Diplomacy Lab Project Requests: Fall 2015

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3. Preventing a Future Without Antibiotics: A Social Science Research Agenda
4. The Role of the Public Defender
5. Comparison of Corrections Systems: Examples from the Former Soviet Union (FSU) and Western Systems
6. Trafficking of Female Prisoners: Prevalence Rates and Database Development
7. Best Practices for International Law Enforcement Advisor Training
8. Hybrid Legal Systems: The Convergence of Common Law and Civil Law Legal Traditions and Implications for Global Justice Reform
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24. What’s in Your Water Wallet? Does the Failure to Value Water Appropriately Impact a Nation’s Economic Well-Being and Development?
26. Visualizing the Foreign Relations of the United States Historical Document Series
27. Marketing the Global Enterprise Registration System
28. Business Facilitation Impact
29. Creating internships (distance and/or study-abroad) to support UNCTAD’s business facilitation program and EMPRETEC program and improve accounting capacities in developing countries
30. U.S. government-owned Enterprises: Inventory & Corporate Governance
31. Data-driven Policymaking - Investment Climates Curriculum
32. Marketing Plan for the Global Enterprise Registration System & Research
33. Assess and Develop Usability Case Studies for Foreign Assistance Data
34. Why Does the Arctic Matter?: Gauging U.S. Public Opinion on the Arctic
35. Analysis of invasive species policy opportunities and challenges among Arctic Council states
36. Freshwater Security in the Arctic – How Long Before the World Discovers the Region’s Vast Freshwater Supplies?
37. Evaluating Diplomatic Interventions in International Conflicts
38. Digital Diplomacy vs the “Last Three Feet”
40. Student Led Virtual Exchange
41. Building Diplomacy: Embassy Design in Global Perspective
42. Satellite Urbanization: Predicting Viability and Success of Relocated or Satellite Urban Cores
43. Understanding mobile device applications for climate change and sustainability in the Middle East
44. A Study of Real Strategic Value in U.S. Foreign Affairs by State & City Diplomacy
Project 01

Sharing policy lessons on invasive species between African Great Lakes and North American Great Lakes (GL2GL)

Bureau of Consular Affairs, Passport Services, Strategic Planning

Overview:
The Great Lakes region of central Africa holds enormous political, environmental and economic importance for the continent’s stability and growth. At the center of peace-building and development efforts, improving cooperation among Great Lakes states is an essential policy goal. To further this process, recent U.S. diplomatic efforts have spearheaded an informal partnership among four states and regional stakeholders to sustain one of Central Africa’s most magnificent natural treasures and key economic assets. The Lake Tanganyika basin holds 17% of the world’s fresh water and a teeming array of unique biodiversity including fish, plants, and aquatic species. Its fisheries and near-shore lands are critical to the livelihoods of communities in four countries, and threats are growing from several environmental changes, including rampant proliferation of invasive species that can harm biodiversity, fisheries, and other ecosystem services. In early 2015, Special Envoy to the Great Lakes of Africa, Russell Feingold, convened a meeting with the Lake Tanganyika Authority (LTA), a multilateral management body, to launch the Great Lakes to Great Lakes Partnership (GL2GL). This voluntary partnership brought over 50 stakeholders together from North American and African great lakes states: Burundi, Canada, D.R. Congo, Tanzania, U.S.A. and Zambia. This group shares research and collaboration to benefit Lake Tanganyika’s states and share experiences among the North American and African institutions.

To assist GL2GL, this project will tackle one or more of the following three goals, depending on the capacity and expertise of the university team(s). (1) A gap analysis of existing policies of the four Lake Tanganyika riparian states is needed to identify the potential opportunities for improved alignment of policies relevant to prevention of invasive species and to management of invasive species; these policies can be compared to existing summaries of relevant policies in the North American GL region. (2) A forward-looking qualitative to semi-quantitative analysis of the relative risk posed by diverse pathways/vectors of the introduction and distribution of freshwater invasive species is required to identify what the greatest policy priorities should be. (3) Lists of existing invasive species, and of species that may pose a high risk for introduction to Lake Tanganyika, are needed as a further input in prioritizing policy aims, and as a foundation for the creation of quantitative risk assessment decision-support tools of use by states surrounding Lake Tanganyika and possibly as a model for other states surrounding other eastern and southern African lakes.

Format of Final Product:
For each of the three potential goals, a presentation (ideally in person in Washington DC) and a report of no longer than 10 pages would be expected. Additional, more detailed and longer student-generated reports could be provided as supplementary material.

**Potential Areas of Useful Expertise or Interest:**
Diverse expertise may be appropriate for this project, including ecology, law, economics, engineering, and international policy.

**Comments:**
Lake Tanganyika Authority information.
By mutual agreement, this project could take 2 semesters for completion, with intermediate deliverables as needed to be consistent with university deadlines and expectations.

**Maximum Number of Projects:** 2
Project 02

Teaching Foreign Languages Faster, Better, and Smarter

Foreign Service Institute—School of Language Studies—East Asian and Pacific Languages (FSI/SLS/EAP)

Overview:
Foreign language proficiency is an important part of our nation’s diplomatic mission, and the School of Language Studies offers intensive training in more than 80 languages to support this goal. The SLS seeks to mitigate the extrinsic and intrinsic factors that negatively influence our students’ learning outcomes. We would like a research team to analyze and describe recent research on adult learning from:

- computational linguistics
- second language acquisition
- linguistic anthropology
- psycholinguistics

Format of Final Product:
The final product will be a 20-page research paper indicating a small number of effective best practices, a review of the relevant literature, and recommendations for implementation in the classroom.

Potential Areas of Useful Expertise or Interest:
Social Sciences

Maximum Number of Projects: 2
Overview:
Antibiotics are foundational to modern medicine and agricultural productivity. Improper use of antibiotics, including incomplete treatment regimens, contribute to rapid emergence and spread of bacteria strains resistant to existing antibiotics. Several recent international assessments have identified antibiotic resistance as a significant global threat to health and development and have noted that we are on course to quickly enter a post-antibiotic era—an end to modern medicine. In recognition of this threat, the May 2015 World Health Assembly is expected to adopt a Global Action Plan on antimicrobial resistance (AMR).

The conservation of current antibiotics is particularly important for combating AMR. The development of new therapeutics is critical, but ultimately a temporary fix if the global community does not practice measures to conserve antibiotics. Antibiotic stewardship is challenging because it hinges on a variety of social and behavioral phenomena. Social science, while underused in AMR efforts to date, can help to address several critical questions. Among them:

• Which cognitive frames for reducing unnecessary antibiotic use are most appealing to the general public, or to specific target populations? Are there differences in effective frames across or within countries or regions?

