Connecting people and ideas for integrated development
SUNY/CID: 25 Years
A Message from the Director

Malcolm Russell-Einhorn

Twenty-five years is a relatively long time in the modern international development arena. It’s especially noteworthy that SUNY/CID’s establishment coincides with the first serious forays of the development community into governance, legal reform, and public sector management. Since the late 1980s, our organization has been an important source of technical assistance and learning to donor organizations and to host-country state and non-state organizations in a number of different policy and institutional contexts associated with work in governance. Twenty-five years later, we have more than 100 projects to our name in more than 40 countries around the world. In many places, Africa and Latin America in particular, SUNY has exceptional name recognition. We are best known for our work in legislative development, a field that we helped shape through our projects, our human networks, and our publications.

In each of our engagements, the Center has taken a broad, holistic view of development and sought to foster supportive linkages among critical actors in government, civil society, and higher education. Rather than placing faith in particular institutional or policy solutions or approaches, we have sought to facilitate the strengthening of intra- and inter-organizational relationships and networks through which consequential and sustainable institutional change occurs. As our motto suggests, we truly believe in connecting people and ideas in an integrated fashion. We have been fortunate to work in a number of countries for substantial periods (most notably, Kenya, Afghanistan, Bolivia and Uganda), which has afforded us time to reinforce relationships with a generation of leaders who are poised to take genuine ownership of development in the years ahead.

As a university-based, not-for-profit center, we have also had the privilege of bringing open-mindedness, exploration, and impartiality to our work. This approach has served us well, whether we are hosting government officials or academics in Albany for training or navigating sensitive political terrain in developing countries. Since we moved to our new academic home at the Rockefeller College of Public Affairs and Policy at the University at Albany 5 years ago, we have sought to expand our knowledge dissemination activities through active collaboration with scholars, through research initiatives such as our global study of constituency development funds, through a publications series exploring key issues in legislative development (CAP Notes), and through our practical, annotated bibliographical review, the Governance Information Bulletin.

In the end, the people and relationships associated with SUNY/CID — our staff, our alumni, our sponsors and our key partners overseas — are our most cherished and meaningful legacy from the past two and a half decades. I have no doubt that this community, which has deep local roots in many countries, will have a substantial impact on development work around the world in the next 25 years. SUNY/CID
The legacy of SUNY/CID endures

The SUNY Center for International Development has always worked towards “sustainable development … (that) meets the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland Commission Report on Our Common Future). We address complex developmental problems with tried-and-tested methods of institutional capacity building that strengthen local networks to address challenges of development with great resilience.

Over the past 25 years, SUNY/CID has supported the development of domestic capacity and expertise to make government more representative and responsive to citizen needs. A cornerstone of our development approach has been to leave behind local institutions capable of providing continued support to government institutions once our projects reach their natural conclusion. As Maria Jose Gontijo, Executive Director of the Instituto Internacional de Educação do Brasil (IEB) observed: “… it takes 10 to 20 years to see the true results of capacity building and training.” A brief look back will demonstrate how the capacity development efforts of SUNY/CID have endured.

SUNY/CID’s Brazil Training and Nature and Society Projects helped to establish the IEB in 1998 to provide training and capacity building for people working on environmental conservation in the Brazilian Amazon and Cerrado regions. IEB has been strengthening communications and relationships among environmentally-focused organizations, governments, social movements and the private sector since it was founded. It continues to thrive today with a staff of 32 and its own ongoing funding from USAID, the European Community and the private sector. SUNY/CID’s assistance was central to IEB’s sustainability. “The people who participated in our training courses (SUNY Brazil ADC Training Project), the human capital that SUNY helped develop, that is what was used to transform IEB. … The former SUNY fellows became our course instructors, their institutions became our partners, they became our board members; and they still have a relationship with us,” according to Gontijo.

In the same way, collaboration between SUNY/CID and the Catholic University of Valparaíso led to the establishment of the Center for Legislative Studies and Assistance (CEAL) in Chile in 1989. SUNY/CID provided training, technical expertise and logistical support that enabled CEAL to play an integral role in Chile’s emerging democratic institutions. CEAL continues to provide critical services to the Chilean Congress, local...
governments and civil society as a self-sufficient center. It has provided more than 80 legislative and local government courses and more than 120 studies on legislation for the Congress. It also regularly offers media training for accurate reporting on that body while its numerous trainings have assisted civil society organizations (CSOs) to interact effectively with the legislature and other branches of government. CEAL has also provided assistance to other national legislatures in Latin America.

SUNY/CID has continued to build sustainable capacity and institutions elsewhere, creating legislative budget offices in several countries, including Uganda, Kenya and Jordan. These offices provide independent fiscal and macroeconomic expertise, enabling legislatures to participate fully in national budgeting.

In Kenya, the Parliamentary Budget Office (PBO) has become one of the most respected sources of budget and economic analysis. It is now staffed with 17 technical officers and fully financed by Parliament. PBO reports are regularly cited by Members of Parliament, journalists, think tanks and donor institutions. This year the PBO designed and implemented a macroeconomic forecasting model, making Kenya’s Parliament

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Maria Jose Gontijo
Executive Director, Instituto Internacional de Educação do Brasil (IEB)
1989—1995
Under the Chile Center for Legislative Studies and Assistance Project, the first university-based center is dedicated to providing non-partisan technical assistance and training to the Chilean Congress.

1990—1996
The Advanced Developing Country Training Project in Brazil marks SUNY/OIP as USAID/Brazil’s training contractor.

1990—1998
The Hungary Management Training and Economics Education Project is SUNY/OIP’s first project dedicated to small and medium enterprise support and development with funding by the Mellon Foundation, the Soros Foundation and USAID.

The first in Africa (and fourth in the world) with economic forecasting capacity.

In 2002–2004, with a Ford Foundation Grant, SUNY collaborated with the East Africa Legislative Assembly (EALA) to help design a regional parliamentary training institute to build legislative capacity in the East African Community. After nearly 18 years, the East African Parliamentary Institute (EAPI) became a reality when EALA unanimously passed a law to establish it in 2011.

The Afghanistan Parliamentary Institute (API) was founded by SUNY/CID’s Afghanistan Parliamentary Assistance Project (APAP) to offer a wide range of training and services to members and staff in Parliament to make them more effective professionals. In 2011, Afghanistan President Hamid Karzai issued a decree extending official accreditation to API as an Afghan institution of higher learning.
The sustainability of institutional change may be among the most significant indicators of successful international development, even though a typical development project does not provide for tracking of sustainability after the close. However, SUNY/CID’s long record of collaborative development in Chile, Kenya and Brazil demonstrates SUNY’s success in assisting the establishment of innovative and sustainable governance and educational institutions, each of which has forged trusting partnerships with domestic universities, legislatures, ministries and CSOs to address significant social, economic and policy needs. CID’s success lies in the durability of these relationships. And in its current work, SUNY/CID is continuing this legacy of sustainable innovation. **SUNY/CID**

SUNY/CID continues to build sustainable capacity and institutions. Together with our national partners, we have created legislative budget offices in many countries, including Uganda, Kenya and Jordan. These offices provide independent fiscal and macroeconomic expertise enabling legislatures to participate fully in national budgeting.
**LINKAGES:**
A holistic approach to strengthening local governance

SUNY/CID’s Strengthening Democratic Linkages in Uganda (LINKAGES) program pioneered an innovative strategy to improve local governance in Uganda by invigorating and facilitating sustained policymaking interaction among networks of local government officials, parliamentary deputies, CSO staff, and selected central government officials in 10 districts in Uganda: more than 4,000 individuals were given direct assistance. Linkages’ intensive mentoring and training created a “social capital dividend”: stakeholders reported significant increases in trust and cooperation, which led them to work together to address local needs in areas such as health, education, and public infrastructure. As one CSO representative noted, “now that the doors have been opened for CSOs to engage, we find ourselves challenged to add value to the process. …. We no longer have to run to the streets — we now engage (with local governments).”

While some assistance was targeted at discrete institutions, the program’s activities primarily strengthened two- or three-way interactions. Local officials and CSO representatives received training and mentoring. LINKAGES delivered much of this training as part of Uganda’s Harmonized Participatory Development Planning (HPDP) – the annual bottom-up participatory budgeting and planning that culminates in district and sub-county development plans that should reflect community priorities. Traditionally, policy makers rarely consulted with civil society or employed evidence-based assessments in formulating annual plans, but the LINKAGES project has helped to sow a norm for community involvement in policy making. SUNY’s interventions led to significant increases in community participation and demands by local officials for even more community participation in several target districts.

As one resident of Ayayia Parish in Arua District observed, Local Councilors no longer sit down to plan without consulting the residents: since the local council “said that we need to get involved, we make it a must to attend … we used to think that it’s only Local Councilors (who) plan for us.” This feeling was echoed by a monitor of local government funded projects in Puranga sub-county in northern Uganda: “We now have a say in our development.” In short, LINKAGES activities helped ordinary citizens to see that their participation and oversight improves the planning and delivery of essential services.

1992—1995
Under the Development of Professional Legislative Services Project in Bolivia, SUNY/OIP and its partners in Bolivia create the Centro de Investigaciones del Congreso Nacional (CICON,) a congressional research center within the Bolivian Congress. This is the first SUNY/OIP project to establish a research center within a legislature and the first of many projects awarded to SUNY IPD for work in Bolivia; the latest of which ran through 2008.

1995—2002
The Mozambique Parliamentary Modernization Project launches just after the end of the civil war and multiparty elections. The project is SUNY/CID’s first legislative support project in Africa.
LINKAGES also strengthened the capacity of local councilors to work in accordance with the Local Government Act. In Hoima, a sub-county council speaker reported:

The training from LINKAGES has helped my performance. My knowledge about (the) role of Speaker stood at about 40 percent or less, but now I can say it is more than 60 percent. The training has had a positive impact on our Council’s performance and Nyakabande Sub-County is the best in the area in conducting council business. Others want to learn from us.

LINKAGES also helped CSOs increase their capacity to engage local governments on policy advocacy, service delivery, and oversight by training more than 700 people in advocacy and monitoring in more than 300 CSOs. The program also awarded small grants to over 30 CSOs to advocate for specific policy reforms, make evidence-based demands to improve service delivery, track local budget expenditures, and monitor publicly-funded projects. LINKAGES further assisted and trained issue-based coalitions in each target district to engage their local councils on specific policies. In some cases these local groups learned to advocate for reform in Parliament. These CSOs have had significant impact within LINKAGES target districts by:

- highlighting health and education budgetary needs;
- demanding service improvements for persons with disabilities, persons living with HIV/AIDS, the elderly, youth, and children;
- identifying shoddy work on public projects;
- tracking budget expenditures; and
- identifying misuse of funds and demanding accountability from public officials.

With the necessary training and a clear understanding of their rights, citizens at the local level began to demand change. As a representative of the Sironko Civil Society Network (SICINET) observed, “now that the doors have been opened for CSOs to engage, we find ourselves challenged to add value to the process. ... We no longer have to run to the streets — we now engage [with local governments].”
result of this advocacy and oversight, several individuals were arrested and at least one District Council chairperson was unseated.

CSO coalitions were also empowered to influence local policy. Following LINKAGES advocacy training, eight CSOs in the Arua District formed a District Food Security and Nutrition Coalition to influence the content of a proposed food security and nutrition ordinance. The coalition saw this ordinance as a key tool in early prevention of famine in the area. With LINKAGES’ support, the coalition conducted comparative research of similar ordinances, held stakeholder forums to better understand local concerns and needs, and developed a position paper on the original draft ordinance. The coalition presented the paper to the District Production Committee, which is in charge of agriculture and food security. The Committee incorporated the coalition’s recommendations into the final draft of the ordinance, which was subsequently passed by the District Council, gazetted by the attorney general, and went into force in the Arua District.

LINKAGES also succeeded in increasing the Parliament’s connections with constituents and promoted effective representation of local interests in national policy making. LINKAGES “took Parliament to the people” by holding parliamentary oversight hearings in the districts and ensured that local CSOs and government officials had the opportunity to engage directly with their parliamentary representatives on issues of policy and service delivery. LINKAGES trained local councilors and CSO advocates to employ clear, evidence-based input that was well received by the visiting parliamentary delegations and committees. These delegations also heard testimony from national CSO advocates who were trained by LINKAGES. In the words of the Director of the Planning and Development Coordination Office of Parliament, “we now recognize CSOs as resources to our committees … CSOs hold valuable information, hence consultative meetings have become necessary especially when a bill is being discussed in Parliament.” As the Chief Executive Officer of the national Uganda Land Alliance observed, noting civil society’s influence on the Land Amendment Bill: “Over 80 percent of our input was taken on board. When you read Draft V and compare (it) with our submission, you will see a close match.”

