



House Democracy Partnership at Ten Years

Supporting the Development of Independent Legislatures





We would like to thank those who have been involved with the House Democracy Partnership (HDP) during the past ten years for their assistance and commitment to ensuring that the Partnership is a forum for enhancing the effectiveness of legislative bodies around the world. Democracy endures both because of strong men and women and because of strong institutions. The legislative branch is critical to ensuring a voice for all citizens and maintaining a check on power and spending. HDP, and its predecessor, the House Democracy Assistance Commission, were established to work with new and evolving democracies to strengthen their legislatures, parliaments, assemblies, or senates – regardless of the form – to better respond to the needs of their citizens.

Over the last 10 years, HDP has harnessed the skills and influence of members and staff within the U.S. House of Representatives, to create an immediate and lasting impact. The program has grown in the number of partner countries, the areas of support, and the approaches to improving the process of legislating. Whether it is assisting in the adoption of a stronger code of ethics for parliamentarians in Georgia or supporting the establishment of an independent and nonpartisan budget office in Kenya, HDP works with our partners to develop the ever ‘more perfect’ democracy. With 19 partner countries currently, we hope to further expand the reach and impact of HDP.

As Chairman and Ranking Member, we remain committed to strengthening HDP and expanding its impact in the decade to come. We are pleased to share with you this retrospective, *The House Democracy Partnership at Ten Years*, and hope that you will discover the progress HDP has made as well as areas where we can continue to improve our efforts in the future. HDP will work with USAID, the International Republican Institute, the National Democratic Institute, and our partner parliaments worldwide to continue to improve legislative democracy in order to better ensure the consent of the governed.

Regards,

Peter J. Roskam, Chairman

David Price, Ranking Member

The House Democracy Partnership at Ten Years: Findings and Considerations

Overview

The House Democracy Partnership (HDP) brings together the U.S. House of Representatives with parliaments in emerging democracies to help strengthen legislatures using a peer-to-peer model. Established on March 14, 2005, the partnership is a bipartisan, twenty-member commission of the U.S. House of Representatives that works directly with legislatures and parliaments in 17 partner countries around the world to support the development of effective, independent, and responsive legislative institutions. HDP is the indirect successor to the Frost-Solomon Task Force, which assisted the parliaments of 10 new democracies in Central and Eastern Europe from 1990 to 1996. HDP uses peer-to-peer exchange programs, training seminars for members and staff, and targeted material assistance to build capacity in key areas such as legislative oversight, budget analysis, committee operations, constituent relations, and library and research services. Activities include Washington-based visitor programs for Members of Parliament (MP), training for legislative staff, regional or in-country workshops, technical consultancies, and material assistance.

Since its creation over a decade ago, the House Democracy Partnership (HDP) has contributed to the institutional development of legislatures in 17 partner countries: Afghanistan, Colombia, Georgia, Haiti, Indonesia, Iraq, Kenya, Kosovo, Kyrgyzstan, Liberia, Lebanon, Macedonia, Mongolia, Pakistan, Peru, Timor-Leste and Ukraine. Over this period, HDP has conducted 35 inbound programs, bringing more than 800 members of parliament (MPs) and legislative staff to the United States. Through funding from the U.S. Agency for International Development (USAID), these inbound programs have been primarily implemented by the International Republican Institute (IRI) and the National Democratic Institute (NDI). Inbound HDP programs were complemented by approximately 25 outbound HDP Congressional

General Findings

- HDP and legislative strengthening, is an important component in building and ensuring democratic stability.
- HDP assistance is greatly valued by partner countries.
- HDP provides an important complement to on-the-ground legislative strengthening efforts.
- Greater flexibility and continued evolution of the HDP model will further strengthen impact.

delegations (CODELs) to HDP partner countries over the same period, in addition to a number of technical assistance consultancies, which have been conducted in the partner legislatures to provide additional in-depth, tailored assistance.

Considerations

- Approach HDP membership with greater flexibility.
- Explore additional types of partnership with HDP countries.
- Develop long-term solution for HDP staffing.
- Expand range of HDP activities.
- Embrace new technologies in increase engagement.
- Improve opportunities for skills transfer with peers.

To mark HDP’s 10th anniversary year, a series of retrospective assessment missions were conducted to capture the impact of HDP to date, chart its evolution, and inform future programming. Each assessment team included U.S. Congressional staff members (and in two cases, a former congressman and a former Congressional staff member), as well as staff from NDI and IRI. Over a two- to three-day period in each country, assessment teams met with partner parliamentarians and staff and alumni, as well as stakeholders including representatives of the international community, media, civil society, and historically marginalized groups. In total, assessment teams visited 13 partner countries and two “observer” or potential partner countries—Nepal and Tunisia. A list of current and former Congressional representatives and staff that joined technical staff on the assessment missions is attached as Appendix A.

In addition to gathering information about the impact of the HDP program, the retrospective assessments provided an opportunity for additional engagement between HDP partner and observer countries during the year. The findings from this assessment underscored the continued importance of HDP, documented its evolution and impact over the past decade, and suggested a number of opportunities for future programming.

General Findings

Legislative strengthening is an important component in building and ensuring democratic stability.

HDP operates in a world that is undergoing profound and rapid change. The pace of this change poses challenges even in the most established democracies, but particularly so in new, restored, or consolidating democracies. Citizens in many parts of the world expect their elected representatives to be increasingly responsive and transparent, and to deliver outcomes at a rapid pace. The assessment teams heard from members and staff in partner legislatures about the challenges of building and maintaining public confidence in the legislative institution, as well as the challenges presented by the rise of social media, social protest movements, and fractious political environments. In a number of HDP

partner countries, political corruption presents a significant challenge to continued democratic development as well as public trust. Common issues raised by interviewees during the assessment missions included low levels of citizen trust in parliament, frustration with what is viewed as endemic corruption and institutions that are insufficiently responsive to citizen concerns, and the perception of weak legislative autonomy vis-à-vis the executive.

HDP assistance is valued by partner countries and provides an important complement to on-the-ground legislative strengthening efforts.

The relationship with HDP is valued by all partner countries visited as part of the assessment missions—so much so that several legislatures (including, for example, Colombia, Kenya, and Kosovo) have expressed willingness to contribute their own resources to send additional members and staff to participate in HDP programs. HDP has played an important role with respect to both legislative development and inter-parliamentary diplomacy. Although HDP membership is welcomed in all partner countries, the level of engagement varies based on several factors, including the political situation or democratic political will of partner countries. The assessment teams did not visit Lebanon (currently inactive due to challenges of the in-country political environment), Afghanistan or Iraq (where security concerns and issues in securing visas made coordinating an assessment mission in these countries administratively impossible), or Haiti (where this year saw the dissolution of parliament and highly contested elections). The peer-to-peer aspect of HDP is particularly valued by past HDP participants, along with its bipartisan nature. The extremely high level of bipartisanship within HDP was particularly striking to many participants, against more widespread perceptions of political polarization in the U.S. Congress. As one past HDP participant noted, “[since participating in the exchange], we’ve looked for more ways to engage politicians from across the divide in areas where our interests can converge.”

The United States has traditionally been among the largest providers of assistance for legislative strengthening globally. Congressional engagement by members and staff complements this assistance and adds substantially to the effectiveness of legislative strengthening programs. Direct coordination between HDP and in-country legislative strengthening programs—where in-country programs exist—has been helpful to HDP in identifying the strongest program partners, in targeting windows of opportunity for legislative reform, and most importantly, in ensuring maximum sustainability of the lessons learned during HDP interventions through ongoing direct support to partners. Direct coordination has also been helpful to on-the-ground assistance programs by reinforcing messages about specific legislative reform goals with legislative leadership, helping to empower reform-minded actors in these institutions, and providing direct Congressional peer-to-peer support on those issues.¹

¹ Congress has recognized the importance of parliamentary strengthening and the importance of coordination between HDP and USAID legislative strengthening programming in language included in the annual state and foreign operations appropriations bill. The FY2016 State and Foreign Operations Report notes “concerns about USAID decreasing legislative strengthening programs in emerging and transitioning democracies. The Committee directs the USAID Administrator to support legislative strengthening programs in those countries where the House Democracy Partnership is engaged in an active program.”

