



## DIRECTOR'S MESSAGE

We embark on the new year with some questions about the future level of support the United States will provide to our sister nations that are in the development process or emerging from conflict. At the same time, we are confident that whether viewed from the perspective of advancing human rights, strengthening the business environment, or securing America's future, there will always be a need for government accountability and transparency and the rule of law. Over the last almost 25 years of our international work first as DPK Consulting and now as Tetra Tech DPK, support in these key development areas has not wavered despite significant political shifts. We continue to believe that the services that we offer, many of which are highlighted in the following newsletter, will always be needed, and we look forward to continuing to work with our international partners this coming year and in the years to come.

-Robert W. Page Jr., Director

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EMPLOYMENT AND CONSULTING OPPORTUNITIES: Tetra Tech DPK recruits short- and long-term personnel for our projects. We are particularly interested in anti-corruption, government integrity, rule of law, violence prevention, and conflict mitigation specialists with experience working in developing countries, or who have a strong interest in doing so. For more information, visit: <a href="http://www.tetratedhdpk.com">www.tetratedhdpk.com</a> Send resumes to: <a href="mailto:jobs@dpkconsulting.com">jobs@dpkconsulting.com</a>	

## JORDAN: Jordan Leadership Program Builds Capacity of Government Officials

King Abdullah II and the Jordanian Government, specifically the Ministry of Public Sector Development (MOPSD), have been working with Tt DPK's USAID Rule of Law Program (ROLP) to meet new standards of excellence in the delivery of public services. This work includes strengthening accountability, transparency, and cultivating public-private partnerships. Success will largely depend on improving the capacity and performance of staff in the public sector, particularly at the higher levels of institutions.

With ROLP support, the MOPSD launched an initiative to strengthen human resources through a Leadership Capacity Building Program for public servants. The program targeted mid-career employees from 30 government departments spanning various sectors and built the capacity of current and future leaders in the areas of strategic planning, performance monitoring, project management, human resources, budgeting, communications, change management, and ethics. The program ran from May to November 2016 and trained 157 government employees from across the kingdom. Twenty percent of the trainees were women.

Participants were enthusiastic in their feedback on the training. At the closing ceremony, Thamer Rousan, an engineer, remarked, "This program responded to the urgent need to develop unique leadership and institutional capabilities among public sector employees. On behalf of my fellow participants, we vow to lead this change process." The next speaker, Secretary General Abdullah Al Qudah of the MOPSD, noted that the Leadership Program is part of the national strategy for human resource development. He reminded the audience of the importance of continuing these programs for public sector employees as a means of improving the quality of government services provided to citizens.



Jordanian officials learning communications techniques during the Leadership Capacity Building Program

## Tt DPK A Leader in Countering Radical Extremism

For many African nations, the growth of extremist groups is of increasing concern, both because of the risk to local populations (especially vulnerable young people) and the threat to the rule of law and stability. As a part of this fight, Tt DPK has continued its work on the Mitigating Local Disputes in Liberia program (MLDL) Phase II, which aims to reduce conflict and improve security coordination in remote parts of Liberia. The project, funded by the US State Department Bureau of International Narcotics and Law Enforcement Affairs (INL) and operating since 2011, has made tangible progress, for which it has garnered the praise of the Government of Liberia and observers. The project is now led by US-based small business The Kaizen Company, with Tt DPK as a major subcontractor.

To highlight the project's success at resolving long-standing disputes and drivers of conflict in Liberia, Tt DPK commissioned a study profiling MLDL's methodologies. The study is timely, due to the rise in violent extremism, which intertwines radicalized political and religious ideologies with criminal activities. Authored by Tt DPK Technical Director Jessica Vapnek, former MLDL Chief of Team Alfred Fofie, and Tt DPK Project Officer Peter Boaz, the study has been accepted by the West Africa Peace and Security Network for presentation at a security conference in Montreal in May. The study will serve as a resource not only for INL in Liberia but also for other funders and implementers wishing to confront instability and violent extremism. It will help guide the development of activities and strategies to mitigate potential conflicts and strengthen resilience among populations vulnerable to radicalization and extremism, with the goal of building a culture of peace and legality.



