (available in English and Spanish) to help CSOs Navigate Anti-Money Laundering and Counter-Terrorism Financing Laws. Frequently, governments contend that such onerous laws and policies are required in order to comply with the standards of the Financial Action Task Force (FATF), an inter-governmental body. However, in 2016, following persuasive advocacy by CSOs, FATF changed its recommendation to remove its characterization of CSOs as “particularly vulnerable” to terrorism financing abuse. This toolkit helps CSOs understand these revised FATF standards and prepare for advocacy to counter inaccurate justifications for excessive controls. For more information, contact Douglas B. Rutzen at ICNL at <a href="mailto:drutzen@icnl.org">drutzen@icnl.org</a>.</td>
<td><a href="https://mail.google.com/mail/u/0/#search/fatf+tool/FMfsgxwgGpJJdmcEgVgqWxcBgpRqKpN">https://mail.google.com/mail/u/0/#search/fatf+tool/FMfsgxwgGpJJdmcEgVgqWxcBgpRqKpN</a></td>
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<td><strong>Labor Sector Assessment Tool and Programming Handbook Global Labor Sector Analytic Initiative: The Labor Sector and U.S. Foreign Assistance Goals (2010)</strong></td>
<td>The Global Labor Sector Analytic Initiative (GLaSAI) website provides a dynamic knowledge bank about the impact of the labor sector on political, social and economic development. Recognizing that labor sector issues affect many of the most pressing development needs such as livelihoods, human rights, competitiveness, human trafficking and HIV/AIDS, among others, the GLaSAI website provides access to the research, tools, experts and technical assistance needed to design, implement and evaluate labor sector programming in the context of country-specific or global objectives. Practical findings of the analytic initiative are presented for policy makers, country team leaders, technical officers, implementing partners and researchers in the short paper “Why Labor Matters.”</td>
<td><a href="http://www.glasai.com/">http://www.glasai.com/</a></td>
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<td><strong>Media Programming Under Fragile Conditions: A Democracy and Governance Field Guide (2009)</strong></td>
<td>The media play a vital role in many developing countries. Media outlets enable citizens to communicate with each other, serve as platforms for debate, anchor democratic processes, and facilitate poverty reduction and development through provision of needed information. In states experiencing conflict, violent political upheaval, or complete collapse, the media sector is even more critical.</td>
<td><a href="http://pdf.usaid.gov/pdf_docs/Pnadv659.pdf">http://pdf.usaid.gov/pdf_docs/Pnadv659.pdf</a></td>
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<td><strong>A Mobile Voice: The Use of Mobile Phones in Citizen Media (2008)</strong></td>
<td>This publication explores the dynamics of the role of mobile phones in enhancing access to and creating information for citizen-produced media.</td>
<td><a href="http://pdf.usaid.gov/pdf_docs/Pnadn040.pdf">http://pdf.usaid.gov/pdf_docs/Pnadn040.pdf</a></td>
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<td><strong>Civil Society Groups and Political Parties: Supporting Constructive Relationships (2004)</strong></td>
<td>This paper deals with two broad sets of questions. First, what do we think we should be aiming for at the systemic level, in terms of the relationship between civil society and political parties? Second, in a given setting, what kinds of relationships, at the micro level (among individual organizations), can contribute to democratization?</td>
<td><a href="http://pdf.usaid.gov/pdf_docs/Pnacd631.pdf">http://pdf.usaid.gov/pdf_docs/Pnacd631.pdf</a></td>
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<td><strong>Approaches to Civic Education: Lessons Learned (2002)</strong></td>
<td>This document reports on lessons learned from a research investigation into USAID’s civic education programming</td>
<td><a href="http://pdf.usaid.gov/pdf_docs/Pnaps331.pdf">http://pdf.usaid.gov/pdf_docs/Pnaps331.pdf</a></td>
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<td><strong>The Enabling Environment for Free &amp; Independent Media: Contribution to Transparent &amp; Accountable Governance (2002)</strong></td>
<td>This document identifies the main components of the legal environment that enable the media to advance democratic goals.</td>
<td><a href="http://global.asc.upenn.edu/fileLibrary/PDFs/ENABLING_ENV.pdf">http://global.asc.upenn.edu/fileLibrary/PDFs/ENABLING_ENV.pdf</a></td>
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<td>Media Programming Tool: The Role of Media in Democracy: A Strategic Approach (1999)</td>
<td>This guide outlines a menu of implementation options for media programming that can be selected for adaptation to country context and available resources. The guide describes potential actors involved in media programming, weaknesses that may require attention, and strategies for strengthening the independent media sector. Illustrative activities include: journalism training; building country capacity for training media professionals; strengthening business capacities of media or capital infusions to media enterprises; media law reform and advocacy; supporting development of media sector CSOs; and more.</td>
<td><a href="https://www.usaid.gov/sites/default/files/documents/2496/200sbc.pdf">https://www.usaid.gov/sites/default/files/documents/2496/200sbc.pdf</a></td>
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<td>CivicSpace.Tech (2020)</td>
<td>The civicspace.tech resources explain how specific technologies are used in civic space, the risks and opportunities if a user decides to use them, and the broader technology trends in the Democracy, Human Rights and Governance (DRG) space.</td>
<td><a href="https://www.civicspace.tech">civicspace.tech</a></td>
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<td>Civic Freedom Monitor and COVID-19 Civic Freedom tracker: ICNL Resources</td>
<td>As new laws are being introduced, the International Center for Nonprofit Law (ICNL) has an online tracker with the latest information on the environment for civil society. The Civic Freedom Monitor provides up-to-date information on legal issues affecting civil society and civic freedoms – the freedoms of association, expression and peaceful assembly. For more information, contact Douglas B. Rutzen at ICNL at <a href="mailto:drutzen@icnl.org">drutzen@icnl.org</a></td>
<td>[<a href="https://www.icnl.org/resources/civic-freedom-monitor">https://www.icnl.org/resources/civic-freedom-monitor</a>; <a href="https://www.icnl.org/covid19tracker/">https://www.icnl.org/covid19tracker/</a>](<a href="https://www.icnl.org/resources/civic-freedom-monitor">https://www.icnl.org/resources/civic-freedom-monitor</a>; <a href="https://www.icnl.org/covid19tracker/">https://www.icnl.org/covid19tracker/</a>)</td>
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<td>CIVICUS Monitor: Cicus Resources</td>
<td>The CIVICUS Monitor is a research tool built by civil society to share reliable, up-to-date data on the state of civil society freedoms in all countries. The interactive world map allows live updates from civil society around the world and track threats to civil society. The Monitor also provides a rating for each country to allow for comparisons across countries and trends over time.</td>
<td><a href="https://monitor.civicus.org/">https://monitor.civicus.org/</a></td>
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<td>Electoral Assessment Framework: A Tool to Assess Needs, Define Objectives, and Identify Program Options (2021)</td>
<td>The Electoral Assessment Framework and the Companion Toolkit are intended to assist USAID Democracy, Human Rights, and Governance (DRG) officers, other U.S. Government personnel, and DRG practitioners to assess and prioritize the challenges in the elections sector, and then to develop a strategy that identifies the best program options to promote credible elections. Using this framework involves four steps: (1) assessing the country context; (2) assessing the electoral context; (3) defining objectives and developing an elections and political processes assistance strategy; and (4) identifying priority programs.</td>
<td><a href="https://pdf.usaid.gov/pdf_docs/PA00XCC2.pdf">https://pdf.usaid.gov/pdf_docs/PA00XCC2.pdf</a></td>
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<td>Political Parties in the Digital Age (2020)</td>
