Society for International Development
Washington Chapter

FY 2018
ANNUAL REPORT

Democracy, Rights, & Governance Workgroup

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DEMOCRACY, RIGHTS, & GOVERNANCE WORKGROUP

The SID-Washington (SID-W) Democracy, Rights, and Governance Workgroup is a group of individuals who are actively engaged in the ongoing evolution and development of human rights and democracy associated with international development, including the role of civil society. With events ranging from strengthening health governance to dealing with corruption and evolving political analysis, this workgroup aims to inform and educate on any and all development issues that relate to democracy, rights, and governance, as well as how civil society can help shape economic and social outcomes.

Dear Members of the Democracy, Rights, & Governance Workgroup,

We are happy to re-launch our Annual Reports! We had another exciting year with events ranging from *Building Coalitions to Ending Human Trafficking* to *Human Capital and Public Administration: Improving Governance Effectiveness through Civil Service Reform*. We are planning events for the upcoming year, so stay tuned for event announcements on our website and in our weekly newsletter.

Last year, we launched a reorganization of the workgroups. We combined the Civil Society Workgroup with the Democracy, Rights, & Governance Workgroup due to significant overlap in event topics. As a result, this new grouping is called the **Democracy, Rights, & Governance Workgroup**. This new version of the workgroup continues to discuss all development issues related to democracy, rights, and governance. Additionally, it explores how civil society works with DRG issues and can contribute to social and economic goals.

Lastly, we would like to thank former Democracy, Rights, & Governance Workgroup Co-Chairs, Tomas Bridle and Derick Brinkerhoff, and former Civil Society Workgroup Co-Chair Richard O'Sullivan. They helped us put on many fantastic events during their tenure. We wish them the best in their future endeavors.

Thank you for your continued interest and support of the workgroups. We hope to see you at future SID-Washington events! If you have any questions, please feel free to send an email to events@sidw.org.

Best regards,
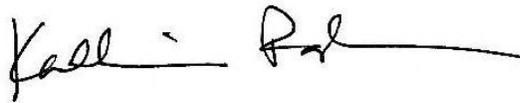
Katherine Raphaelson

Paul A. Sherman

Eric Bjornlund

President,
Democracy
International, Inc.

Eric Bjornlund is a lawyer and is co-founder and President of Democracy International (DI), a U.S.-based firm founded in 2003 that provides technical assistance, analytical services, and project implementation for democracy, human rights and governance (DRG), peace and resilience, and other international development programs worldwide. He is also Adjunct Professor in the Department of Government at Georgetown University, where he teaches in the graduate program in Democracy and Governance and serves on the program's advisory board. Over the past 30 years, Mr. Bjornlund has designed, managed, evaluated, and provided training and technical assistance for international development programs in 70 countries.

Mr. Bjornlund holds a Juris Doctor from Columbia University, a Master in Public Administration from John F. Kennedy School of Government at Harvard University, and a Bachelor of Arts magna cum laude from Williams College.

For full biography on Mr. Bjornlund, please see website: https://sidw.org/eric-bjornlund-0.

Ann Hudock

Executive Vice President,
Counterpart International

Dr. Ann Hudock is Executive Vice President at Counterpart International. Up until 2017, Dr. Hudock served as the Senior Vice President for International Programs at Plan International USA. Prior to joining Plan, Dr. Hudock was a managing director at Development Alternatives Inc. (DAI), where she diversified DAI's client base by designing and spearheading DAI's strategy for growth with the UK Department for International Development (DFID). Her previous roles have included Deputy Country Representative at The Asia Foundation in Hanoi, Vietnam.

Prior to that, she was one of the first democracy fellows at the United States Agency for International Development (USAID), based in the Center for Democracy and Governance in Washington, DC. She has also served as the Special Assistant to the Under Secretary of State for Global Affairs, supporting the Democracy, Human Rights, and Labor portfolio at the U.S. Department of State. In addition, she has served on the board of the Association for Women in Development (AWID) and is currently an advisor to the University of Dayton's Human Rights Center.