• What is the effect of human movement—for example, labor migration or displacement associated with natural disasters—on adherence to long-course drug regimens? What, if any, mechanisms have been successful in maintaining adherence during times of adversity?

• Which stakeholders (governments, civil society, etc.) have strong data that could indicate best practices, and which do not?

Format of Final Product:
The team would spend one (or if desired, two) semesters developing a set of critical areas for further investigation, culminating in an article suitable for a peer-reviewed journal.

Potential Areas of Useful Expertise or Interest:
Some knowledge of health science and medicine is encouraged, but no deep technical expertise is necessary. Rather, we are seeking those with backgrounds in psychology, behavioral economics, migration studies, vulnerability analysis, and other social science disciplines and topics.

Maximum Number of Projects: 2
Project 04

The Role of the Public Defender

Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:
In countries transitioning from an inquisitorial to an adversarial system, the roles and responsibilities of justice sector actors have to change – judges and prosecutors have to adapt to a larger, more proactive role of the defense counsel. In some countries, public defender services are nascent or ill-equipped for this change. The goal of the project is to examine various regional models of public defense, set forth their common characteristics, as well as what sets them apart, look at the challenges they face and the methods they utilized for success, and make an analytical determination on best practices for a public defender service.

As part of INL/CAP's continuing search for functional models and best practices on justice and rule of law development, we request a research project to choose and examine four public defender systems in four regions: Europe, Sub-Saharan Africa, Latin America and Asia and identify trends and best practices for the development of public defender systems in developing countries.

Questions we would like to be addressed, in addition to those mentioned above, should include:

1) How do the public defender models differ regionally?
2) Are there specific models of public defender systems that are more prevalent? Why are some models more likely to be adopted than others?
3) What are the characteristics of countries without viable public defender systems but which have functional justice systems?

Format of Final Product:
Case study format of four public defender models, maximum 60 pages (15 pages per case)

Potential Areas of Useful Expertise or Interest:
Rule of law development, public defender models, international criminal justice reform

Comments:
See below references for initial guidance:

Maximum Number of Projects: 1
Comparison of Corrections Systems: Examples from the Former Soviet Union (FSU) and Western Systems

Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:
In some countries, corrections systems are rigid organizations with set hierarchies and top-down leadership. Less rigid systems, which push decision making to the lowest levels are able to utilize the skills and talents of staff, increasing the ability to be a dynamic rather than static organization. FSU countries are primarily composed of rigid organizational structures that have had difficulty responding to developments in the post-Soviet period. INL performs corrections system assessments and assists in developing corrections systems reform recommendations for INL and partner countries and has extensive experience in FSU corrections systems.

INL requests that a research team develop a comparative study of 3 western corrections systems and 3 examples from the FSU with regards to organizational structure and key corrections system characteristics, such as staff training, prisoner classification, prisoner programs, etc. The study would examine the following key characteristics:

- Organization structure
- Staffing patterns
- Inmate composition
- Staff training
- Staff selection and career paths
- Prisoner classification (levels, models, etc.)
- Budgetary resources

CAP will assist the research to identify the most relevant countries for study, will provide background information on the corrections systems if possible, and assist in the identification of favorable outcomes. Three FSU example countries are recommended.

Format of Final Product:
20-30 page report- Must include 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:
Former Soviet Union corrections systems, comparative corrections analysis

Comments:
See below references for initial guidance:

Maximum Number of Projects: 1
Trafficking of Female Prisoners: Prevalence Rates and Database Development

Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:
Female prison populations are a vulnerable incarcerated population and have been subject to exploitation by corrupt staff and prisoners with criminal network connections. The knowledge of the prevalence of sexual exploitation of female prisoners around the world at this point is primarily an anecdotal exercise of media reports and unverified accounts. However, the prevalence of this type of exploitation has deep and important impacts on U.S. programs and funding for criminal justice and, specifically, corrections reform.

As a fact-setting research project we request that a research team examine broadly the prevalence of sex trafficking of female prisoners particularly by corrections staff. As there is a dearth of data on this topic, we would recommend that the research team performs an extensive content analysis of open source information to identify countries, corrections systems, and specific institutions where this activity has occurred and to develop a database (MS Excel or MS Access) listing the following characteristics: Country of incident, Institution affected, Individuals involved in activity, Number of exploited female prisoners, Length of time of the activity, and dates is available, Criminal prosecutions and convictions, Sources of data, Other variables to be discussed and developed by participating research team.

We would request that the research team examine this from a global perspective, and then sub-divide by continent. Using the database, we request a report examining prevalence rates globally, and by continent, defining characteristics of incidents and differences among incidents.

Format of Final Product:
20 page papers- Must include 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:
Women in prison, human trafficking and prison systems, sex trafficking, corruption in corrections systems

Comments:
We would encourage the participating research team to use the developed database to publish in peer-reviewed journals and or other publications.
For initial guidance see below references:
http://www.hrw.org/reports/2001/prison/

Maximum Number of Projects: 1
Best Practices for International Law Enforcement Advisor Training

Overview:
The United States is one of several countries worldwide that train and deploy law enforcement advisors overseas. CAP develops and delivers curriculum to INL-contracted police, corrections, and justice advisors and instructors to effectively prepare them for service overseas. Since establishing a training facility in Sterling, Virginia in 2011, CAP has conducted pre-deployment training for INL programs in Afghanistan, Liberia, West Bank, Lebanon, International Police Peacekeeping Operations Support (IPPOS), Mexico, Egypt, South Sudan, and Haiti.

The current course is structured as an eight-day module-based workshop where advisors learn about INL programs and current events in the countries in which they are being deployed. Advisors are briefed on a range of topics including human rights, incorporating women into the criminal justice system, mentoring and advising, gender-based violence, first aid, cultural practices and regional history, legal systems, and stress management. Training is conducted by outside subject-matter experts, CAP’s own training team, INL program officers, and other DoS technical expert staff. Students participate in modules on a wide range of topics in an adult-learning format that encourages self-directed study through the use of interactive activities that foster collaborative and professional relationships amongst the group.

The U.S. is only one of a small group of nations that conducts this type of training. Other countries such as Canada and Germany have similar programs that use different methods of training criminal justice professionals. We request that a research team identify the following topics:

1. Identify other countries that conduct pre-deployment training
2. Identify the audience and how they are selected (i.e. Is participation in overseas work required? Is this work only available to officers of a certain rank?)
3. Identify curriculum in other programs and how curriculum is determined
4. Identify methods and best practices

CAP will assist the research team in identifying other countries that perform law enforcement advisor training before deployment.

Format of Final Product:
20 page report- Must include 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:
Law enforcement training, international police deployment, training curriculum development, international criminal justice reform
Comments:
We are open to multiple ways of addressing this question, either through a multi-country analysis, a specific case study analysis or through multiple or single methods analysis.