<td>This IRI publication informs democracy and governance implementers about political parties' use of technology in case study countries and broader global trends. In addition, it outlines both effective and ineffective digital strategies for political parties in budding democracies across the globe.</td>
<td><a href="https://www.cepps.org/technical-leadership/gept-political-parties-in-the-digital-age/">https://www.cepps.org/technical-leadership/gept-political-parties-in-the-digital-age/</a></td>
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<td>Promoting More Policy-focused Parties through Civic Organizing (2020)</td>
<td>This NDI publication identifies civic interventions that can incentivize more policy-focused political parties. The document examines four case studies of NDI programming in Belarus, Liberia, Slovakia, and Uganda and draws lessons learned and best practices to inform the design and implementation of future party programs. The publication also includes findings and recommendations for future programs.</td>
<td><a href="https://www.ndi.org/publications/promoting-more-policy-focused-parties-through-civic-organizing-guidance-note">https://www.ndi.org/publications/promoting-more-policy-focused-parties-through-civic-organizing-guidance-note</a></td>
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<td>USAID Report to the Senate on Modernization of Electoral Assistance (2020)</td>
<td>This report addresses how USAID is modernizing its assistance to address emerging threats to electoral integrity worldwide, including sophisticated cyber attacks, the threat of malign foreign interference, manipulation of new media (including through disinformation and artificial intelligence), and more pervasive forms of corruption in elections.</td>
<td><a href="https://www.usaid.gov/open/electoral-assistance/fy2020">https://www.usaid.gov/open/electoral-assistance/fy2020</a></td>
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<td>Raising Their Voices: How Effective are Pro-youth Laws and Policies? (2019)</td>
<td>This report analyzes the effect on youth engagement of four specific pro-youth legal and political mechanisms: national youth policy strategies, reducing minimum ages for voting and candidacy, youth quotas, and political party youth wings. The research on these participatory mechanisms suggests mixed results for substantive youth engagement.</td>
<td><a href="https://www.iri.org/sites/default/files/in_proyouth-report_.pdf">https://www.iri.org/sites/default/files/in_proyouth-report_.pdf</a></td>
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<td>Youth in DRG Programs Module 6: Political Party Development (2019)</td>
<td>This online toolkit is adapted from “Youth and Democracy, Human Rights and Governance Programming: A Technical Guide,” produced by Counterpart International, as well as other resources and tools produced by USAID and YouthPower Learning. It is a reference of considerations for designing, managing, and evaluating youth and DRG programs. Module 6 focuses on youth and political party development.</td>
<td><a href="https://www.youthpower.org/resources/youth-drgra-modules-6-political-party-development">https://www.youthpower.org/resources/youth-drgra-modules-6-political-party-development</a></td>
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<td>Elections on Trial: The Effective Management of Election Disputes and Violations (2018)</td>
<td>This IFES comparative research paper involves comparative desk research on the case management of election dispute resolution in six countries: Mexico, Tunisia, Kenya, Macedonia, Kosovo, and the Philippines. The research aims to better understand how case management processes and platforms can help translate established procedure into actual practice, and ultimately how these elements—procedure, process and platform—can protect the right to procedural justice and realize the principle of open justice</td>
<td><a href="https://www.ifes.org/sites/default/files/ifes_managing_electoral_disputes_and_violations_final.pdf">https://www.ifes.org/sites/default/files/ifes_managing_electoral_disputes_and_violations_final.pdf</a></td>
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<td>Violence Against Women in Elections: A Framework for Assessment, Monitoring, and Response (2016)</td>
<td>In an effort to better understand and address the ways in which electoral violence creates a barrier to women’s participation, IFES developed this publication to specifically identify and address the unique issues related to gender-based election violence. The Framework represents the culmination of intensive research and fieldwork and is intended to improve the capacity of international and domestic practitioners to understand and reduce violence against women in elections.</td>
<td><a href="https://www.ifes.org/sites/default/files/vawie_framework.pdf">https://www.ifes.org/sites/default/files/vawie_framework.pdf</a></td>
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<td>Women in Power Summary Report (2016)</td>
<td>The Women in Power project sought to better understand its women’s political empowerment programming; to improve upon existing measures of women’s political leadership; and to bring donors, practitioners and academics together for mutual learning to advance work in this field. This report summarizes key findings from this project.</td>
<td><a href="https://www.usaid.gov/documents/2496/women-power-summary-report">https://www.usaid.gov/documents/2496/women-power-summary-report</a></td>
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<td>Assessing and Verifying Election Results: A Decision-Maker’s Guide to Parallel Vote Tabulation and Other Tools (2015)</td>
<td>This guide provides key information about activities designed to analyze, verify, or otherwise assess the credibility and legitimacy of election results. Despite being used with increasing frequency, election results assessment and verification efforts — especially their risks and potential impact — are often misunderstood. This guide discusses the purposes and functions of the tools and addresses common misunderstandings.</td>
<td><a href="http://pdf.usaid.gov/pdf_docs/PA00KGWR.pdf">http://pdf.usaid.gov/pdf_docs/PA00KGWR.pdf</a></td>
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<td>Election Obligations and Standards: A Carter Center Assessment Manual (2014)</td>
<td>This manual summarizes key election issues related to core parts of the electoral process and then, for each part of the electoral process, references relevant sources of international human rights obligations.</td>
<td><a href="https://www.cartercenter.org/resources/pdfs/peace/democracy/cc-oes-handbook-10172014.pdf">https://www.cartercenter.org/resources/pdfs/peace/democracy/cc-oes-handbook-10172014.pdf</a></td>
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<td>Electoral Management Design (2014)</td>
<td>This International IDEA Handbook was developed for electoral administrators and those involved in supporting election management bodies (EMBs). It provides comparative experience of and best practices on EMB structures and funding models, as well as means for evaluating performance.</td>
<td><a href="https://www.idea.int/publications/catalogue/electoral-management-design-revised-edition">https://www.idea.int/publications/catalogue/electoral-management-design-revised-edition</a></td>
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<td>Equal Access: How to Include Persons with Disabilities in Elections and Political Processes (2014)</td>
<td>Political participation plays a fundamental role in helping persons with disabilities influence policies that affect their lives and establish a foundation for inclusion in all aspects of society. This manual outlines the challenges faced by persons with disabilities in political participation and provides strategies and tools for removing barriers to inclusion and</td>
<td><a href="http://www.ifes.org/sites/default/files/equal_access_how_to_include_persons_with_disabilities_in_elections_and_political_processes_2.pdf">http://www.ifes.org/sites/default/files/equal_access_how_to_include_persons_with_disabilities_in_elections_and_political_processes_2.pdf</a></td>
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strengthening their participation in elections and political processes. This publication was developed by the International Foundation for Electoral Systems (IFES) and the National Democratic Institute (NDI) with support from the Center’s Empowerment and Inclusion Division and EPT.