EVENT CALENDAR

Thursday, July 20, 2017
6:00PM - 8:00PM | PwC

Building Coalitions to End Human Trafficking

Thursday, October 12, 2017
12:00PM - 1:30PM | SID-Washington

Can We Achieve Truly Sustainable Civil Society Organizations? Lessons from West Africa

Tuesday, March 1, 2018
9:00AM - 10:30AM | SID-Washington

Voices from the Field: Youth Engagement and Elections in the DRC

Wednesday, March 28, 2018
9:00AM - 11:00AM | SID-Washington

Human Capital and Public Administration Improving Governance Effectiveness Through Civil Service Reform

Monday, May 7, 2018
11:00AM - 12:30PM | SID-Washington

Private Sector Engagement in Governance

Building Coalitions to Combat Human Trafficking

Moderator: **James Chaparro,** Managing Director, PwC

Speakers: **Derek Benner,** Deputy Director of Homeland Security Investigations, Department of Homeland Security
Sheila Berman, Senior Advisor on Law and Policy, Warnath Group
Greg Hermsmeyer, Senior Coordinator, International Programs, Office to Monitor & Combat Trafficking in Persons, U.S. Department of State
Natika Washington, Chief Development Officer, Polaris
Veronica Zeitlin, Senior Counter-Trafficking and Gender Advisor, USAID

Summary: PwC and the Society for International Development – Washington Chapter (SID-W) were pleased to present a panel event that examined approaches to build effective cross-sector partnerships to stop human trafficking. With representation from government, nonprofit, and private entities, attendees learned from experts on how they use partnership to prevent human trafficking, prosecute traffickers, and protect survivors of this heinous crime.

Katherine Raphaelson, President of SID-Washington, gave the opening remarks-- highlighting the mission of the organization and a brief explanation of the Democracy, Rights, & Governance Workgroup. Ms. Raphaelson then handed it off to the moderator, James Chaparro, Managing Director of PwC.

James Chaparro, PwC, began his speech by thanking the entire panel for their commitment and service to fighting human trafficking – a striking 150-billion-dollar criminal industry worldwide. Mr. Chaparro explained the paradigm that has been the central framework for combatting human trafficking: the 3Ps – prosecution, protection, and prevention. He noted that each of the panelists play a huge role in working in one or more of these three realms of this framework. In addition, Mr. Chaparro introduced a fourth aspect of this paradigm – Partnerships – which was the central component to the panel. After giving brief introductions of each panelist, Mr. Chapaeeo then handed the floor to the first panelist.

Natika Washington, Polaris, is the Chief Development Officer of the NGO that centers its work around supporting human trafficking victims. Ms. Washington shared that Polaris is the nation's only organization that hosts a 24-hour human trafficking hotline to aid those in need. Not only that, this hotline allows for various stakeholders to process information to ultimately understand how to find a solution to eradicate human trafficking. Ms. Washington then explained that human trafficking is part of a much more complex issue – she noted there are over 25 different types of trafficking that exist today. She argued that to tackle this colossal issue, one would need to understand the intricate networks very closely, and consider how they differ between regions, types of trafficking, age,

and more. That is why Polaris works with various stakeholders including hospitality partners, agricultural collectives, and law enforcement.

The next panelist, **Greg Hermsmeyer**, U.S. Department of State, gave an overview on the various partnerships in which the federal agency participates to combat human trafficking. Mr. Hermsmeyer highlighted several types of partnerships, including the following:

• Grant programs, which are partnerships with NGOs, third-sector organizations and private entities such as law firms.
• Inter-agency partners, including human trafficking task forces in USAID and the Department of Labor.
• International donor partners
• Local partners, including the government of the U.K., and local universities
• Public-private partnerships with firms, such as pro bono legal organizations.

In closing, Mr. Hermsmeyer reflected on the importance of the multi-scalar nature of combatting human trafficking.

Following this, **Derek Benner**, Department of Homeland Security, highlighted the primary role of his organization, which is to investigate, disrupt, and dismantle transnational criminal organizations that exploit US customs and immigration laws. However, he recognizes that human trafficking does not start and stop in the United States, which is why his organization has a strong international presence.