LINKAGES’ integrated approach to strengthening local governance ultimately enabled stakeholders from the government and community to work together to identify and address community needs with greater transparency and efficiency. In the words of the Chair of the Kisoro District’s Uplifting the Poor, “LINKAGES … has helped the community own the activities that are implemented … where the community is involved in the development of their areas. … It has been a success, as many of the challenges of the local community are being addressed. … Their concerns are incorporated in the district plans and people are now demanding action.”
“LINKAGES … has helped the community own the activities that are implemented … where the community is involved in the development of their areas. … It has been a success as many of the challenges of the lower community are being addressed. … Their concerns are incorporated in the district plans and people are now demanding action.”

Chair of Uplifting the Poor, a community-based organization in the Kisoro District
A decade of partnership with Kenya’s Parliament: Forging stability through inclusion

For more than 10 years, SUNY/CID has played a critical role in supporting Kenya’s parliament. Today, the Kenya National Assembly (KNA) is widely acknowledged to be a leading legislature in Africa, an increasingly effective policy forum, and check on executive power. This leadership is reflected in the quality of its staff, the organization of its committees, and the highly transparent and progressive provisions in its Standing Orders, which permit live broadcasts of parliamentary sessions and active questioning of ministers. Above all, the KNA’s leadership is seen in its significant contribution to effective policymaking and in its greater reliance on trusted sources of information and expertise within civil society. These linkages to civil society have become even more critical as the KNA has assumed a key role in the country’s constitutional transformation over the past two years. Throughout this period, SUNY/CID’s Parliamentary Support Project (PSP) has facilitated the KNA’s expanding consultations with think tanks, universities, professional associations, and civil society organizations. This inclusiveness has been a source of stability during occasionally turbulent developments in the recent past, as well as in the country’s continued constitutional reforms.

SUNY/CID’s approach to partnership

SUNY/CID’s partnership with the Assembly rests on the idea that constructive and sustainable institutional change must diffuse across diverse networks in the parliamentary and policy communities. The Assembly’s orientation to civil society stems largely from the KNA’s own reform agenda dating back to its 2000/2002 strategic plan. That plan was a response to calls from civil society and reformist MPs for more transparency and openness in policymaking. It identified institutional and procedural changes to enable the Assembly to execute its constitutional mandate. SUNY/CID’s PSP has been working closely with the KNA in the implementation of this agenda in order to connect it to wider policy communities in Kenya’s increasing vibrant democracy. Through SUNY/CID’s offices in Nairobi, PSP’s extensive organizational networks have been instrumental in building bridges among the KNA, Kenyan experts and institutes, international parliamentary organizations, international academics, and donor agencies.

SUNY/CID brings its well-supplied tool box for institutional strengthening with which to respond to requests from our partners in the KNA. PSP has focused on creating political space for dialogue among actors inside and outside Parliament in order to exchange ideas and fully consider technical policy options. For example, PSP helps our partners in the KNA organize two day

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1997
SUNY/IPD is renamed SUNY International Development Group (SUNY/IDG). Anne Brophy Chetwynd is named director.

1997—2000
The Institutional Strengthening and Citizen Participation Project in Nicaragua is the first SUNY/IPD project with a substantial focus on internet-based access to a legislature.

1998—2003
In the Mexico Legislative Strengthening Project, SUNY/IPD works directly with the Chamber of Deputies (the Lower House of the Mexican Congress) to institute reforms aimed at strengthening democracy in Mexico. SUNY/CID assists with the training of Chamber professional staff teams with bill drafting, research, budget analysis, and fiscal oversight.

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budget meetings each spring that address the government’s budget policy statement and each fall to address the government’s budget execution. These broad discussions on the budget are kicked off with expert analyses from think tanks and business associations that engage MPs and the parliamentary budget office. External specialists have assisted MPs and legislative staff to draft standing orders, analyze the revenue allocation formula for devolution, or resolve technical and legal dilemmas in the new constitutional requirements to ensure gender equity in elected office. Other CSOs have drafted gender budget analysis, and food security tools for parliament, resulting in revised budget allocations to address inequities and needs of vulnerable groups. PSP’s attention to strengthening networks has been central in the design and delivery of its assistance.

The Assembly’s trust with PSP has also emerged from the project’s apolitical approach, professional support, and commitment to delivering the highest quality services. The Parliamentary leadership has learned that it can rely on the project’s discretion and judgment when dealing with politically-sensitive issues and can trust PSP’s ability to provide high-level technical expertise, even under the most urgent deadlines. Over the years, PSP has cultivated a rich network of think tanks, CSOs, universities, individual experts, and staffers from government ministries who can conduct research and produce policy papers, which is widely distributed to targeted audiences, including MPs, Committees, and technical departments, as well as the Parliamentary Initiatives Network (PIN) and Parliamentary Study Group (PSG) forums.

The Parliament’s current leadership has embraced this more open, collaborative style. The Kenya National Assembly Speaker, Kenneth Marende, and Parliament Clerk, Patrick Gichohi, have provided particular encouragement to the dynamic departmental directors of the Budget, Research, and Legal Counsel Offices to join forces and forge mutually valuable relationships with a wide range of outside policy experts.

**SUNY/CID’s collaboration with key external groups**

There are many notable examples of this collaboration. The Law Society of Kenya (LSK) and the Kenyan Section of the International Commission of Jurists (ICJ-K) worked closely with parliamentary committees to develop a set of progressive revisions to the Rules of Procedure. Leading experts from economic think tanks and universities teamed with leading MPs

“The successful working partnership between Parliament and SUNY is a classic example of meaningful, practical, and real beneficial development assistance to Kenya by the U.S. government.”

Hon. Kenneth Marende
Speaker, Kenya National Assembly
July 2009
to support watershed legislation that has increasingly shifted the locus of Kenya’s budget and fiscal management towards Parliament. The Parliamentary Budget Office joined with leading think tanks and professional associations in budget workshops to explore the impact of the budget bill and to improve the annual budget debate. These budget workshops have become institutionalized budget consultations involving committees, the PBO, the Executive, civil society groups, business associations, and think tanks.

Two PSP-facilitated collaborations are especially noteworthy:

**Parliamentary Initiatives Network (PIN):** After broad consultation, SUNY/Kenya began facilitating regular consultations between CSOs and Parliament on issues of mutual interest. With PSP facilitation, a diverse group of CSOs has coalesced into the Parliamentary Initiatives Network, which regularly supports legislative deliberation on a broad range of public finance and other issues. Today PIN is a forum for non-state actors in Kenya with a programmatic interest in Parliament and the wide range of implementing legislation mandated under the constitutional process (http://www.parliamentaryinitiativesnetwork.org/). PIN has formed constitutional implementation groups that consult with citizens, committees and MPs to provide specific expertise to influence legal acts and regulations in the spirit of the 2010 constitution.

**The Parliamentary Study Group:** PSP also established the Parliamentary Study Group (PSG) as a regular discussion forum bringing leading academics and officials in Kenya’s governance community together in informal settings to reflect on questions facing Parliament. PSP hosts monthly PSG meetings with lively and frank discussions that are guided by Chatham House Rules. Over the past few years, these meetings served as a crucial venue for discussions about a wide range of constitutional reform development issues. Prominent stakeholders from Parliament, the Executive, civil society, the media and donor agencies attend the closely-watched PSG meetings (for a list of Parliamentary Study Group discussion sessions, please see the Newsroom online at http://www.cid.suny.edu).
It is not easy to measure the value of partnership, dialogue and trust, but SUNY/CID’s success in its collaboration with the KNA clearly lies in these excellent relationships that have been carefully nurtured over the past decade. Most crucially, PSP has supported peaceful dialogue and compromise in a society riven by violence just four years ago — and one whose stability continues to be threatened by factional divisions even today. Together with its pioneering work to bring live radio broadcasts of the parliamentary debates to the Kenya public, PSP has helped make public consultation and outreach a normal part of Kenya public life.

As Kenya continues to move forward with its momentous constitutional reforms — including dramatic devolution program to empower governance among the country’s soon-to-be established county governments — parliamentary debate and discussion provides a context in which reform can take place by giving all voices an opportunity to speak and be heard. The KNA’s openness to dialogue and collaboration bespeak a growing culture of respectful participation and inclusive governance in the Parliament and throughout Kenya’s public life. SUNY/CID

“SUNY Kenya’s role in PIN is critical. Without the convening power of SUNY Kenya, it would have been difficult to bring together such a multi-disciplinary team of actors as PIN now has, to focus on policy change and legislative interventions rather than their individual mandates.”

PIN member CEO at PIN member organizations meeting
2000
SUNY/CID authors the USAID Handbook on Legislative Strengthening. The handbook is designed to help USAID field staff and remains to this day USAID’s standard and often cited manual for legislative development.

2000—2014
The Kenya Parliamentary Strengthening Project, a comprehensive legislative strengthening program funded by USAID and DFID, begins during the waning years of the authoritarian Moi government. The program provides assistance with path-breaking constitutional reforms, standing orders and live broadcasts.

Afghanistan Parliamentary Assistance Program: Building legislative legitimacy from the ground up

SUNY/CID’s Afghanistan Parliamentary Assistance Program (APAP) had already been on the ground for a year in 2005, when, after three decades of civil war, Afghan voters elected their first Parliament in almost 35 years. Before the elections, APAP helped forge strategic plans for Parliament with Afghan officials, developed rules of procedure and basic administrative systems, hired staff, secured office space, and equipped a library with computers and Internet access. Following the elections, APAP took the lead in planning and delivering an orientation program for newly-elected Members of Parliament.

Over the Program’s first six years, SUNY/CID worked closely with MPs and support staff on the fundamentals of legislative development and research, committee oversight, and public outreach. As a result, the Afghan National Assembly, once viewed as a simple rubber stamp for the executive branch, has become a fully independent branch of government. It has forced changes in the government’s budget, engaged on significant constitutional questions, and created an Afghan Parliamentary Institute (API) to ensure sustainable staff capacity development. In April 2010, the Washington Post hailed the Parliament as a “robust check on President Hamid Karzai’s power.”

After providing the initial assistance that made the Parliament operational, APAP focused on higher-level technical assistance organized around the three basic parliamentary functions: legislation, oversight, and representation. APAP worked extensively through the committee structure, the secretariat staff, and with MPs to provide training, mentoring and technical support on key parliamentary processes. These included instruction on legal drafting and policy research to enhance MPs’ ability to perform their legislative duties, support for public hearings and ministerial questions to create a more robust system of oversight, and advanced budget and macroeconomic analysis to ensure that MPs had the resources needed to evaluate executive budgets and track expenditures. APAP has enhanced the parliamentary leadership’s capacity to develop and own a long term strategic vision, from assisting individual committees in developing strategic plans, to supporting two key workshops on the National Assembly’s own strategic plans in India in June 2007 and Istanbul in July 2008.
In order to help MPs to represent constituents in districts often too dangerous for travel, APAP also launched a series of radio outreach programs to allow constituents to engage in policy dialogue with their representatives. Moreover, APAP has involved civil society organizations in the policy process for the first time so that they can serve as resources for MPs and staff and lend new voices to important debates. To further increase transparency, APAP has developed an online database that makes draft legislation available to the public and tracks its progress through the legislative process.

While the challenges that lie ahead in developing a sustainable, democratic institution should not be underestimated, Parliament, with APAP’s assistance, has taken significant steps toward that goal. In recent years, Parliament has begun to demonstrate significant institutional independence. It has repeatedly demanded changes to the annual budget to ensure that the standards of the Afghanistan National Development Strategy are met. In 2010, Parliament asserted its authority over the appointment of ministers by demanding that the President submit appointments to the Parliament and rejecting those it found unacceptable. Parliament has developed significant oversight capacity by demanding that ministers appear before it and through the development and use of public hearings. Parliament prevailed in a long-term struggle with the President over the constitution of its membership and the handling of the controversial 2010 parliamentary elections.

Parliament has also demonstrated increasing sophistication in legislation on critical issues, many of which represented policy clashes with the President. With APAP’s assistance, Parliament has developed carefully prepared legislative support materials and asserted its authority through substantive arguments based on constitutional and legal standards, sound legislative practices and procedures, and international norms.

Parliament’s ability to analyze and track executive budgets also has increased significantly. In each successive budget cycle, MPs have taken a more active role in the process by increasing the number of public officials invited to appear before committees, articulating the reasons offered for rejecting a draft budget, and developing proposals and amendments to the budget to address their concerns. Due in no small part to Parliament’s active role, the transparency of the budget process has increased more than 150 percent according to a study conducted by the International Budget Partnership.