Organizing and Producing Candidate Debates: An International Guide (2014)  This NDI-produced guide is intended to serve as a resource for practitioners and organizers around the globe seeking to support or hold candidate debates for elected offices. It is based on the premise that there is no one best way to carry out these forums. Civic activists in each country should hold debates that reflect their culture and political system. The guide provides a menu of approaches from a range of countries.  https://www.ndi.org/sites/default/files/Organizing%20and%20Producing%20Candidate%20Debates-An%20International%20Guide.pdf

Political Party Programming Guide (2014)  This NDI guide includes two main sections. The first section describes the Will, Space, Capacity Framework, which defines the key functions through which political parties fulfill their representative role in democracies: proposing policies, competing in elections, and participating in governance. The second section provides guidance on designing more strategic and effective party programs using the Will, Space, Capacity Framework. It is primarily targeted to political party assistance providers but may also be of interest to others in the assistance community.  https://www.ndi.org/sites/default/files/Political_Party_Programming_Guide.pdf

Women’s Leadership as a Route to Greater Empowerment: Report on the Diamond Leadership Model (2014)  This publication provides an overview of a new measure of women’s leadership and power in the public sector, called the Diamond Leadership Model, as well as the results of a pilot test of the model in 30 countries. The model spans three levels of leadership (high, mid and low) and four government sectors (legislative, executive, judicial, and security), using a weighted design, to provide a more accurate and useful picture of women’s leadership in any country. The pilot is intended to both provide an understanding of the viability of the model itself as well as to advance critical thinking and guide future programming around women’s leadership and political empowerment in the test countries.  https://www.usaid.gov/sites/default/files/documents/1866/Diamond%20Model%20Report.pdf
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<td>Implementing and Overseeing Electronic Voting and Counting Technologies (2013)</td>
<td>This manual, published jointly by NDI and IFES, addresses the challenges, opportunities and risks to adopting and monitoring electronic voting and counting technologies. The manual is designed as a resource for DRG specialists, election management bodies, election observers and political parties. It offers 25 country examples, including three in-depth case studies on Brazil, the Netherlands and the Philippines, highlighting lessons learned with these technologies, as well as practical nearly 20 checklists of key considerations.</td>
<td><a href="https://www.ndi.org/implementing-and-overseeing-electronic-voting-counting-technologies">https://www.ndi.org/implementing-and-overseeing-electronic-voting-counting-technologies</a></td>
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<td>Declaration of Global Principles for Nonpartisan Election Observation and Monitoring by Citizen Organizations and Code of Conduct for Non-Partisan Citizen Election Observers and Monitors (2012)</td>
<td>The Declaration of Global Principles for Nonpartisan Election Observation and Monitoring by Citizen Organizations (DoGP) was drafted by representatives of civil society organizations from Africa, Asia, Central and Eastern Europe, Eurasia, Latin America and the Caribbean, and the Middle East that belong to the Global Network of Domestic Election Monitors (GNDEM). The DoGP, which was launched at the UN in 2012, sets forth the basis, standards, and rationale for citizen election monitoring. It has been endorsed by more than 250 citizen election observation groups across over 90 countries.</td>
<td><a href="https://gndem.org/declaration-of-global-principles/">https://gndem.org/declaration-of-global-principles/</a></td>
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<td>Democracy for All? Minority Rights and Minorities’ Participation and Representation in Democratic Politics (2011)</td>
<td>This paper focuses on a key—but by no means the only—dimension both of promoting an equitable, just, and inclusive democratic ethos and fashioning institutions and practices intended to entrench it: the protection and promotion of minority rights. For the purposes of this paper, ‘minority’ is used primarily in reference to issues of identity: whatever, in other words, is understood by groups within a society.</td>
<td><a href="https://www.idea.int/es/publications/catalogue/democracy-all-minority-rights-and-minorities%E2%80%99-participation-and">https://www.idea.int/es/publications/catalogue/democracy-all-minority-rights-and-minorities%E2%80%99-participation-and</a></td>
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as defining or otherwise constituting their self-understanding. Precisely what those defining features of minority identity are varies significantly from country to country, and from context to context. The features that typically constitute the bedrock of minority identity, however, include religion, ethnicity, language, race, culture, and regional/geographic location.

