1. About Us

Development Professionals, Inc. (**DPI**) is a woman-owned small business that has successfully implemented democracy and governance activities in more than 25 countries, assisting our partners in designing and implementing a host of justice, legal framework, good governance, anti-corruption, and accountability reforms. We are the most active small business holder of the ROL IDIQ,[1] and provide USAID's DRG Center with analytical expertise for strategic assessments and program design, research activities, and rapid response for political transitions pursuant to the ASIV IDIQ.[2]

DPI In Brief

Business Size: Small Business with a global reach
Home Office: Vienna, VA, USA
Team: Over 100 home office and project professionals with a comprehensive track record in project implementation and rapid development assistance delivery
Contacts:
Natalija Stamenkovic, CEO and ACES IDIQ Manager
n.stamenkovic@developmentpi.com
Website: developmentpi.com

Together with our major subcontractors and an outstanding group of niche service providers, the DPI team provides an unrivaled combination of experience and expertise in all aspects of ACES' scope of work. We also provide a global operational platform from which to rapidly deploy and effectively implement reform activities across the full range of USAID operating environments, development contexts, and sectors. We stand ready to bring USAID and host countries outstanding, evidence-based, and cutting-edge technical assistance, advisory services, and project implementation under the ACES IDIQ.

2. Our Team

Our team includes three major partners - Tetra Tech DRG Joint Venture (**TT DRG**), composed of Management Systems International and Tetra Tech ARD, Creative Associates International (**Creative**), and International City/County Managers Association (**ICMA**).

TT DRG brings over 70 years of combined USAID DRG implementation experience in all ACES technical disciplines, is a leading provider of analytical and M&E services, and has deployed rapid-response teams for the full range of DRG services. **Creative** brings vast experience and holistic approaches to community order and security in conflict, post-conflict, violence-burdened, and early stabilizing environments. Having carried out more than 400 programs in over 70 countries on five continents, **ICMA** is an innovator and leader in building more transparent, accountable, and citizen-focused governments, and has in-depth experience improving national and sub-national governance in developing countries.

Our core team is complemented by niche partners that enhance our ability to integrate cross-sector programming, catalyze stakeholder dialogue and legal framework development, engage civil society and media in reform efforts, strengthen policymaking and oversight, and build capacity to establish and maintain effective, accountable order and security.

Additional information about our team members and their expertise can be found on pages 12 and 13.

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[1] The ROL IDIQ is held by a joint venture between DPI and Millennium Partners. DPI is the joint venture partner responsible for technical implementation of the IDIQ and all projects falling under it.
[2] The ASIV IDIQ is held by a joint venture between DPI and Making Cents International, and is managed by DPI.

3. ACES - Scope of Work

The ACES IDIQ is a $225 million global mechanism focused on good governance and anti-corruption, legislative strengthening, decentralization and local governance, rule of law and security sector reform, and strengthening oversight mechanisms. The IDIQ supports USAID Missions, Operating Units, and Bureaus with technical assistance and expertise to undertake assessments and evaluations, design and implement new programs, and apply adaptive management strategies to ensure learning and best practices. ACES offers opportunities to quickly enlist the expertise of small businesses.

> **Accessing Small Businesses**
>
> *Small Business Reserve*: All task orders greater than $3,500 but less than or equal to $5 million must be competed first with any category of small or small disadvantaged business contract holders.
>
> *Small Business Exception to Fair Opportunity*: USAID may directly place task orders with any category of small or small disadvantaged business that received an ACES prime contract award. The $5 million threshold does not apply when using the small business exception and fair opportunity procedures.

4. Rapid Response Capabilities

Team DPI collectively has over 100 years of experience rapidly deploying personnel and resources to deliver urgent technical assistance and start-up large, complex projects. We mobilize quickly whether to respond to unexpected events or conditions, head off threats to democratic reforms, seize windows of opportunity, or maintain momentum and sustain progress between USAID programs. Together, we have a global operational platform to leverage the delivery of task orders released under ACES, with nearly 2,000 local staff and 360 civil society partners across the world.

DPI's expertise in rapidly mobilizing both technical assistance and logistical support includes our work under the *Analytical Services IV IDIQ*, under which DPI is implementing rapid response activities covering a wide range of DRG topics, including local governance, anti-corruption, integrity, rule of law, and legislative function. Under the *DRG Assessments* Task Order, DPI has conducted multiple, and often concurrent, DRG assessments in fragile, backsliding, and other developing countries. Our *Latin America and Caribbean Learning and Rapid Response (LACLEARN)* team provides regional- and mission-level analytical work and rapid response for strategic and programming needs in unexpected political transitions. And under the *Analytic Task on Authoritarian Resurgence and Influence (ATARI)* Task Order, we are developing data and diagnostic tools for states vulnerable to resurgent authoritarian influences, which requires fielding teams on relatively short notice to politically-challenging states for field work on sensitive topics.