For too long, women’s voices have been muted in Afghan public discourse. From its inception, APAP has worked to build the legislative skills and capacity of women legislators and to provide all legislators with access to information and expertise on gender issues. To this end, APAP has offered trainings on gender budgeting during the budget process, gender and public policy sessions as part of the orientation for new Members, and gender issues training to parliamentary staff.

“APAP has supported the Afghan Parliament from the beginning; they conducted trainings on how to legislate and oversee government performance which has contributed a lot to the success of the 15th parliament. Without APAP programming most of the incumbent young MPs, who are new in Parliament and have no legal background would not be able to perform their duties as legislators.”

Abdul Rauf Ibrahim (Kunduz)
Speaker of Wolesi Jirga (lower house)
Since technical assistance must inevitably phase out, a key to developing any institution is a focus on sustainability. In a country with a literacy rate of less than 30 percent, it is particularly critical to structure training capacity so that it can be sustained after assistance ends. With sustainability in mind, APAP launched the Afghanistan Parliamentary Institute (API) in 2007.

Staff. The Program has also reached out to civil society organizations serving women’s interests to ensure that strong advocates are empowered to engage with Parliament in promoting women’s rights in policy debates.

Perhaps as important as Parliament’s capacity to fulfill its constitutional obligations is public confidence in the institution. Here again, Parliament has made significant gains. Parliament has gone from being a new institution which many considered a rubber stamp to one which 59 percent of the population evaluated positively – quite a high rating when compared with public support for legislatures in the developed world. Moreover, this was at a time when studies showed decreasing trust in the national government overall.
As a university-based center, SUNY/CID prides itself on taking a uniquely thoughtful approach to democratic institution building. That approach is reflected in APAP’s attention to building a program tailored to local context through detailed assessments and careful evaluation of the local environment — empowering local actors (such as civil society organizations and universities) that can remain in place long after APAP’s departure. These actors can experiment with creative solutions to representation and accountability in Afghanistan’s unique conflict environment, and ensure sustainability through learning institutionalized settings like the API.

The challenges inherent in building a strong, independent, and effective Parliament in a relatively short period in a conflict-ridden nation emerging from decades of authoritarian rule and civil war cannot be underestimated. Yet APAP has enabled the emergent National Assembly to make tangible progress towards building strong legislative, oversight, and representation functions that contribute to improved governance in Afghanistan — now and in the future.

After the earthquake, the challenge and opportunity was for the Parliament to reach out to the Haitian people and reaffirm its presence as representatives, lawmakers and watchdogs of the Executive to hold government accountable.

“I always wanted to be a musician and be involved in making recordings and producing music,” Jean Marc-Arthur Dorante explained, “until I started my internship at PAPH (Projet d’appui au Parlement Haitien). Now, I see I can use some of these same skills and all of my creative energy to help Haiti’s political system to work better.”

As an intern at PAPH, Dorante (pictured above) was tapped to work on the production of “Palman Pa Nou An” (Our Parliament), a weekly television program about the Parliament, its role and its Members. He had no prior production experience, but having worked with the PAPH team after the devastating earthquake

“A sense of honesty requires us to assure you that the USAID-PAPH program entirely answers our needs and our aspirations.”

Levaillant Louis Jeune
President of the Chamber of Deputies, Haitian Parliament
2009 in a letter to the US Ambassador to Haiti
In January 2010, Dorante knew the importance of being flexible and learning new skills quickly. He traveled with the film crew and, back in the studio, learned how to work on all aspects of production. Within a few months, “Palman Pa Nou An” was a hit, and Dorante was a neighborhood celebrity. “All of my friends and neighbors gather to watch the show,” said Dorante. After the weekly program and lessons on the Haitian Parliament, his friends cheer as his name appears in the production credits. “They are proud of me, too. I think I may run for office someday.” The show caught the whole country’s attention, earning praise from Haiti National Television’s (TNH) General Director, Pradel Henriquez: “This is an immense contribution to Haiti’s democratic advancement, where legislators definitely gain from reaching out to their constituents and viewers all over the country.”

SUNY/CID’s resourcefulness and flexibility typify its work around the world; in Haiti, they became PAPH’s hallmark.

From the beginning, PAPH staff recognized that in order to develop a legislative strengthening strategy that would work in the ever-changing political reality in Haiti, any design process had to be participatory. PAPH worked closely with citizens, CSOs, Members of Parliament and staff to ensure all parties had a voice in the process before implementing a range of training and technical assistance activities. PAPH quickly adapted any plans to the needs of its clients, working closely with USAID do to so, and slowly establishing a strong rapport with Parliament. “We often joked that that we revised or work plan on a weekly basis,” Stephane Lacroix, PAPH’s communications officer, noted, “but the Parliament got the assistance it needed.” This approach enabled PAPH to succeed in developing the internal skills and capacity of Members and staff in Parliament, while strengthening the broader legislative community in Haiti by addressing critical issues facing the Parliament, such as broadening political inclusiveness, building negotiation skills, and developing an appreciation for power-sharing.

However, the January 2010 earthquake devastated much of Haiti, killing more than three hundred thousand people and knocking the Parliament to the ground. The PAPH team immediately initiated a search and rescue effort at the Parliament site. Within days, PAPH staff helped locate surviving Members of Parliament and supported efforts to reopen a makeshift Parliament under a tree, following a tradition from England, the Basque region of Spain, and Africa. Legislators were determined to achieve the quorum needed to open the emergency session. In the following days, Parliamentarians and staff adopted resolutions of solidarity with a frail and shaken Executive, even as they retrieved family from the rubble of their homes.

In light of the crisis, PAPH reoriented its entire strategy. Since there was no longer a physical Parliament building, PAPH worked hand-in-hand with Members of Parliament and staff to help “take the Parliament to the people.” Members of Parliament rose to this challenge to reach out to the Haitian people, reaffirming their presence as the people’s representatives and as lawmakers. As a first step, PAPH suggested and supported the establishment of a Special
Parliamentary Commission of Inquiry to travel through the country to hear testimony from earthquake victims and local officials in order to help the Parliament monitor government aid distribution and serve as a watchdog on behalf of the people.

Haiti’s communications networks were devastated during the earthquake. Haitians testified before the Special Commission of Inquiry that they were poorly informed about public policy, deprived of news and information in the regions, and rarely saw or heard from their elected Members. PAPH’s second response to the crisis was to develop a communications program that included radio, television, and internet. PAPH went to work to bolster the efforts of the Parliamentary Broadcast Unit. Members of Haiti’s Youth Parliament were invited to serve as interns at PAPH and work as journalists and production assistants to tape, produce, and broadcast radio and television shows. Two radio shows, “This Week in Parliament” and “Parliament in Action,” were taped, edited, and broadcast regularly in Haiti’s capital and throughout the country on a community radio network.

Two PAPH staff, two professional cameramen, and the PAPH interns filmed and produced more than 20 weekly television programs highlighting the work of the Members of Parliament. The program — part travelogue, part talk show, part civic education, and part person-on-the-street interviews — aired in prime time and became one of TNH’s top two programs.

SUNY/CID prides itself on its ability to adapt to the needs of the countries we serve. Through its innovative and responsive programs in Haiti, PAPH helped solidify the Haitian public’s understanding of and confidence in democratic governance. SUNY/CID

“Haiti National Television (TNH) has engaged in an extremely successful collaboration with PAPH.

The weekly program ‘Palman Pa Nou An,’ which presents the activities of the parliamentarians in the regions, is receiving very high praise from our viewers. It is one of our top two programs.

We very much wish to continue this great initiative with your dynamic team, and envision news avenues for collaboration. This is an immense contribution to the democratic advancement of Haiti, where legislators definitively gain from further reaching out with their constituents and the viewers all over the country.”

Haitian National Television
Constituency Development Funds

SUNY/CID’s research explores rapidly growing CDFs in developing countries

SUNY/CID’s success in implementing projects over the past 25 years derives both from our staff’s capacity to remain at the forefront of thinking on international development and from our responsiveness to the needs and demands of our partners in the countries in which we work. Sometimes these demands come from government and academic institutions abroad. As a university-based center that translates knowledge into practice, SUNY/CID is well suited to inform the broader development community about emerging, complex issues and frame the policy debate.

Since 2009, SUNY/CID has been carefully studying an important policy trend in developing countries: the rapid growth of Constituency Development Funds (CDFs) in more than 20 emerging democratic governments in Africa, Asia, the Caribbean and the South Pacific. CDFs dedicate public money to benefit parliamentary constituencies through allocations and/or spending decisions influenced by Members of Parliament. At first glance, it may appear that these funds closely resemble an ad hoc approach to policy making — often called earmarks — which the U.S. Congress has employed for the past 200 years. However, unlike earmarks, CDFs generally become institutionalized in the government’s annual budget and are distributed according to explicit criteria that are specific to each country.

Supporters of CDFs argue that they represent a policy tool that strengthens relationships among constituents, representatives, and decentralized administrators, thereby reducing the domination of a centralized and often unresponsive administration and enabling citizens to gain greater control over local policy making. Critics reply that CDFs strengthen traditional, inequitable social hierarchies and create opportunities for corruption in the selection and award of tenders for projects, and contribute to failures to improve services in communities.

Legislation establishing CDFs continues to be prepared in a number of countries around the world. It is ironic that CDFs seem increasingly popular with governments in developing countries at the same time that many donor agencies, multilateral institutions and good governance non-profit organizations have increasingly spoken against them. SUNY/CID’s research into CDFs has been designed to increase the light-to-heat ratio in discussions of this burgeoning policy tool.

In December 2009, senior staff from the World Bank, the UN Development Programme (UNDP), the National Democratic Institute (NDI), the Canadian Parliamentary Centre and the
Commonwealth Parliamentary Association (CPA) joined SUNY/CID staff and academic political scientists at the University at Albany to develop a research agenda that would describe and analyze the emergence and operations of CDFs. That agenda included developing a compendium of best practices that would enable these funds to operate according to internationally-accepted principles of good governance.

An early step was to explore the similarities and differences between CDFs and the distributive policy schemes known as “pork barrel politics” in the United States. In May 2010, SUNY/CID staff, representatives of the New York State Legislature, local and county governments, lobbyists and good government non-profit organizations joined academic political scientists from the northeast United States to explore the nature of Member Items in the New York State Legislature and compare and contrast them with CDFs. This meeting concluded that decision making on the distribution of funds is often more institutionalized in CDFs than it is on Member Items; and the type, timing, and certainty of spending differs considerably from the former to the latter. What is common to Member Items in New York State and CDFs around the world is the skepticism of the “good government communities” among non-profits and mass media.

In order to build a systematic base of information about CDFs, SUNY/CID commissioned a series of case studies that employed a modified field network study methodology and explored the emergence of CDFs in Kenya, Uganda, Jamaica, India, and Bangladesh. SUNY/CID is completing analytical studies that systematically compare CDFs and address issues of representation and constituency services. SUNY/CID has presented research on CDFs at meetings of the Western, Midwest, Southern, and American Political Science Associations; at the 10th Anniversary meeting of the Parliamentary Network of the World Bank; at a meeting of Kenya’s Parliamentary Information Network; and on the AGORA web portal for parliamentary development managed by UNDP.

This research uncovered significant cross-national variation in how the funds are constituted, how they operate, how they are allocated, what types of projects are funded, the roles of MPs in...
the operations of the funds, the type and source of oversight to which they are subject, and the success with which MPs employ this tool as part of their campaigns for re-election. Some CDFs are large and become highly institutionalized and relatively accountable. Others are much smaller and remain more informal in their operations. In order to identify and promulgate good practices for CDFs and make recommendations as to how CDFs can contribute to effective and democratic development, it is essential to identify the circumstances and types of CDFs that contribute to local development and help to build constructive relationships across levels of government. SUNY/CID’s first conclusion is that we would do well to be cautious with any blanket evaluation of CDFs.

SUNY/CID’s work on CDFs has enabled us to build an especially fruitful collaboration with the Commonwealth Parliamentary Association (CPA). SUNY/CID presented a summary of our research at a workshop for the CPA’s 56th Annual Meeting in Nairobi, Kenya, and subsequently co-organized a workshop with the CPA in Jamaica that led to the dissemination of a set of Principles and Guidelines for Constituency Development Funds. The Principles are designed to bring CDFs in the Commonwealth in line with international standards of good governance along the following dimensions: responsiveness to citizens’ needs, transparency in the awarding and implementation of projects with CDF funds, effective and efficient administration of CDF funds, ensuring accountability and oversight of CDFs’ operations in order to avoid corruption and abuse, and monitoring and evaluation of fund operations as a key element in learning what works best in the administration of these funds. After adoption at the SUNY/CID-CPA workshop in Jamaica, the CPA Executive Committee formally “noted” these principles at its 57th Annual Meeting in London in July 2011.