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<td>The Challenges of Political Programming: International Assistance to Parties and Parliaments (2011)</td>
<td>This paper by International IDEA examines the ways in which different donor agencies and implementing organizations are addressing the challenges of political party and parliamentary strengthening programs.</td>
<td><a href="https://www.idea.int/es/publications/catalogue/challenges-political-programming-international-assistance-parties-and">https://www.idea.int/es/publications/catalogue/challenges-political-programming-international-assistance-parties-and</a></td>
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<td>Transition Elections and Political Processes in Reconstruction and Stabilization Operations: Lessons Learned; A Guide for United States Government Planners (2007)</td>
<td>This guide is a primer for USG officials so that decisions on elections and political parties are informed by best practices and lessons from roughly two decades of prior experience. The guide should inform strategic-level planning and on-the-ground implementation decisions. Unlike many other guides, it focuses on the election process as well as political parties and voters in pre-election, election-day, and post-election settings. Many of the standard lessons on elections and political processes do not apply, or apply differently, to elections in R&amp;S environments. This guide attempts to capture those differences. It emphasizes how the ensemble of USG resources can best be brought to bear on the election process in R&amp;S operations – which spans from the negotiations over a peace agreement to after the election event. The guide is organized into four sections. The first section presents policy User’s Guide to DRG Programming 94 February 2019 considerations that commonly arise in transitional elections and political processes. The second section presents the elements of strategic planning. The third section highlights best practices in</td>
<td><a href="http://pdf.usaid.gov/pdf_docs/PCAAB804.pdf">http://pdf.usaid.gov/pdf_docs/PCAAB804.pdf</a></td>
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Implementation. A final section highlights monitoring and evaluation.

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<td>The Declaration of Principles for International Election Observation and Code of Conduct for International Election Observers (2005)</td>
<td>The Declaration of Principles for International Election Observation (DoP) and the Code of Conduct for International Election Observers establish the basis for credible international election observation. They were developed through a multi-year process involving more than 20 intergovernmental and international nongovernmental organizations concerned with election observation around the world. The declaration was commemorated at the UN in 2005, and is now endorsed by 55 intergovernmental and International organizations, which are engaged in the process of improving international election observation.</td>
<td><a href="https://www.ndi.org/DoP">https://www.ndi.org/DoP</a></td>
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<td>Money in Politics Handbook: A Guide to Increasing Transparency in Emerging Democracies (2003)</td>
<td>As USAID’s first publication on political finance in emerging democracies, its purpose is to increase understanding by USAID field staff, host-country political leaders, civil society organizations, and the media of the sometimes obscure and sensitive topic of political finance. It also creates awareness of the issues and benefits of open finances and suggests some practical technical assistance options that encourage the use of disclosure as a methodology for strengthening national democratic political processes.</td>
<td><a href="http://pdf.usaid.gov/pdf_docs/PNACR223.pdf">http://pdf.usaid.gov/pdf_docs/PNACR223.pdf</a></td>
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<td>USAID Political Party Assistance Policy (2003)</td>
<td>USAID's Political Party Assistance Policy was created in 2003 and is a mandatory reference to ADS 200. Support for political parties overseas remains a long-term interest of the United States. Assistance in strengthening political parties – both in government and in opposition – is one important way the United States can support democratization in transitional societies. The goals of USAID's Political Party Assistance are: 1) develop and consolidate representative democracies; 2) develop transparent political environments; 3) establish viable democratic parties; and 4) ensure conduct of free and fair elections. The two guiding principles governing USAID's assistance policy are: USAID programs support representative multi-party systems and USAID programs do not seek to determine outcomes.</td>
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<td><a href="http://pdf.usaid.gov/pdf_docs/PDABY359.pdf">http://pdf.usaid.gov/pdf_docs/PDABY359.pdf</a></td>
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<td>USAID Political Party Development Assistance (1999)</td>
<td>The document provides a clearer understanding of the substance and breadth of USAID political party development assistance, the statutory and political constraints on such USAID-supported programming, the methods and approaches to political party assistance programming by key implementing partners and the limitations and possibilities for future political party</td>
<td><a href="http://pdf.usaid.gov/pdf_docs/PNACE500.pdf">http://pdf.usaid.gov/pdf_docs/PNACE500.pdf</a></td>
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development assistance around the world.