> **DPI's Rapid Deployment Expertise**
>
> ♦ Proven ability to coordinate and deliver rapid mobilization
> ♦ Current presence in over 70 countries
> ♦ Experience in over 103 countries
> ♦ Global platform to carry out the work envisioned under ACES
> ♦ Database of over 10,000 consultants
> ♦ Global network of relationships built and maintained with local organizations and stakeholders

Our rapid response capabilities are buttressed by Creative and TT DRG, who will help us hit the ground running. Since 2000, Creative has implemented 16 OTI programs valued at $635 million, and numerous other programs in complex, transitional environments. Similarly, TT DRG has over 40 years of experience in rapidly mobilizing personnel and resources on large, complex projects, and maintains a rapid response capability that frequently provides immediate assistance to USAID missions and DCHA/DRG in addressing emerging opportunities prompted by changes in the political landscapes of countries and regions.

DPI also has significant experience in, and well-developed systems for, issuing grants rapidly. Our team has extensive experience vetting grants and, once issued, monitoring and evaluating their performance.

5. Subject Matter Expertise

Our consortium has considerable experience in successfully delivering technical assistance and expertise in each of ACES' work disciplines. Below is a brief overview of our capabilities, followed by a summary of illustrative projects.

Good Governance, Anti-Corruption and Strengthening Oversight Mechanisms

Team DPI has a long track record in implementing, monitoring, and evaluating anti-corruption programs; executing projects to improve governance; increasing government transparency, responsiveness and accountability; and setting up and improving oversight mechanisms to prevent or reduce corruption.

• Multiple DPI projects have strengthened safeguards on ethical conduct; established integrity planning systems for managing corruption risks; created protocols for interagency cooperation in investigating corruption; strengthened anti-corruption institutions; developed asset declaration rules; developed tools and resources to forecast, justify, and administer budgets; and engaged civil society to work collaboratively with national and local institutions to improve service delivery. Through the *Analytical Services IV* Task Order for DRG Assessments and *Balkan Regional Support Services IDIQ* Task Orders, DPI has analyzed safeguards on the ethical behavior of public officials, civil society's engagement with national/local government, and measures that promote transparency and effective governance.

• TT MSI prepared the USAID Anti-corruption Assessment Handbook (2009), the USAID Lessons Learned in Fighting Corruption (2009), and the USAID Practitioner's Guide for Anti-Corruption Programming (2015). Multiple projects have supported establishing and strengthening legal frameworks, dedicated anti-corruption institutions, civil society advocacy coalitions, and oversight authorities and practices. TT MSI has also strengthened fiscal management, operational controls, and performance standards within national, sub-national, and municipal governments to improve service delivery, increase transparency and public engagement, and reduce opportunities for corruption.

• TT ARD and ICMA have mastered the intersection of systems, standards, and performance management with corruption prevention and inclusive governance and service delivery, and have built performance-based, transparent, and accountable systems that rely upon public input and oversight mechanisms to improve government policymaking, services, and utilization of government funds.

• Creative has worked extensively with national and local governments to deliver rapid response and public services, re-establish government credibility and public trust, and foster democratic decision-making.

Strengthening Legislative Functions and Legal Frameworks

The DPI team has a long and distinguished record in helping host country governments improve their legal frameworks, and in enhancing the legislative capacity, executive oversight, and public feedback processes of legislative bodies.

• DPI has provided policy reform guidance and support to legislative bodies in several countries, including assistance to parliamentary committees in drafting, conducting hearings on, and finalizing legislation, and in organizing public consultations on proposed legislation.

• TT ARD is a leading provider of technical assistance, training, procurement, and advisory services to strengthen the legislative function since the 1980s. It has strengthened national and sub-national deliberative bodies' legislation and lawmaking, executive oversight, budget bill review and analysis, and representation/constituency relations in multiple countries, and has a track record of creating sustainable improvements in the functioning, effectiveness, and responsiveness of provincial, regional, municipal, town, and village representative and deliberative bodies.

• ICMA is experienced in training, providing technical assistance to, and mentoring local deliberative bodies. Creative is well-versed in reestablishing and strengthening legislative processes in post-conflict and failed state contexts.

• Team DPI has provided direct technical assistance and advisory services to develop constitutions, organic laws, substantive and procedural codes, regulations, and other elements of legal frameworks. Our support typically includes

training, technical assistance, grant funding, and other support to a range of institutions responsible for studying issues, identifying reforms that require new or revised rules, and determining at what level such norms must be formulated.

Decentralization and Local Governance

Team DPI has the practical insight and expert capability to implement a broad range of decentralization and local governance activities.

- TT ARD developed the USAID Decentralization and Democratic Local Governance Handbook, and the USAID Guide to Municipal Financial Management. It has completed 100 successful decentralization and local governance projects over the past decade, including in conflict-prone countries.