Greater flexibility and continued evolution of the “traditional HDP model” will further strengthen the impact of HDP assistance.

HDP has evolved greatly over the course of the past 10 years—a fact appreciated by many of the individuals with whom the assessment teams met. HDP started its life as the House Democracy Assistance Commission—which put partner legislatures in the posture of being recipients of assistance, rather than of joint partners working together with the U.S. Congress to strengthen democracy. Partners appreciated the change of name to the House Democracy Partnership and the relationship it signified; several suggested that they would welcome continued evolution from assistance to partnership. For example, a regional HDP training event was convened in partnership with the Estonian Riigikogu in August 2016—a parliament that benefited from HDP’s predecessor, the Frost-Solomon Task Force, which provided Congressional support to new parliaments in Central and Eastern Europe and the former Soviet Union from 1990 to 1996. HDP plans on jointly hosting a regional program in Jakarta, in partnership with the Indonesian House of Representatives, in early 2017.

Over its first decade, HDP exposed large numbers of members and staff from a very diverse set of partner country legislatures to the U.S. Congressional model. Looking forward, this report highlights a number of ways in which HDP may wish to tailor the program model to meet the identified needs of its partner countries and to better accommodate the diversity of its partner countries. The report also suggests reviewing membership criteria, which may lead to a more flexible method of engaging with partner countries. For example, HDP has begun to explore the use of “observer status” as a way of preliminarily engaging with some legislatures before inviting them to be formal partners. While it may not make sense to dissolve partnerships with current members, HDP has informally placed countries on “inactive status” and it is suggested that this practice continue.

Country Specific Findings

Colombia

The Congress of Colombia expressed appreciation for past support and its eagerness for continued engagement with HDP. **With HDP’s support, the development of cross-party legislative initiatives, as well as efforts to create non-partisan, independent support agencies - partly modelled on the Congressional Budget Office (CBO), Congressional Research Service (CRS), and Government Accountability Office (GAO) - have become more popular and sought after in Colombia.** MPs and staff continually exhibit a strong desire for continued learning and professional development. This is evidenced by a monthly expert speaker series in the Colombian House of Representatives led by Secretary General Jorge Humberto Mantilla Serrano as well as and the use of presentation materials from HDP inbound programs by delegates to conduct smaller scale trainings among their peers in Colombia. In August 2016, negotiators reached a final deal; signifying the end to one of the world's longest-running conflicts. However, the long-awaited agreement was voted down in a public referendum. Following any agreement, the Colombian Congress will then need to establish the legal framework needed for the implementation, including political participation of the *Fuerzas Armadas Revolucionarias de Colombia* (FARC). HDP has an opportunity to help build the legislative capacity of individuals formerly associated with FARC, as well as representatives of groups traditionally marginalized based on their relationship to the FARC who will be formally engaging in legislative activities for the first

time. As these individuals enter the legislative scene, traditional HDP support will be beneficial to strengthening the capacity of these newly engaged groups. Areas of potential future HDP focus include: supporting the establishment of a formal and independent budget office, developing mechanisms for judiciary reform and transitional justice, developing national security policies related to narco-trafficking, helping the congress address the reality and perception of corruption, and strengthening the human resource and management capacity of those responsible for the administration of day-to-day operations of the congress.

Georgia

With HDP's support, the professionalism of the Georgian Parliament has increased substantially since Georgia became an HDP partner in 2006. Improved internet access and internal information technology capabilities aided the Georgia parliament's efforts to be more transparent and accountable to its citizens. Due to Parliament's interest in moving the institution closer to international standards, the transfer of knowledge and skills acquired through HDP has been well-received—and applied - especially with regard to fostering inclusive and transparent committee operations. For example, one MP, the chairman of the rules and procedure committee, is using **knowledge gained during a 2014 inbound program to inform revision of the Georgian code of ethics and is “drawing parallels between the United States and Georgia, using what [he] learned in the United States to inform [the revision].”**

Georgian partners agreed that there is much to celebrate in Georgia's democratic development, such as steps taken to develop and implement an “Open Parliament Action Plan” as part of Georgia's membership in the Open Government Partnership (OGP). However, some challenges remain, including addressing corruption, combating discrimination of marginalized groups, improving inter-factional dynamics, strengthening parliamentary oversight, and improving constituent outreach practices. One U.S. Congressional staff member noted that “while the legislative institutions and structure were relatively thought out, there doesn't appear to be a process in place for strategic planning and being truly effective within the system.” Areas for potential future HDP focus include: strategic planning for parties and committees; supporting the revision of the code of ethics and current election laws; and drafting legislation designed to protect marginalized groups, such as people with disabilities or individuals suffering gender-based or ethnic violence.

Indonesia

Indonesia has shown major progress in strengthening democratic institutions in the past 10 years, including the legislature; however, there remains significant voter dissatisfaction with parliament and elected representatives. During the 2014 elections, Indonesia saw a substantial electoral turnover (44 percent) in the national parliament, and the defeat of the speaker and deputy speakers of parliament. These factors, coupled with the significant number of parliamentarians serving for the first time, provide evidence that Indonesian MPs would benefit from continued legislative strengthening programs. While Indonesians value the opportunity to participate in HDP and view their engagement with the U.S. Congress as a success of their democratic transition, certain individuals expressed less interest in engaging with several of the other HDP member countries whom they perceive as “lower-tiered,” as it “hinders the conversation and learning of Indonesians.” **Indonesia should be encouraged by HDP to serve as a regional mentor, capitalizing on its successful democratic development over the past two decades and its successful initiatives to foster religious tolerance as the world's largest Muslim-majority democracy.** At the time that the assessment was conducted in August 2015, (now former) Speaker Setya Novanto mandated a restructuring of the secretariat of the parliament, which would create two divisions within the secretariat: an administrative unit and a center for research and

expertise. The new center, modeled after CRS, would focus on providing nonpartisan, independent information to MPs from a pool of experts within the center for research and would benefit from further HDP support. Other areas identified for future HDP focus include: helping the parliament address the reality and perception of corruption, strengthening the human resource and management capacity of those responsible for the administration of day-to-day operations of the legislature, supporting technological efforts to make the legislature more open and accessible to the population, improving the accountability of legislators, and the importance of coalition building.

Kenya

Kenyan partners—across party lines and in both chambers—are appreciative of past support and eager for continued engagement with HDP. **With HDP's support, the standard operating procedures of the National Assembly increased markedly over ten years of partnership, notably around the development of an independent and nonpartisan budget office and research service,** which have since become a regional example. Kenyan partners are justifiably proud of these accomplishments and eager to share and disseminate this technical practice among the HDP member parliaments, especially within Africa. Kenya has already been the site of an HDP regional workshop on budget and finance issues, and the model of the parliamentary budget office and research service has begun to be adopted and emulated elsewhere. Although constitutional reform in 2010 and the establishment of a devolved system of government were significant milestones in the country's democratization, significant challenges remain. These include full implementation of the 2010 constitution and the need to better connect Kenyans with their government. Areas identified for future HDP focus include: helping to clarify the role of the newly established Senate, navigating the respective mandates of the executive and legislative branches, assisting the legislature - to develop the necessary legislation to realize the two-thirds gender principle on political representation, and helping parliament address the reality and perception of corruption.

Kosovo

HDP is highly regarded in Kosovo, due in large part to historic ties between Kosovo and the United States, which is seen as a vital ally in Kosovo realizing its ambitions of statehood and in building independent democratic institutions. Since 2008, HDP has complemented a strong international presence and robust on-the-ground legislative strengthening program, funded largely by the U.S. Government, which has helped to strengthen the country's legislature. **Successive Speakers and Secretaries General from different parties have demonstrated commitment and pledged resources to initiatives begun with HDP support, including the professionalization and specialization of legislative drafting, budget, and research services.** However, despite the eagerness to engage with HDP and improved capacity of the parliamentary administration, Kosovo faces multiple challenges in consolidating its democracy. At the time the assessment mission was conducted in spring 2015, Kosovo was embroiled in a political crisis that worsened in subsequent months, including parliamentary boycotts, large-scale protests, and episodic violence. This political turmoil involved the repeated use of tear gas and demonstrations by opposition members on the floor of parliament. Rather than turning away from U.S. assistance during this challenging period, parliamentary partners on all sides of the conflict are eager that HDP and the United States continue support to the Assembly. Areas identified for future HDP focus include a number of ways in which HDP may be able to assist with elements of the crisis -- from technical assistance on the physical security of parliament, to issues of decorum and parliamentary ethics, to strengthening relations between the government and opposition, and enhancing political communication.