A court user filling out a pre-printed questionnaire at one of ProJustice's pilot courts

With assistance from Tt DPK's USAID-funded ProJustice program in Côte d'Ivoire and with the enthusiastic support of magistrates and court staff, more than 50 "solution boxes" have been installed at courts, town halls, and legal clinics in the project's 11 pilot jurisdictions. As Mr. Kodjo Abo, Inspector General of Judicial and Correctional Services explained, "Court users' opinions on the judicial system are very important and will help us to follow up on courts' management and [also] strengthen judicial actors' ethical behavior."

Now citizens can anonymously fill out a questionnaire and share impressions of their interactions with Ivorian courts and judicial officers. The goal is to identify what is working well and what may need improving, and also to flag any incidences of inappropriate behavior by judicial officers. Since the launch of this activity, ProJustice has held regular meetings with

judicial authorities to ensure local involvement and buy-in. The judges and administrators of each court are reviewing the data collected so that the courts can address the issues raised by court users.

The leaders of five of the project's pilot courts (Abengourou, Bondoukou, Boundiali, Dabou, and Daloa) have been using the data and suggestions from the solution boxes in formulating their annual work plans. Some courts took immediate action; for example, the leadership in the Abengourou court took into account a suggestion made through the solution box and installed benches on the court premises to improve the reception of the public.



Tt DPK Director Robert Page tests out the solution box at one of ProJustice's pilot courts

Public interest in the solution box program has been both intense and highly positive. In the first 3 weeks after a solution box was installed in the Boundiali pilot court, court users submitted 160 questionnaires. One respondent, a litigant, stressed how the solution boxes allow court users to express their concerns without fear: "This [solution box program] is a good thing because many of us are afraid of justice. We do not dare to approach the court. With the solution box, we know that justice is for us." Another stated, "We have now been given the freedom to speak. So I will speak."

## MYANMAR: Launch of a Legal Aid Toolkit

In December 2016, many months of work under Tt DPK's USAID-funded Promoting the Rule of Law Project (PRLP) culminated in the formal introduction of a *Legal Aid Toolkit*, a manual designed as a self-education resource for lawyers and legal professionals providing legal aid to Myanmar citizens. Some sections of the toolkit cover skills that legal aid providers need to perform their job well, including case analysis, witness interviewing, use of alternative dispute resolution, and trial advocacy, while other sections address what it means to be a legal aid provider, including how to operate a legal aid organization and manage legal aid cases.

Legal aid in Myanmar is at an important stage of development, with the Government of Myanmar having recently enacted a legal aid law. Communities and individuals are learning about the availability of legal aid, and legal aid providers are perfecting the skills they need to serve their clients. PRLP's *Legal Aid Toolkit* is an important contribution, prepared with the goal of educating and assisting Myanmar's legal aid providers during this exciting period.

The launch event was a major success, with over 200 senior legal aid lawyers, law students, paralegals, PRLP staff, civil society organization members, and USAID representatives in attendance. Speaking at the launch event, which was publicized on the US Embassy website and in the *Myanmar Times*, USAID Mission Director Teresa McGhie praised the *Legal Aid Toolkit* as an important resource that "will strengthen the quality of legal aid services and improve access to justice in Myanmar." PRLP has prepared both Myanmar- and English-language versions, including templates for commonly used forms, and will distribute copies to legal aid providers in conjunction with planned trainings in the coming year.



Young lawyers, paralegals, and civil society organization representatives at the Legal Aid Toolkit launch ceremony

## EL SALVADOR CHIEF OF PARTY PROFILE: Paola Barragán



Paola Barragán is Chief of Party (COP) of Tt DPK's USAID-funded Government Integrity Project (*Proyecto Pro-Integridad Pública*) in El Salvador, which is working to strengthen accountability and transparency in government institutions. Paola has dedicated more than 15 years of her career to improving government accountability, public management, and institutional operations all over the world. Before joining Tt DPK, Paola worked with the World Bank and the United Nations in the areas of institutional reform, conflict prevention and recovery, governance, and justice and security.