- ICMA has nearly 50 years of experience supporting decentralization and local governance reforms in the United States and around the globe. It has developed multiple tools covering various aspects, levels and stages of municipal governance and management, such as the Local Institutional Strengthening Approach diagnostic tool (diagnosing and prioritizing capacity-building needs and investments in finance, planning, human resources, legal framework, and community safety), and the ICMA Municipal Development Index (to aid municipalities in measuring their performance while simultaneously gauging the effectiveness of technical assistance and informing adaptive programming).

- Creative has developed a set of specialized local governance tools for conflict, post-conflict, and fragile contexts, such as the Fragility and Resilience Assessment Method, which uses participatory community inquiry to identify points of resilience and fragility within communities and pinpoint where and how governance systems need to be transformed.

Rule of Law and Security Sector Reform

We have a comprehensive understanding of the interdependent roles played by institutional and civil society actors, legal frameworks, and broader culture norms in shaping the rule of law and the relative state of order and security.

- DPI has over 13 years of experience leading or serving as a subcontractor on rule of law and security reform projects in 25 countries, providing expert guidance on a broad range of judicial efficiency, transparency, independence, and accountability matters. Multiple projects have enhanced: court administration and automation; judicial ethics and discipline; judicial, prosecutorial and public defender capacity building; access to justice; enforcement of judgments; responses to human rights violations; legal education; public awareness of laws and reforms; and civil society and community engagement in improving judicial service delivery.

- Creative is highly skilled at empowering citizens and institutions to implement holistic and effective strategies that bolster security, protect citizens' rights, and uphold the rule of law, often in low-security and conflict-affected areas. Creative is also experienced at working with governments and civil society on transitional constitutional frameworks and the provision of baseline justice services in the absence of functioning institutions.

- TT MSI will contribute its vast experience and capabilities in select rule of law and security areas, including legal frameworks for criminal law and criminal procedure, enforcement of criminal justice legislation, human and institutional capacity building for law enforcement agencies, community policing, community-based crime prevention and safety, and victims' rights and services.

6. Illustrative Experience

The following table contains short information on a select number of projects delivered by Team DPI as an illustrative sample of our expertise and capacity to successfully deliver activities under ACES over the whole range of technical areas.

Team DPI's Illustrative Experience – Select Projects	
Technical Area 1	*Good Governance, Anti-Corruption and Strengthening Oversight Mechanisms*

USAID Public Accountability and Justice Strengthening (PAJ) (2021–2021), Jordan

Building on lessons learned from work with 16 government institutions under previous projects, TT MSI started working with the Government of Jordan to improve service delivery across multiple sectors under USAID PAJ. Specifically, MSI will engage on strengthening accountability systems, procedures, and mechanisms within government institutions to improve service delivery and protection of human rights; support the justice sector by promoting access to justice, equal application of the law, and an independent judiciary; and enhance the government's ability to respond to public demand for government transparency, rule of law, and the protection of human rights while engaging with civil society organizations, the public, and the private sector. PAJ is working with the Jordan Integrity and Anti-Corruption Commission to develop an implementation plan for their 2020-2025 strategy to deliver on commitments made under the UN Convention Against Corruption.

USAID Urban Municipal Governance Project (UMG) (2017-2022), Guatemala

Through the UMG project, TT ARD is working to reduce levels of violence in municipalities most at risk of crime and violence through enhanced municipal governance, increased coverage and quality of municipal services, and improved citizen engagement. TT ARD provides municipal governments with technical assistance to improve urban planning, financial management, and service delivery through transparent and participatory processes, as well as technical assistance, capacity building, and direct resources for improvements to community-based organizations. To rapidly deploy assistance under UMG, TT ARD conducted a detailed PEA of the legal framework, national budget and financial transparency, levels and drivers of corruption, cultural factors and inclusion, municipal planning, financial management and revenue generation, citizen participation and access to justice, service delivery, and community perspectives. The UMG project works with 18 urban municipal governments across Guatemala to improve their understanding of and responsiveness to the most pressing service-related needs of citizens living in communities vulnerable to high rates of violence, including gender-based violence, crime, and illegal migration.

USAID Support to Anti-Corruption Champion Institutions Project (SACCI) (2017-2022), Ukraine

On USAID's flagship anti-corruption project in Ukraine, TT MSI worked with the Ukrainian government, CSOs, media and private sector stakeholders to promote civic discourse, support democratic reforms, and mobilize citizens to engage in anti-corruption efforts. SACCI supported several governmental institutions at the national, regional, and municipal levels to implement key anti-corruption measures, including enhancing conflict of interest systems, strengthening internal controls and whistleblower protection systems, and improving operational transparency and public accountability. The Ministry of Infrastructure, Ministry of Health, and State Agency for Civil Service institutionalized internal corruption risk assessments, whistleblower protections systems, and conflict of interest provisions as a result of project efforts. SACCI assisted with the finalization and implementation of the national anti-corruption framework, including the strategy and action plan, as well as the anti-corruption Communications Strategy, and developed a communication manual for public institutions and a tool for assessing the effectiveness of the communication campaigns.