Maximum Number of Projects: 1
Hybrid Legal Systems: The Convergence of Common Law and Civil Law Legal Traditions and Implications for Global Justice Reform

Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:
Today most justice systems are best classified as hybrid legal systems. Although many were traditionally strictly civil law or common law systems, as a consequence of development these systems are converging in many areas around the globe. In the United States, Louisiana provides a unique example of how a mixture of legal traditions can operate side by side with a state system rooted in the civil law tradition and a federal system based in common law. Louisiana’s success in walking the common law civil law divide can serve as a great example to countries dealing with similar issues.

We request that a research team study hybrid legal systems where common law and civil law traditions successfully work in tandem. We request that the research begins by focusing on Louisiana and then chooses two examples of non-U.S. justice systems that have successfully integrated both civil law and common law components. We would like the team to examine these systems with a focus on how they can provide a model to other nations undergoing justice sector reform.

Specifically the research team should provide a brief overview of the examined common law-civil law hybrid systems and what characteristics permitted the two legal traditions to successful mix together. The research should focus on what implications these models have for other justice systems around the world with both common law and civil law influences that are going through reform.

CAP will assist in identifying countries currently seeking assistance in this area to help focus the research team’s efforts.

Format of Final Product:
20- Must include 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:
Common-Civil Law hybrid systems, international justice reform, international law, Louisiana state law

Comments:
See references below for initial guidance:
http://digitalcommons.law.lsu.edu/cgi/viewcontent.cgi?article=6210&context=lalrev
http://weblaw.usc.edu/assets/docs/contribute/83_3KimforWebsite.pdf

Maximum Number of Projects: 1
Project 09

The Future of Rule of Law Reform: Through the Lens of Conflict or Counter-Terrorism

Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:
Over the past several decades, the United States has focused heavily on investing in reform and development of rule of law in many countries around the world. In the past ten years, two approaches to instituting rule of law reform have coalesced around the lenses of counter-terrorism and conflict. INL takes a holistic approach towards rule of law reform and implementing programs in a criminal justice system. In several key areas around the world, INL is seeking to understand the trends and on the ground conditions that drive the lens through which rule of law reform will occur in the following countries: Mali, Burma and Honduras. These countries have undergone or are currently undergoing periods of conflict and understanding the conditions that will influence the direction of rule of law reform, either a counter-terrorism or conflict prevention approach, will be vital as foreign assistance programs are developed to drive the reform.

We are requesting a research team to perform a trends analysis to determine which approach to rule of law reform, conflict lens or counter-terrorism lens, will produce the most effective rule of law reform. The primary question we would like addressed is:

- Which lens best explains how to view rule of law reform efforts in Mali, Burma, and Honduras (conflict, counter-terrorism, combination of both, or other)?

Format of Final Product:
45-page report (15 pages per country) - Must include 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:
International rule of law, rule of law and justice reform, Mali rule of law reform, Burma rule of law reform, Honduras rule of law reform

Comments:
Countries to focus on: Mali, Honduras, Burma

Maximum Number of Projects: 3
Project 10

Global Survey of Protections for LGBTI Inmates
Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:
The U.S. is at the forefront of providing protections for lesbian, gay, bi-sexual, transgender and intersex (LGBTI) offenders and has put forward legislation such as the Prison Rape Elimination Act to reduce incidents of rape in prisons and correctional facilities. To support INL corrections reform work around the world, INL needs a clear foundation for an understanding of the baseline of protections provided to LGBTI inmates around the world. Penal codes, legislation and executive level protections are just one set of methods to provide protections for LGBTI inmates, however there may best practices in other countries which can inform U.S. international corrections reform efforts.

The research team for this project should address the following questions and help build a baseline understanding to understand how other countries have built in legislative, judicial or executive protection for LGBTI inmates:

- What countries have legislative, judicial or executive protection for LGBTI inmates? Focus on countries with INL programs and identify other nations leading the effort, if possible.
- How have these countries built these protections?
- How have incidents of violence against LGBTI inmates been affected by the LGBTI protections in those countries?
- Map of INL priority countries with LGBTI protections for inmates

Format of Final Product:
Research analysis and map- Must include 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:
Penal codes, LGBTQ detention protections, international corrections reform

Comments:
See below reference:
http://nicic.gov/lgbti

Maximum Number of Projects: 1
Survey of Ethnic and Linguistic Staff Capabilities in U.S. State Prison Systems

Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:
INL performs corrections reform work in countries all around the world and often receives request for specific corrections advisors with native and/or proficient linguist abilities. Working with our state partners, INL works to identify relevant staff to address specific linguistic needs for international corrections program, but does not have a clear picture of the landscape of linguistic capability in U.S. state corrections systems. An ideal way to understand linguistic capacity in state correctional system staffing patterns would be through a survey.

INL requests the research team to develop and conduct a survey of state corrections systems and their staffing patterns to identify linguistic capacities to support international corrections reform work. INL will provide support through a letter of introduction to a relevant point of contact for each state corrections system and will assist the research team in crafting the survey to address key issues. These include:

- Languages (including proficiencies according to the FSI scale) spoken by corrections staff
- Language capability in the various state corrections training academies

The research team will collate all survey results and identify issues across states, identify trends and states with significant language capacities. The final product would be a research paper describing each state system briefly with a breakdown of language capabilities among staff.

Format of Final Product:
Research analysis by state- Must include 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:
U.S. state corrections systems, international corrections reform

Maximum Number of Projects: 1
Overview:
INL is one of the few entities in the United States federal government and one of a select group worldwide that provide support, program development and funding for international police reform. As part of this task, INL funds and supports International Law Enforcement Academies (ILEAs) in Bangkok, Budapest, Gaborone, Roswell-New Mexico, and San Salvador that:

- Support regional and local criminal justice institution building and law enforcement.
- Facilitate strengthened partnerships among countries in regions served by the ILEAs aimed at addressing problems of drugs and crime.
- Provide high-quality training and technical assistance in formulating strategies and tactics for foreign law enforcement personnel.
- Improve coordination, foster cooperation, and, as appropriate, facilitate harmonization of law enforcement activities within regions, in a manner compatible with U.S. interests.
- Foster cooperation by foreign law enforcement authorities with U.S. law enforcement entities engaged in organized crime and other criminal investigations.
- Assist foreign law enforcement entities in the professionalization of their forces in a cost-effective manner.
- Build linkages between U.S. law enforcement entities and future criminal justice leadership in participating countries, and among regional participants with one another.

Various federal, state and local law enforcement agencies provide training courses at ILEAs for regional groups of participants in a wide range of topics primarily focused on police force development. The ILEA program focuses on training team leaders, mid-level managers and supervisory officers, rather than on large-scale force generation.