In addition, Mr. Benner focuses on eliminating the illicit path

ways that traffickers deploy and seize the illicit forms of money circulating throughout the industry. Mr. Benner also reinforced another major aspect of the Department's work, which is a victim-centered approach. This, he noted, translates to hiring advocacy professionals who have expertise in counseling and redirecting victims to the services and care necessary to live a free and safe life away from the heinous crime.

The next panelist, **Veronica Zeitlin**, USAID, explained a couple of approaches that her bureau has supported to build coalitions to combat human trafficking. The first, called the 'bread and butter approach,' strategically deploys the '3P' paradigm championed by the anti-trafficking community. Ms. Zeitlin explained that most of USAID's foreign assistance programs have these 3P's in its central mission, along with the strategic partnership aspect on which previous panelists. For instance, Ms. Zeitlin brought up USAID's assistance program in Albania, where partners organized a training convention against child trafficking. Their training programs involved giving government officials, health professionals, and teachers appropriate responses to various scenarios when human trafficking occurs. After providing them with the adequate training, USAID organized its second approach, which is providing technical assistance to various development projects. In the case of Albania, each trainee was assigned to a technical multidisciplinary group. For instance, doctors, lawyers, and nurses convened in one training session to collaborate with one another. The multidisciplinary nature of the training program enabled different stakeholders to understand the role each stakeholder plays in combatting human trafficking.

Finally, **Sheila Berman**, Warnath Group, explained how her organization works to develop skills for governments, NGOs, and businesses to ultimately combat human trafficking. Ms. Berman then elaborated on some practical considerations that one must keep in mind when building partnerships to combat trafficking. First, she emphasized that being aware of who it is you are working with is crucial. Knowing the complex nature of human trafficking and the interwoven aspects of economy, security and society are a must. Second, she advised to choose partners wisely. To Ms. Berman, building coalitions with other organizations that take a victim-centered approach is critical. On top of this, she advised to target partners from different scales and sectors to help one's efforts. The next critical step is to have awareness of the laws and regulations of the local governments these institutions want to work with. And finally, coordinating with private business interests, an often-difficult aspect, must be taken into serious consideration.

Mr. Chaparro thanked each panelist for their introductions and moved into his preliminary question: How do we know when we're making progress when we combat human trafficking? What are ways to measure success?

To this question, Ms. Zeitlin responded by mentioning the importance of forging stronger relationships with the academic community. Applying a more rigorous research methodology in counter-trafficking work, she argued, is extremely critical in getting a clearer picture on human trafficking. Additionally, she shared some examples of USAID's work in investigating the prevalence of human trafficking victims in the Democratic Republic of Congo and the Philippines. Ms. Zeitlin said that measuring prevalence is important in her work because it would allow organizations like USAID to know the baseline of human trafficking rates.

Mr. Chaparro thanked the panelists for their perspectives and opened up the floor to questions.

Can We Achieve Truly Sustainable Civil Society Organizations? Lessons from West Africa

Moderator: **Ann Hudock,** Senior Vice President for Strategy and Growth, Counterpart International

Speakers: **Nana Afadzinu**, Executive Director, West Africa Civil Society Institute
Rick O'Sullivan, Principal & Founder, Change Management Solutions

Summary: Everyone talks about promoting sustainable civil society organizations, but what is actually being done to achieve it? In Africa, civil society dependence on foreign donors remains stubbornly high. Half of the 29 Sub-Saharan nations in USAID's 2015 Civil Society Sustainability Index had organizationally unsustainable civil societies, and all but seven were financially unsustainable. Even in countries with more advanced civil society sectors such as Kenya and Nigeria, civil society is facing increasing government harassment and curtailed civil society space. But behind those headlines there are success stories that demonstrated that civil society organizations (CSOs) can be sustainable without overwhelming donor support.

In this discussion, Nana Afadzinu spoke about lessons learned from studying civil society in Ghana, and what can be done to promote sustainability in the West African civil society space as a whole. Rick O'Sullivan, with a consulting background, emphasized that business thinking and models must be built into CSOs from day one, or their impact will be fleeting.