USAID Justice Activity (JA) (2014–2019), Bosnia and Herzegovina

The five-year JA project implemented by DPI was aimed at achieving more accountable institutions that meet citizens' needs and make government more responsive by strengthening the capabilities of justice sector actors. DPI

assisted BiH's Anti-Corruption Agency in establishing and institutionalizing an integrity planning system for managing corruption and integrity risks, and creating rules and practices for other government institutions to develop integrity plans; helped establish protocols governing cooperation between the Anti-Corruption Agency and prosecutors in investigating corruption; trained the Agency on increasing transparency in its business processes; and developed asset declaration rules. JA assisted the Supreme Audit Institution in improving its audit reports, thereby allowing other BiH institutions to more effectively use the reports when investigating potential economic crimes and corruption and increasing the number of investigations conducted. DPI continues to provide support to BiH judicial stakeholders on institutional integrity throughout the judicial system by installing mechanisms that effectively prevent corrupt behavior through the follow-on JACA project.

USAID CEGAH (Prevention) Project (2016-2021), Indonesia

After the successful implementation of the 2011-2016 SIAP project in Indonesia, TT MSI was awarded the follow-on CEGAH project designed to strengthen Indonesia's community of accountability by providing integrated capacity building efforts for the judiciary, executive, and independent agencies; civil society; media; and the private sector at both the national and subnational levels. In collaboration with Indonesia's Supreme Court and Attorney General, TT MSI worked to improve the transparency of the judiciary's court cases by enhancing the publically accessible case management system, as well as address the current disparity of corruption sentences and improve sentencing guidelines. TT MSI has institutionalized the operation of an electronic National Public Complaint Handling System within the Ministry for Administrative Reform, collecting approximately 300,000 complaints a year, and worked with five ministries, 12 provincial governments, and 12 cities and districts to integrate this mechanism into their administrative systems, through training, coaching and IT support. TT MSI also helped in developing and implementing Indonesia's National Anti-Corruption Prevention Strategy, as well as coordinated the delivery of education about corruption in the country's law schools and universities.

Technical Area 2	*Strengthening Legislative Functions and Legal Frameworks*

Analytical Services IV Indefinite Delivery Indefinite Quantity (ASIV IDIQ)

DPI has provided significant research assistance to the DRG Center to advance technical and programming knowledge in specific areas. Through the ASIV IDIQ Task Order for DRG Assessments, DPI is currently providing the DRG Center with analytical expertise for strategic assessments and program design, research activities, surveys, training, and rapid response for political transitions. The 14 DRG Assessments being produced under the Task Order use qualitative and quantitative data to identify key DRG problems, prioritize them with respect to amenability, USG resources and policies, and then produce actionable recommendations for strategic planning and program design. This includes DRG assessments in Indonesia, South Sudan, DRC, Timor-Leste, Guinea, Thailand, Mongolia, Guyana, and Central and Eastern Europe. Other support under ASIV includes a four-year Latin America and Caribbean Learning and Rapid Response (LACLEARN) activity, supporting USAID's programming at the LAC regional and mission levels through gender-informed analytical work; the Collective Action to Reduce Gender-Based Violence (CARE-GBV) Task Order, strengthening USAID's capacity to prevent and respond to harmful GBV practices globally; and ATARI (Analytic Task on Authoritarian Resurgence and Influence), an innovative DRG Center activity which is developing and piloting a new diagnostic tool for assessing resurgent authoritarian influence in USAID partner countries and formulating effective responses.

Feteh Activity (FETEH) (2019-2024), Ethiopia

FETEH provided training on legislative drafting and analysis for Ethiopia's House of Peoples' Representatives, covering topics such as public consultations, vetting procedures, and drafting techniques. Additionally, FETEH has

assisted the House of Peoples' Representatives in preparing legislative drafting procedures and manuals, and in laying the groundwork for an independent law commission, as envisaged to lead and coordinate law reform initiatives. DPI has also provided policy reform guidance and support to legislative bodies in Ethiopia, supporting various parliamentary committees in drafting, conducting hearings on, and finalizing priority legislation identified by Ethiopia's Prime Minister.

Building Legitimacy of Local Councils Project (2016-2018), Syria

To support local deliberative bodies under the Syria Building Legitimacy of Local Councils Project, Creative empowered nascent local councils to govern their own communities through oversight management and services that foster social cohesion, build trust in governing actors, and counter violent extremism. Residents of Al-Atarab reported greater opportunities to participate in financial decisions between 2016 and 2017 (38 percent increase) and viewed council staff as better able and willing to serve (33 percent increase).