**DEMOCRATIC RESILIENCE AND INNOVATION**

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<td>Banking on the Belt Road: Insights from a New Global Dataset of 13,427 Chinese Development Projects</td>
<td>The PRC is the single largest provider of development finance. A recent study by AidData (based in part on USAID-funded research) titled Banking on the Belt and Road identifies $843 billion in development finance provided by the PRC between 2000 and 2017. Notably, PRC development finance has increased significantly over this period: between 2000-2012, PRC development finance averaged about $32 billion per year. PRC development finance more than doubled to an average $85 billion per year (2013-2017).</td>
<td><a href="https://docs.aiddata.org/ad4/pdfs/Banking_on_the_Belt_and_Road_Insights_from_a_new_global_dataset_of_13427_Chinese_development_projects.pdf">https://docs.aiddata.org/ad4/pdfs/Banking_on_the_Belt_and_Road_Insights_from_a_new_global_dataset_of_13427_Chinese_development_projects.pdf</a></td>
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<td>Disinformation Primer (2021)</td>
<td>DRG’s Disinformation Primer provides an overview of “information disorder” and “disinformation culture” -- including key concepts and terminology, case studies, and programmatic design options to help counter disinformation through USAID programming.</td>
<td><a href="https://drive.google.com/file/d/1__ugf9OmNm8f95SeNPBWHgdnS9KIkifs/view">https://drive.google.com/file/d/1__ugf9OmNm8f95SeNPBWHgdnS9KIkifs/view</a></td>
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<td>Disinformation Launch Webinar (2021)</td>
<td>The Other Epidemic: Disinformation Webinar 1 explains key terms and concepts in understanding disinformation campaigns and gives a broad overview of emerging solutions. Webinar 2 focuses on innovative programming at USAID to counter disinformation including: fact checking, investigative journalism, platform accountability, media literacy, and pro-democracy messaging campaigns.</td>
<td><a href="https://drive.google.com/file/d/1X_HyzC_pnLoF9UnzTw4BGs780xyvYLkb/view">https://drive.google.com/file/d/1X_HyzC_pnLoF9UnzTw4BGs780xyvYLkb/view</a></td>
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<td>Domestic and Transnational Authoritarian Reading List (2021)</td>
<td>Democratic Resilience and Innovation Team’s annotated reading list provides an overview of the recent policy, academic, and think-tank literature on democratic backsliding, digital authoritarianism, and sharp power.</td>
<td><a href="https://docs.google.com/document/d/1GIzSwgyYM10jKn5Cyz49ZkV1sqkIly5sz/edit?usp=sharing&amp;ouid=114400154776855896831&amp;rd=true">https://docs.google.com/document/d/1GIzSwgyYM10jKn5Cyz49ZkV1sqkIly5sz/edit?usp=sharing&amp;ouid=114400154776855896831&amp;rd=true</a></td>
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## EVIDENCE AND LEARNING

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<td>Learning Harvest (2020)</td>
<td>The Learning Harvest is a searchable database of DRG learning products, including summaries of key findings and recommendations, drop-down menus to easily find documents related to a particular country or program area, and links to the full reports on the DEC. New learning products are added at least once per year.</td>
<td><a href="https://docs.google.com/spreadsheets/d/1tgGIH5eKv8vA8m2jWAgqTf-5ESIrW/edit?rtpof=true&amp;gid=124200173">https://docs.google.com/spreadsheets/d/1tgGIH5eKv8vA8m2jWAgqTf-5ESIrW/edit?rtpof=true&amp;gid=124200173</a></td>
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<td>Social and Behavior Change in DRG Primer (2021)</td>
<td>The Social and Behavior Change (SBC) Primer is a practical resource for DRG field officers seeking to incorporate (SBC) approaches into DRG programming and research.</td>
<td><a href="https://pdf.usaid.gov/pdf_docs/PA00XWX4.pdf">https://pdf.usaid.gov/pdf_docs/PA00XWX4.pdf</a></td>
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## GOVERNANCE

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<td>Democratic Decentralization Programming Handbook (DDPH) (2021)</td>
<td>The DDPH is designed to facilitate assessments of local governance and decentralization in host countries as well as the design and evaluation of USAID decentralization and local governance activities. It is a “third generation” technical leadership product that encourages USAID missions to design, if justified by the country context, decentralization and local government support activities tailored to USG and host-country goals and to relevant country circumstances.</td>
<td><a href="https://www.usaid.gov/democracy/documents/democratic-decentralization-programming-handbook">https://www.usaid.gov/democracy/documents/democratic-decentralization-programming-handbook</a></td>
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<td>Public Financial Management Primer (2018)</td>
<td>A primer on public financial management.</td>
<td><a href="https://drive.google.com/file/d/1gxKK9gqrVDoIC0YsajC-wA4fKgHApUt5/view?usp=sharing">https://drive.google.com/file/d/1gxKK9gqrVDoIC0YsajC-wA4fKgHApUt5/view?usp=sharing</a></td>
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<td>Practitioner’s Guide for Anticorruption Programming (2015)</td>
<td>This Guide offers practical programming and implementation advice for USAID field missions to support their development of effective anti-corruption programs. The advice is based on lessons learned from past anticorruption programming by USAID, other donors, and host governments. Guidance is also provided on the use of political economy analysis tools that can assist practitioners in identifying corruption dynamics, challenges, and opportunities for programming, as well as highlighting initiatives appropriate for different sectors. Approaches to developing effective and targeted monitoring and evaluation systems for such programs are also presented in this Guide. All of this is wrapped in the logic of the USAID program cycle.</td>
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<td>USAID Urban Policy: Sustainable Service Delivery in an Increasingly Urbanized World (2013)</td>
<td>USAID’s Sustainable Urban Services Policy (Policy) provides guidelines to help countries and communities improve the delivery of essential services in urban areas. It emanates from the recognition that unprecedented rates of urbanization are reshaping the nature and geography of global poverty, and seeks to harness the rapid growth of cities to achieve our core development objectives.</td>
<td><a href="https://urban-links.org/resource/sustainable-service-delivery-in-an-increasingly-urbanized-world/">https://urban-links.org/resource/sustainable-service-delivery-in-an-increasingly-urbanized-world/</a></td>
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<td>Analysis of USAID Anticorruption Programming Worldwide (2007-2013)</td>
<td>This report is a part of a study that seeks to identify lessons learned and develop recommendations of effective anti-corruption programming from analyzing USAID-implemented programs between 2007 and 2013 that contained anti-corruption initiatives. Each of the six Implementing Partners (IP) of the ENGAGE Indefinite Quantity Contract was assigned to collect publicly available data and review programs in one of six geographic regions and within one particular sector worldwide. After reviewing approximately 2000 projects, more than 330 were identified to have implemented anti-corruption activities. The purpose of this report is to consolidate the findings from these six analyses and provide a global perspective on what anticorruption interventions have been tried and in what sectors.</td>
<td><a href="https://www.usaid.gov/sites/default/files/documents/18666/AnalysisUSAIDAnticorruptionProgrammingWorldwideFinalReport2007-2013.pdf">https://www.usaid.gov/sites/default/files/documents/18666/AnalysisUSAIDAnticorruptionProgrammingWorldwideFinalReport2007-2013.pdf</a></td>
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<td>Tax Policy Reform Primer (2022)</td>
<td>A primer on reforming tax laws and regulations to help USAID officers with relevant activity design and discussions with counterparts.</td>
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<td>USAID Anti-corruption Assessment Handbook (2009)</td>
<td>The Anticorruption Assessment Handbook provides assessment teams with tools for diagnosing the underlying causes of corruption by analyzing both the state of laws and institutions, as well as the political-economic dynamics of a country. The main objective of the assessment approach outlined in this handbook is to assure that assessments start by casting a wide analytical net to capture the breadth of issues that affect corruption and anticorruption prospects in a country and then provide a clearly-justified, strategic rationale for their final programmatic recommendations. This handbook provides step-by-step practical assistance to implement the</td>
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<td>USAID Program Brief: Anticorruption and Police Integrity (2007)</td>
<td>As part of USAID's technical leadership on security sector reform issues, this program briefly discusses the issues surrounding police corruption and offers programmatic guidelines and tools for addressing police corruption. The program brief is designed to &quot;unpack&quot; police corruption contextually, and to identify specific concerns that—in light of the societal role and special powers of the police—should be considered when developing programmatic responses.</td>
<td><a href="http://pdf.usaid.gov/pdf_docs/PNADN948.pdf">http://pdf.usaid.gov/pdf_docs/PNADN948.pdf</a></td>
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<td>Anticorruption Program Brief: Anticorruption Agencies (ACAs) (2006)</td>
<td>This program brief on ACAs is intended to assist the field by outlining the critical questions around the establishment and workings of a host country’s ACA. Since the 1990s, more than 30 countries have established some form of anti-corruption agency or commission as a key tactic in their efforts to fight corruption. USAID Missions and other international donors are faced with many questions as they provide advice and assistance to host country governments on their efforts to combat corruption. The document also provides substantive input on how the answers to those questions may affect the effectiveness of donor support for an ACA.</td>
<td><a href="http://pdf.usaid.gov/pdf_docs/Pnadm208.pdf">http://pdf.usaid.gov/pdf_docs/Pnadm208.pdf</a></td>
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<td>USAID Anticorruption Strategy (2005)</td>
<td>This document outlines USAID’s strategy and approaches to addressing corruption and increasing transparency in the public sector. The Agency’s work reduces opportunities and incentives for corruption; supports stronger and more independent judiciaries, legislatures and oversight bodies; and promotes independent media, civil society, and public education. Corruption, defined as the abuse of entrusted authority for private gain, remains a tremendous obstacle to political, social, and economic development, and efforts to reduce it need to be more fully integrated across all sectors. Decreasing corruption is an important U.S. foreign policy objective. USAID’s programs can help target the critical problem of corruption in all its manifestations.</td>
<td><a href="https://www.usaid.gov/sites/default/files/documents/1868/200mbo.pdf">https://www.usaid.gov/sites/default/files/documents/1868/200mbo.pdf</a></td>
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<td>USAID Handbook on Legislative Strengthening (2000)</td>
<td>This handbook is designed to assist USAID missions in developing strategies to help legislatures function more effectively and to</td>
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perform their functions more democratically. It explains the importance of legislatures in a democracy, describes factors that influence legislative behavior, and enumerates problems legislatures commonly face. It then presents an assessment framework that is designed to help USAID field officers pinpoint the weaknesses and understand the capabilities of their host-country legislatures. The paper identifies a number of assistance activities designed to address weaknesses and to capitalize on strengths discovered in the assessment. It concludes with guidance for implementing legislative programs and a presentation of emerging issues.