This research project would examine and analyze the academic and criminological literature to identify best practices across multiple training providers, venues and curricula to provide an academic overview of best practices in providing training for foreign police organizational reform and development. A critical aspect of the analysis will focus on the prioritization of training areas where institutional change can be affected through the targeted training of the smallest number of officers in a given country.
The team could examine the topic from multiple viewpoints and we are open to innovative ways to interpret the question but the key objective is to identify best practices and lessons learned in police force development training should be addressed.

Format of Final Product:
20-30 page research paper- Must include 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:
International law enforcement reform, police training in underdeveloped countries, law enforcement training

Maximum Number of Projects: 1
Police Peacekeeping: Developments and Best Practices over the Past Five Years

Office of Anti-Crime Program (INL/C), Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:
Police now represent 15% of peacekeepers deployed to over 20 UN and regional peacekeeping missions globally. The Department of State Bureau of International Narcotics and Law Enforcement Affairs is the lead policy office on police peacekeeping and is a leader in the global community to train police, both American and foreign, for peacekeeping deployments.

- “What to Read on Police Peacekeeping” - compile top 25 books and articles (published within the last 10 years, the newer the better) - inspired by Foreign Affairs Reading Lists
  http://www.foreignaffairs.com/features/reading-lists

  List should include some general overview to introduce new desk officers to the history/background/context of police and rule of law in peacekeeping, for example:
  http://www.amazon.com/The-Role-Civilian-Police-Peacekeeping/dp/1884614094

  The list should also include some more detailed articles that represent the latest thinking on salient themes in police peacekeeping, i.e. protection of civilians, women police in peacekeeping, Formed Police Units, rule of law in peacekeeping and capacity building in peacekeeping, among others. Two sample articles are listed below.
  Please do not include UN documents: they are widely available on the UN DPKO website and Department of State is already familiar. We are aiming for academic, think tank, and NGO desk officer pieces.

- Compile a list of the 10 most prolific NGOs and think tanks focusing on police and rule of law in peacekeeping in the last 5 years as well as the 10 most prolific authors and researchers, e.g. David Bayley, SUNY-Albany; Bill Durch, Stimson Center. DoS will track new publications from these groups/individuals going forward to remain current on the latest thinking in police peacekeeping.

  The inclusion of international perspectives will strengthen each list.

- Utilizing the identified resources develop a white paper examining trends and best practices over the past five years of international police peacekeeping efforts. Paper should be no more than 10 pages and analyze the salient themes, trends, models, and practices in police peacekeeping found in the top 25 books and articles and what the most prolific NGOs, think tanks, authors and researchers are currently focused on.
Format of Final Product:
5-10 page white paper—Must include 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:
Police peacekeeping, international police training, peacekeeping developments, rule of law in peacekeeping

Comments:
See references here:
http://www.tandfonline.com/doi/abs/10.1080/13533312.2011.527509#.VFOqUPIXAk0

Maximum Number of Projects: 1
Project 14

Successful International Law Enforcement and Rule of Law Programs to Counter Violent Extremism

Office of Anti-Crime Program (INL/C), Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:
Countering violent extremism (CVE) is a key foreign policy goal for the United States. The U.S. State Department coordinates law enforcement and rule of law CVE efforts in U.S. overseas programming through a number of bureaus and offices, including INL. Within INL, INL/CAP provides subject matter expertise to assist INL program officers in developing criminal justice programs, including by working with U.S. state and local law enforcement partners to conduct capabilities assessments, host study tours, and provide training and technical assistance for INL’s overseas partners. Many of these programs, which have primarily focused on traditional law enforcement elements, are now working toward incorporating elements of CVE. INL/CAP in unaware of any significant bodies of research that have been conducted on the successes and failures of domestic and international CVE law enforcement programs worldwide, such as community-law enforcement engagement.

Focusing on the priority regions of the horn of Africa and the Sahel, INL/CAP requests a research team to develop a database of law enforcement and/or rule of law programs that addressed or currently address CVE and identify success or failure factors of the programs. CAP will provide assistance with database development and identifying variables of interest. The research group would then identify two representative programs and develop short case studies of the programs. Programs included in the database may not necessarily be in the region of interest but should be tied theoretically to the region based on political, social, cultural or criminal justice system similarities in the country to a country in the region. If no program exists with such similarities, alternative case studies could be used.

Format of Final Product:
Excel database; 2 case studies

Potential Areas of Useful Expertise or Interest:
Radicalism, countering violent extremism, rule of law development, law enforcement reform

Comments:
See below references for initial guidance:
http://www.theiacp.org/portals/0/pdfs/CVEBrief101613.pdf
http://www.theiacp.org/CounteringViolentExtremism
https://www.fas.org/sgp/crs/homesec/R42553.pdf
Maximum Number of Projects: 1
Principles of Atrocities Prevention and The Role of Criminal Justice Sector Reform

Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:
The idea of atrocities prevention has become a more prominent guiding principle in American foreign policy. Since President Obama established the Atrocities Prevention Board in 2012, various U.S. Government agencies – in particular, the Department of State and USAID – have begun to incorporate atrocities prevention strategies into its diplomatic actions and foreign assistance programs. Agencies have primarily focused on “early warning” countries where full-fledged atrocities have not yet occurred but political, economic, and social conditions could spark mass violence. Accompanying the idea of atrocities prevention is a toolkit of actions the United States could take to mitigate the risk of atrocities. These tools include strategies like diplomatic engagement, economic sanctions, and increased assistance and aid.

Criminal justice reform is one tool in the atrocities prevention toolkit, and INL/CAP would like to explore the role criminal justice reform can play in preventing atrocities. As such, INL/CAP requests a research project which examines this issue and discusses whether or not criminal justice reform has contributed to the prevention of atrocities in Burma; Burundi; the Central African Republic; and the Democratic Republic of the Congo.

Format of Final Product:
Paper format (maximum 60 pages with 1-2 page executive summary) that discusses: (1) the guiding principles of atrocities prevention; (2) the role criminal justice reform can play in preventing atrocities (both justice sector and law enforcement sector reforms); and (3) a discussion of whether criminal justice reform contributed to the prevention of atrocities in Burma; Burundi; the Central African Republic; and the Democratic Republic of the Congo.

Potential Areas of Useful Expertise or Interest:
Atrocities prevention, rule of law development, criminal justice reform

Comments:
See below references for initial guidance:
Maximum Number of Projects: 1
Project 16
New Media and Successful Marketing for Public Organizations
Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:
The Bureau of International Narcotics and Law Enforcement Affairs (INL) works with partner agencies both domestically and abroad and has a broad constituency of stakeholders. The need to project timely and accurate information, while at the same time shaping a compelling narrative, is part of the mission of keeping both the domestic and overseas public aware and informed of INL’s core mission to minimize the impact of transnational crime and illegal drugs on the United States, its citizen and partner nations.