USAID Good Governance Initiative (GGI) (2015–2021), Georgia

GGI provided training, technical assistance, and mentoring to three parliamentary committees of the National Parliament of Georgia to introduce effective and realistic budget oversight systems and committee action plans. The plans incorporated international best practices drawn from the development community's experience. GGI also worked with stakeholders to design and organize induction training for newly-elected Members of Parliament (MPs) with a focus on oversight tools and resources, and to produce a user-friendly handbook on the budgetary process and oversight for MPs and staff.

USAID Building Alliances for Local Advancement, Development and Investment – Capacity Building (BALADI CAP) (2013–2018), Lebanon

With the support of USAID-funded advocacy grants, TT MSI CSO partners worked directly with Lebanon's Parliamentary Committee on Implementation of Laws and relevant government ministries to produce draft legislation and executive decrees for implementation of critical laws, in areas including PPPs, small-to-medium enterprises, food safety, DNA testing, and metrology (legal measurement). BALADI CAP supported studies, awareness campaigns, and in-depth discussions by advocacy networks and their members with individual MPs and ministers to enrich the decisions and final decrees towards implementation of these various laws impacting the lives of every Lebanese citizen. TT MSI grantees also worked closely with the Lebanese Parliamentary Committee on Implementation of Laws, Ministry of Economy and Trade, and Higher Council on Privatization and Partnership (HCPP) to increase transparency and access to information in PPP operations, by: (1) drafting a standard PPP contract for increased transparency in future PPP bids before, during and after implementation; (2) designing a model template for PPP contracts that includes detailed stipulations for transparency and access to information; and (3) including detailed guidelines on PPP procurements under Lebanon's new Public-Private Partnership Law, which will be submitted to the HCPP and Prime Minister for approval. The HCPP also provided training to BALADI CAP partners on implementing PPP at the municipal level.

USAID Local Governance and Decentralization Program (LOGODEP) (2010–2015), Ghana

TT MSI supported 46 community groups and civil society organizations through a $1.2 million grants program, enabling civil society to address a variety of governance issues, including augmenting civil society's ability to hold government officials accountable for their policy and expenditure decisions. LOGODEP worked with traditional authorities to address gender disparities in local political participation, and organized multiple workshops focused on providing women leaders with key concepts of local governance, advocacy skills, and communication. Working

in all 17 districts, LOGODEP supported local districts to increase internally-generated funds and improve development plans, and strengthened linkages to local governance initiatives at the national level. More than 270 community dialogue sessions were held, and radio shows included more than 12,000 citizen participants.

Technical Area 3	*Decentralization and Local Governance*

USAID CHANGE (2021-2026), Philippines

ICMA is the Prime implementer of the $15M CHANGE Project, which has three objectives: (1) strengthen enabling environment for decentralization; (2) enhance service delivery capacity, legitimacy, transparency, and accountability of participating local governments; and (3) empower citizens by increasing participation in and oversight of local governance processes. CHANGE is based on the premise that collective actions and stronger partnerships between local governments and the communities that make up their constituencies will bring democratic governance closer to the people. Along with other interventions and adequate resources, the promotion of participatory local governance will help nurture more responsive, transparent, accountable local governments that are able to deliver basic services to the people and will build resilience to malign foreign influence that threatens the nation's sovereignty. ICMA has developed a Local Governance Process Democratization Continuum which is anchored on the CHANGE principles of diversity, inclusion, and accessibility as an overarching guide to the development of CHANGE work plan activities as it helps USAID, the CHANGE Team, and partners track the steps that each city's governance ecosystem needs to take towards reinforcing, intensifying, and deepening the institutionalization of the Constitution and Local Government Code-mandated democratization processes and practices.

USAID Local Governance Enabling Environment Activity (ERAT) (2021-2026), Indonesia

The ERAT Activity aims to increase the quality of policymaking and improve service delivery at the subnational level by establishing governance systems to enhance oversight mechanisms and effectively manage key service processes. As a major subcontractor, ICMA will work in the six project provinces (North Sumatra, Banten, West Kalimantan, South Sulawesi, East Java, East Nusa Tenggara) at the district level to improve local governance and service delivery, strengthen upward accountability and horizontal incentives, and create downward accountability.

USAID ProDecentralization Project (PRODES I,II, III) (2002-2017), Peru

Over 15 years, TT ARD supported multiple phases of the USAID PRODES project to address local government improvements in Peru. The project's third iteration launched in 2012 and included five isolated Amazonian regions: San Martin, Ucayali, Amazonas, Loreto, and Madre de Dios. These regions have large indigenous populations whose rates of social well-being are among the lowest in the hemisphere. By working directly with subnational governments, TT ARD provided technical assistance and training to strengthen government capacity to deliver essential public services and increase government accountability and citizen participation. PRODES III helped enact reforms to continue strengthening decentralization and subnational governance and government transparency systems to make service delivery accountable and inclusive of citizens' inputs and opinions. The team also promoted and facilitated public policy dialogues in public forums, bringing policy makers and citizens together to interact and engage. This involved training, helping governments comply with access to information standards, and adapting and transferring tools and methods to government institutions.