Looking ahead, SUNY/CID will continue to build on its research into CDFs and will present our comparative examination of CDFs in a volume that represents the first comprehensive and systematic treatment of the subject in the academic and development literature. SUNY/CID will continue to collaborate with the CPA, working closely with Members of Parliament to develop benchmarks, good practices, and toolkits for CDF operations throughout the Commonwealth. We look forward to continuing our cooperation with others in the international legislative community as we explore the dynamics of this controversial policy tool so that emerging CDFs contribute to good governance.

SUNY/CID’s work on CDFs over the past few years demonstrates how our Center forms effective partnerships in developing countries in order to frame the development of new and emerging trends in international development.

A copy of the Principles can be downloaded from the SUNY/CID website, SUNY/CID.
Recent Projects

Afghanistan

Afghanistan Parliamentary Assistance Program (APAP)

USAID
2004–2012
Chief of Party: Diana Bowen
Deputy Chief of Party: Romualdo Mavedzenge

Since 2004, the Afghanistan Parliamentary Assistance Program (APAP) has offered extensive technical assistance to the Afghan National Assembly to increase its capacity to operate as a strong, independent, and effective deliberative body. APAP helped lay the groundwork for the nascent National Assembly through a series of preparatory studies, expert advice on rules and administrative procedures, and initial staff training. Following elections in 2005, APAP expanded its efforts to support both staff and Members of Parliament as they created a new institution from the ground up. Since then, the National Assembly has become a viable independent branch of government.

APAP’s comprehensive legislative strengthening strategy fosters sustainable organizational mechanisms to promote staff development, provide services for Members of Parliament, and ensure the institution is able to effectively carry out its mandate. APAP seeks to improve Parliament’s capacity to legislate by enhancing the skills of Members and staff to efficiently process legislation and ensuring that the legislative process is inclusive, open, and transparent. The program helps to improve Parliament’s capacity for oversight by enhancing the ability of MPs and staff to analyze and review the national budget and oversee government expenditures and implementation. The program also worked to improve Parliament’s capacity for representation by enhancing the ability of the Department of Information and Public Relations (DIPR) to effectively disseminate information about the National Assembly and to facilitate greater Member interaction with constituents and to enable civil society to provide substantive input into the policy-making process.

Among its many achievements since 2004, SUNY/CID helped to:

• conduct an assessment of the political, legal and administrative environment for establishing a new Afghan Parliament. This assessment led to the design of a robust and context-specific legislative strengthening strategy and program of activities;

• promote oversight of budget and economic policy by providing high-quality analysis, empowering Parliament to win substantial changes to the initial drafts of budgets proposed by the government;
• promote extensive provincial outreach activities through radio forums to educate the public about the National Assembly’s activities and allow constituents to engage their representatives;

• institutionalize training activities for MPs and staff in the Afghan Parliamentary Institute (API), which became an officially-recognized institution of higher education;

• enhance the research, drafting and policy-making skills of committee staff through mentoring in all National Assembly committees; and

• open Parliament to new voices through gender mainstreaming programs, youth parliament activities, and CSO engagement.

SUNY/CID

2004
Together with the South Africa Development Community Parliamentary Forum (SADC PF), SUNY/CID drafts a comprehensive handbook to be used as part of the regional SADC PF Member Orientation Program.

2004
As part of a Ford Foundation supported Regional parliamentary Project, SUNY/CID signs a formal MOU with the East Africa Legislative Assembly (EALA) establishing the East African Parliamentary Institute (EAPI) in December 2004, and the Eastern African Association of Public Accounts Committees (EAAPAC) forms after a workshop in April 2004.

2005—Present
SUNY/CID joins University of Bologna in Italy to form an innovative six-day Bologna Summer School Program in Monitoring and Evaluation (M&E).
Bangladesh

Promoting Democratic Institutions and Practices in Bangladesh

USAID
2010–2015
Chief of Party: Russell Pepe, TAF
Deputy Chief of Party: Niamh O’Connor

The USAID-funded Promoting Democratic Institutions and Practices in Bangladesh (PRODIP) project is a 5-year cooperative agreement jointly implemented by The Asia Foundation (TAF) and SUNY/CID. The project’s aim is to work closely with partners in Parliament and civil society on a comprehensive, two-pronged strategy to strengthen democratic governance in Bangladesh through the accomplishment of two key objectives: the development of an effective and open Parliament and the legitimation of a constructive and sustainable role for Civil Society Organizations (CSOs) in the political process. PRODIP assists Parliament to improve its lawmaking and oversight capability, strengthen its committees, increase public awareness of its functions, and create opportunities for greater public input into the development of national policy. PRODIP complements efforts in Parliament by assisting CSOs to understand the legislative and policy-making processes and become more effective participants in them.

PRODIP has made notable progress in a number of areas during its first 2 years. In conjunction with the Centre for Development and Population Activities (CEDPA), PRODIP conducted a two-week study tour to Washington, D.C., in 2011 for women Members of Parliament that increased the capacity of participants to fulfill their representative, legislative, and oversight responsibilities and work together to strengthen and expand the role of women in the governance of Bangladesh. The participants returned from the tour with an action plan that included creation of a cross-party woman’s caucus that is currently operational.

2005—2006
SUNY/CID receives funding from USAID for the Support for Electoral Process in Bolivia (PACER) Project in order to flexibly meet the demands of a quickly changing political landscape in Bolivia.

2006
The Project to Support the Haitian Parliament (PAPH) launches to support the re-establishment of a functioning legislature in the Republic of Haiti.

2006—2008
The Malawi Strengthening National Assembly Oversight project is designed to contribute to the achievement of the Millennium Challenge Corporation (MCC) Initiative in Malawi.
2007—2015

The Legislative Strengthening Program to the National Assembly of Kenya is a supplementary project of the Kenya Parliamentary Strengthening Project funded by DFID. The objectives include expanding a parliamentary internship program, training more parliamentary researchers and committee clerks, supporting legislative review and budgetary oversight programs, among other tasks.

PRODIP provides specialized training and capacity building activities for 12 key parliamentary committees:

1. Health and Family Planning
2. Social Welfare
3. Local Government, Rural Development, and Cooperatives
4. Food and Disaster Management
5. Agriculture
6. Fisheries and Livestock
7. Planning
8. Finance
9. Housing and Public Works
10. Labor and Employment
12. Commerce

After completing needs assessments of all the committees, PRODIP has begun to deliver tailored training programs and workshops. PRODIP and the Parliamentary Center of Canada facilitated a study tour to Ottawa where Committee Chairmen and their key staffers observed committee practices and procedures for public hearings and legislative research. This observational visit helped participants gain a new appreciation of the benefits of public hearings and expert testimony in policy formation. As a result, the past year has seen a proliferation of site visits, public hearings, and policy forums.

PRODIP also undertook three surveys gauging the perceptions of Members of Parliament, civil society organizations (CSOs), and Bangladeshi citizens on institutional performance and policy priorities. The survey results will inform assistance to Parliament in drafting its new communications and outreach strategy.

2007—2011

The Strengthening Democratic Linkages in Uganda (LINKAGES) project is a pathbreaking intervention which seeks to build on synergies between Parliament, local government and civil society with a view toward enhancing good governance and service delivery.

PRODIP implements a parliamentary internship program and an innovative educational pilot program to make secondary students more aware of the workings of representative governance.

PRODIP’s small grants program for NGOs and CSOs promotes advocacy skills, provides evidence-based research, and encourages greater interaction between Members of Parliament and their constituents. Two rounds of grants have been awarded.

PRODIP’s program includes plans to launch a constituency office pilot program, provide targeted support to Parliament’s Budget Management Unit, and sponsor a South Asian regional women MPs conference. SUNY/CID
2007
SUNY/CID becomes affiliated with Rockefeller College of Public Affairs and Policy of SUNY’s University at Albany.

2008
Malcolm Russell-Einhorn is named director of SUNY/CID.

2008
SUNY/CID surpasses $200 million in grants, agreements and contracts.
Bosnia and Herzegovina

Parliamentary Strengthening Project in Bosnia-Herzegovina (PS Project in BiH)

USAID
2009–2013
Chief of Party: Christian Haupt

The USAID Parliamentary Strengthening Project in Bosnia and Herzegovina (PS Project in BiH) addresses key capacity constraints in representation, policy development, legislation formulation and oversight in the BiH State and Federation Parliaments. The PS Project assists these Parliaments to strengthen their internal and external communications functions and to increase the use of sustainable constituency outreach techniques. The Project also supports the exchange of resources and best practices in information and communications technology (ICT) between the State and Federation Parliaments, including the drafting and implementation of ICT strategy documents. Originally designed to provide technical assistance primarily to the State Parliament, USAID added significant assistance to the Federation Parliament in August 2010, and extended the project for a year past its originally-scheduled completion date.

The PS Project engaged two major CSOs, Vaša Prava BiH and the Civil Society Promotion Center, to develop cross-ethnic collaborative pilot programs that give opportunities to vulnerable populations to work with their elected representatives to improve public services and address common concerns, such as flood protection and public health service access. Through this partnership, these and other CSOs now engage effectively with key committees and departments in both Parliaments, resulting in increased Member access to citizen and expert opinion on draft legislation and to the consideration (and in several cases, the adoption) of CSO-sponsored amendments.

“The whole methodology (the Project helped introduce) to process audit reports is a great success. I believe we now have one of the best developed procedures for audit reports in the Balkan region. In the future, we will continue practicing methodologies we’ve adopted with the Project’s assistance.”

Željko Kosmajac
Secretary of the House of Representatives
Budget and Finance Committee
Parliamentary Assembly of Bosnia and Herzegovina
The PS Project has successfully supported both the State and Federation Parliaments in implementing new procedures for conducting their annual review of audit reports. At the state level, this work resulted in higher levels of accountability in audited government ministries and agencies and the introduction of standardized budget sanctions for repeat audit violations. The PS Project’s work with the FBiH Parliament’s Joint Public Audit Committee was successfully launched late in 2011. The Project plans to support the audit and budget review activities of the State Parliament’s Budget and Finance committees, and to continue to its support to the FBiH Joint Public Audit Committee during the 2012 and 2013 budget and audit cycles.

Some of the PS Project’s significant achievements include:

- Extensive training and mentoring to more than 1,400 parliamentary participants in both partner parliaments, leading to the State Parliament diversifying and improving its public outreach mechanisms, strengthening its legislative research capacity, and boosting audit review effectiveness while reducing the time needed to review the audit reports. These improvements in performance in the BiH Parliament were documented in the 2011 European Commission’s Progress Report and have been noted in public statements by the Speakers of both Houses and the Auditor General.

- Assistance to the State Parliament to draft and implement a comprehensive communications strategy and design and produce print and web-based communication products. These products assist MPs and parliamentary staff to better inform citizens about the roles parliaments play in democratic governance.

- A 100 percent increase in the number of visitors to the State Parliament as a result of the opening of a Visitors’ Center in September 2009. In October 2011 a similar center was inaugurated in the Federation Parliament. The centers promote awareness of the legislatures and encourage youth involvement in political life by allowing them to meet Members of Parliament.

- Stronger inter-parliamentary coordination between the State-level BiH Parliamentary Assembly (BiH PA) and the Federation Parliament by providing opportunities for experience and information-sharing at joint training sessions and other public events.

- ICT enhancements in both partner Parliaments to support increased access to information resources and the development of e-governance platforms. SUNY/CID

“I would like to sincerely thank you for your help and support to the Parliamentary Assembly of Bosnia and Herzegovina Committee for Citizen Complaints. … Thanks to your selfless engagement, citizens of Bosnia and Herzegovina have an opportunity to (learn about) the Committee for Citizen Complaints, to better protect their human rights, and also to influence the quality of work of the police officers of Bosnia and Herzegovina.”

Mate Miletić
President Committee for Citizen Complaints, Parliamentary Assembly of Bosnia and Herzegovina
China

China Administrative Law Reform Project

USAID
2009–2012

Under a special USAID-funded project led by The Asia Foundation (TAF), SUNY/CID assisted and advised Chinese local government leaders and academic experts on administrative law reform in several jurisdictions — both large municipalities and provinces.

The project’s core focus was assisting with reform of administrative procedures by which the rights of individuals and businesses are recognized by local and regional governments in licensing and permitting decisions, the provision of public benefits, and the enforcement of regulatory policies. In addition, SUNY/CID provided information, advice, and a comparative perspective on related topics such as open government information frameworks, administrative appeals systems, and rulemaking procedures. SUNY/CID also consulted with Chinese administrative law experts on drafting a national administrative procedure code and on revisions to the existing Law on Administrative Reconsideration, the law that governs immediate appeals to agency officials (rather than the courts) on decisions by Chinese bureaucrats.