Kyrgyzstan

The assessment trip took place in August 2015, shortly after Kyrgyz Prime Minister Temir Sariyev signed a decree denouncing a 1993 bilateral agreement between Kyrgyzstan and the United States. The “denouncement” took effect on August 20 and may have contributed to the reticence of some MPs and staff to meet with the assessment team. However, the quality of the interviews that were conducted was high and those individuals who chose to attend were forthcoming and frank about their experience with HDP. Interviewees were able to clearly identify ways in which observations made while participating in HDP inbound programs in Washington, D.C., positively influenced their perspective of transparent and accountable legislatures. For example, **one MP indicated that the “training in the United States was useful to understand why a transparent and independent budget process is necessary.” This MP also shared a change in his attitude toward “independence and neutrality” in “departments like the CBO,”** and has advocated for these qualities in the framework of Kyrgyzstan’s budget code. Another MP highlighted that “the opportunity to observe American living standards in Washington, D.C., and the way Congress functions, forces individuals to take practical steps [toward improving quality of life] in Kyrgyzstan.” As a result of the HDP program, this MP drafted legislation for accelerated economic development in remote regions in Kyrgyzstan designed to improve the quality of life of constituents living in rural communities. While the relationship between Kyrgyzstan and the United States faces challenges, the assessment team found that the United States’ continued commitment to democratic principles and democratic actors in Kyrgyzstan through HDP is critical at this time; its absence would cut off would-be reformers from a source of support to champion transparent democratic institutions that protect human rights. Areas for identified future HDP focus include support for independent budget analysis, policy development, and legislative research; and targeted capacity building for parliamentary staff.

Liberia

Citizen demands for improved government and parliamentary performance are likely to strengthen, as attention shifts back to politics in the aftermath of the Ebola crisis, particularly in the lead-up to 2017 elections. **HDP has played an important role in the legislature’s development to date—including providing support with respect to the physical infrastructure of parliament, including a research center.** However, there remains major cultural, political, and technical barriers to the full and effective operation of the legislature as a representative and deliberative body. Corruption remains a challenge in the institution, and political will for legislative reform is uneven. While HDP has made measurable contributions in building the capacity of staff, reformers in the parliamentary administration have often become frustrated by legislative leadership which has not always allowed them to deploy these skills, or, at times, has undermined reform efforts. Liberian partners were broadly supportive of U.S. efforts in addressing the Ebola crisis, even if the response was generally viewed as “too much, too late.” Liberian partners were also understanding of the pause in HDP programming during the Ebola crisis and greatly appreciated the re-engagement by the HDP assessment mission in the wake of the crisis. Future HDP assistance -- or future on-the-ground assistance could focus on a range of issues: ameliorating tensions between the legislature and the executive; overcoming difficulties in building sustainable coalitions for reform within the institution; strengthening the transparency of the legislative budget and corruption; clarifying ill-defined staff roles and poor relations between MPs and parliamentary staff; and improving poor or erratic communications with the public necessary to strengthen public trust.

Macedonia

Over the past year, Macedonia has been mired in its most severe political crisis since 2001, when the Ohrid Framework Agreement ended armed ethnic conflict between Macedonian security forces and the National Liberation Army, comprised of ethnic Albanians in Macedonia. During the HDP assessment, the delegation encountered demonstrators who had turned out in the thousands to protest allegations of government corruption and malfeasance in the wake of a massive wiretapping scandal that ultimately led to the resignation of the prime minister and the establishment of a technical government to pave the way for early parliamentary elections. Even during this politically charged period, political leaders at the highest levels from both the governing and opposition parties were eager to meet with the HDP delegation and expressed their gratitude for HDP's ongoing engagement and U.S. support for Macedonia. Across party lines, current and former MPs and parliamentary staff praised their HDP experience and urged the assessment delegation to continue HDP programming and partnership with Macedonia. Despite the political crisis, **the increased capacity of staff to carry out their duties effectively, such as the Parliamentary Institute (PI)—are examples of HDP's impact. Within its first year, the PI completed more than one hundred research requests from members, conducted regular trainings for parliamentary members and staff, and improved citizen and civic engagement with the Assembly.** The Assembly of Macedonia welcomed hundreds of citizens to parliament each month through open parliament and school visit programs. Parliamentary leadership and staff cite the influence of CRS, shared through HDP exchanges—coupled with sustained on-the-ground support through a Swiss-funded legislative strengthening project—in helping to build the PI. A number of areas emerged in the assessment process as possible areas for future support, including: the conduct of Congressional oversight, rebuilding workable relationships between government and opposition, strengthening of parliamentary oversight, and restoring public trust in the legislative institution.

Mongolia

Over the past 25 years, the United States has promoted continued democratic and economic development in Mongolia. Though the country faces challenges, most notably in the form of corruption and lack of transparency, through its engagement in programs like HDP, Mongolia has evolved into a potential role model for its central Asian counterparts. MPs and staff were able to clearly identify challenges and inefficiencies in current legislative procedures. More importantly, most were able to describe *specific* policies they would enact to overcome these problems, a distinction that several interviewees noted they were unable to achieve before participating in HDP activities: "I knew that [budget development] was a problem here," one MP noted, "but until I saw a working model, I was unsure of how things should look." Most notably, HDP has positively built an awareness of the need for greater transparency and accountability in the legislature. **After several individuals, both MPs and parliamentary staff, attended seminars in Washington on committee operations and oversight mechanisms, the legislature developed and passed a new public hearings process.** Several HDP alumni are members of the Standing Committee on Petitions in the State Great Hural (Mongolia's legislative body), and explained that they had been attempting to implement a more effective public hearings process for several years. The Standing Committee on Petitions works with other HDP alumni within the Monitoring and Assessment division to help research issues for hearings and assess citizen feedback. One of the most important outcomes of participating in HDP activities for Mongolians seem to be the relationships formed with their Mongolian counterparts during seminars. These relationships are often the spark that fuel institutional change within the legislature, as evidenced by cross-party support for legislative initiatives fleshed out during HDP seminars. Overall, respondents agreed that there is much to celebrate in Mongolia's democratic development, but many indicated there are still significant

challenges that remain such as rooting out corruption, working across party lines to pass and implement key initiatives and public inclusion. At the time of the assessment, Mongolia was looking ahead to parliamentary elections in June 2016; the subsequent elections and the high level of turnover based on their result signifies the importance of engaging the newly elected legislators through HDP programs focusing on standard parliamentary procedures, while ensuring professional staff have the opportunity for advanced training in technical topics to continue the parliament on its development

Nepal (observer country)

Since being invited to participate in HDP programs as an observer in 2015, Nepali parliamentarians and staff have participated in four inbound programs, including an exchange that coincided with the earthquakes that devastated much of the country in April 2015. The Nepali delegation in Washington— together with parliamentary leadership in Kathmandu—were deeply moved by the demonstration of solidarity by HDP. The Chair and Ranking Member of HDP led a moment of silence on the floor of the U.S. House of Representatives in recognition of the losses experienced by the Nepali people. The government’s challenges in responding to the national crisis—including a belated and widely-criticized government response—illustrate the pressures facing nascent Nepali governing institutions. The new national constitution, which was the result of protracted negotiations following the peace agreement in 2006, was promulgated shortly before the assessment delegation’s visit. Despite the formal passage of the constitution, several issues related to ethnic federalism remain unresolved. Moreover, now that constitutional debates are largely complete, citizens are impatient to see the new “Legislature-Parliament” deliver on issues of daily concern. The Legislature-Parliament is a large and ungainly institution, with committees that, in some cases, include more than one hundred members in an attempt to be inclusive of Nepal’s diverse population. Staffing structures are not fully responsive to members, nor are they sufficient to support the needs of a modern democratic institution. Nepal recently elected its first female Speaker—a member of the Maoist faction elected unanimously with the support of the Nepali Congress—which shows progress in engaging a broader range of the Nepali population in institutions of governance. The constitution also includes ambitious and progressive provisions for gender equality and the rights of historically marginalized groups. Inclusion of the Nepali parliament in HDP also sends a strong message of support for the country’s democratic aspirations both for domestic Nepali and international audiences, including regional neighbors.