New media and marketing approaches can provide an innovative set of tools that have been best utilized in the private sector to increase market share, inform stakeholders, and produce fiscal results for organizations. While the broad aims of public organizations, and specifically INL, differ from private entities, the key goal of informing stakeholders, developing awareness, and gaining public support are similar.

This project requests that a group identify a set of marketing and new media approaches that can successful be utilized by public organizations to increase awareness of programs and organizational aims, and garner more interest from the public. The project team is requested to utilize a case study approach to show how public organizations, with an emphasis on law enforcement agencies both domestic and international, have been able to use new media and marketing approaches to increase visibility of their approach, develop closer community ties, and more broadly spread their message in an efficient and effective way.

Format of Final Product:
4 case studies- 10 pages maximum each, with a one page executive summary

Potential Areas of Useful Expertise or Interest:
New media, marketing, public relations, public organization messaging

Maximum Number of Projects: 1
Rule of Law Programming in “Closed” and “Closing” Governance Spaces
Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:
In the past two decades, the trend of democratization and rule of law reform has become increasingly stymied through the disconcerting movement towards closed spaces in governance. Closed and closing spaces refers to the trend of “more and more governments erecting legal and logistical barriers to democracy and rights programs, publicly vilifying international aid groups and their local partners, and harassing such groups or expelling them altogether (Carnegie Endowment for International Peace).” INL works in countries that can be construed to have closed or closing spaces but the trend towards the harassment of implementers, NGOs and IGOs that work on INL rule of law reform projects is a continuing difficulty towards designing and developing targeted and effective rule of law reform projects.

USAID has issued guidance for reviewing projects in closed spaces that focuses on identifying projects in countries where: (1) the government is politically repressive; (2) the government has explicitly rejected USAID assistance or has such an adverse relationship with the United States that the government cannot be a partner regarding development assistance; and (3) USAID does not have U.S. Direct Hire staff in the country.

For INL working the space of rule of law reform often necessitates working in countries with closed or closing space. However, there is a dearth of research focused on identifying (1) best practices for developing and managing rule of law reform programs in closed or closing spaces and (2) identifying programs that can lessen the tightening grip of governments that seek to close rule of law reform space.

In this project, we would request that a research team identify 3-4 countries where INL currently operates that is currently closing or has closed its governance space and:
(1) identify what steps the government has taken to close rule of law reform spaces;
(2) how donor states and/or multilateral organizations have operated in that country and whether closed spaces have led to less donor involvement or less successful rule of law reform projects; and
(3) recommendations for rule of law reform programs that could lead to the opening of closed or closing space in the country.

INL/CAP will assist the team with identifying the INL priority countries for possible selection and with identifying contacts to assist in research.

Format of Final Product:
Paper format (maximum 60 pages with 1-2 page executive summary per country)
Potential Areas of Useful Expertise or Interest:
Rule of law reform, program design and development, closed space governance,

Comments:
See below references for initial guidance:

Maximum Number of Projects: 1
Customary Law in the Sahel: Implications for Rule of Law Reform  
Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:
In many parts of the world, customary law is a significant component of a country’s legal framework. In some countries, more citizens turn to customary legal procedures and traditions to adjudicate civil and criminal conflicts than turn to formal civil or common law systems. In the Sahel, the region that spans the southern range of the Sahara desert from Mauritania on the far west through south Sudan on the far eastern edge, customary law is a significant component of legal frameworks. Customary law can be an oral tradition, passed down through generations, or can be codified, usually a process undertaken by the State. Customary law does not exist in a vacuum and is usually part of a country’s legal framework that mixes customary law, Islamic law, French colonial-era civil laws, as well as civil laws introduced since independence.

Individual in this region typically turn to the customary legal traditions in lieu of formal legal proceedings for a number of reasons including distrust of State-sanctioned court system, insurmountable court fees and economic costs, and comfort in longstanding dispute resolution traditions. In addition, in most Sahelian countries, aspects of Islamic law have mixed with local customary beliefs and practices; some specific aspects of customary law can trace its foundations to Islamic law.

INL operates rule of law programs in multiple countries in the Sahel region focused on the justice, police, and corrections sector and is seeking a project team to explore best practices for incorporating the customary legal traditions, or the syncretic mixture of customary law and Islamic law, for rule of law reform projects.

We would request that a project team examine two to four countries in the Sahel with INL programs and identify:

1) The basis of the legal systems and the space customary law and/or Islamic law operates within the legal framework;
2) Citizen attitudes towards customary and/or Islamic law;
3) Rule of law reform projects in selected countries;
4) Recommendations for how customary and/or Islamic law could be used to support rule of law reform projects.

Research groups should utilize multiple data sources to identify citizen attitudes to law and legal proceedings to build the case studies. These data sources could include the foreignassistance.gov website,
the AfroBarometer survey instrument, and other identified sources. CAP will assist with the identification of countries and provide analytical support as requested.

Format of Final Product:
Paper format (maximum 60 pages with 1-2 page executive summary per case study)

Potential Areas of Useful Expertise or Interest:
Rule of law reform, customary law and legal reform, Sahel legal traditions

Comments:
See below references for initial guidance:

Maximum Number of Projects: 1
Use of Technology in Rule of Law Promotion Programming
Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:
Social media and new technologies that allow a broad audience to be exposed to information and increase access to resources are a force for change in the world. Examples of successful use of technology to promote the rule of law include the use of SMS to allow users to anonymously report corruption or the use of social media to highlight more access to justice for disadvantaged populations. Since these technologies can now be considered to be past a nascent stage of development their advantages for rule of law reform can be assessed through an examination of how technology can be used to supplement and advance rule of law reform projects and how messaging can be achieved through social media.

The INL/CAP offices request that research team examine the various technologies available for rule of law reform projects by focusing on 5-10 programs that have used technology to supplement their broader rule of law programming. These 5-10 case studies would identify the project, the goals, funding sources, type of technology utilized, and the benefits to the project through the incorporation of the technology. Rule of law programs can be broadly defined to the entire criminal justice spectrum but projects would ideally be in countries where INL operates. Case studies should identify what factors would have to be present to replicate the use of the identified tech in other countries with similar power grid issues and public access demographics.

Example of projects to be identified: programs that support development of electronic case management systems, mobile video courts, and etc.

INL/CAP will assist the project team to identify INL countries of interest and with relevant research assistance.