Collecting Taxes Database
A comprehensive database of tax performance and tax structure indicators.
https://idea.usaid.gov/domestic-revenue-mobilization

Guide to Public Financial Management
A Guidebook on public financial management.
https://pdf.usaid.gov/pdf_docs/PA00KFQV.pdf

JUSTICE, RIGHTS, AND SECURITY

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<td>Designing and Implementing Court Automation Projects Guide (2019)</td>
<td>This guidance manual is based on reviews of reports, evaluations and assessments from numerous USAID projects from around the globe, as well as key informant interviews with DRG officers, chiefs of parties, court administrators, and others who have previously implemented or are currently implementing court automation projects. It has also been informed by the authors’ own experiences in designing, implementing, and managing multiple automation projects. The structure of this manual mirrors the three key steps USAID staff should take to during successful court automation programming: first, understanding how to assess the need or opportunity and/or a request from a host government for automation assistance; second, asking the crucial questions, obtaining the necessary information, and reviewing the important considerations required to create an effective court automation project design that maximizes the prospect of success; and third, identifying the key issues and</td>
<td><a href="https://www.usaid.gov/sites/default/files/documents/1866/USAID-CAP-Guide-FINAL.pdf">https://www.usaid.gov/sites/default/files/documents/1866/USAID-CAP-Guide-FINAL.pdf</a></td>
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Security Sector Reform (SSR) is the set of strategies, policies, procedures, and processes, programs and activities that a government undertakes to improve the way it provides safety, security, and justice. The overall objective is to provide these services in a way that promotes an effective and legitimate public service that is transparent, accountable to civilian authority, and responsive to the needs of the public. SSR is an umbrella term that might include integrated activities in support of: defense and armed forces reform; civilian management and oversight; justice; police and law enforcement; corrections; intelligence and national security; border management; disarmament, demobilization and reintegration (DDR); and/or reduction of armed violence. The security sector includes both military and civilian-led organizations, and personnel operating at the international, regional, national and/or sub-national level. Relevant actors in the broader security sector apparatus may include state security providers, governmental security management and oversight bodies, civil society organizations (CSOs), and nonstate security providers.


This guide is intended to assist USAID Democracy, Human Rights, and Governance (DRG) Officers and other practitioners in designing, implementing, and monitoring rule of law programs that include support for community-level non-state justice systems (NSJSs). It aims to provide a digest of techniques used by donors in supporting such NSJSs and offers guidance on best practices and lessons learned, including a sample scope of work (SOW) that may be used as a starting point for future support programs. The observations and conclusions herein may also be useful for programmatic support to other types of NSJSs.