Pakistan

The Pakistani parliament is a willing—if perhaps not always enthusiastic—partner that may benefit from continued HDP engagement. Years of USG support for legislative strengthening in Pakistan have had decidedly mixed results. The U.S. supported the establishment of the Pakistan Institute for Parliamentary Services (PIPS), providing PIPS with a large new facility. PIPS is intended to provide support to members and staff of the Parliament. While the facilities are impressive, there was scant evidence of PIPS’ responsiveness to member issues or of widespread use of the services by the National Assembly or Senate. A USG funded legislative-assistance program to support PIPS was terminated in 2010. Although NDI and IRI continue to work with political parties and civil society throughout the country, including the Federally Administered Tribal Areas (FATA) until 2016, there is no USG-funded parliamentary strengthening program at this time. For several reasons, in the near term, it may make more sense for HDP engagement with the Pakistani parliament to be primarily at the member-level. In addition to issues relating to the difficulties of securing visas for Pakistani staff members to travel to the United States on inbound programs, (as well as the reverse), it is not clear that building staff capacity, without clear political champions for democratic improvement in the parliament, is likely to be more

successful than the past U.S.-supported project. There may be several specific opportunities to engage reform-minded MPs in the upcoming inbound MP exchange on parliamentary ethics and accountable governance. There may also be opportunities to conduct limited targeted technical consultancies, for example, to complement targeted USG initiatives involving the public accounts committee or to support increased parliamentary responsiveness to citizen advocacy.

Peru

After decades of political turmoil, the Congress of the Republic of Peru has made significant progress in strengthening democratic institutions since its return to democracy in 2000. Peru has benefited from its involvement in HDP. **They have strengthened their independent research service through HDP seminars that provided technical training on the role and resources CRS provides to the United States Congress. They also established an independent training center which customizes seminars based on MP and staff needs, in order to further the training they receive through HDP.** Peru's favorable attitude towards its HPD membership was signified during the assessment when the director general of Congress offered to utilize internal funding to bring experts from the United States to Peru to conduct additional trainings with legislative staff. Peru has also indicated an interest in fomenting a stronger regional partnership program with Colombia to build upon the lessons learned during traditional Washington, D.C., inbound exchanges and to expound upon solutions to regional issues that both countries are facing or have dealt with historically. Peru's engagement with HDP is poised to evolve at this stage; the assessment revealed that Peru would benefit less from participation in inbound programs focusing on the basic tenets of legislative strengthening, and more from technical assistance specific to the Peruvian context, such as supporting anti-corruption and transparency measures, enhancing communication and media relations, promoting modernization of the legislature and support for the establishment of an independent budget office within the legislature. Due to the historically high turnover of elected officials during parliamentary elections, HDP programs might benefit from focusing on the capacity of professional parliamentary staff as they serve as the institutional knowledge of the congress and exhibit much lower rates of turnover than MPs, while simultaneously fostering the transparency of the parliament and accountability of MPs.

Timor-Leste

Since independence in 2002, the issues facing Timor-Leste's governing institutions have shifted from seeking independence to the challenges of governing a newly-formed state, such as enhancing access to information and fighting corruption. Though there are still many challenges facing the country, with the help of HDP, Timor-Leste has demonstrated commitment to achieving its goal of effective democratic governance. Since the parliament's induction into the partnership in 2006, Timorese delegates have participated in 15 HDP inbound seminars focusing primarily on legislative research and analysis, budget analysis, and committee operations. **National Parliamentary Library, established in part by HDP, has helped to improve its electronic cataloging system and to ensure the library is fully-functioning and a source of vital research information for MPs and staff.** With the next general elections for the president and the national parliament scheduled in 2017 -- the first in which national independence hero and former President and Prime Minister Xanana Gusmão will most likely not be a candidate -- elections will be more politically heated than in the past and will likely result in many first-time elected officials. In conjunction with other USG assistance which is intended to provide election support and strengthen the national legislature and political parties, HDP has the opportunity to guide and support the national parliament following 2017 elections. In meetings with USAID and representatives from the Australian Embassy and European Union, there was general consensus that "[MPs and parliamentary

staff] have the technical skills, but cannot function in Portuguese,” the official language of the parliament. A number of other areas emerged in the assessment process as possible areas for future HPD support, including updating the infrastructure within the parliament; fostering improved communication between the MPs and parliamentary staff in order to build trust and support effectiveness within the parliament; and continued technical support to the National Parliamentary Library.,

Tunisia (observer country)

Often cited as “the lone success story” of the Arab Spring, Tunisians are justifiably proud of the accomplishments that they have achieved to date in their path toward democracy. At the same time, Tunisian political leaders are mindful of the enormity of the tasks that remain and the weight of citizen expectations. There is a growing tension between the rapidity with which citizens expect to see changes and the ability of the Assembly of the Representatives of the People (ARP) to respond—given its political divisions and the fact that 80 percent of MPs were newly elected in the October 2014 elections. An HDP CODEL had been planned to visit Tunis in 2015, but was cancelled due to security concerns given the terror attacks at the Sousse beach shortly before the scheduled visit. While political will appears high for engagement by the Tunisian legislature with the HDP, absorptive capacity of the new leadership is thinly stretched as an almost entirely new cohort of MPs adjust to their roles and responsibilities. While there are limits on the ability of the ARP to absorb international assistance, it is keen to participate in inbound HDP programs. Strengthened engagement with HDP could potentially have considerable impact, particularly with respect to targeted activities aimed at helping parliament manage—and respond to—citizen expectations by better organizing and communicating its work; improving the efficiency of workflow; and empowering MPs to fulfill their mandates as representatives, legislators, and agents of oversight.

Ukraine

Following the Revolution of Dignity or the *Euromaidan* Revolution, the Verkhovna Rada of Ukraine re-engaged with HDP and was formally reinstated as a partner during the assessment mission’s visit in 2015. **The commitment of a new generation of Ukrainian political leaders has been evidenced by their eagerness to advance institutional reform, including an effort to establish an independent ethics office modeled on the U.S. Office of Congressional Ethics (OCE)**, an action plan to commit parliament to implementing principles of transparency and openness, and a proposed pilot participatory budgeting program to engage Ukrainian citizens in determining legislative priorities. The Verkhovna Rada faces challenges in building or rebuilding institutional practices and procedures, routing corruption, and repairing a broken social contract with the electorate. At the same time, a new cohort of parliamentarians— many having little or no previous political experience—must stave off external pressures from spoilers, including instances of Russian aggression that are increasingly sophisticated in manipulating 21st century tools, such as attacks on Ukrainian politicians by a large and well-funded army of Russian internet “trolls.” Now more than ever, the solidarity of the U.S. Congress and HDP community is felt and appreciated by Ukrainian partners. Despite the many competing priorities facing the Verkhovna Rada, the Ukrainian parliament participated in all inbound HDP programs in 2015. They also participated in a regional HDP seminar in Tallinn, Estonia that was supported by IRI in August 2016.

Afghanistan, Haiti, Iraq, and Lebanon

Due in part to challenges arising from the political environment and security context, no assessment missions were conducted in these countries. While Lebanon's partnership status has not been dissolved, given the current political environment, HDP's engagement is currently limited and the country was therefore not visited as part of the assessment exercise. Members of parliament and parliamentary staff from Afghanistan and Iraq have participated in past HDP programs;² however due to security concerns and issues in securing visas for United States citizens, coordinating an assessment mission in these countries was not administratively possible. Haiti has been racked by upheaval and sporadic violence in 2015, during which parliament was dissolved and several rounds of ongoing elections held. With the political situation so uncertain and unsettled at this point, Haiti was not visited during the assessment process; however, a post-election assessment is planned for 2016.