1) We can look to pre- and colonial era West African civil society for guidance on sustainability best practices.
Pre- and colonial era West African civil society was comprised of social and political movements, trade unions, faith-based organizations, women's cooperatives, associations, and more. The characteristics that made civil society successful included solidarity, self-sufficiency, interdependence, and ownership of the work by the community. We need to build these characteristics into today's civil society space in West Africa.

2) Sustainable business models must be introduced from day one of designing a program.
Poorly-designed projects are merely capacity-renting, not capacity-building. A funding model must be built into the design of the program and not tacked-on at the end. CSOs must think more about revenue, diversifying financial resources, and income needs. In addition, it is important to think about an organization's philanthropic pitch-- what social good is your organization providing?

3) Sustainable civil society cannot solely depend on external donors.
Externally-funded NGOs deal with problems of legitimacy, and often find there is a disconnect between their organizational goals and the community's development agenda. NGOs must make connections in the communities where they work. This will not only build credibility, but also solidarity and investment in the program's mission and goals.

4) INGOs and local civil society should seek to have a collaborative, not competitive, relationship.
INGOs andlocal civil society have an asymmetrical relationship. INGOs have had much greater funding and resources, and thus can pose a threat to local civil society organizations. INGOs should look to foster an interdependent relationship with local organizations, where the former can bring their fiscal resources and capacity, and the latter can bring social capital, legitimacy, and local contextual knowledge.

5) Connection with the community is key.
Ultimately, a sustainable civil society is about partnership. There must be community ownership of organizations and projects. Non-monetary assets, such as community support and knowledge, are valuable and integral to sustainability.

Voices from the Field: Youth Engagement and Elections in the DRC

Moderator: **Daniel Murphy**, Director, Elections and Political Transitions, Democracy International, Inc.

Speaker: **Steven Sharp,** Chief of Party, Counterpart International

Summary: With approximately half the Congolese population below the age of 35, youth represent a major constituency in the Democratic Republic of Congo (DRC). Although youth should be a key constituency in the electoral process, they have limited influence on decision-making and often fall victim to political manipulation. Politicians may use ethnic or religious lines to instigate conflict among youth. Moreover, candidates appear to primarily rely on distributing gifts to this sector of the electorate, and largely abandoning platforms focusing on youth issues, such as education and employment. In this discussion, Steven Sharp explained how Counterpart International's (CPI) program in the DRC mitigates the influence of political or other groups on youth seeking to incite election related violence by engaging youth in broad voter and civic education activities; encouraging them to participate peacefully in electoral processes; engaging them in conflict prevention activities; and fostering dialogue with government stakeholders and candidates who can make policy decisions that directly affect youth.

Key Takeaways

1) Distributing a calendar with election dates can increase civilian engagement and voter registration.
Due to the rescheduling of the 2016 presidential election in the DRC to December of this year, CPI's program, Congo *Demokrasia*, began working with the Congolese government to create a calendar that lays out a strategic step-by-step plan for all levels of the elections – presidential and national elections to local government elections. Calendars that include key dates, images, and knowledge-based information can keep the community informed and improve voter registration and attendance at polling stations.

2) Focus on first-time voters, especially among women and the youth population, if elections occur on a cyclical basis.
According to Steven Sharp, political engagement and voter registration among these two groups have low turnouts, because they are marginalized within the DRC society and feel their voices don't make a difference in the overall political sector. Voter registration among women are lower compared to men because of the broader issue of gender-based violence in the country, where women's security at polling stations could be jeopardized. To counteract these issues, CPI and the Congolese government are collaborating to prioritize youth and women's abilities to register to vote and engage in political activities,

3) Provide marginalized communities with political engagement opportunities.
In collaboration with their NGO partners, the Congo *Demokrasia* program organizes civic education sessions for marginalized groups, such as youth, those with disabilities, women, minorities, and albino populations. These sessions focus on information-sharing and awareness-raising in relation to issues of concern in the DRC, such as education, the electoral process, and voter registration. CPI increases engagement for these communities through public forums and debates, art contests, theater contests, radio call-in-shows, and journalist and blogger training, as stated by Steven Sharp. These sessions allow these targeted communities to voice their opinions and discuss issues of interest, where they may lack the privilege or opportunity to do so otherwise.