Counter-Trafficking in Persons Code of Conduct Mandatory Training (2018)

USAID’s Democracy, Human Rights and Governance Center’s (DRG Center’s) Counter Trafficking in Persons (C-TIP) Team offers a mandatory online training course titled Counter Trafficking in Persons Code of Conduct: Accountability and Action. All USAID staff/hiring


https://university.usaid.gov/
mechanisms are required to take this training within five months of onboarding and revisit the training every three years thereafter. This is a self-directed, virtual course available through USAID University for one Continuing Learning Point (1 CLP). The training is offered in English, with both English and Spanish slides, and covers combating human trafficking as a critical development priority at USAID.

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<td>Institutions and their capacities drive a sector’s performance. USAID’s extensive experience in institutional reform across sectors from health to education to governance is regularly applied in security sector reform, particularly its rule of law components. USAID’s comprehensive approach to institution building is captured in the Human and Institutional Capacity Development (HICD) Handbook. USAID has applied this experience specifically in its User’s Guide to DRG Programming 97 February 2019 security sector programming. From a USAID perspective, security sector reform (SSR) is an umbrella term that includes integrated activities in support of defense and armed forces reform; civilian management and oversight; justice and the penal system; police and public safety; corrections, detention facilities and due process; intelligence reform; national security planning and strategy support; border management; disarmament, demobilization and reintegration (DDR); and reduction of armed violence including small arms/light weapons (SALW) proliferation.</td>
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<td>The purpose of this resource is to provide USAID personnel with guidance for surveying the human rights landscape as part of their country strategy and project design process. The objective is to understand how fundamental rights and freedoms that are related to USAID’s development goals are being respected, protected and fulfilled or how they are being violated. This tool is neither comprehensive, nor provides detailed guidance on the complex nuances of a human rights protection system. The intent of this guidance is to support an analytical process that spurs better engagement on and design of human rights and rights-based development activities.</td>
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<td>Counter-Trafficking in Persons Code of Conduct (2011, Partially Revised 2015)</td>
<td>The CTIP Code of Conduct advances the highest ethical standards for all USAID personnel, as well as contractors, sub-contractors, recipients, and sub-recipients and prohibits employees from engaging in trafficking and any activities that facilitate it, such as commercial sex. It also requires employees to report suspected involvement of contractors or recipients in trafficking.</td>
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<td>Preventing Atrocities: Five Key Primers (2014)</td>
<td>Preventing atrocities is a complex and dynamic challenge particularly in societies marked by conflict, grievance, and distrust. Efforts by international actors, such as the USAID, to prevent atrocities can take many forms — ranging from long-term upstream prevention, to immediate crisis responses, to post-atrocity response. The five chapters presented in this toolkit 1) introduce foundational topics such as hate speech, early warning, documentation, transitional justice, justice sector interventions and the role of national human rights institutions and paralegals; 2) provide valuable case studies and lessons learned for USAID Missions; 3) and outline opportunities for future USAID atrocity prevention programming. Together, the topics discussed in this toolkit are intended to help raise awareness among USAID staff of these disciplines and their vital linkages to atrocity prevention.</td>
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<td>Toolkit for Integrating LGBT Rights for Activities into Programming in the Europe and Eurasia (E&amp;E Region) (2014)</td>
<td>This Toolkit contains resources to assist Europe and Eurasia (E&amp;E) region Mission staff and implementing partners to increase and improve the LGBT community’s involvement in development programming. LGBT initiatives are a new priority for USAID, and there is still much to learn and understand about how to work most effectively with LGBT people and communities. USAID has had considerable early success in including LGBT issues and organizations in two important</td>
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<td>Counter-Trafficking in Persons Field Guide (2013)</td>
<td>This new Counter-Trafficking in Persons Field Guide is designed as a practical resource for USAID officers to help implement the C–TIP Policy. It complements the full body of technical tools providing Agency-specific guidance to USAID personnel on how to program United States Government (USG) resources, including recommendations for integrating C–TIP components into existing programs, options for stand-alone C–TIP initiatives, and suggestions on monitoring and evaluating the impact of specific programming interventions. In addition, this Guide emphasizes the importance of uniting all stakeholders and consolidating efforts into a comprehensive C–TIP movement. Additional tools and information regarding counter-trafficking and implementation of the Policy are available at <a href="https://www.usaid.gov/trafficking">https://www.usaid.gov/trafficking</a></td>
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<td>The United Nations Declaration on the Rights of Indigenous Peoples: A Manual for National Human Rights Institutions (NHRI) (2013)</td>
<td>This Manual aims to support and strengthen the work of national human rights institutions (NHRIs) – whether they are human rights commissions or ombudsman offices – in the promotion, protection and enjoyment of the rights of indigenous peoples, especially NHRIs that are established in accordance with the Paris Principles. It is designed to assist these institutions learn about the United Nations Declaration on the Rights of Indigenous Peoples (the Declaration) by providing a broad understanding of the legal nature of the rights it contains, as well as the relevant obligations of States, in order to ensure that indigenous peoples’ rights are fully realized.</td>
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<td>Counter-Trafficking in Persons Standard Operating Procedures (2012)</td>
<td>USAID developed a set of standard operating procedures (SOP) to prevent and respond to human trafficking abuses by USAID contractors, sub-contractors, assistance recipients, and sub-recipients.</td>
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<td>A Field Guide for USAID DRG Officers: Assistance to Civilian Law Enforcement in Developing Countries (2011)</td>
<td>This field guide, designed for DRG officers considering police assistance programs in their countries, establishes the importance of public safety as a cornerstone of successful development.</td>
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<td>Joint Statement on Security Sector Reform (2009)</td>
<td>In early January, USAID, the Department of State, and the Department of Defense issued a joint statement on Security Sector Reform (SSR). This paper responds to a gap in current foreign assistance approaches to security and development. U.S. security assistance programs have sometimes focused too exclusively on providing equipment and training to security forces. However, forces enhanced through traditional assistance can better carry out their responsibilities if the institutional and governance frameworks necessary to sustain them are equally well-developed and equipped. Similarly, development assistance has generally excluded security-related assistance. Yet, development cannot thrive without basic security. The increasingly complex threats facing our partners and our own nation urgently require that we address the linkages among security, governance, development and conflict in more comprehensive and sustainable ways. In addition to building professional security forces, SSR supports the establishment of relevant legal and policy frameworks; enhanced civilian management, leadership, oversight, planning and budgeting capacities; and improve coordination and cooperation among security-related and civil institutions. The paper identifies key principles and recommendations for joint activity. It will be followed by Agency-specific implementation guidelines.</td>
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<td>USAID Program Brief: Reducing Corruption in the Judiciary (2009)</td>
<td>The linkages between poverty reduction, economic growth, and democratic governance are firmly established in current development thinking, backed by persuasive research. Equally well established is the recognition by scholars, policy makers, and development practitioners of the central importance of the rule of law and the control of corruption successfully addressing the related challenges of social, economic, and political development. This program brief, specifically addresses efforts to reduce corruption in the judiciary. In its references to “judicial corruption” it includes corrupt acts by judges, prosecutors, public defenders, court officials, and lawyers who are</td>
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Intimately involved in the operation of the judicial system. It recognizes, however, that addressing judicial corruption requires attention to the broader context of corruption in the entire justice system, including law enforcement agencies, and in the society as a whole.