² Given issues associated with the visa process, parliamentary staff from these partner parliaments are not currently participating in HDP staff exchanges.

Approach HDP membership with greater flexibility

The decision by HDP to include “observer” countries in recent activities has been welcomed by new, as well as established partners, many of which are eager to share their experiences with other countries undergoing historic transitions and elections (for example, Nepal, Myanmar and Sri Lanka). Rather than a strict membership model, a more nuanced approach can help HDP remain responsive and adaptive. “Observer” status would allow HDP the ability to potentially offer “observer” countries a future invitation to join as a full member, or to withdraw the “observer” status from countries which no longer meet the partnership criteria, without formally severing ties, since the country was never a full member. Likewise, greater flexibility of engagement with the current 17 HDP member countries would allow for lessened engagement with parliaments that have displayed tendencies toward democratic backsliding. While it may be premature or inadvisable to dissolve the partnership with these countries, a reduced level of involvement would allow HDP to focus the majority of its resources on countries that will benefit the most from assistance.

HDP is also encouraged to consider more opportunities for partner parliaments to organize and conduct HDP events within their region. This offers several advantages, including: enabling involvement by countries wherein the implementing partners have historically had issues in securing participants visas for U.S. inbound programs; allowing HDP to engage at low cost or risk with countries whose democratic futures are still uncertain but might benefit from democratic solidarity or support; and recognizing certain HDP partners who have exhibited great capacity due to HDP programming and allowing them to serve as best practice models for their neighbors.

Explore additional types of partnership with HDP countries

Several longstanding HDP partners are justifiably proud of democratic gains achieved during their partnership with HDP, and wish to share their experience with less developed partners. Within the HDP community, partner parliaments have themselves begun to learn from one another. For example, since Kenya became an HDP partner country in 2006, it has undergone a period of transformational constitutional change and increased legislative professionalism. The Kenyan parliament has taken the initiative to share experiences accrued during this period with fellow HDP partners, most notably by hosting staff-level seminars in Nairobi to share lessons from Kenya’s Parliamentary Budget Office and Research Service, which were modeled on the Congressional Budget Office (CBO) and Congressional Research Service (CRS), respectively. In 2015, HDP honored requests by several partners to send additional delegates to participate in inbound programs at the legislatures’ own expense. In 2016, HDP has several regional events planned that will allow for greater roles by HDP partner countries in sharing their own legislative best practices, including, for example, joint programs organized with the parliament of Indonesia and Estonian e-governance experts. NDI and IRI also have begun to explore opportunities to include HDP alumni as technical consultants in peer parliaments, such as an invitation to an HDP alumnus from Colombia to train staff members in the Tunisian parliament on legislative-executive relations. HDP may wish to consider additional opportunities for peer-to-peer learning and resource sharing within the HDP community.

Develop a long-term solution for staffing HDP

HDP has not had a permanent staff director since 2013. The lack of a permanent staff director has been mitigated by greater engagement by the personal staff of HDP leadership, by seconded employees from USAID, and by expanded support by NDI and IRI. However, this remains less than ideal as a long-term solution. Certain tasks are best performed by a long-term, dedicated HDP staff member, including logistical considerations (e.g., reserving event space on Capitol Hill, maintaining HDP outreach), long-term relationship building with partner countries, and cultivation of institutional programmatic memory which aids implementation and evolution of the program. The lack of a full-time HDP staff member has impeded continuity of partner relationships, hindered attempts at long-term planning and development, and weakened HDP institutional memory. Various models have been suggested for addressing this gap, but an important factor is identifying the funding necessary to fill the position in the long-term. The implementing partners encourage HDP leadership and USAID to review the proffered suggestions and stand ready to offer advice upon request.

Expand the range of HDP activities

The HDP program has primarily centered its activities in two arenas: 1) CODELs and 2) inbound weeklong exchanges hosted in Washington, D.C. that have historically focused on set legislative strengthening topics including committee operations, budget analysis, oversight practices, and non-partisan research and budget services. Both activities have proven important to HDP achieving its goals. The value of CODELs to partner countries and inbounds to Washington, D.C., cannot be underestimated in solidifying the bilateral partnerships on which HDP was founded. Through exposure to the U.S. example combined with in-country assistance through long-term USG funding streams such as USAID or the State Department, legislative professionalism increased through enhanced committee operations, capacity for budget analysis, greater incidence of oversight practices, and mobilization of resources for non-partisan research services and modernization initiatives.

However, the structure of the weeklong inbound programs poses certain logistical constraints and the assessments have revealed that many partner countries are interested in in-country programs more tailored to their identified legislative capacity building needs in order to allow for maximum participant reach. NDI and IRI are attempting to address this demand through an increased focus on “outbound” technical assistance consultancies within the parliaments of member countries and through more individualized coaching to follow-on Washington-based exchanges. To bridge inbound and outbound programs moving forward, HDP may also consider encouraging the establishment of formalized alumni communities and/or fellowship opportunities for smaller specialized groups of participants. Additionally, to be responsive to requests for “hands-on” practical engagement, HDP may consider fellowship or intern-style programs, potentially including placement in a district office, for smaller specialized groups.

Embrace new technologies to increase engagement with partner countries

New technologies pose both opportunities and liabilities for parliaments and political leaders. In 2015, a very well-received inbound exchange on “leadership in the digital economy” tackled some of these issues head-on, incorporating new media and technologies both as content in the agenda sessions and as tools in the organization of the program (for instance, replacing hard copy briefing books with web-enabled tablets). Additionally, maintaining contact beyond in-person activities has thus far proven

challenging – especially for busy MPs with many demands on their time. However, partners are desirous for more opportunities to interact, and for increased information regarding Congressional activity around policy issues relevant to their countries. For example, during the assessment visits, interviewees suggested HDP host webinars and distance learning to increase access to professional development opportunities as well as the ability to seek guidance and reap the benefits of Congressional expertise upon returning to their respective countries.

Improve opportunities for skills transfer by participants with peers

A finite number of individuals from HDP partner legislatures have the opportunity for direct participation in HDP programs, as well as direct access to the skills and knowledge gleaned through HDP exchanges. On an *ad hoc* basis, certain partners have established methods for disseminating this information more broadly with their peers in their home legislatures – for example, through reports, presentations, or coaching, often supported by NDI and IRI staff in-country. Some parliaments have gone so far as to mandate these interactions to ensure that the institution as a whole captures the full benefit of individual participants. While ability and willingness to conduct such activities will inevitably vary among partners and it may not be practical or desirable to make future participation contingent on institutional skill transfer, the implementing partners, with HDP’s network of experts, could do more to equip participants with a “toolkit” or curriculum for peer education and co-host follow-up trainings sessions with partners to complement inbound activities.