USAID Advancing Kosovo Together Program (2014–2017), Kosovo

As subcontractor to Chemonics for the USAID Advancing Kosovo Together Program, DPI assisted the Government of Kosovo to implement laws protecting minority rights, including the Law on Use of Languages and the Law on the Protection and Promotion of the Rights of Communities. DPI provided the Office of the Language Commissioner with a study of the handling of municipal complaints for non-compliance with laws governing the use of minority languages, and a report with a roadmap for addressing gaps between current laws, regulations, and procedures, and improving municipal compliance. DPI assistance also focused on reducing the potential for corruption in municipal procurement by building capacity to plan and budget for major projects and coordinate with national oversight bodies.

Technical Area 4	*Rule of Law and Security Sector Reform*

USAID Judiciary Against Corruption Activity (JACA) (2019-2024), Bosnia and Herzegovina

JACA is a five-year rule of law initiative that builds on the previous USAID Justice Activity by addressing policy issues, institutional and capacity gaps, and legislative gaps that impede the judiciary's ability to successfully tackle high-level corruption and economic and organized crime (HCEOC). DPI's work under JACA is organized around two objectives: (1) improving the processing and adjudication of complex high-profile corruption and organized crime cases in selected Prosecutor Offices and courts; and (2) preventing corrupt behavior in the BiH justice sector. Key activities include building a cadre of well-trained legal professionals to apply the law and judicial practice to managing and resolving prioritized HCEOC cases, as well as enhancing institutional integrity throughout the judicial system and install mechanisms that effectively prevent corrupt behavior. Achievements to date include the adoption by the HJPC of a Disciplinary Benchbook, developed to guide the Office of Disciplinary Council in decisions related to judicial discipline; development of a two-year specialized training for prosecutors on corruption cases, which will allow professionals to specialize in HCEOC prosecutions and investigations; development of an Ethical Code for court staff; and extensive training and mentoring to Court and Prosecutors Offices public information staff about citizen engagement and public information. Key achievements also include alignment with the EU peer review process and ensuring that all JACA deliverables help the host government of BIH align with the EU acquis process.

Feteh Activity (FETEH) (2019-2024), Ethiopia

FETEH is a 4.5-year, $25.5 million activity designed to provide flexible, rapid response technical assistance to select institutions, including Federal and Regional Attorney General Offices, Federal and Regional Supreme Courts, constitutionally mandated democratic and human rights institutions, and legal and academic institutions. Implemented by MDPI (DPI's joint venture), FETEH also provides grants to civil society organizations and media to strengthen their ability to consult and engage the public in Ethiopia's ongoing legal and judicial reform processes. FETEH's assistance to the courts includes developing an integrated case management information system for the federal judiciary to replace the current system, including evaluating existing systems and business processes, providing recommendations for their improvement, and developing technical specifications and functional requirements for the new software, to be followed by system procurement, development, implementation, and related training. FETEH is also helping the Federal Supreme Court reduce its backlog through introduction of best practices and provision of backlog reduction experts to assist in case processing. Other assistance includes: developing a new Judicial Code of Ethics; two judicial framework laws that provide a comprehensive framework for the administration of judicial affairs that ensures independence and accountability, and introduce changes in the jurisdiction of federal courts; and new commercial, banking, and insurance codes; training judges on the new ethics code, decision writing and bench leadership, as well as substantive issues they identified as critical for processing cases more efficiently; and training public prosecutors on handling corruption cases.

USAID Rule of Law Project in Serbia (ROLPS) (2017-2022), Serbia

ROLPS was a 4.5 year, $10.6M project implemented by DPI supporting justice sector reforms that enhance timely delivery of justice for Serbian citizens. The project worked with the courts, public enforcement agents, and State Attorney's Office to increase judicial efficiency, transparency, and access to justice. It also supported the strategic advancement of Serbia's judicial reform process, including assistance in drafting a new National Judicial Reform Strategy and use of $300K in grants to civil society to, among other things, enhance public input into the strategy. In addition, the project supported a range of initiatives to improve court operations, reduce delays in court proceedings, and increase public confidence in the courts. This includes greater utilization of e-justice tools, more efficient delivery of court documents to reduce trial delays, streamlined court administration, and supporting the work and career paths of judicial assistants. ROLPS promoted judicial transparency and accountability by proactively communicating with citizens through accurate performance reporting and outreach efforts. It worked with court enforcement departments and public enforcement officers to ensure civil and commercial court decisions are executed in a timely, fair, and transparent manner, and ensure Ministry of Justice conducts proper oversight of enforcement officers' work. ROLPS also supported the State Attorney's Office to improve the legal advice and guidance provided to government bodies, reduce the level of litigation in which the state engages, and improve Serbia's representation before the European Court of Human Rights.