4) The 'Theory of Change' is an important asset for youth to use beyond the election phase.
Steven Sharp emphasized that if Congolese voters understand the full scope of the electoral process and their voting rights, then they will be more at ease with the results of the December elections. This understanding feeds into the 'Theory of Change' because if individuals and communities can come to terms with whatever the electoral outcome is, then their mentality and livelihood can develop and change as the democratic process progresses.

Human Capital and Public Administration: Improving Governance Effectiveness through Civil Service Reform

Moderator: **Courtney Calvin,** Senior Communications Officer, Eurasia Foundation

Speakers: **Daniel Rogger,** Research Economist, World Bank
Olexandr Starodubtsev, Ukrainian Emerging Leaders Fellow, Stanford University Freeman Spogli Institute for International Studies

Summary: Governments are made up of people who are organized to respond to the needs of their fellow citizens, but do they have the capacity and tools necessary to be effective? Human capital is one of the greatest assets––and challenges––of the civil service. How are we preparing tomorrow's public-sector leaders to fulfill these roles and what tools will they use to ensure workforce effectiveness? This discussion explored how to inspire and change the culture of the civil service, including incentives, motivation and productivity of government personnel. Refreshments at this event were provided by Eurasia Foundation.

1) Provide civil servants with autonomy and flexibility to increase productivity.

According to Daniel Rogger, one method to increase productivity is to allow civil servants to be autonomous and flexible when developing management practices, such as project completion, staffing, service delivery, and the speed of processing government work. This can boost motivation and the quality of bureaucracy within countries and organizations that have a large percentage of formal employment in public administration.

2) Governments must focus on strengthening human capital.

Civil servants need to be trained for capacity building and have access to different methods of measurement for their work. Looking at capital and productivity levels of civil servants can provide insights into how governments can best apply digital technologies in their countries and strengthen human capital. Daniel Rogger discussed how a lack of technology can affect productivity levels in countries and gave the example that only 20% of public officials have access to computers in Ethiopia. In this case, public officials are less likely to serve their citizens in the most efficient and modern manner, hamstringing government effectiveness and productivity.

3) Civil service reform should mirror the structure of think tanks.

Reform should emphasize a change in the culture of civil service and include information technology (IT). To achieve this, civil servants should stray away from the rules, resolutions, and top-down directives of the government and focus on the structure of think tanks, as stated by Olexandr Starodubtsev. As a program that dramatically reformed the procurement system of the Ukrainian government, ProZorro helped to change the political culture in Kiev from a Soviet-style bureaucracy to a servant leadership. This change in culture provided Starodubtsev's civil service teams with incentives that ensure workplace effectiveness, allowing for individualism within the system.

Additionally, governments should use think tanks to ensure workplace effectiveness by leveraging technology to improve the culture of civil service and IT assistance. To accomplish this, think tanks can create simpler and more accessible IT tools, such as online knowledge databases for contracting

4) Donors can also provide civil servants with expertise on a local and international level.

Despite limited involvement, donors can still strengthen civil service programs, including eProcurement systems like ProZorro. Donors can provide perspectives on cultures and ideas from the local and international level. This expertise can range from name recognition, project design and/or implementation.

Private Sector Engagement in Governance

Moderator: **Hugh O'Donnell,** Associate Director, Counterpart's Social Sector Accelerator

Speakers: **Bama Athreya, PhD**, Senior Specialist, Labor and Employment Rights, USAID
Gabriella Rigg Herzog, Vice President for Corporate Responsibility and Labor Affairs,
U.S. Council for International Business
Thomas O'Melia, Visiting Professor, Princeton University's Woodrow Wilson School of
Public & International Affairs