Appendix A: Participating Congressional Staff and Members

Izmira Aitch , Legislative Assistant, Rep. Gwen Moore (D-WI)	Tunisia, Ukraine
Jeff Billman , Legislative Assistant, Rep. Peter Roskam (R-IL)	Georgia, Tunisia, Ukraine
Robert Cogan , Legislative Director, Rep. Diane Black (R-TN)	Colombia, Peru, Tunisia, Ukraine
Mike Dankler , Legislative Director, Rep. Jackie Walorski (R-IN)	Kyrgyzstan, Mongolia
Menna Demessie , Vice President, Congressional Black Caucus Foundation	Kenya, Liberia
Lindsey Herbel ,* Counsel and Policy Advisor, Sen. Amy Klobuchar (D-MN)	Kenya, Liberia
Laura Hughes , Foreign Policy Advisor, Rep. Jim McDermott (D-WA)	Indonesia, Timor-Leste
Lawrence Kluttz , Communications Director, Rep. David Price (D-NC)	Tunisia, Ukraine
Annika Parks , Legislative Assistant, Rep. Susan Davis (D-CA)	Tunisia, Ukraine
Rep. Earl Pomeroy , Former Congressman (D-ND)	Kosovo, Macedonia
Omri Rahmil , Legislative Assistant, Rep. Peter Roskam (R-IL)	Kosovo, Macedonia
Karen Robb , Chief of Staff, Rep. Chris Van Hollen (D-MD)	Nepal, Pakistan
David Rosenbaum , Legislative Director, Rep. Dina Titus (D-NV)	Tunisia, Ukraine
Dan Rubin , Communications Director, Rep. Jim McDermott (D-WA)	Kenya, Liberia, Tunisia, Ukraine
Cate Sadler , Legislative Assistant, Rep. Ander Crenshaw (R-FL)	Nepal, Pakistan
Brad Smith , Former Chief of Staff, Former Rep. David Dreier (R-CA)	Indonesia, Timor-Leste
Laura Thrift ,** Legislative Director, Rep. Earl Blumenauer (D-OR)	Kosovo, Macedonia
Chantelle Tolliver , Legislative Assistant, Rep. Lois Capps (D-CA)	Indonesia, Timor-Leste
Justin Wein , Deputy Chief of Staff, Rep. David Price (D-NC)	Colombia, Peru

* Formerly with Rep. Keith Ellison (D-MN)

** Formerly with Rep. David Price (D-NC)

Appendix B: HDAC/HDP Activities 2006 – 2016

HDAC/HDP Activities 2006 - 2016
INBOUND EXCHANGES

Date	2006 Participant Training Programs	# of Countries Involved	Number of Participants
April 18-28, 2006	DC/MP/staff/Intro to Congress (Timor Leste, Georgia, Indonesia and Macedonia)	4	34
August 30-September 9, 2006	DC/MP/staff Intro to Congress (Kenya, Afghanistan)	2	25
2007 Participant Training Programs			
Date	2007 Participant Training Programs	# of Countries Involved	Number of Participants
April 21-30, 2007	DC/MP/Legislative Ops & Constituent Relations (Colombia, Lebanon)	2	11
June 16-23, 2007	DC/MP/Defense Oversight / Afghanistan w/NESA Center	1	5
July 28-August 7, 2007	DC/MP /Legislative Operations & Constituent Relations (Liberia, Mongolia)	2	13
December 2-14, 2007	DC/Staff Institute/Research and Parl. Operations (Afghanistan, Georgia, Indonesia, Liberia, Kenya, Macedonia, Haiti, Mongolia, Timor-Leste)	8	23
2008 Participant Training Programs			
Date	2008 Participant Training Programs	# of Countries Involved	Number of Participants
April 22-May 2, 2008	Hawaii/MP/Defense Oversight (Indonesia 6, Mongolia 3) w/Asia Pacific Center for Strategic Studies in Honolulu	2	9
June 14-20, 2008	DC/MP/ Defense Oversight (Afghanistan) w/NESA	1	6
July 26-August 2, 2008	DC/MP Committee Operations (Indonesia, Kenya, Macedonia and Ukraine)	4	22
September 13-20, 2008	NDI/DC/MP Committee Operations (Afghanistan, Haiti, Liberia and Timor-Leste)	4	18
October 20-30, 2008	IRI/DC/Staff Institute/Budget Committee	11	25
11/1/2008	NDI/DC/Staff (Georgia, Kosovo, Macedonia, Mongolia)	4	25
December 1-10, 2008	NDI/DC/Staff Institute/Committee Operations	10	28
2009 Participant Training Programs			
Date	2009 Participant Training Programs	# of Countries Involved	Number of Participants
March 9-13, 2009	DC/MP/Defense Oversight /Pakistan (House) w/NESA	1	10
September 8-16, 2009	DC/MP/Budget Oversight / Afghanistan w/SUNY	1	20
September 26-October 3, 2009	NDI/DC/MP/Committee Operations (Georgia, Kosovo, Macedonia, Mongolia)	4	24
October 17-24, 2009	IRI/DC/MP/Committee Operations (Haiti, Peru, Kenya, Liberia)	4	24
November 2-6, 2009	NDI/DC/Staff Institute/ITC (Afghanistan, Haiti, Indonesia, Kenya, Kosovo, Liberia, Macedonia, Mongolia, Peru, Timor-Leste)	9	27
November 9-14, 2009	SUNY/Nairobi/Budget Analysis (Indonesia, Timor-Leste, Liberia, Afghanistan and Kenya)	5	50
November 10-14, 2009	NDI/Macedonia/Staff Institute/Committee Operations (Georgia, Kosovo, Mongolia and Macedonia)	4	24
December 7-17, 2009	IRI/DC/Staff Institute/Research (12 parliaments)	12	27
2010 Participant Training Programs			
Date	2010 Participant Training Programs	# of Countries Involved	Number of Participants
May 17-21, 2010	DC/MP/Defense Oversight /Pakistan (Senate) w/NESA	1	3
June 6-11, 2010	NDI/Poland/Staff Institute/Research (Afghanistan, Georgia, Haiti, Indonesia, Kenya, Kosovo, Liberia, Macedonia, Mongolia, Pakistan, Timor-Leste)	11	22
October 18-22, 2010	IRI/DC/Staff Institute/Budget Analysis (11 parliaments)	11	21
December 6-10, 2010	IRI/DC/Staff Institute Committee Operations (13 HDP countries + Iraq)	14	29
2011 Participant Training Programs			
Date	2011 Participant Training Programs	# of Countries Involved	Number of Participants
January 31-February 4, 2011	NDI/DC/MP/Committee Operations (Indonesia, Lebanon, Pakistan, Iraq)	4	24
October 22-29, 2011	NDI/DC/MP (Afghanistan, Haiti, Peru)	3	12
2012 Participant Training Programs			
Date	2012 Participant Training Programs	# of Countries Involved	Number of Participants
1/1/2012	IRI/DC/Staff/Legislative Research and Analysis	14	26
June 4-8, 2012	NDI/DC/MP/ Women's Leadership in Economic Development and Poverty Reduction (Indonesia, Kosovo, Macedonia, Peru)	4	15
June 25-27, 2012	NDI/Tunisia/Site Visit	1	1
July 23-27, 2012	NDI/DC/MP/Committee Leadership (Kosovo, Liberia, Macedonia)	3	16
7/1/2012	IRI/Kenya/Technical Consultancy	1	13
September 15-25, 2012	NDI/DC and Boston/ Deauville Legislative Leadership (Egypt, Jordan, Libya, Morocco, Tunisia)	5	40
9/1/2012	IRI/DC/MP/Committee Operations	3	13
9/1/2012	IRI/Indonesia, Timor-Leste, Mongolia/Technical Consultancy	3	3
10/1/2012	IRI/DC/Staff/Budget Analysis	11	20
December 17-21	NDI/DC/Staff /Committee Operations (Afghanistan, Colombia, Haiti, Kenya, Kosovo, Kyrgyzstan, Lebanon, Liberia, Macedonia, Mongolia, Peru, Timor-Leste)	12	23
2013 Participant Training Programs			
Date	2013 Participant Training Programs	# of Countries Involved	Number of Participants
6/1/2013	IRI/DC/Female MPs/Economic Development	4	14
2014 Participant Training Programs			
Date	2014 Participant Training Programs	# of Countries Involved	Number of Participants
6/1/2014	IRI/DC/MP/Committee Operations	5	20
10/1/2014	IRI/DC/Staff/Research, Analysis and Drafting	12	24
Sept 15-19, 2014	NDI/DC/MP/Budget Analysis and Financial Oversight (Afghanistan, Kenya, Mongolia, Pakistan)	4	21
11/1/2014	IRI/DC & NYC/Female MPs/Strategies for Achieving SDGs	8	17
2015 Participant Training Programs			
Date	2015 Participant Training Programs	# of Countries Involved	Number of Participants
January 26 - 30, 2015	NDI/DC/Staff /Committee Operations (Afghanistan, Colombia, Georgia, Haiti, Indonesia, Iraq, Kenya, Kosovo, Kyrgyzstan, Lebanon, Macedonia, Mongolia, Pakistan, Peru, Timor-Leste)	15	30
February 10 - 20, 2015	NDI/DC and San Francisco/Leadership in the Digital Economy (Colombia, Georgia, Indonesia, Peru, Tunisia)	5	11
March 16 - 20, 2015	IRI/DC/Staff/Legislative Oversight Mechanisms (Colombia, Peru, El Salvador, Haiti, Indonesia, Panama, Mongolia)	7	22
April 26 - May 1, 2015	NDI/DC/Stregthening the Legislative Institution in the Wake of Political Transistions (Afghanistan, Kosovo, Nepal, Ukraine)	4	17
September 26 - October 3, 2015	NDI/DC/MP/Building Citizen Confidence in the Legislature (Georgia, Kosovo, Macedonia, Nepal, Ukraine)	5	22
December 5-12, 2015	NDI/DC/Staff/Providing Effective Support to Parliamentary Groups (Georgia, Kenya, Kosovo, Peru, Ukraine)	5	24