USAID Justice Systems Strengthening Project (JSSP) (2015-2020,) Kosovo

JSSP was a 5-year, $11.3 million project implemented by DPI to enhance the efficiency, accountability, and professionalism of Kosovo's judicial institutions and actors, and to integrate Serbian judicial structures in the north into Kosovo's justice system. Key activities included: strengthening the judiciary's operational framework and the Kosovo Judicial Council's (KJC) ability to fulfill its policy and oversight mandates; reducing backlog and improving case, court, and hearing management; promoting greater ethics and discipline in the judiciary; enhancing public communications by the KJC and courts; increasing public oversight of and participation in judicial reforms; and integrating and functionalizing court operations in the north. Key results included: reduced backlog in first instance courts by 83% and the overall case inventory of basic courts by 67%; increased case clearance rates from 90% to over 125%; introduced court and case management best practices; introduced online hearings and the use of electronic communication with parties; developed a three-year Strategic Plan for the KJC; over 40 laws and regulations that promoted greater efficiency, transparency, and accountability in the justice sector (including key framework laws to improve the organizational and management structure of the judiciary, and regulations that required objective judicial performance evaluation and promoted equal gender representation in judicial management); improved policy and regulatory development processes by making them evidence-based and inclusive, including a drafting process that requires drafts to be circulated to all judges for comment before being finalized; established and continually enhanced the judicial performance evaluation process; developed performance dashboard tool for monitoring, analyzing, and managing the performance of courts and judges; mentored and monitored KJC efforts to implement an automated case management system for the courts (CMIS), including developing budget templates to forecast costs associated with implementation and maintenance, designing statistical reports and an internal performance dashboard to manage court performance based on CEPEJ indicators, designing automatic case assignment via CMIS, and linking KJC website features to CMIS.

Open Justice Partnership (OJP) (2017-2020), Moldova

OJP was a 4-year rule of law project implemented by DPI that supported Government of Moldova initiatives to increase transparency and decrease corruption in the judicial system. This aim was achieved by using digitalization as a tool for fighting corruption through development of an Integrated Case Management System (ICMS) for the judiciary. ICMS yielded immediate improvements to court processes, administration, services, and communication. It generates statistical data key to informing objective and transparent management decisions, and interacts with

other governmental e-services. OJP also worked on activities that improved ethics, disciplinary procedures, and sound evaluation and merit-based judicial selection of judges. It established objective, reliable, and transparent judicial performance indicators, as well as performance dashboards and statistical reports that measure and publicize court and judge performance information. In addition, OJP facilitated the institutionalization of judicial performance oversight by refining the Law on the Disciplinary Liability of Judges and building the capacity of the Judicial Ethics Commission and Judicial Inspection Board. It encouraged the submission of legitimate misconduct complaints by publicizing litigants' rights and informing court users of the process for filing a notification. OJP also helped the justice sector raise its public image by facilitating stronger and better outreach, improving access to information by revising and upgrading justice sector institution websites.

USAID Crime and Violence Prevention Project (CVPP) (2013-2020), El Salvador

Building on Creative's success with violence prevention programs elsewhere in Central America, CVPP worked on improving the ability of communities, municipalities and national institutions to address violent crime. This five-year project has reached more than 53,000 Salvadorans through community-focused initiatives in 55 Salvadoran municipalities. Creative collaborated with the government of El Salvador to develop the National System for the Prevention of Violence Law. It also assisted the government with the implementation of the National Strategy for Violence Prevention, a vital document that sets country-wide policy and empowers municipalities to take the lead on prevention projects. Creative helped implement the strategy by carrying out diagnostics and creating crime and violence prevention plans, which create solutions for at-risk youth through prevention tools and programming, in a total of 41 municipalities. The program also created municipal observatories, which collect and corroborate crime and violence data. Also eight Salvadoran municipalities opened mediation centers to peacefully resolve minor disputes. Twenty-nine municipal employee mediators, who attended 100 hours of training and earned certifications in ADR, staff the centers.

DoS Access to Justice and Community Security (AJACS) (2015-2018), Syria

Through AJACS, Creative Associates Inc. provided support to the Free Syria Police to deliver more effective and responsive security services to communities. AJACS' Expandable Police Model (EPM) balanced operational and administrative functions and accelerated professionalization at the station, district, and provincial levels. EPM reformed practices, improving performance, reducing crime, and helping communities and local governance structures build mutual trust and accountability. Creative also helped establish alternative dispute resolution mechanisms as an interim solution to the vacuum in formal justice services.

USAID Promoting Justice Project (PROJUST) (2009-2014), Mexico

PROJUST helped Mexico and its federal authorities effectively consolidate the accusatory justice system. These activities led to a decrease in pre-trial detention and an increase in plea bargaining, as well as compliance by defendants of precautionary measures. Results also included solid investigations, arrest warrants, case disposition and assistance to women, including those facing domestic violence. Overall, citizens have also been informed of the overall reforms as well as the new criminal justice system. Support to Pre-Trial Services units has resulted in quality services delivered to citizens. End-user satisfaction surveys conducted in Baja California Sur and Zacatecas regarding quality, efficiency, and overall user satisfaction showed a level of satisfaction of 98 percent and 91 percent respectively. The Government of Mexico adopted three models TT MSI developed and implemented for national replication, which have become models for Pre-Trial Services Units, Case Screening Units, and Alternative Dispute Resolution Mechanisms.