Summary: The private sector holds enormous potential to advance the international development agenda under the Sustainable Development Goals. From startup social enterprises to multinational corporations, businesses around the world have enthusiastically embraced the opportunity to participate in the collective pursuit of these goals. However, as has long has been the case, the private sector's role in certain goals – economic growth (#7), sustainability and climate action (#s 7, 11, 12, and 13), and health and food security (#s 2 and 3) – is clearer than it is in others. What is the private sector's role in global efforts to promote democracy, human rights, and good governance? And how do companies partner with nonprofits, governments, and other activists to pursue shared goals in this space? For as much as has been written and studied about the "Economic Growth-Democratic Governance" connections, there is a need for concrete examples of successful partnerships that can drive meaningful change and government accountability. With that being said, challenges exist to private sector involvement in the pursuit of good governance. First, companies have a responsibility to their bottom line, and it may not always be clear how investing in good governance – let alone democracy – directly improves their financial position. Indeed, there are numerous examples where the uncertainties of democracy have been costly to companies. Second, the risk to a company's public perception is arguably greater in democracy promotion than it is in promoting clean energy or sustainable production practices. Third, many private sector entities don't want to engage politically in countries where they do business. What opportunities exist for companies to play more of a role in fostering democracy around the world? Under what circumstances is genuine private sector engagement possible, or even desirable? This session drew together private sector, bilateral donors, and democracy promotion experts to explore this timely topic. Thomas O. Melia recently co-authored an article on this subject. To view, visit the event page.

Key Takeaways

1) Know the difference between instrumental partnerships and strategic partnerships.
Bama Athreya, Ph.D. discussed civil society engagement and private sector engagement within governance and the use of instrumental and strategic partnerships when engaging with business entities. Instrumental partnerships refer to the exchange of information or methods, such as financial or philanthropic support, that certain organizations want from one another that do not necessarily lead to a long-term strategic alliance. Strategic partnerships, on the other hand, are built with long term goals in mind, that include the better deliverance of goods and services and involve keen interests in the consistency of rules, predictability, and risk avoidance. Athreya presented GoodWeave International's partnership with Target corporations to end child labor in the rug industry as an example of a strategic partnership. By partnering with Target, GoodWeave International hoped to expand on their mission of working on child and forced labor issues from the carpet industry to other home goods, while Target, through partnering with GoodWeave International, aimed to source more home goods from India, but in a risk-free manner. Through this type of strategic partnership, both entities are able to expand on their mission and goals.

2) Business needs to play a crucial role in the DRG sector, especially for the 2030 Sustainable Development Goals.
Gabriella Rigg-Herzog emphasized that businesses can and should have a role in global-rule making, particularly international human rights law. She explained that although businesses are a non-state actors in these special frameworks, there are multiple examples that stress the important role business plays, such as the UN Guiding Principles of Business and Human Rights, the OECD guidelines on multinational enterprises and the ILO Declaration on Multinational Enterprises-Implications for Business. Thus, the inclusion of businesses is vital in promoting democracy, rights, and governance. To achieve this, businesses can set an example for others, follow the rule of law, conduct responsible business conduct, and engage in voluntary corporate responsibility initiatives, such as USCIB's Business for 2030 initiative.

3) Technology can positively contribute to private sector engagement in governance.

Thomas O. Melia stressed that resources need to be mobilized for the DRG sector, and suggested that technology be a key driver to this initiative. Companies need to take pivotal measures to promote transparency and good governance with technology, special skills, and/or experiences— measures that monetary funding simply cannot provide. Melia used ProZorro, a Ukrainian online software system that enables government procurement and transparency, as an example to illustrate a successful use of technology in governance. ProZorro embodies a strategic partnership between the Ukrainian government, the business sector, and civil society, which assists in mitigating corruption and problems that might weaken democracy and economic development. Thus, companies should co-create initiatives with NGOs that can go a step further than monetary funding.

4) The private sector cannot be a substitute for the government.

All three speakers agreed that the private sector's role in the DRG sector can only go so far. Athreya emphasized that American companies need the assistance of grassroots civil society groups for their country-specific programs and/or partnerships because these groups can communicate with the communities the companies need to reach, such as indigenous groups and labor workers. Melia added that American companies need to engage in these partnerships to ensure a better quality of workplace environments and supply chains around the world. Gabriella reiterated the main point of this takeaway: that although the private sector has a significant role as a partner, it should not be a substitute for government. Governments should better understand the human rights laws of their citizens, including the operating practices of their militaries, to ensure that businesses are not left as a government substitute.

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