Format of Final Product:
Paper format- 5-10 case studies 2-4 pages each depending on the final number of studies

Potential Areas of Useful Expertise or Interest:
Public organization use of technology, rule of law reform development

Maximum Number of Projects: 1
Project 20

Private Sector Port security Practices: Responsibilities and Best Practices
Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:
Ports are complex multi-actor institutions with multiple overlaid jurisdictions; however, the core port function is the efficient and effective movement of cargo. In much of the world, the private sector provides the majority of services for the unloading and loading of cargo for maritime traffic and for the transportation of cargo along the supply chain. The private sector is often not the primary entity that provides security within the confines of the port jurisdiction. While most port security responsibilities are under the jurisdiction of the local coast guard and port law enforcement agency (a stand-alone department, a local municipal department, or a specialized regional or national level agency), the private sector may be best positioned to identify criminal and security trends within the confines of their organization and its physical and administrative jurisdiction.

CAP would like to request a research group to identify local, state, regional, or national initiatives by port security agencies to incorporate the private sector in port security procedures. These could take numerous forms such as the incorporation of the private sector engagement in area maritime security committees in the United States or incorporating port security procedures into company internal standard operating procedures. The research group would identify different types of private sector port security engagements or initiatives focusing on the countries outside of the United States, with a focus on sub-Saharan Africa, Asia, and Latin America.

The final paper should take the form of a set of case studies identifying categories of private sector engagement and how they have been implemented in various countries, the level of implementation (national, provincial, state, local) and if the measures can be identified with any successful port security outcomes.

Format of Final Product:
Paper format (maximum 60 pages) with 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:
International port security, maritime security, public-private ventures

Maximum Number of Projects: 1
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Project 21

Female Inmates in Sub-Saharan Africa: Survey of Conditions
Office of Criminal Justice Assistance and Partnership, Bureau of International Narcotics and Law Enforcement (INL/CAP)

Overview:
Female inmates in sub-Saharan African prisons are subject to a wide range of conditions ranging from anecdotal evidence of brutal treatment through to the provision of specialized cell structures for protective custody. However, there is a lack of recent research focusing on a survey of conditions for female inmates across the sub-continent focusing on conditions and access to specialized care or facilities. CAP conducts assessments of prison systems in countries throughout the world including sub-Saharan countries such as Niger, Democratic Republic of Congo (DRC), and Kenya. In these countries and others, besides often unreliable official statistics of female inmates, there is little data and observational information on the conditions of female inmates.

In this project, CAP requests that a research team produce a set of case studies examining the prison systems in the following countries - Niger, DRC, Kenya, Nigeria, and Senegal to identify female inmate statistics, specialized care provided for female inmates, and abuses, reputed or confirmed, of female inmates. The goal of this project would be to provide INL with the resources to identify gaps for the development of corrections reform programs to focus efforts on improving conditions for female inmates.

Format of Final Product:
Paper format (maximum 60 pages) with 1-2 page executive summary

Potential Areas of Useful Expertise or Interest:
Corrections reform, female inmate conditions, women’s prisons, Sub-Saharan Africa prisons

Comments:
See below for initial reference:
http://thinkafricapress.com/gender/prison-crimes-women-africa
http://tpj.sagepub.com/content/78/3/330.short

Maximum Number of Projects: 1
If two teams address the topic, each could focus on one of the case studies above.

Overview:
The United States is a State Party to the United Nations Convention on Transnational Organized Crime (UNTOC), as well as the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, and the Protocol against the Smuggling of Migrants by Land, Sea and Air.* The United States supports the need for Parties to continually monitor, evaluate, and assist each other to ensure the full implementation of this innovative and important treaty and the Protocols thereto. Many international treaty bodies involve a “review mechanism” that takes a calculated, transparent, and methodical approach to verifying that Parties have taken the necessary steps to comply with the treaty. This form of compliance verification can often serve as a valuable aspect of modern treaty design and holds States Parties accountable to each other for their continued compliance and political commitment.

Over the past five years, the Conference of the Parties (COP) to the UNTOC has attempted repeatedly and unsuccessfully to reach agreement on the establishment of a review mechanism that fits the specific objectives of this treaty. In 2010-2012, in particular, a number of States Parties attempted to replicate the existing Review Mechanism under the Conference of States Parties to the UN Convention against Corruption (UNCAC) within the UNTOC framework; however, these negotiations broke down largely over debate regarding the high estimated cost and burden of labor required to replicate an UNCAC-style peer review mechanism, as well as the appropriate level of participation of civil society. The question of whether and how to establish such a review mechanism under the UNTOC COP remains a pressing matter of concern to many States Parties.

The United States remains committed to ensuring the meaningful and effective implementation of the UNTOC within existing UN resources and mandates; at a matter of principle, we do not necessarily believe a formal peer review structure – such as that which exists under the UNCAC – is required to achieve that goal. (For example, the COP itself has already established a number of working groups that are charged with sharing information and reviewing the implementation of specific components of the UNTOC, thus in effect conducting a certain degree of peer review activity on a regular basis.)

In this context, we seek to better understand, compare, and analyze the costs and benefits of similar, formal review mechanisms established under other treaty frameworks, in order to consider what format or structure for review activities might be most appropriate for the UNTOC, and might also be likely to reach consensus support from States Parties. Of particular note, the United States has identified four key prerequisites for U.S. approval of any new UNTOC review mechanism, which also serve as our guideposts for evaluating other treaty review models that might be applied to this Convention:
1) First, the mechanism must protect national subject-matter experts against burdensome data calls or review processes that detract from their effectively ability to implement the Convention on a daily basis. Given limited U.S. government resources, any investigators, prosecutors, or other experts who would normally spend their workday pursuing practical cooperation with foreign countries on important criminal cases should not, to the extent possible, be diverted to answering questionnaires and data calls that do not provide a clear and compelling value back to the office or agency in which they work.

2) The mechanism should include a process to evaluate lessons learned and reform the mechanism over time, based on the experiences of States Parties as countries on a review panel or countries under review;

3) Any initiative that proposes to review States Parties’ implementation of the UNTOC must include active dialogue with and meaningful input from civil society, given the technical expertise and valuable role of many non-governmental organizations, academia, and other groups in preventing responding to crime. (For comparison, the UNCAC Review Mechanism only permits civil society to receive an official briefing on the margins of meetings of States Parties, and upon the invitation by the state currently under review, to participate in some aspects of the country peer review exercise.) At the same time, the role of governments as official sources of information on national crime and criminal justice information should not be minimized, and a successful compromise solution should take into consideration the opposition of some UN Member States to greater participation of civil society organizations in UN forums.

4) Finally, any proposal to launch a review mechanism under the UNTOC COP must be budget neutral. This means that all (or nearly all) activities must be realistically able to be funded by donor countries through voluntary means, and would not require additional resources from the UN Regular Budget.