Team DPI

Tt	**Tetra Tech ARD**	With teams located around the world, __TT ARD__ serves clients across several development markets. They help introduce DRG values and standards across USAID sectors such as Agriculture and Food Security, Economic Growth, Education, Energy, Environment, Health, Infrastructure, Land Rights, Stabilization, and Water and Sanitation. TT ARD is a leading provider of analytical and M&E services, and a pioneer in mainstreaming gender to achieve both DRG strategic objectives and a rights-based approach. TT ARD has worked in authoritarian states, developing democracies, and in backsliding, conflict, and post-conflict contexts in all five ACES technical areas. TT ARD has distributed multiple millions of dollars in grants under contract, and has deployed effective, rapid-response teams for the full range of DRG services on a timely basis.
MSI	**Tetra Tech MSI**	For the last 30 years, __TT MSI__ has worked to deliver effective international development results across the developing world. With a decades-long history of implementing large and complex governance, corruption, and oversight projects in more than 30 countries worldwide, TT MSI has developed strategies and assessment tools, and shared lessons learned with the broader international development community. Its projects have supported the establishment and strengthening of: legal frameworks, dedicated AC institutions, CSO advocacy coalitions, and oversight authorities and practices within the executive, legislative, and judicial branches of government at the national and subnational levels, strengthened fiscal management, operational controls, and performance standards within ministries as well as subnational and municipal governments to improve service delivery, increase transparency and public engagement in decision-making and oversight, and reduce opportunities for corruption.
ICMA	**ICMA**	Since 1914, __ICMA__ has provided hundreds of thousands of local government leaders, staff, and stakeholders with research, content, professional development, coaching, mentoring, and peer learning opportunities to build more open, inclusive, engaged, and sustainable communities. ICMA has carried over 500 programs in over 70 countries on five continents, and has in-depth experience improving national and subnational governance in developing countries. ICMA's expertise includes transparent and inclusive local governance and management; institutional strengthening; strategic planning; local economic development; public service delivery; local government human capacity; transparent and efficient public financial management systems; and strengthening the role of citizens and civil society in local government processes and oversight.
CREATIVE	**Creative**	__Creative Associates International__ brings decades of experience promoting local government capacity, and rule of law expertise to community order and security in conflict, post-conflict, violence-burdened, and early stabilizing environments. Working with national and subnational governance structures, communities, families, and CSOs, Creative addresses the social and economic dynamics that contribute to violence through local systems and rights-based approaches.
d	**DEXIS**	__Dexis Consulting Group__, founded in 2001, works with organizations that promote stability, resilience, and prosperity through social and peacekeeping programs across multiple sectors serving primarily USAID, DOS, and DOD. Dexis delivers program management, rapid recruitment and mobilization of personnel across the globe, and field project implementation.
GOVERNMENT ACCOUNTABILITY PROJECT	**GAP**	Founded in 1977, __Government Accountability Project__ is the nation's leading whistleblower protection and advocacy organization. Promoting corporate and government accountability, GAP works to catalyze stakeholder dialogue and legal framework development to enhance government transparency and whistleblower protections.
IREX	**IREX**	__The International Research and Exchanges Board__ works with partners in more than 100 countries in four areas essential to progress: empowering youth, cultivating leaders, strengthening institutions, and extending access to quality education and information. IREX engages CSOs, media, business, and government in capacity building to strengthen policy advocacy, inclusive, ethical and transparent governance, freedom of information, and investigative journalism.

	LCWL	*<u>The Levin Center</u>* is part of a public university in Michigan, headquartered in Wayne State University Law School. It works to build capacity in legislative bodies at all levels — federal, state, tribal, and local — to oversee the use of taxpayer funds, ensure effective governance, and bring critical facts to light for the benefit of all. LCWL offers its innovative, evidenced-based approaches to strengthening legislative functions of policymaking, lawmaking and oversight.
PARC	**PARC**	*<u>Police Assessment Resource Group</u>* is a national not-for-profit organization assisting with establishment and provision of independent, evidence-based counsel, research, investigation, monitoring, and oversight to law enforcement agencies, government entities, and community groups in the US and worldwide.
	SCG	*<u>Strategic Capacity Group</u>*, a nonprofit founded in 2013, works on assisting entities worldwide to build strategic security governance capacity by developing and implementing solutions which improve the sustainability and impact of reforms. SCG delivers technical assistance on security sector restructuring and reform, and human and institutional capacity building to establish and maintain effective, accountable order and security.