From 2009 to 2011, SUNY/CID worked on administrative law reform with authorities in three jurisdictions. In Gansu Province, a major transportation corridor in the northwest, SUNY/CID advised on a provincial law on administrative reconsideration. In Xi’an Municipality, a major tourist center located in the central part of the country, SUNY/CID advised on a comprehensive administrative procedure regulation. In Jiangsu Province, a populous high-tech coastal area and home to the city of Nanjing, SUNY/CID consulted with authorities on drafts of administrative reforms regarding procurement procedure. In late 2011, the project was extended, continuing work with authorities in Xi’an to pilot implementation and monitoring of the new administrative procedure regulation with two municipal agencies. The project also began consultations with Shantou Municipality and Shandong Province officials on their respective administrative procedure regulations.

SUNY/CID’s contributions in some of these jurisdictions also included practical guidance and training on good practices for public hearings, such as alerting the public to proposed regulations, disseminating background information so as to provide the public with the tools necessary to comment on the regulations, selecting participants for hearings, and documenting the results of hearings.
Chinese authorities at the national level are contemplating drafting a new national *Administrative Procedure Law* and revising the *Law on Administrative Reconsideration*. The authorities are closely watching the project’s partner jurisdictions to gauge both the drafting choices made in some of these regional and local contexts and their implementation, as an emblematic series of pilot tests for these new policies and procedures. **SUNY/CID**

2010
SUNY/CID joins international organizations to begin AGORA, an online reference center for knowledge sharing on parliamentary development. (www.agora-parl.org/)

2011
SUNY/CID wins its fourth USAID Legislative Strengthening Indefinite Quantity Contract (IQC).

2011
SUNY/CID signs a three-year partnership with the East Africa Legislative Assembly (EALA), the legislative arm of the East African Community (EAC), to develop the East African Parliamentary Institute.
Haiti Support Program for the Re-establishment of a Transparently and Effectively Functioning Parliament (PAPH)

USAID  
2006–2011  
Chief of Party: David Payne

The objectives of this USAID-funded program were to develop the Haitian Parliament’s internal skills and capacity, to strengthen the broader Haitian legislative community, to expand political inclusion, and to strengthen parliamentarians’ capacity for negotiation and power-sharing. It included a broad range of activities to strengthen Parliament’s legislative, representation and oversight functions and to address pressing needs for resources and facilities.

SUNY/CID and its subcontractor, Tetra Tech ARD Inc., employed participatory design processes with MPs, parliamentary staff, and citizen groups to develop a legislative strengthening strategy. Given Haiti’s complex history and political milieu, this process was critical to the program’s long-term success.

PAPH’s participatory design process informed the program’s four major flexible components. These included:

- **Instituting new member orientation programs:** For the 48th Legislature, PAPH organized an orientation program to highlight the important roles and responsibilities of parliamentarians and to promote dialogue, reconciliation, and cooperation among political parties. Well ahead of the elections for the 49th Legislature, PAPH’s international experts developed materials for a new member orientation package.

- **Strengthening the institutional capacity of Parliament:** PAPH developed and carried out a series of training and support modules for both houses to provide professional documentation, research, and communication services to commissions and Members while improving internal administration. PAPH helped introduce meritocratic hiring that began with the search and selection of a new Secretary General of the Chamber of Deputies. One month after the earthquake, SUNY/CID moved the entire parliamentary training operation into its project offices where committee staff took advantage of a broad curriculum of training courses.
• **Strengthening accountability and transparency in the legislative process:** Activities ranged from supporting a “Parliamentary Caravan” in which MPs and staffers traveled throughout the provinces to celebrate the 200th anniversary of the establishment of the Haitian Parliament, to a series of regional public forums including a widely-acclaimed series of radio programs and the extremely popular weekly television broadcast, Palman Par Nou An. PAPH helped the Parliament to establish its own website (http://www.parlementhaitien.ht).

• **Facilities improvement, repair and furnishings:**
Beginning in 2009, PAPH provided desperately needed equipment and supplies for the Parliament. Following the earthquake, which destroyed the Parliament buildings, PAPH delivered furniture, supplies and communications equipment to the temporary structures where Parliament and staff have been meeting.

The PAPH team effectively addressed the needs of Parliament as an institution and responded with flexibility and sensitivity to tragic and devastating circumstances. **SUNY/CID**

“The contractor met, and in many cases exceeded, the established targets in the agreed-upon timeframe. The timeliness of activity implementation has created new opportunities upon which we have been able to capitalize.”

USAID Contractor Performance Report Haiti 2008
Jordan Legislative Strengthening Program

USAID
2005–2011
Chief of Party: Stephen Terravecchia
Deputy Chief of Party: Mohammad Al-Momani

The Jordan Legislative Strengthening Program (LSP), a USAID-sponsored initiative, was designed to improve the administrative and legislative capacity of the Parliament of the Hashemite Kingdom of Jordan, increase its transparency and accountability, enable greater citizen participation, and enhance public confidence in the institution. Originally awarded as a 2-year contract with an optional third year, it was extended twice and lasted for more than 5 years.

Situated in a strategically critical region and operating in a challenging political environment, SUNY/CID designed the LSP to be sensitive to the cultural, regional, religious, economic, and political landscapes in Jordan and in the Parliament. The Jordanian Parliament operates at the discretion of the King, who has the right to disband it as he did in 2001 and again in 2009. The Parliament’s weakness relative to the executive has contributed to the slow pace of political reform and democratization in the Kingdom.

Through a flexible and strategic approach to implementation, the LSP assisted the Parliament to make structural, sustainable improvements. The program’s strategy focused on developing institutional units within the Parliament that could be assimilated and would endure beyond the conclusion of the LSP.

Important components of the LSP included:

- establishment of Parliament’s first Budget Office to provide detailed analysis of the national budget, monitor the executive’s fiscal discipline, and offer fiscal impact studies of draft legislation;
- establishment of a Legislative Resource and Training Center to provide one-on-one mentoring of parliamentary staffers in all aspects of legislative research, an intensive training program in Regulatory Impact Assessment conducted by leaders in the field, and a training program in legislative drafting tailored for and conducted by Arabic speakers;
- acquisition and installation of an upgrade of the institution’s infrastructure, including electronic voting and recording systems and training in document management; and
- implementation of a small grants program for local CSOs.

In spite of the challenging political and institutional context, the LSP had a significant impact on Parliament. Some of the structural innovations LSP introduced have become integral parts of the Jordanian Parliament itself. The many initiatives of the LSP, USAID/Jordan, and other stakeholders clearly strengthened the Parliament’s legislative capacity and increased its readiness for future steps in areas of public accessibility and utilization of best practices from the international legislative community. SUNY/CID
Serbia

Separation of Powers Project (SPP)

USAID
2008-2011
Senior Staff: Aleksandra Tekijaski and Peter Vanhoutte

SUNY/CID was a subcontractor to the East West Management Institute in the Separation of Powers Project (SPP) that aimed to improve budgeting and administration in the judiciary and to strengthen the parliament’s budgeting, planning and outreach. In its activities, SUNY’s close work with the National Assembly of the Republic of Serbia (NARS) helped Serbia move closer to European Union accession.

SPP provided assistance and training to NARS staff in strategic planning, budgeting, and improving transparency and outreach to the public. It also advised NARS on the law on parliament, rules of procedure, and Act regulating staffing in the Assembly, and the Internal Organization Act, among other key legislative acts. SUNY/CID worked closely with important standing and ad hoc committees, caucuses in the government and opposition, and with the Secretary General and senior staff. It employed comprehensive assessments, workshops, training, mentoring, study tours, and collaborated closely with its advisory committee consisting of MPs, staff, and USAID. SPP achieved major successes in the following three areas:

• **Internal Budgeting and Financial Planning**: SPP assisted NARS to establish a budget office that enables it to plan its annual budget independent of the executive. Further, the project assisted the NARS to introduce good international practice in its internal budgeting by taking into account the needs of each committee, caucus and other beneficiaries of funds. The NARS now formulates its annual budget effectively and transparently. SPP procured budgeting, accounting and human resources software for the Assembly to prepare all required budgets, operating plans and financial plans.

• **Institutional Development and Capacity Building**: SPP also assisted the NARS draft a five-year strategic plan. The plan focuses on strengthening the Secretariat’s support to the Assembly, human resources management, financial planning and budget execution, international cooperation, and communications. SPP trained staff on budget development, execution, monitoring, advocacy, and financial management, and on hardware and software for budgeting, media relations, information services and website management.

• **Outreach and Communications**: SPP assisted the Assembly draft a communications plan addressing its internal and external communications. The project also provided essential assistance in the development of the NARS’ new website according to Inter-parliamentary Union best practices. Its launch in June 2011 significantly increased the transparency and openness of the Assembly by providing the public with more information about Assembly events and operations.

“We commend the contribution of SUNY and SPP to the process of reform of the National Assembly, especially for its constructive and hands-on technical support to the Assembly’s different offices.”

Secretary General Veljko Odalovic
Observers routinely describe the Kenyan National Assembly (KNA) as one of the most robust legislatures in the region and attribute this effectiveness, in no small measure, to USAID and DFID’s support for the KNA during this crucial period in Kenyan history. SUNY/CID’s Parliamentary Strengthening Program (PSP) has been partnering with the KNA since 2000 when the National Assembly passed its strategic blueprint for reforming and strengthening the Parliament. For more than a decade, SUNY Kenya has assisted the KNA to achieve multiple institutional reforms and pass key legislation enhancing its role in the political process.

“The USAID/SUNY program is well regarded by key actors inside and outside of Parliament, as well as by other agencies in the donor community. Its biggest asset, established over 8 years of operation, is its convening power — its meetings, workshops and study groups that are heavily attended by MPs, representatives of civil society organizations and development partners. While USAID-SUNY is not the only entity working directly with parliament and with civil society and donor dialogue with parliament, it is widely viewed as the most significant and effective player.”

World Bank Report
“Understanding the Evolving Role of the Kenya National Assembly in Economic Governance in Kenya,” 2008
Since 2000, SUNY/CID’s PSP conducted more than 200 workshops and seminars; funded and guided 117 interns that supported committees; and produced more than 300 reports, manuals, and expert presentations related to parliamentary work and institutional reform. Among the major legislative achievements that PSP supported:

- the development of the committee system in Parliament with SUNY/CID assisting the transformation from a legislature with one committee to nearly 20, providing committee training, manuals, and policy reports and presentations;
- the enactment of the Fiscal Management Act which endowed the Legislature with the legal authority, procedures, and technical resources to effectively scrutinize budgetary allocations and expenditure;
- the creation of annual pre- and post-budget workshops that examine the executive budget and spending in detail with participation of CSOs;
- the establishment of the Parliamentary Budget Office; and
- the conceptualization of the structure and mandate of the Legal Counsel’s Office. The Office provides legal advice on laws, bills, and other matters for the legislature.

In recent years the KNA has improved its capacity to carry out committee work; oversee and shape the country’s budget processes; and consult with the executive, civil society organizations and think tanks in deliberating on key policy issues. PSP-supported live broadcasting has opened Parliamentary proceedings to the media and the public, and has solidified public understanding of and confidence in democratic governance in the wake of the violence that erupted following the disputed December 2007 general election.

With the passage of the most important enabling legislation and the Kenya National Assembly’s increased ability to build its own capacity, SUNY/Kenya has turned its focus to building upon institutional reform achievements and consolidating the KNA’s role as a central institution of policy-making in Kenyan society. With funding from USAID (2010-2014) and by DFID (2010-2015), the PSP will facilitate further institutional strengthening by assisting the KNA in improving its effectiveness in lawmaking, oversight, transparency and accountability as a newly bicameral body. In addition, the project will be supporting Parliament in its oversight of devolved funding.

“...The Parliamentary Strengthening Program, implemented by SUNY has been an excellent agent and support to our plans for institutional growth and development of the Kenya Parliament. Just recently through the support of our organization, USAID and SUNY, we achieved major milestones in the development of Parliament when we were able to successfully amend our Standing Orders to make Parliament more open, democratic and modern in the execution of its constitutional mandate. With your support and that of SUNY we have also recently successfully completed our 10 year Strategic Plan 2008-2018. These are but some of the many successful joint initiatives between the Kenya Parliament and its development partners, where USAID has stood with us and contributed to our success.”

Hon. Kenneth Marende
Speaker, Kenya National Assembly
in a letter to USAID Director
SUNY/CID’s Program to Strengthen the Lebanese Parliament through Development of a Legislative Resource Center in Lebanon (PSLP) was a USAID-funded program designed to improve the Lebanese Parliament’s administrative support services and to assist in establishing a research and training center to serve as a leader in legislative data collection and training for the Arab world. Initially developed in 2004 for the US State Department’s Middle East Partnership Initiative (MEPI) to provide legislative resources to the Arab states of the Arabian Gulf, the program was relocated to Lebanon and officially launched in early 2010.