	2016 Participant Training Programs	# of Countries Involved	Number of Participants
March 14-18, 2016	IRI/DC/Staff - Macroeconomic Forecasting (Colombia, Indonesia, Kenya, Kosovo, Liberia, Peru, Timor-Leste)	7	
April 9-16, 2016	NDI/DC/MP/The Role of Parliament in Strengthening Public Integrity Systems (Colombia, Georgia, Kenya, Kosovo, Kyrgyzstan, Liberia, Macedonia, Pakistan, Peru)	9	22
August 7-9, 2016 (HDP); August 10-13, 2016 (IFLA)	NDI/DC/IFLA & LOC/ Staff/Strengthening Legislative Effectiveness through Improved Parliamentary Library and Research Services (Colombia, Georgia, Indonesia, Kenya, Kosovo, Liberia, Macedonia, Myanmar, Peru, Sri Lanka, Timor-Leste, Tunisia, Ukraine)	13	28
December 4-9	IRI/DC/Staff - The Representative Role of a Member of Parliament: Serving Constituencies Effectively and Resourcefully (Peru, Kyrgyzstan, Burma and Mongolia)	4	19

OUTBOUND CONGRESSIONAL DELEGATIONS (CODELS)

Date	HDAC CODELS 2006	Member Program	Staff Program
February 16 to 25, 2006	Indonesia and East Timor: Led by Rep. Jim Kolbe, the delegation included Reps. Lois Capps, Adam Schiff and Allyson Schwartz	Indonesia: parliamentary staffing and internal DPR budget. Timor-Leste: role of the legislature as an independent branch, defense oversight.	no staff training conducted
June 30 to July 9, 2006	Lebanon and Kenya: Led by Chairman David Dreier, the delegation included Reps. David Price, John Boozman, Rush Holt, Michael Capuano, Donald Payne and Adam Schiff.	Lebanon: the role of the legislature as an independent branch; oversight, budget and appropriations process and staffing. Kenya: budgetary and appropriations oversight.	no staff training conducted
November 19 to 27, 2006	Macedonia and Afghanistan: Led by Chairman David Dreier, the delegation included Reps. David Price, Lois Capps and Earl Pomeroy	Macedonia: rules of procedure; committee operations, public hearings and oversight and the role of government and opposition coalitions. Afghanistan: committee operations.	Macedonia: Committee operations and public hearings.
HDAC CODELS 2007		Member Program	Staff Program
February 22-24, 2007	Haiti: Led by Rep. David Price, the delegation included Reps. Bobby Rush and Wayne Gilchrest.	Parliamentary operations, committee operations, ethics, constituent and media relations	Committee operations and public hearings
March 29-April 7, 2007	Ukraine and Georgia: Led by Rep. David Price, the delegation included Reps. Allyson Schwartz and Bill Shuster.	Ukraine: IT, ethics and constituent relations. Georgia: Committee operations, constituent relations, oversight.	Georgia: research and budget analysis.
May 25-June 2, 2007	Lebanon and Liberia: Led by Rep. David Price, the delegation included Reps. Nick Rahall, Jeff Fortenberry and Gwen Moore	Lebanon: budget oversight and committee operations. Liberia: constituent relations and committees and professional staff.	No staff program
June 29-July 9, 2007	Mongolia and Indonesia: Led by Rep. Donald Payne, the delegation included Reps. David Dreier, Jeff Miller, Mazie Hirono and Jim Moran	Mongolia: ethics, staffing and committee operations. Indonesia: media relations, committee operations.	No staff program
August 27-31, 2007	Colombia: Led by Rep. David Price, the delegation included Reps. David Dreier, Rush Holt, Adam Schiff, Sam Farr, Jeff Miller and Wayne Gilchrest.	Budget oversight, committee operations	Staff support to members
HDAC CODELS 2008		Member Program	Staff Program
February 15-24, 2008	Indonesia: Led by Rep. David Price, the delegation included Reps. John Boozman, Sam Farr, Mazie Hirono, Jim McDermott and Michael Conaway.	Indonesia: Budget oversight, staffing and parliamentary operations.	Indonesia: Training for research service staff.
March 14-22, 2008	Macedonia and Ukraine: Led by Rep. David Price, the delegation included Reps. David Dreier, Lois Capps, Adam Schiff, Wayne Gilchrest, Earl Pomeroy and Judy Biggert	Macedonia: Committee Oversight, legislative agenda, women's caucus training. Ukraine: New Member orientation and committee operations.	No staff program
May 22-30, 2008	Afghanistan: Led by Rep. Adam Schiff, the delegation included Reps. Allyson Schwartz and Wayne Gilchrest.	Oversight and committee operations.	No staff program
June 27-July, 2008	Liberia and Kenya: Led by Rep. David Price, the delegation included Reps. Lois Capps, Keith Ellison, Mel Watt, Jim Cooper and Brad Miller	Liberia: rules and procedures, budget analysis, and committee operations. Kenya: Committee operations and budget.	No staff program
December 15-20, 2008	Georgia: Led by Rep. Allyson Schwartz, the delegation included Reps. David Dreier, Donald Payne, Adam Schiff and Bill Shuster.	Oversight, including of the defense sector, budget, constituent relations.	Committee operations, constituent relations.
HDAC CODELS 2009		Member Program	Staff Program