The key goal of this project would be to assist the INL bureau with identifying a range of treaty compliance verification methods and best practices that could be applied to the UNTOC based on the four primary criteria highlighted above. We would request that the research team develop a database of other international and regional treaties, prioritizing but not looking exclusively at those with a criminal justice component. As part of this database, we request that the research team identify the compliance verification and/or peer review procedures built into each treaty, and evaluate those procedures based on the four primary criteria of (1) labor intensity and value-added to criminal justice officials, (2) ability to reform the mechanism based on lessons learned, (3) active dialogue with and input from civil society, and (4) cost effectiveness and limited budget impact. Utilizing this database, we also would request that the research team provide a brief executive summary and analytical report drawing from the best examples of other international treaty review frameworks, consistent with the U.S. primary criteria listed above, to develop one or several proposed models for a new UNTOC review mechanism that fits the particular criminal justice objectives of the UNTOC.

The INL/CAP and INL/PC research leads would assist the research team with identifying treaties and developing definitions for the evaluation criteria in addition to the database development component.

*Note: The United States has not signed or acceded to the UNTOC Protocol against the Illicit Manufacturing of and Trafficking in Firearms, their Parts and Components and Ammunition.*
Format of Final Product:
Excel database- searchable by criteria. 3-5 page executive summary, plus any supporting analysis needed to explain and justify the proposed alternative model(s) for an UNTOC review mechanism.

Potential Areas of Useful Expertise or Interest:
Regional expertise and an energy/economics background

Maximum Number of Projects: 1
Urban Waterscapes: Visualizing an American Watergy-Smart City
Office of Conservation and Water, Bureau of Oceans, Environment and Science (OES/ECW)

Overview:
At Rio+20 the world came together around the theme of “The Future We Want”. Creative teams envisioned clean new cities with sleek high-speed public transport and super energy efficient buildings powered by solar, geothermal and wind energy, all provided to city dwellers over smart energy grids.

Largely ignored in these depictions was the most basic city service element of all: water. The otherwise forward leaning images of energy smart cities forgot to be water smart too. They also failed in their goal of envisioning resilient cities because they failed to plan for the fact that the impacts of climate change are being felt most acutely in water – either too much or too little of it – think Hurricane Katrina, Super Storm Sandy, or the California Drought. Moreover, these visions didn’t include an understanding that the relationship between energy and water is intertwined: It takes a great deal of energy to pump water, and a great deal of water to create energy. A savings in either one (or both) creates a virtuous circle. Conversely, wasting or overconsuming either (or both) creates a vicious cycle.

To achieve a virtuous circle, we need a new vision of a gorgeous, sustainable, water-energy (or “watergy”) smart city – a clean living space where water isn’t wasted; where storm waters are managed with both hard and soft (green) infrastructure; where recycled grey water irrigates verticrops; where waste water is a source of “new” water, biogas and fertilizer in zero energy treatment plants; where centralized treatment and distribution systems are linked to decentralized storage and recovery systems; and where plentiful “waterscaping” creates thriving urban oases for people, plants and animals. By giving people a visual representation of how we could live, we offer both inspiration and a path towards achieving a better future. In cities all across the United States, we are beginning to see elements of water and energy sustainability realized. Through this film/virtual city project, you will stitch these pockets of innovation together to showcase a whole water-smart American city. By embedding real-world examples from cities such as Los Angeles, Las Vegas, Chicago, San Francisco, Philadelphia (and several others) within a 3D video of an idealized model city, you will create an entire virtual “watergy-smart” city that appears (and is) attainable in the not too distant future.

How would State Department use this product? There are a number of UN-sponsored and other international fora where we will seek to showcase the best of American innovation, S&T, design and thinking. These include Habitat III (Quito, October 2016), the 8th World Water Forum (Brasilia, Spring 2018); World Water Week (Stockholm, every August/September); World Water Day (global – every March 22), and other U.S.-centric events such as the American Water Summit, the ACE and WEFTEC. Not only will the product tell an important story about the state of innovation and technology in U.S. cities, but it will also illustrate the high quality of American transdisciplinary education at our universities.
Format of Final Product:
The final product will be a combined video and virtual 3-D model of a water-smart city, optimized for web viewing/presentation. If “visitors” could take a “tour” of the virtual city or interact in some way, the potential uses for the product would be even greater. (Think of a “SimCity” video game).

Potential Areas of Useful Expertise or Interest:
Students in film, computer graphics/gaming, urban planning, engineering, environmental design, and architecture could most usefully team to create this product.

Comments:
This project may well take more than four months, and might need to pool the resources of more than one university. But a high quality product would likely receive extremely high international and national visibility. Inspiration for this project idea came from: www.futurewewant.org. Please review that website for your inspiration too! Also, see www.ReNUWit.org (for reinvention of urban water infrastructure).

About us: The U.S. State Department’s Office of Conservation and Water coordinates the development of U.S. foreign policy approaches to conserving and sustainably managing the world's ecologically and economically important ecosystems, and the species that depend on them. The Office also works internationally to mitigate conflict over water; to reduce water and sanitation related diseases; to increase the availability of water for food and energy; and to raise the priority of water in national planning and budgeting processes.

Maximum Number of Projects: 1 or a consortium of up to 3 universities
What’s in Your Water Wallet? Does the Failure to Value Water Appropriately Impact a Nation’s Economic Well-Being and Development?
Office of Conservation and Water, Bureau of Oceans Environment and Science (OES/ECW)

Overview:
Despite the fact that less than 1% of the world’s fresh water is available for humans and eco-system, water is under-valued or not valued at all. This leads to over-consumption, waste, and a general disregard for water quality. In addition, the fact that water is provided for free or at extremely low cost skews incentive structures and leads decision-makers to fail to consider the importance of water quality/quantity in crop selection, in choosing energy sources for power generation, in selecting fracking locations, or in water diversion/damming decisions; even where alternative water uses such as forest or wetland regeneration might produce a greater return on investment for society as a whole. As a result of improper water valuation, and the subsequent poor management choices made, we are seeing increased fresh water (both ground and surface) scarcity globally. This scarcity is compounded by global population growth, and the effects of climate change. And yet, most national governments and industries are not prioritizing water in their budgeting processes. Why is this? Perhaps decision-makers cannot see how large impediment water is becoming, or perhaps water isn’t really an impediment to growth and development after all.

Your assignment is to determine whether or not growing water scarcity (whether from problems of insufficient quantity or quality) is negatively impacting the economic growth and general prosperity of any or all of the aforementioned countries. Quantitative analysis of the costs and impact to country GDP, economic growth and GNI are an important part of this analysis, but may not tell the whole story. Extra credit for those teams that manage to get beyond these traditional indicators of economic development.