The program improved the research capabilities of parliamentary staff and enhanced their capacity to support the Parliament’s legislative and oversight functions. More than 30 staff of two key directorates, the Directorate of Studies and Information and the Directorate of Committees and Sessions received training in legislative research, policy analysis, bill drafting, committee report writing, and a variety of soft skills.

In addition, the PSLP provided the parliamentary library with resources to assist it in becoming a dynamic and active reference center. These resources consist of library management software (including a bar-coding system) and more than two hundred new Arabic and English titles essential to a legislative library. The program also supported the Parliament in joining the Library of Congress’s Global Legal Information Network (GLIN) by providing the library staff with training and hardware to facilitate the Parliament’s membership. PSLP took an active role in encouraging the formation of an Arab parliamentary library network.
PSP also published a Resource Guide to Arab Parliaments in the fall of 2011. The Resource Guide provides information on selected books, articles, reports, conference papers, and websites on legislative institutions and governance in the Arab world. The Resource Guide, as well as fact books on the Arab Parliaments and libraries, are available on the SUNY/CID website.

The Arab Institute for Parliamentary Training and Legislative Studies, the new resource center’s official title, was inaugurated on July 13, 2011. It provides training and information services for parliamentary staff and Members of Parliament from across the Arab world. The Institute, located in the Lebanese Parliament building, was jointly proposed by the Lebanese Parliament and the Arab Inter-Parliamentary Union (AIPU). According to AIPU Secretary General Noureddine Bouchkouj, the Institute will “fill a void of knowledge in the fields of legal and parliamentary studies.”

The Lebanese Parliament hosted the July inauguration event, which was attended by Ministers, Members of Parliament, parliamentary staff, the Secretaries General of other Arab parliaments, members of the diplomatic corps in Lebanon, and USAID and SUNY/CID representatives. The PSP engaged two experts on parliamentary training institutes to speak at the inauguration. PSP’s ongoing support to the new Institute includes training for MPs and staff from Arab parliaments, reference materials, and equipment to facilitate the work of the Institute and contribute to the re-emergence of more stable democratic institutions. SUNY/CID

“Let me take this opportunity to stress how greatly we have appreciated USAID’s and SUNY/CID’s efforts on behalf of the Parliament. That assistance has played a significant role in strengthening our library and the Directorates’ research capacities. We are aware of SUNY/CID’s experience in establishing similar centers around the world and believe that that experience and knowledge, if applied to our Center, would be fundamental to its success and sustainability.”

Mr. Bilal Sharara
Secretary General of Foreign Affairs, Lebanese Parliament, and National Coordinator for the Arab Institute for Parliamentary Training and Legislative Studies
Strengthening Democratic Linkages in Uganda (LINKAGES)

USAID, PEPFAR, US Family Planning/Population, Kingdom of the Netherlands
2007–2011
Chief of Party: Eva Mulema Matsiko

The LINKAGES program strengthened democratic alliances within the Parliament and encouraged constructive engagement among selected local governments, civil society organizations, and the national legislature in Uganda. The goals of this cross-cutting, multi-year program included building elected officials’ capacities to identify key local and national policy issues and carry out their representational functions within the reinstated multi-party system; increasing democratic participation in political processes; improving institutional transparency and accountability; and, ultimately, increasing and improving essential service delivery to constituents. In addition to its focus on Parliament, LINKAGES worked with local governments and other stakeholders in ten districts and fifty sub-counties within those districts.

LINKAGES placed special emphasis on cross-cutting issues such as HIV/AIDS, family planning and population policies, and the government of Uganda’s Peace, Recovery and Development Plan (PRDP). The program also addressed other major national issues such as the preservation of natural resources and the environment, reduction in land tenure conflict, and policies affecting persons with disabilities and other marginalized communities. LINKAGES’ many achievements include:

- Taking Parliament to the people through district-based financial audit hearings by the Local Government Accounts Committee; service delivery oversight visits by MPs; and development of a new communications strategy for Parliament that included a redesigned e-Briefer sent regularly to public, private, CSO and individual stakeholders.
- Developing an Advocacy Tool Box and training representatives from 309 district-based civil society organizations on its use. Follow-up mentoring and training was provided to select CSO coalitions in our target districts to develop advocacy or oversight campaigns that resulted in increased engagement with local government and additional engagements with parliamentary committees.
- Supporting activities of the national-level CSO coalition on major policy initiatives and issue-based policy dialogues between CSOs and parliamentary committees and caucuses.
• Designing a consultation process on phase two of a review of the Uganda Police Force to which 5,795 individuals contributed and, subsequently, developing a work plan that will enable the police force to become more responsive and community-based.

• Facilitating community input into local government budgets and development plans, ensuring that the process became more open and transparent.

• Identifying new and untapped sources of local revenue, resulting in revenue enhancements in many target districts.

• Training Local Council Members in LINKAGES target districts and sub-counties on implementing standard rules and procedures in order to increase their capacity to operate more efficiently. There was a noted improvement in the timeliness of bringing resolutions before Councils and in the implementation of Council decisions, which helped make local government more accountable.

SUNY/CID
Uganda

Parliamentary Research and Internship Program (PRIP)

Higher Education for Development, on behalf of USAID
2008–2012
Local Program Coordinator: Hippo Twebaze

SUNY/CID implemented the Parliamentary Research and Internship Program (PRIP) in Uganda from 2008 until 2012 with funding from the USAID and the State Department’s Higher Education for Development (HED) program. By training interns from Ugandan universities to work with parliamentary departments, committees, and caucuses, PRIP enhanced the capacity of institutions of higher education to actively provide support and technical assistance to the Ugandan government. PRIP’s partnership with the Islamic University in Uganda (IUIU), Ugandan Martyrs University (UMU), Nkumba University, and the Parliament has provided Parliament with valuable assistance while giving interns the opportunity to become familiar with the government’s structure and public policies. Interns gained valuable, real-world experience and also acquired the knowledge to inform the broader public about the Parliament’s operations, and legislative, representation, and oversight functions in the interest of good governance.

Program highlights to date include:

• As of October 2011, 125 interns had participated in the program.
• Ugandan parliamentary staff and partner university officials participated in a study visit to Albany to learn about New York State’s Legislative Internship Programs. Based on this visit, Parliament initiated a 12-point program to improve its management of internship programs.
• Two staff members of the Ugandan Parliament participated in a four-month fellowship at the New York State Senate. Each was placed in the office of a New York State senator and learned the “nuts and bolts” of the legislative process. Upon returning to Uganda, each will put what they have learned to work to improve the performance of Parliament.
• Several interns from each cohort have been given temporary employment by the Parliament beyond their internship tenure. Several former interns have also applied for permanent positions within the Parliament.
• The senior staff directors of the parliamentary departments most involved in the PRIP internship program (Human Resources, Clerks, Legal, Library and Research, and Public
Relations) participated in a study visit to Washington, D.C., Richmond, Va., and Annapolis, Md. This visit acquainted them with alternative forms of legislative internship programs at the state and federal government levels. As a result, the department directors confirmed their intent to develop a sustainable parliamentary internship program to succeed PRIP and obtained new details and ideas regarding the content and structure of such a program.

- In 2011, professors from our three partner universities participated in a legislative studies seminar at the University at Albany’s Rockefeller College of Public Affairs and Policy. As a result, the three universities are developing coursework curricula and examining the possibility of offering legislative administration courses and certificate programs. One of our partner universities, Nkumba University, entered into a partnership with Rockefeller College’s Center for Women in Government and Civil Society to perform research on the role of women in Uganda’s government. SUNY/CID

The SUNY/HED team had the opportunity to meet with five students who recently served as interns in the Ugandan Parliament through the partnership PRIP program. Each of their internships was 10 weeks in one of three departments: Clerks, Legal and Legislative Services, and Library and Research Services. All five students praised their experience at Parliament and lamented only that the length of the internship could not have been several weeks longer. One female student from Nkumba announced that she would become Uganda’s very first woman President while the other students said they were driven by issues such as HIV/AIDS, women’s rights, and human rights. Beyond professional development, the students are also benefiting on a personal level. One student commented that prior to the program she was painfully shy. With confidence in her voice and a determined look in her eyes, she told the SUNY/HED team, “I can now talk to anyone I want without being scared.”

HED Senior Program Manager Charlie Koo
February 2010 Monitoring Report
Other notable projects directed by SUNY/CID

Bolivia
The Bolivia Program of Assistance for a Representative Congress (PARC) ran from 2001 to 2005. The objective of this USAID-funded project was to build public support for democratic governance by bringing congressional members closer to their constituencies. SUNY/CID focused on new members who were directly-elected single-member district representatives, rather than those members who were chosen by party lists. PARC assisted the uninominales to be more accountable to their constituents and to represent local interests more effectively. This included strengthening the representative function of multi-partisan caucuses made up of all the representatives of a Department (state) by assisting in the development of common legislative agendas. In addition, PARC worked with the women's caucus to formulate a legislative agenda and take a more active leadership role, among other tasks.

Brazil
The Brazil Human Resource Development in Strategic Areas Project began in 1988 as one of the largest international projects taken on by SUNY/CID. With funding from the National Council for Scientific and Technological Development, SUNY/CID administered a graduate scholarship program outside of Brazil and developed all of the administrative systems to respond

Parliamentary Strengthening in Tanzania Program: “(The SUNY COP) is an energetic, insightful and motivated individual who understands the need to keep partners informed of activities and results. She has a sound business relationship with local partners and implementing partners. She enjoys the trust of all donor partners in Tanzania.”

USAID Contractor Performance Report 2004
efficiently to the demands of this highly complex science and technology training project. Over two years, SUNY/CID provided services for more than 500 Brazilian master’s, doctoral, and postdoctoral students, technicians, and scientists studying biotechnology, computer science, chemistry, new materials, chemical engineering, and precision mechanics. These programs took place at 350 different universities and research centers in more than 27 countries. The project ended in 1990.

Brazil
The Advanced Developing Country Training Project commenced in 1990. This USAID-funded project had SUNY/CID serving as USAID/Brazil’s training contractor. The main areas of concentration for this project were global climate change, youth-at-risk, Private Voluntary Organization (PVO) leadership, HIV/AIDS prevention, drug abuse prevention, economic policy, and democratic initiatives. Throughout the life of the project, more than 700 individualized, short, medium, and long-term training and academic programs were designed and implemented, targeting mid-level professionals. SUNY/CID also developed a follow-on training-the-trainer small grants program in which former participants could receive funding to carry out training of others. This project concluded in 1996.

Chile
The Center for Legislative Studies and Assistance ran from 1989 to 1995. SUNY/CID worked with USAID funding to establish the Centro de Estudios y Asistencia Legislativa (CEAL) at the Catholic University of Valparaiso. CEAL provided non-partisan technical assistance and training to the Chilean Congress, as well as policy advice to municipal and regional government entities. It assisted in the development of legislative software, issue briefs, and provided internships as well as master’s and Ph.D.-level education programs to strengthen the capacity of the Chilean Congress. With more than two decades of experience, CEAL has expanded its work, collaborating with various other government bodies. It is now a self-sufficient regional center that provides inter-disciplinary consulting, training, research and public policy and judicial analysis at all levels of government. CEAL has developed procedural manuals and analytical studies covering municipal and regional government, constitutional law, the legislative process, and various political science research methods. CEAL also trains and consults with the Chilean Congress and municipalities and receives funds from local governments, the Congress and Government of Chile, the United Nations and the InterAmerican Development Bank. CEAL has worked internationally in Guatemala, Costa Rica, Bolivia, Nicaragua and Paraguay.

Malawi
The Malawi Strengthening National Assembly Oversight to Curb Corruption and Enhance Fiscal Discipline in the Public Sector Project, a legislative strengthening program, commenced in March 2006. It was designed to contribute to the achievement of the Millennium Challenge Corporation (MCC)
Team's objective of qualifying the country for MCC Compact funding in Malawi. This MCC team consisted of SUNY/CID, the U.S. Department of Justice, the U.S. Department of Treasury and a Governmental Integrity IQC contractor; and was coordinated by USAID/Malawi. Notable accomplishments of the program included ensuring the recruitment and training of Committee Department staff to help the National Assembly effectively exercise oversight functions, building the National Assembly's ability to conduct oversight, including investigating crimes related to corruption and abuse of power. The assistance provided to the National Assembly dramatically improved its ability to oversee the executive. As a result, our work contributed to Malawi achieving the goals of the MCC Threshold program and becoming eligible for elevation to compact status. The project concluded in August 2008.