One of an outstanding cohort of COPs in the Tt DPK family, Paola's experience is truly global. In Latin America, she has worked on projects in Bolivia, Colombia, Ecuador, El Salvador, and Honduras. She also has worked extensively in Africa in the Democratic Republic of Congo (DRC), Liberia, Mali, and South Sudan. Paola drafted a document of best practices in institutional strengthening and rule of law projects in nine locales (Afghanistan, Dominican Republic, DRC, Guatemala, Haiti, Iraq, Jordan, Macedonia, and West Bank), which was the cornerstone of a USAID-sponsored high-level panel discussion. It is not hard to see why Paola is such a valued member of the Tt DPK leadership team.

## EL SALVADOR: Municipal Integrity Model Increases Government Transparency in El Salvador

Tt DPK has worked in El Salvador since 2016 implementing the USAID Government Integrity Project (*Proyecto Pro-Integridad Pública*) to improve transparency and accountability in key government institutions. An initial positive result has been the signing of memoranda of understanding between USAID and 11 municipalities that have demonstrated the political will to implement institutional changes to promote transparency, accountability, and citizen participation in their communities. As part of this effort, the project team has developed and introduced a Municipal Integrity Model to help transform the culture of municipal institutions.

Tt DPK initially developed the institutional integrity methodology for national-level institutions committed to creating a new organizational culture based on consistent ethical standards and institutional procedures to reduce the risk of corruption, and we have assisted with its successful implementation in a number of countries in Central and South America. Under the leadership of Tt DPK's Chief of Party Paola Barragán, the El Salvador project team has adapted this methodology to the municipal context. The work involves establishing an atmosphere of trust, ownership, and accountability by having each municipality conduct an internal analysis of its ethical culture and by involving the entire work force of the institution in detailed plans to increase transparency.

The participating municipalities are establishing Municipal Integrity Commissions, which typically consist of two members of the municipal council, an information officer, an ethics commission representative, an accountability officer, and a community leader. As Daysi Valle, a public information officer from Cojutepeque, explained, "*The commissions are made up of the right people who know the issues and who can make decisions.*" The commissions conduct structured self-evaluations that collect information on institutional conditions in five categories: transparency, accountability, citizen participation, ethics, and public efficiency.

Although some of the findings indicate there is substantial work to be done, municipal participants have received them with great enthusiasm. "*Working within this framework allows for greater openness and social control in public affairs and has allowed us to have a comprehensive... approach to [improving transparency] in the municipality,*" explained Daniel Escobar, Santo Tomás Public Information Officer. Chief of Party Barragán concurred: "*I have observed a real energy among municipal officials to become change agents in their communities, which is really heartening.*" Municipalities have used the results of the self-evaluations to develop specific improvement plans to improve transparency and integrity. The process is building local capacity, with the expectation that after one year each municipality will be able to institutionalize the Municipal Integrity Model and carry out its own periodic self-assessments. "*We are explaining how to apply the methodology to improve ... accountability,*" said Juan Flamenco, Land Use Registry Chief for Zaragoza Municipality, to which Mr. Escobar added, "*Transparency is a big challenge, but our will is greater.*"



*Representatives of the Cojutepeque Municipality participating in a project-supported capacity building event on access to information*

## Three Asylees Working for Tetra Tech DPK This Spring

Tt DPK has not one, not two, but three asylees working with us this spring. Two are currently in the asylum application process and a third came to the US with her family as a child. Biniam Ghebremichael (Eritrea) and Asel Zhurguntayeva (Kazakhstan) are working as interns in the Program Development and Implementation Department in our home office in San Francisco, while Armelle Gueye (Côte d'Ivoire) is serving as a Tt DPK Global Law & Development Fellow with our USAID-funded ProJustice program in Abidjan. We caught up with all three recently.



**Biniam, how did you end up in the US?** I was a civil judge in Eritrea for more than 7 years and decided more than 3,000 cases. Some put my life in danger because I decided against government officials in cases where I felt they were

acting illegally. I tried to leave the country because I was threatened with arrest, but I was detained for one year without trial for attempting to flee. I applied for asylum in the US because of having experienced past persecution on account of my political opinions.