May 8-11, 2009	Haiti: Led by Rep. Mazie Hirono, the delegation included Reps. David Dreier, Jim McDermott, Gwen Moore and Kilili Sablan	Rules and Parliamentary Operations	No staff program
June 26-July 5, 2009	Mongolia, Indonesia and Timor-Leste: Led by Rep. David Price, the delegation included Reps. Vern Buchanan, Jim McDermott, Jim Cooper, Bob Etheridge and Phil Gingrey.	Mongolia: research and policy analysis. Indonesia: committee operations. Timor-Leste: committee operations and budget oversight.	Research, Rules and Committee Operations
August 15-23, 2009	Peru and Colombia: Led by Rep. David Price, the delegation included Reps. David Dreier, Lois Capps, Sam Farr, Lucille Roybal-Allard, Jim McDermott, Ed Whitfield and Brian Bilbray.	Peru: Budget, Oversight, Committee Operations and constituent relations.	Peru: Research, Committee Operations, Information Technology, and District Office staffing
November 6-16, 2009	Lebanon and Afghanistan: Led by Rep. David Price, the delegation included Reps. David Dreier, Lois Capps, Keith Ellison, Mazie Hirono and Charles Boustany	Lebanon: parliamentary reform. Afghanistan: committee operations	No staff program
HDAC CODELS 2010			
		Member Program	Staff Program
February 13-22, 2010	Kosovo and Macedonia: Led by Rep. Earl Pomeroy	Conducting public hearings, Research	No staff program
March 26-April 2, 2010	Pakistan and Georgia: Led by Rep David Price, the delegation included Reps. Jeff Fortenberry, Jim McDermott and Stephen Lynch.	Pakistan and Georgia: Budget, Committee Operations, Oversight	No staff program
5/7/2010	Haiti: Led by Rep. David Price, the delegation included Reps. David Dreier, Donald Payne, Mazie Hirono, Bobby Rush, Lynn Wolsey, Gregory Meeks, Brad Miller and Gwen Moore.	Consulations with Chamber of Deputies and Senate MPs on post-earthquake needs	No staff program
June 6-11, 2010	Poland: Led by Rep. David Price to participate in the Celebration of the Commemoration of the 20th Anniversary of the Frost-Solomon Task Force by the Polish Senate and Sejm and House Democracy Partnership Parliamentary Staff Institute: Developing and Strengthening Parliamentary Research Services		
July 3-12, 2010	Liberia and Kenya: Led by Rep. David Price, the delegation included Reps. David Dreier, Donald Payne, Allyson Schwartz, Keith Ellison, Mike Conaway, Vern Buchanan and Patrick Kennedy. In addition, House Officers Lorraine Miller and John Sullivan participated.	Liberia/Kenya: Committee Operations, Oversight, Constituent relations	Liberia/Kenya: Budget analysis, committee operations, legislative clerk operations
HDAC CODELS 2015			
		Member Program	Staff Program
7/4/2015	Ukraine and Georgia		
August 11-21, 2015	Timor-Leste, Indonesia, Nepal, Kosovo		
HDAC CODELS 2016			
		Member Program	Staff Program
May 26 - June 5	Mongolia/Burma/Kyrgyzstan/Ukraine: Led by Rep. Roskam, the delegation included Reps. David Price, Nita Lowey, Ander Crenshaw, Sam Farr, Susan Davis, Jim McDermott, Joe Crowley, Timy Murphy, Gerry Connolly, Rob Woodall, and Dina Titus. Spouses and 2 Congressional staff joined.	Mongolia/Burma/Kyrgyzstan/Ukraine: Evaluation of Defense and Intelligence Capacities	No staff program
June 25 - July 3, 2016	Tunisia/Kenya: Led by Rep. Vern Buchanan, the delegation included Reps. David Price, Gwen Moore, Lois Capps, Keith Ellison, Dina Titus, and Adrian Smith. HDP Staff Director and 2 Congressional staff joined.	Tunisia/Kenya: Evaluation of Defense and Intelligence Capacities	No staff program
Staff Delegations -- 111th Congress			
January 26-30, 2009	Staff assessment of National Assembly of Kosovo		
February 16-20, 2009	Staff assessment of National Congress of Peru		
April, 2009	Staff Assessment for Liberian Library: LOC Kenya and Egypt: Amr Hamza and Pamela Howard.		
December 13-19, 2009	Staff Assessment for improving ICT capacity of the Timorese Parliament: Yadi Jasin, LOC Jakarta		
April 5-9, 2010	Staff Training on research and Conducting public hearings: Seminario, Wellborn, Torres and Taft-Morales.		
Exdels and Retired Staff Program -- 111th Congress			
November, 2009	Retired Staff Assessment (Haiti)		
November, 2009	Exdel to Kenya - Role of the Parliament in Reform Process		
November, 2009	Retired Staff /Research Training (Haiti)	1	20
1/1/2010	Exdel to Georgia - Role of the Parliament in Defense Oversight		
7/1/2010	Retired Staff /Research Training (Timor-Leste and Indonesia)	2	120
Material Assistance			
		Contribution	
6/28/2006	Macedonia - Purchase of Server	\$	50,000
6/28/2006	Lebanon Books Purchase	\$	976
6/29/2008	Georgia Equipment Purchase	\$	70,000
6/30/2006	Timor-Leste - Library Project	\$	175,000
6/30/2009	Afghanistan Library Project	\$	150,000
7/2/2007	Liberia Library Project	\$	200,000
Self-funded Parliamentary Delegations to DC - 111th Congress			
		Countries	Participants
January 26-28, 2009	Susduk Commission	Indonesia	9 MPs / 3 staff
2/23/2009	President Jose Ramos-Horta	Timor-Leste	
3/12/2009	Vice Speaker G. Batkhuu	Mongolia	
3/17/2009	Speaker Bakradze	Georgia	
1/18/2010	Civil Society Group	Kenya	25 participants
February 9-13, 2010	Reform Caucus	Kenya	8 MPs/ 1 staff
May 13-14, 2010	Media Caucus	Kenya	10 MPs / 1staff
May 20-24, 2010	Budget and Finance Committee week-long program in DC	Kenya	8 MPs/ 1 staff
10/19/2010	Indonesian MPs	Indonesia	12 MPs / 3 staff
October 27-Nov. 2, 2010	Kenyan Clerk and Staff on bicameral operations	Kenya	4 staff
HDP Retrospective Assessment Evaluations			
		Country	Participants
May 3-10, 2015	IRI/Colombia and Peru Field Assessment	Colombia&Peru	US Congressional Staff 2/IRI Staff 2
May 3 - 9, 2015	NDI/Kosovo and Macedonia Field Assessment	Kosovo & Macedonia	US Congressional Staff 3/Former Representative 1/ NDI Staff 1
June 27 - July 4, 2015	NDI/Kenya and Liberia Field Assessment	Kenya & Liberia	US Congressional Staff 2/CBCF Staff 1/ NDI Staff 2
August 1-9, 2015	IRI/Indonesia and Timor-Leste Field Assessment	Indonesia & Timor-Leste	US Congressional Staff 1/Former Congressional staff 1/IRI Staff 2
August 19-26, 2015	IRI/Mongolia and Kyrgyzstan Field Assessment	Mongolia & Kyrgyzstan	US Congressional Staff 2/IRI Staff 2
September 18 - 26, 2015	NDI/Pakistan and Nepal Field Assessment	Pakistan & Nepal	US Congressional Staff 2/ NDI Staff 2
September 19-24	IRI/Georgia Field Assessment	Georiga	US Congressional Staff 1/IRI Staff 1
November 7 - 14, 2015	NDI/Ukraine and Tunisia Field Assessment	Ukraine & Tunisia	US Congressional Staff 7/ NDI Staff 2

IN-COUNTRY TECHNICAL ASSISTANCE CONSULTANCIES

Date	Leading Institute/Country/Topic	# of Countries Involved	Number of Participants
June 22-26, 2015	IRI/Mongolia/Committee Operations	1	94 (58 women)
August 7-8, 2015	IRITimor-Leste/Library and Research Capacity	1	18 (8 women)
August 10-12, 2015	IRI/Indonesia/Research Methods and Data Openness	1	41 (18 women)
September 24-25, 2015	IRI/Georgia/Legislative Research/Drafting/Analysis	1	25 (17 women)
September 28-29, 2015	IRI/Kosovo/Legislative Outreach, Budget Analysis	1	19 (9 women)
September 30-October 1, 2015	IRI/Macedonia/Legislative Outreach, Intelligence Research, Legal Analysis	1	25 (14 women)
Date	Leading Institute/Country/Topic	# of Countries Involved	Number of Participants
February 1-5, 2016	IRI/Kyrgyzstan	1	
February 15-19, 2016	IRI/Ukraine	1	
February 13 - 23, 2016	NDI/Ukraine and Georgia/Building Robust Parliamentary Ethics Systems	2	70 (Ukraine)/18 (Georgia)
June 19 - 23, 2016	NDI/Kosovo/Restoring Citizen Trust by Bolstering Ethics Systems and Establishing a Code of Conduct in the Assembly of Kosovo	1	84
August 1 - 3, 2016	IRI/Kenya and Liberia	2	27
August 7 - 13, 2016	IRI/Estonia, Georgia, Kyrgyzstan, Ukraine, United States/eGov	5	23
August 22 - 24, 2016	IRI/Colombia/Legislative Research and Budget Analysis	1	35
August 24 - 26, 2016	IRI/Peru/Legislative Research and Budget Analysis	1	162
October 10 - 14, 2016	NDI/Colombia/Supporting Technological Innovation for Transparency and Citizen Engagement	1	
October 26 - 29, 2016	IRI/Tunisia/ Committee Structures	1	52
November 18 - 27, 2016	IRI/Mongolia/Public Hearings	1	76
December 7 - 12, 2016	NDI/Haiti/Post-Election Assessment and Technical Consultancy: Developing Legislative Skills and a Legislative Agenda	1	



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