**Mexico**

The Mexico Legislative Strengthening Project commenced in 1998. SUNY/CID worked directly with the Chamber of Deputies (the Lower House of the Mexican Congress) on this project to institute a wide variety of institutional reforms aimed at strengthening democracy in Mexico. SUNY/CID assisted with the training of Chamber professional staff teams with bill drafting, research, budget analysis, and fiscal oversight. SUNY/CID organized civic education, public advocacy, and capacity-building activities in coalition with universities, leaders of civil society, and the media. The reform coalition-building approach leveraged relationships built over more than four years of traditional legislative strengthening activities. This project concluded in 2003.

**Mozambique**

The Mozambique Parliamentary Modernization Project began in 1995, just after the end of the civil war and multiparty elections. It was SUNY/CID's first project in Africa. The Project assisted the newly established multiparty Assembleia da Republica to improve its legislative systems by offering technical assistance and training. Initially devoted to building in-house legislative analysis and drafting capabilities, the project later focused on developing a public information office, creating linkages and information flows between civil society groups, media and parliamentary committees. The project was instrumental in facilitating a greater balance of power between the Executive and the legislature and supporting a climate of conflict resolution between former combatants. Public outreach and hearings with civil society led to a more consultative and representative legislature. The project concluded in 2002.
Tanzania
The Strengthening Tanzania’s Union National Assembly project commenced in 2003 and continued under a subsequent Legislative Strengthening Indefinite Quantity Contract task order award. This project, funded by USAID, MCC, and the UK’s Department for International Development; focused on building the skills and enhancing the ability of parliamentarians to fulfill their roles as representatives and lawmakers. Project activities included support for the development of a Parliamentary Modernization Plan, analysis of parliamentary policies and procedures, institutionalization of public hearings in constituencies, provision of expert research and testimony by CSOs to select parliamentary committees, an annual CSO Fair at Parliament, leadership training for women MPs, development of a procurement manual, and training of select MPs and local councilors on procurement procedures. This project concluded in 2007.

Zimbabwe
The Institutional Strengthening of the Zimbabwe Parliament Project commenced in 1999. The goal of this project was to strengthen the institutional capacity of the Zimbabwean Parliament through support to the key portfolio committees overseeing line ministries, strengthening the legislative process, and enhancing public participation through engagement with Parliament. As part of this strategy, committee staff and MPs were trained on bill drafting and budget and policy analysis, and expert project staff served as technical and legal advisors to the portfolio committees drafting committee operation guidelines, including those for conducting public hearings. During the final years, the project worked extensively with various CSOs to provide training on policy and legislative analysis, budgetary analysis, results-based management, parliamentary processes, as well as skills development for effective engagement with portfolio committees. In 2008, the project concluded with hand-over of our operations to the Southern African Parliamentary Support Trust (SAPST), the Project’s local legacy organization.

Despite significant problems including violent parliamentary elections mid-first year; violent presidential elections third year; economic downturn; work slowdowns/strikes; gas, foreign exchange and food shortages; and the uncertain political climate, SUNY’s project has maintained the highest standards of work, performing professionally and to Cooperative Agreement specifications for 3.5 years. June 2003 CTO correspondence indicates high satisfaction with recent SUNY initiatives to install well-trained lawyers in Parliament.
## 25 years of projects

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25 years of projects

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Staff Bios

Malcolm Russell-Einhorn is the Director of SUNY/CID and Research Professor of Public Administration at Rockefeller College of Public Affairs and Policy. Mr. Russell-Einhorn, a lawyer, has worked on legal, administrative, and regulatory reform in developing countries, as well as civil society strengthening, anti-corruption diagnostics and public private dialogue. He has consulted for the World Bank, USAID and the National Institute of Justice. In his over 20 years of experience in international development, he served as Associate Director of the IRIS Center at the University of Maryland and as a Senior Associate with Abt Associates, among others. He has taught at Brandeis University, Rockefeller College, and the American University, Georgetown University, Boston College, and Boston University Law Schools.

M. Monica Bartoszek is the Outreach Coordinator, leading the promotion of SUNY/CID to academic and public audiences via channels such as social media, publications and the SUNY/CID website. Before joining SUNY/CID, Ms. Bartoszek was a senior editor and reader representative at the Times Union newspaper in Albany. She also teaches editing, page design and mass media as an adjunct professor at The College of Saint Rose in Albany.

Dr. Mark Baskin is Senior Associate and teaches at the University at Albany’s Department of Political Science, and directs SUNY/CID publications and Constituency Development Funds Project. In 25 years of international work, Dr. Baskin has worked for the UN in Croatia, Bosnia-Herzegovina and Kosovo; directed programs in Iraq, Jordan and Serbia; consulted for the United Nations, the World Bank, NATO, the Government of Canada, USAID and IDEA; and published on democratization and conflict.

Sladjana Bijelic was most recently Chief of Party of CID’s Program to Strengthen the Lebanese Parliament and earlier served as Associate Director of CID. She also managed SUNY/CID’s legislative strengthening program in Jordan and served as SUNY’s Co-Director of the Center on Russia and the United States. She is a comparative public administration specialist with experience managing numerous programs in the Middle East, Central and Eastern Europe, and North and sub-Saharan Africa.

Diana Bowen is the Chief of Party for the Afghanistan Parliamentary Assistance Project. She has developed, managed and implemented multiple, large-scale, USAID-funded democracy and governance programs. Ms. Bowen worked as a legislative counsel and General Assembly liaison for two New Jersey governors and chief of staff to that state’s legislative majority leader.

Gaby Carrascal is Project Manager on both the Afghan Parliamentary Assistance Project and on the Parliamentary Support Project in Bosnia and Herzegovina. She has been Project manager on the Uganda LINKAGES Project, and on parliamentary strengthening projects in Serbia, Tanzania, Bolivia, and Zimbabwe, among others.

Lia Cartagenes is the Office Manager, providing administrative and procedural support for the CID staff. Ms. Cartagenes manages logistical activities related to special events, study tours and the Speakers’ Forum. Previously, she served as a project manager for multiple legislative strengthening and development projects.

Catherine Cecil is the Legislative Program Director for the Promoting Democratic Institutions and Practices Program in Bangladesh, which is jointly implemented by The Asia Foundation and SUNY/CID. She has extensive experience working with elected officials in the U.S. and Asia, and a track record of successful collaboration with legislative staffers, government officials, grassroots organizations and donors.
**Toby A. Cole** is a Senior Project Manager with more than 22 years at SUNY/CID working on numerous legislative assistance projects, including those in Kenya, Benin, Iraq, Rwanda, Uganda and Malawi. She has been the Senior Project Manager for the Kenya Parliamentary Strengthening Project since 2002. Her areas of expertise include contract compliance, project administration and financial management.

**Susan Crowdy** is an Associate and Project Director on the Promoting Democratic Institutions and Practices program in Bangladesh, and also helps coordinate SUNY/CID’s new business initiatives. She earlier served as Project Manager for legislative strengthening programs in Jordan, Kenya and Serbia. Along with being a recipient of several fellowships, she was a visiting professor of Political Science at the National University in Mexico.

**Dr. David E. Guinn** is a Senior Associate who serves as Project Director for the Afghanistan Parliamentary Assistance Project and the Project to Support the Lebanese Parliament. Earlier he was Executive Director of the International Human Rights Law Institute at the DePaul University College of Law. He has worked extensively in Afghanistan, Iraq, and several other countries in the Middle East and Central America, and has published 13 books and more than 60 articles.

**Paul Gumpper** is an Associate who has worked on the Afghanistan Parliamentary Assistance Project and on SUNY/CID’s academic programs and research projects. He has also worked extensively on new business development and on SUNY/CID’s project, outreach and academic activities. He has taught international relations and international political economy at the University at Albany and The College of Saint Rose.

**Christian Haupt** is Chief of Party for the Parliamentary Strengthening Project in Bosnia and Herzegovina (BiH). Mr. Haupt has worked on post-conflict stabilization and international development for over 15 years, and has worked for the German Government and the Organization for Security and Cooperation in Europe on defense reform and parliamentary development.

**Mihaela (Muntean) Kucharczyk** has been a Project Manager for the Afghanistan Parliamentary Assistance Program. She also manages several other tasks at the SUNY/CID office and assists with project proposals. Ms. Muntean has extensive experience in the business and global development field.

**Haibo Li** is Project Administrator on the APAP and China Administrative Law projects. He joined SUNY/CID in September 2008 as a research fellow. He has served as primary researcher assigned to our Administrative Law Project in China and made significant contributions to the project on Constituency Development Funds.

**Beth Long-Velasquez** is a Senior Associate who worked most recently as Project Director on the Strengthening Democratic Linkages in Uganda (LINKAGES) project. In over 18 years of international development experience, she has worked extensively in Latin America, and Southern and East Africa, focusing on legislative strengthening and civil society participation in governance.

**Tom Malone** is the Director of Finance, overseeing financial and contractual matters for all SUNY/CID projects. Mr. Malone has more than 25 years of general and financial management experience in the U.S. and abroad.

**Dr. Fred Matiangi** is the Chief of Party of the Kenya Parliamentary Strengthening Program. Earlier, Dr. Matiangi was
a columnist for Kenya’s leading newspaper, Daily Nation, and consulted extensively with the World Bank, USAID, the Canadian International Development Agency (CIDA) and with civil society organizations throughout East Africa for many donors.

Niamh O’Connor is the Deputy Chief of Party for the USAID-funded Promoting Democratic Institutions and Practices in Bangladesh Project, Ms. O’Connor has more than 25 years of experience in politics and administration in her home country of Ireland and in democratization projects for many donors in Central and Eastern Europe, Asia and the Mideast.

David Payne recently served as Chief of Party for the project in support of the Haitian Parliament. Mr. Payne has many years of experience in parliamentary politics and international development, serving as a member of the Canadian parliament and as a legislative development specialist on projects in Kosovo, Afghanistan, and Iraq, in addition to the Haiti PAHP Project. Following 2010 Haiti earthquake, he was named “Personality of the Year” for 2011 by Radio Canada, subsequently La Presse for “exemplary and exceptional bravery in the Haitian Parliament and recognition of 30 years of dedication to democracy.” Later he was awarded the prestigious Cerium Prize, as runner-up Personality of the Year from the University of Montreal.

Lisa Petter is a Senior Associate at SUNY/CID, where she directs the parliamentary strengthening program in Bosnia and Herzegovina. Earlier an experienced democracy and governance professional for USAID, among other organizations, Ms. Petter has designed or overseen over $50 million in US government-funded assistance and exchange activities in the areas of legislative strengthening and political processes, local governance, civil society development, workers’ rights, independent media, and rule of law.

Heather Senecal is a Project Administrator with extensive responsibilities on SUNY/CID’s project in Kenya, and is also involved in CID’s Governance Evaluation Initiative with expertise on Monitoring and Evaluation. Earlier, she was a CID research fellow, and a former Peace Corps Volunteer.

Nabeel A. Shohatee is Assistant Director for Finance. He oversees overall financial management and compliance for SUNY/CID field office projects. He previously served as Project Manager and Senior Project Manager for several projects including those in Afghanistan, Morocco and Lebanon.

Cecelia M. Skott is a Senior Associate who helps coordinate new business at SUNY/CID and is the Senior Project Manager of the current International Legislative Strengthening IQC, she also recently directed CID projects in Haiti and Bolivia. Over the past 25 years, she has also directed and managed projects in Iraq, Mozambique, Peru, Mexico, Paraguay and Niger, among other places.

Ahmed Soubai is an accountant and Project Manager. He has provided financial review services on many projects. Prior to joining our organization, Mr. Soubai worked as an accountant for more than a decade.

Stephen Hippo Twebaze is Local Program Coordinator for the Uganda Parliamentary Research and Internship Program. He has more than eight years of experience in teaching, research, community mobilization, and political activism. Since 2009, he has been Governance Advisor to the Secretary General of the National Resistance Movement.

James Utermark is the Assistant Director for Administration. Mr. Utermark also serves as Project Director for the Uganda Parliamentary Research and Internship Program. He collaborated with SUNY/CID to launch the International
Senate Fellow program. Mr. Utermark brings more than two decades of experience working in legislatures and state government administration.

Peter Vanhoutte is a senior technical consultant for the legislative capacity building component of the Serbia Separation of Powers Program and BiH Project. Mr. Vanhoutte served as a member of the Belgian Parliament and has subsequently worked as a Parliamentary Empowerment Expert in Eastern Europe, the Caucasus and Asia.

Waceke Wachira is Deputy Chief of Party for the Parliamentary Strengthening Program in Kenya. Ms. Wachira completed graduate studies at the Hubert Humphrey School of Public Affairs at the University of Minnesota and has worked in the international development arena for more than 15 years. She specializes in project management and public administration.

Hanyi Weiss is a Project Manager on projects in Lebanon and Bangladesh. She has also served on multiple projects, including those in the Morocco, Malawi, Uganda, China, the South Africa Development Community and Afghanistan.