**How did you come to Tt DPK?** I was referred to Tt DPK by the Center for Gender and Refugee Studies at UC Hastings College of the Law, where I was working as a volunteer. Tt DPK is giving an opportunity for immigrants to get into the system and develop skills. Tt DPK is one of the leading institutions to ensure access to justice and rule of law. These are the pillars of any society that help countries achieve economic and social goals.

**What have you been doing in the US?** Since my arrival I've used my freedom to speak out. I'm working hard to ensure that rule of law and democracy and justice are upheld in Eritrea and worldwide. I once read, "*Freedom is not to be free, but to feel free.*" This is the first time that I've felt really free to express myself, to write, and to use the ability that should be available to every human being. That's not available in my country. America is admired around the world because it offers hope to all oppressed people. It is a country that people look up to when they lose hope and freedom.



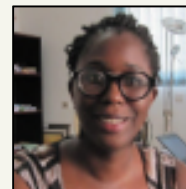
**Asel, how did you get this internship at Tt DPK?** I came through Upwardly Global, a non-profit organization in San Francisco and elsewhere that helps immigrants

who have expertise in their home countries find jobs and use that expertise here in the US. They help you find a good match for your skills by assisting with resumes and networking and finding a job. I'm still in the asylum process, waiting for my interview. I started at Tt DPK right after I got my work authorization.

**Why do you want to be in the US?** Compared to my country, America has a lot of freedom: freedom of speech, freedom of choice; you can express yourself and no one will judge you. I think it's because the people living here also come from a lot of countries and they have seen a lot.

**Why do you like being at Tt DPK?** I like that Tt DPK works with different countries. The staff work internationally and with diverse teams and people, so they have different perspectives. I hope that I can contribute my knowledge and my experience, because I used to work in a different field in my country, so I can share my experience.

**What's your future plan?** I hope working at Tt DPK will help prepare me to find a job in project management. I know this experience will give me a clearer understanding of how things are done in the US business environment.



**Armelle, what interested you in the fellowship?** I took a class in law school on global issues and law, but it was focused more on the human aspects – the real-life effects of laws. It really got my attention. I was always interested in

going and working in a development program, especially since I'm from a developing country.

**What struck you the most when you arrived in Côte d'Ivoire?** In the US we see that a lot of social progress has come through the courts – like the women's movement, gay rights – whereas elsewhere people don't see that the courts are a place to exercise your rights. That's the case in Côte d'Ivoire. I don't know if it's fear, or people think it is too complicated, but that's why it's so important what ProJustice is doing to raise awareness and help open up the courts to vulnerable populations.

**What have you learned so far?** I was lucky because I arrived just when an international expert came to do a training of trainers on the UN Convention on the Rights of Persons with Disabilities. I had only just returned to Côte d'Ivoire after law school, so I was kind of shocked to hear about the attitudes toward people with disabilities. I knew there was neglect, but I didn't realize how deep it went. It's a big problem, which is why it's critical that ProJustice is implementing activities to improve the situation of people with disabilities.

**Why is Tt DPK's fellowship program important?** It's important because it gives an opportunity for students or recent graduates to be in the field, in a real-life situation. You can actually be an integral part of a project. Seeing how international cooperation works, it's an enriching experience and you can really contribute, using your skills.

## Comings and Goings



**PETER BOAZ, Project Officer:** Peter has returned to Tt DPK on a full-time basis. Peter spent two summers in Ganta, Liberia, as both a Tt DPK Global Law and Development Fellow and a Monitoring & Evaluation Specialist. He also worked part time in the home office as a Rule of Law Intern. Peter has been a mediator for the Superior Court of California and a Civil Rights Fellow for the Council on American-Islamic Relations. Most recently, he was a legal fellow with the Tibetan Centre for Human Rights and Democracy in Dharamsala, India. Peter received his JD from UC Hastings College of the Law and BA from George Washington University.



**PAULA HALICEK, Proposal Development Manager:** Paula joined Tt DPK after over 5 years with DAI. She most recently worked as a Global Practice Specialist in the governance unit after serving as Business Development Coordinator, New Business Specialist, and Senior New Business Associate. She also led and contributed to numerous rule of law bids for DAI, including their recent successful proposal for the Honduras Justice and Security Project. Paula has an MA in International Affairs and a BA in Geography and International Affairs from George Washington University. Paula is working in our Washington, DC, office.