| Legal Empowerment of the Poor: From Concepts to Assessment (2007) | This paper “unbundles” legal empowerment of the poor (LEP), characterizing the components — Rights Enhancement, Rights Awareness, Rights Enablement, and Rights Enforcement — and their interconnections. It seeks to refine our definition of the term, and to identify opportunities for USAID programming in this area, not so much within each of the components above (which are now programmed separately in many USAID projects), but through development of projects that capture the potential synergies of pursuing them jointly. Finally, it examines possibilities for assessing progress toward LEP. | [http://pdf.usaid.gov/pdf_docs/Pnadm500.pdf](http://pdf.usaid.gov/pdf_docs/Pnadm500.pdf) |
| Interagency Security Sector Assessment Framework (ISSAF) | U.S. security is enhanced by democratic security sector governance worldwide. There is a growing awareness among security sector experts that a limited focus on improving law and order is not enough; fundamental reforms may be required. Such reforms may include structural changes in security policies, | [http://pdf.usaid.gov/pdf_docs/PA00HWJX.pdf](http://pdf.usaid.gov/pdf_docs/PA00HWJX.pdf) |
Restructuring security sector organizations to improve their functioning, and ensuring that civilian authorities have the capacity to manage and oversee security organizations. The ISSAF is a tool that enables a USAID or interagency team to assess security and justice concerns in states in every stage of development. It can function as a stand-alone tool, as a complement to other related topical frameworks (e.g., the Rule of Law Strategic Framework) or as a sectoral link to other types of broader assessment tools (e.g., the Interagency Conflict Assessment Framework (ICAF)). The ISSAF is divided into two parts: i) a ten-step framework for analysis; and ii) areas of inquiry with illustrative questions.

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

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

Video as Evidence Field Guide

Created by WITNESS, the Guide’s primary audience is people working in the field who are or will potentially film human rights abuses. These may be citizen journalists, activists, community reporters and human rights investigators. If you are already filming abuses, the Guide can help enhance the evidentiary value of your videos. User’s Guide to DRG Programming 106 February 2019 And if you are already investigating human rights abuses by traditional means, this Guide can help to strategically incorporate video into your human rights investigation so that it enhances your evidence collection.

POLICY, COORDINATION, AND INTEGRATION

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<td>DRG Strategic Assessment Framework (2018)</td>
<td>The Democracy, Human Rights, and Governance Strategic Assessment Framework provides a structure for conducting a political analysis of a country; develops a strategy to advance democracy, human rights, and governance (DRG); and helps inform integrated development approaches. At its core, this assessment is a political economy analysis (PEA)1 of the DRG sector—</td>
<td><a href="https://www.usaid.gov/sites/default/files/documents/1866/Master_SAF_FINAL%20Fully%20Edited%209-28-15.pdf">https://www.usaid.gov/sites/default/files/documents/1866/Master_SAF_FINAL%20Fully%20Edited%209-28-15.pdf</a></td>
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how and why is political power acquired, maintained, exercised, and contested? Who benefits? Who does not? Can the U.S. Government play a role in trying to change the power dynamics? If yes, how? Most importantly, how can the advocates for democracy, human rights, and good governance achieve greater success confronting the key challenges in their country with assistance from USAID.

Context-Driven Adaptation Collection (2016-present)
The context-driven adaptation collection is a set of practical tools, materials, and examples that supports thinking and working politically, or the approach of perceiving and adapting to ongoing changes in power dynamics and incentives that shape the space within which development happens.

DRG Strategic Assessment Framework (2014)
The Democracy, Human Rights, and Governance Strategic Assessment Framework provides a structure for conducting a political analysis of a country; develops a strategy to advance democracy, human rights, and governance (DRG); and helps inform integrated development approaches. At its core, this assessment is a political economy analysis (PEA) of the DRG sector—how and why is political power acquired, maintained, exercised, and contested? Who benefits? Who does not? Can the U.S. Government play a role in trying to change the power dynamics? If yes, how? Most importantly, how can the advocates for democracy, human rights, and good governance achieve greater success confronting the key challenges in their country with assistance from USAID.

PEA is an analytical approach to help understand the underlying reasons why things work the way they do and identify the incentives and constraints impacting the behavior of actors in a relevant system. By helping identify these influences—political, economic, social and cultural—PEA supports a more politically informed approach to working, known as “thinking and working politically” (TWP). Through TWP, USAID seeks to better understand the systems where we work and to identify sustainable, locally generated solutions. The guide and supporting materials help conduct a PEA and apply a TWP lens to any area of programming.
| Political Economy Analysis Literature Review | The PEA Literature Review is a tasking under the LER II mechanism that allows Missions to quickly and easily support an expert consultant to review existing literature around the political economy aspects of a particular issue or topic, usually as a precursor to a full PEA field study. Lit reviews are approximately 10-20 pages, and draw from both published and gray literature as available. | (See LER II above) |