Andrea Wolfe is a Senior Associate who directs the Kenya Parliamentary Support Project. She has more than 20 years of experience designing, implementing and evaluating democracy and governance programs. She has directed projects in Latin America, sub-Saharan Africa, North Africa, and Central and Eastern Europe focusing on legislative development public administration reform, and civil society-government dialogue. She directs SUNY/CID’s M&E Team.

Fellows
Dr. Stanley Bach is a Senior Fellow. Dr. Bach was a senior specialist in the Legislative Process for the Congressional Research Service (CRS) of the U.S. Library of Congress from 1976 to 2002, where he became a leading international expert on legislative rules and standing orders. He has lectured or consulted in 35 nations Asia, Europe, South America and Africa, and has published widely on comparative legislative development, including an award-winning study on the Australian Senate.

Jeremy Grace is a SUNY/CID Senior Fellow. At SUNY Geneseo, he is coordinator of the International Relations program for the Political Science Department, and teaches on international law, political economy, fragile states, and African politics. He has worked extensively in elections and out-of-country voting, peace building, refugees, and democratization. He has worked extensively in elections and political processes with a variety of implementers, observers and donors in Europe, Africa and Asia.

Michael Mezey is a Senior Fellow and has taught political science at DePaul University in Chicago since 1977, where he long served as Dean of DePaul’s College of Liberal Arts and Sciences. He has written extensively on comparative legislatures. He is currently co-editing CID’s comparative study of Constituency Development Funds and completing a comparative analysis of presidencies.

Robert Nakamura is the Vincent O’Leary Professor of Political Science and Public Affairs at the Rockefeller College of the University at Albany and Senior Resident Fellow at SUNY/CID. He has published extensively on policy implementation, and on widely-used practitioner publications, including the co-authored USAID Handbook of Legislative Development. He has completed academic research, assessments, evaluations and designs for development programs in more than 30 countries in Africa, Latin America, Asia, the Southern Pacific and Europe.
Fellow Alumni
Dr. Pier Giorgio Ardeni
Dr. John Rohrbaugh
The Honorable John Bosley

SUNY/CID Staff Alumni

Intern Alumni

Kimberly Pease
Rosemary Pruyn
Ann Radwan
Enrique Rivera
Laura Roinos
Aluisio Rosa Borges
Laurie Santandrea
Maricelle Saullo
Tom Scott
Margarita Seminaro
Anna Soares
Robyn Steve
Rowan St. Ives
Augustine Tanifum
Peter Thomas
Tom Van Alstyne
Yasmin Walker
Virginia Yonkers
Arthur Sist

Jennifer Griffen
Santiago Guerrero
Paul Gumper
Saranac Hale-Spencer
Mojdeh Hamidi
Orin Harcourt
Stephen Heath
Claudia P. Hernandez
Zachary M. Holloway
Pablo Isla
Daniela Israelov
Zi-Huei Jan
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Erin Kammerer
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Alexandra Koptsev
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Mingzi Lin
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Chol-Awan Majok
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Joe Micancin
Una Moore
Mihaela Muntean
Elizabeth Murphy

Naria Nebres
Morgan Nighan
Shane Nolan
Ivan Obanda
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Carlos Saavedra
Lauren Sakuma
Aneela Salman
Michael Joseph Salvio
David P. Schaeffer

Danielle Schleif
Michael Schwartz
Heather Senecal
Kim Serota
Ilana Shapiro
Keita Shibuki
Christina Sheetz
Keita Shibuki
Jack Shillito
Jeremy Simon
Ana Soares
Leanne Spaulding
Sean Stephens
Melissa Trainor
Michelle Walton
Jie Wang
Kevin Wheeler
Jin Wu
Gaby Zappi
Arthur Sist Fellowship

SUNY/CID annually awards one Arthur Sist Fellowship to a worthy graduate student from the State University of New York system. Sist Fellows work in a SUNY project abroad. These multi-year projects have been established in cooperation with the United States Agency for International Development (USAID) and are chiefly directed towards assisting national parliaments to strengthen their capacity to represent constituencies, participate in drafting and passing laws, and oversee the performance of executives in government.

Sist Fellows have gained valuable experience for careers in international development or have begun a piece of more substantial academic research during their work abroad. In recent years, SUNY students have worked in Jordan, Peru, Tanzania, Zimbabwe, Kenya, Uganda, and Brazil. Each placement provides a unique set of possibilities that emerge from the CID project’s particular program of work. SUNY provides each Fellow with office space, overall guidance and assistance, and supervision in project related work.

Arthur Sist’s distinguished career began with a doctorate in political science from Yale University and has segued into more than 20 years of experience promoting the consolidation of democracy through teaching democratic theory and directing programs for strengthening legislative and judicial systems in Latin America and Africa.

Applications are encouraged from political science, public administration, public finance, business, public health, sociology, economics, history, and other social sciences, physical sciences or humanities. Details can be found on the SUNY/CID website.

Sist Fellows
Ryan Ashe — Kenya
Kate Gargiulo — Uganda
Michelle Gill — Tanzania
Simone Grant — Brazil
Magdalena Kura — Bosnia-Herzegovina
David Miljoner — Peru
Matthew Peter — Jordan
Jessica Phelan — Jordan
Heather Senecal — Uganda

Zimbabwe Institutional Strengthening of Parliament Project:
SUNY accomplished a very rapid start-up, and despite the serious and continuing deteriorating political, economic, and security situations in the country, has submitted its work plans, semi-annual performance reports, monitoring and evaluation reports and other deliverables on time.

Magdalena Kura
Major publications

Research at the SUNY Center for International Development addresses legislative development, civil society, public management, local government, post-conflict reconstruction, rule of law and public participation.

Our Governance Information Bulletin is an e-mail newsletter (later posted online) that draws attention to technical matters involved in strengthening political institutions and to broader issues of aid strategies, democracy assistance, public sector performance, and to countries and regions where SUNY/CID is working. Each entry provides a link to a larger piece of research. To subscribe, e-mail us at gib@cid.suny.edu.

Our CAP Note (Comparative Assessment of Parliaments) series draws upon the expertise of our staff, our senior fellows, and our university resources, to generate new ideas, strategies, and lessons for integrated development.

SUNY/CID’s Afghanistan Parliamentary Assistance Program has also regularly published the APAP Newsletter (posted online).

These highlighted major publications below can be found online, along with all of our research, under our Resources tab at http://www.cid.suny.edu.

CAP Note Series

Representation and Constituency Relations
Dr. Michael L. Mezey
DePaul University

This paper explores the complex relationship between representatives and their constituents from normative, empirical, and cross-national perspectives. Among the issues considered are the extent to which representatives are obligated to take into consideration the opinions of their constituents as they make public policy decisions, and the potential tension between the representative’s obligations to constituency interests and to the national interest.

Legislative Oversight
Chen Friedberg
Israel Democracy Institute
Reuven Y. Hazan
Hebrew University of Jerusalem

The CAP Note focuses on the role of legislative oversight from various perspectives – historical, theoretical, conceptual and comparative. The bulk of the CAP Note presents a comparative survey of the major mechanisms for parliamentary oversight, followed by an assessment of the effectiveness of these tools, alongside a series of recommendations for improving legislative oversight and the practicality of implementing these oversight recommendations.

Mozambique Parliamentary Modernization Project:
Testimonial from President of the Assembly, Dr. Eduardo Mulembwe, April 26, 1999, in plenary session: “I would like to greet ... the illustrious (SUNY) delegation which has been working with us in our country ... On the matter of cooperation between SUNY and the Assembly ... you are all well acquainted with the effect that this has had on our performance and the very positive impact on the work done by this house.”
Establishing a Parliamentary Budget Office as an Element of Good Governance
Jeffrey D. Straussman
Former Dean, Rockefeller College of Public Affairs and Policy
Ari Renoni
Research Fellow, SUNY Center for International Development

A parliamentary budget office is central both in the development of an annual government budget and in oversight of a government’s financial accountability. To assess the role of parliamentary budget offices in the practice of legislative strengthening, Straussman and Renoni examine USAID-funded projects in Afghanistan, Kenya, Jordan, and Morocco.

Rules of Procedure for National Assemblies: An Introduction
Dr. Stanley Bach
Senior Specialist in the Legislative Process, Congressional Research Service (retired)

The rules of procedure of a national assembly are as important to the assembly as the constitution is to the nation. The rules establish a framework for governance for the assembly just as the constitution does for the nation. Bach focuses on the nature and sources of rules of procedure for democratic national assemblies, and how those rules relate to the larger framework of governance. He then discusses some key issues that rules of procedure often address, especially the procedures for engaging in deliberation and decision-making and for debating subjects of national importance.

Matching Evaluation Phases to Country Conditions in International Development Programs
Dr. John Rohrbaugh
Former Senior Fellow at SUNY Center for International Development

Four phases of program evaluation are identified that include implementation, developmental, process, and impact assessments. Due to the increasingly challenging requirements for designing and conducting sequential phases, not all forms of program evaluation may be feasible under certain country conditions and for some forms of international development, especially democracy and governance programs. This paper suggests a preliminary, data-based framework to match evaluation phases to country conditions and proposes that implementation evaluations and developmental evaluations be adopted as the preliminary, if not primary, methods for assessing the accomplishments of international development programs.

Mexico Legislative Strengthening Project:
“SUNY was very successful at responding to requests for information and support to congressional committees, commissions and institutes on key issues related to the structural reform of the legislature. They provided technical support to the Congressional Budget Office and the Congressional Research Service which was instrumental in creating greater capacity for legislative analysis and enhancing the Chamber’s oversight.”
Other publications

USAID Handbook on Legislative Strengthening

This comprehensive guide to legislative strengthening is designed to help the reader: (1) Understand the functions of legislative bodies and how factors such as regime type, electoral and party systems affect legislative behavior; (2) Assess the capabilities and needs of a legislature; and (3) Design effective legislative programs, linking specific activities with legislative needs. The Handbook includes more than three-dozen examples of specific program ideas used worldwide. This practical handbook is designed to help field people design and manage successful legislative strengthening projects.

MP’s Orientation Handbook

This comprehensive handbook was developed jointly by SUNY/CID and the Southern Africa Development Community Parliamentary Forum (SADC PF) with funding from the UNDP Bureau for Development Policy (BDP). The handbook was designed to be used as part of the SADC PF Member Orientation Program, and is divided into ten modules covering areas such as Representation and Constituent Relations, Lawmaking, Oversight, Parliament and the Budget, and Parliamentary Committees. Gender issues are incorporated into each module. Illustrations are drawn primarily from Southern and Central Africa, but the booklet is also relevant to parliaments elsewhere.

USAID Handbook on Using Administrative Law to Strengthen USAID Programming
Malcolm L. Russell-Einhorn
Howard N. Fenton

This publication was produced for review by the U.S. Agency for International Development. The authors prepared the handbook while at the IRIS Center at the University of Maryland.

Constituency Development Funds as a Tool of Decentralized Development Overview
Dr. Mark Baskin

This paper was prepared as a background paper for a workshop on the role of parliamentarians in facilitating grassroots projects at the 56th CPA Conference in Nairobi, Kenya, in September 2010. It is part of SUNY/CID’s larger project on Constituency Development Funds (CDFs). It reviews the challenges of policy making and implementation of CDFs cross-nationally and presents case studies of the emergence and operations of such funds in Jamaica, Kenya and Uganda.

How to Conduct A Legislative Needs Assessment
John Johnson
Robert Nakamura

This paper is designed to help decision-makers decide when to conduct a legislative needs assessment, and what the assessment should review. It includes a model “terms of reference” policy-makers can use in writing their own TOR and finding appropriate experts to conduct the assessment.

Kenya Democratic Institution Building Assistance to the National Assembly: Relations between SUNY and the mission have been excellent both at the local and home office levels. The local team responds well to technical directives from the Mission and the Parliament. The home office has been particularly attentive to the project, providing adequate technical and administrative support. Visits from senior home office staff, at the Director’s and Senior Associate level ensure good project monitoring.
Regional and International Legislative Organizations
Jesse Biddle

This paper describes the many types of legislative organizations, their various components, and their functions. Examples are taken to illustrate these points from Sub-Saharan Africa and the Andean region of Latin America. Recommendations are given on ways that assistance agencies can connect with these organizations in order to facilitate the work of strengthening legislative bodies.

Developing Local Democracy in Kosovo
Dr. Mark Baskin

The publication describes and analyzes internationally-driven efforts to establish and strengthen local government in Kosovo in the period since June 1999.

*This paper is also available through ([http://www.idea.int/publications/dem_kosovo/index.cfm](http://www.idea.int/publications/dem_kosovo/index.cfm)) in both Serbian and Albanian.*
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