**PATRICK TOBIN, Project Officer:** Patrick comes to Tt DPK after two years as a program manager with IP3, another Tetra Tech unit. Patrick began at IP3 as a market research intern and was promoted first to capacity building associate and then to program manager. Previously, he worked as a data collection specialist for a consulting company. Patrick has extensive experience in Spain and in Venezuela, where he established a community English-language program. Patrick has an MA in International Relations from Webster University and a BA in Urban Planning with a minor in Spanish from the University of Illinois. Patrick is fluent in Spanish.



**CELINE VARKEY, Senior Proposal Development Manager:** Celine comes to Tt DPK after almost 9 years working in business and proposal development at Counterpart International, where she supported proposal development in both the civil society division and the new business development unit. She has a strong background in governance, civil society strengthening, and advocacy, and has conducted organizational capacity assessments in the field. Celine has an MA in International Development from American University and a BA in Political Science and Economics/International Area Studies from UCLA.



**ERIN HOPKINS, Project Officer:** Erin joined Tt DPK after 5 years working in business and project management in the San Francisco Bay Area, including 2 years with Fair Trade USA. Erin has a BA in Global Studies from UC Santa Barbara and an MA in International Affairs from the New School in New York City. Erin was a Peace Corps Volunteer in the Dominican Republic, and she also worked an intern specializing in microfinance with a USAID-funded project in Mexico implemented by DAI.



**AMY BRUINS** is joining our sister company Tt ARD in Liberia as Deputy Chief of Party of the USAID-funded Land Governance Support Activity Project. Amy will oversee operations, monitoring and evaluation, and gender. We are delighted to see her take on this outstanding opportunity that will bring her back to Liberia, where she worked before joining Tt DPK. At our home office in San Francisco, Amy built excellent relations with the field teams she supported. We will miss her cheerful presence and impressive multitasking abilities.



**IVA SCHWARZ** is joining the Public Health Institute in Oakland, California as Grants and Contracts Specialist. Iva has been working in our home office Finance Department for 7 years as a Project Accountant, supporting most recently our Myanmar, West Bank, and Jordan projects. During her time at Tt DPK, Iva has provided financial oversight and procedural guidance to assigned field office teams and our projects have benefited from Iva's training skills during field travels. With her husband Jason Schwarz still serving as Senior Director of Research and Program Development in the Tt DPK home office, we are confident we will have the pleasure of seeing Iva regularly in the coming months and years.



**REBECCA SILVA** has left Tt DPK after 15 years to join the Public Health Institute, overseeing the contracts and grants function. Rebecca has contributed in countless ways, starting as Finance Director when DPK Consulting had only 10 staff members and continuing on to serve as Director of the Program Implementation Department for 6 years and finally as Director of Contracts Management and Compliance. We are already feeling the profound loss of her professional contributions and personal qualities but are delighted she has found a new challenge.

## NEW AWARDS



### JORDAN: USAID Rule of Law Project:

USAID exercised a contract option of \$8 million that will enable the project to take advantage of several opportunities to meet local needs aligned with USAID's objectives. This will include capacity building assistance to the Institute of Public Administration (the training body for civil servants), Ministry of Social Development (which provides social services to vulnerable citizens), Independent Election Commission (which conducts democratic elections throughout Jordan at all levels of government), and Judicial Civil Execution Departments (which adjudicate and enforce decisions in civil cases).



### LIBERIA: INL Criminal Justice Program Support:

INL awarded Tetra Tech EXO a 3-year task order building capacity of Liberia's Ministry of Justice (MOJ) in a range of legal and administrative areas, with Tt DPK as subcontractor. Our role is focused on strengthening the MOJ's capacity to prevent and prosecute sexual and gender-based violence (SGBV) crimes throughout Liberia. To that end, Tt DPK has deployed two SGBV advisors at the MOJ to train and mentor Liberian counterparts.

Tt DPK, a Tetra Tech Company

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