Why does the State Department care? At international fora, some developing country government officials espouse the view that over-extraction and environmental degradation are an unavoidable, and perhaps necessary, part of economic development. However, they may not be properly accounting for the negative externalities that water-related problems are creating for their people, their economies, and for ecosystems. For instance, polluted and dammed rivers cease to provide protein and livelihoods for locals, wasted water does not earn the revenue needed for utility O&M, and contaminated water sources are causing an epidemic of stunting and cognitive impairment in children. There is evidence that water problems are impacting the industrial sector negatively as well. Mining processes that require large qualities of fresh water have slowed in arid regions, and the supply chain impacts from flooding in one region have closed down manufacturing operations in others. Your research should account for the impact of these wider negative externalities in determining whether or not water has become a chokepoint in the social, environmental and economic development of the aforementioned countries.
How will we use the deliverable(s)? If the data and reasoning are sound and well supported, we may use the argumentation and illustrations in speeches, talking points, informational memos and in policy decision documents. In addition, there are a number of ongoing OECD and UN processes and documents that these country studies could influence.

Format of Final Product:
The final product should be a narrative research paper with argumentation illustrated with boxed case studies/examples, graphs, tables, photos, and info-graphics. The length should not exceed 50 pages, and it should have an executive summary and footnoted references. (Shorter is generally better – remember the Mark Twain quip: “I didn’t have time to write a short letter, so I wrote a long one instead”).

Potential Areas of Useful Expertise or Interest:
Students studying economics and environmental economics would be best suited to this task. Most data/information should be available in English, but French, Portuguese and Indonesian speakers may be required for searching government websites and databases.

Comments:
The countries chosen for review have all experienced severe water problems and should have adequate open data online or available via UN or IFI databases. Original research is not required.

About us: The U.S. State Department’s Office of Conservation and Water coordinates the development of U.S. foreign policy approaches to conserving and sustainably managing the world’s ecologically and economically important ecosystems, and the species that depend on them. The Office also works internationally to mitigate conflict over water; to reduce water and sanitation related diseases; to increase the availability of water for food and energy; and to raise the priority of water in national planning and budgeting processes.

Maximum Number of Projects: Not more than 3 individual universities or 3 consortia. The countries could be any or all of the following (alone or in combination): Brazil, India, Indonesia, Kenya, Nigeria, and Haiti. We are open to other suggestions for countries as well.


Free Markets, Democratic Societies? Democracy and Capitalism in the 21st Century

Overview:
Following the Second World War, the world saw an explosion of economic success stories by countries that implemented free market economic reforms alongside democratizing reforms. By the end of the century, the impressive economic growth of newly-democratic post-communist states helped American policymakers and diplomats cement the argument that democratic principles—freedom of speech, freedom of assembly, right to due process, freedom of the press, legislative consent, and more—complement the benefits of free market reforms. Today, policymakers are grappling with success stories of another sort: large economies like China that have experienced dramatic free market growth with limited democratic reforms. The growing economic and investment clout of China and other economies that have managed to decouple democracy from capitalism has altered and complicated a narrative that has helped advance the values of our society during the 20th century.

Democracy remain a cornerstone of American values and American foreign policy. The purpose of this “Free Markets, Democratic Societies” project is to answer the question, “why should countries pursuing economic growth implement democratic principles?” Students are encouraged to delve deeper into the conventional wisdom surrounding the success of China, Russia, and other nations that have experienced significant economic success while restricting civil liberties. In particular, students are asked to identify specific, significant case studies that will help speechwriters, public affairs (PA) teams, and policymakers make the case to developing nations that free market reforms should be accompanied by democratic reforms. The results of the study have the potential to impact messaging made by American diplomats around the world as we work to explain and advance two of America’s values: capitalism and democracy.

Format of Final Product:
We expect the deliverable to be in the form of a 3-10 page recommendations paper with specific examples that speechwriters, policymakers, and PA teams can draw from to make the case that free markets require free peoples. One format for the deliverable could be a series of case studies of states where democratic principles, human rights, and civil society complemented economic growth. However, the final format may include stronger narrative elements and is ultimately up to the authors.

Potential Areas of Useful Expertise or Interest:
Public Policy; Macroeconomics; History; Political Economy; Political Science; Law

Comments:
This project was submitted from Embassy Cairo, and students may wish to begin by looking at the ongoing economic reform initiative by President Sisi to understand the current environment in which American foreign policy operates.
We do not expect that this project will take more than one semester.

**Maximum Number of Projects:** 2
**Visualizing the Foreign Relations of the United States Historical Document Series**

*Office of the Historian (PA/HO)*

**Overview:**
This project supports Office of the Historian research into the use of visualization and data analysis tools with information from the Foreign Relations of the United States series. The Office of the Historian maintains Foreign Relations volumes in xml at http://history.state.gov/historicaldocuments, and the data associated with this collection offers unique opportunities for digital inquiry. Students with a background in analysis and visualization methods can use this data to shed light on the Foreign Relations series in ways not previously possible.

Project participants will work with large data sets related to footnoted cross-references that Foreign Relations documents have been annotated with throughout the series. Document cross references can be visualized as networks that connect Foreign Relations volumes and documents across time and topic. Analyzing these cross reference networks will shed light on how documents relate to one another across the series, provide an invaluable resource to users of the series, and could enhance the ways in which future Foreign Relations volumes are compiled and annotated.

**Format of Final Product:**
An analysis of the data, including any related charts, images, or visualizations that project members are able to produce.

**Potential Areas of Useful Expertise or Interest:**
Students will find expertise in methods of data visualization and digital humanities tools to be useful for this project. Knowledge of the history of U.S. foreign relations is helpful but not required.

**Comments:**
Please see the following prezi for examples of visualizations made with *Foreign Relations of the United States* data: https://prezi.com/wvlhg32gcjlk/mapping-frus/.

Here is a short HistoryAtState tumblr post about a network graph made with information on cross references from Carter administration *Foreign Relations* volumes: http://historyatstate.tumblr.com/post/104072620708/points-of-intersection-frus-cross-references.


About the *Foreign Relations of the United States Series*: 
The *Foreign Relations of the United States* series presents the official documentary historical record of major U.S. foreign policy decisions and significant diplomatic activity. The series, which is produced by the State Department's Office of the Historian, began in 1861 and now comprises more than 450 individual volumes. The volumes published over the last two decades increasingly contain declassified records from all the foreign affairs agencies.

*Foreign Relations* volumes contain documents from Presidential libraries, Departments of State and Defense, National Security Council, Central Intelligence Agency, Agency for International Development, and other foreign affairs agencies as well as the private papers of individuals involved in formulating U.S. foreign policy. In general, the editors choose documentation that illuminates policy formulation and major aspects and repercussions of its execution. Volumes published over the past few years have expanded the scope of the series in two important ways: first by including documents from a wider range of government agencies, particularly those involved with intelligence activity and covert actions, and second by including transcripts prepared from Presidential tape recordings.

Volumes in the series since 1952 are organized chronologically according to Presidential administrations, and geographically and topically within each subseries: 25 volumes cover the Kennedy administration (1961-1963), 34 cover the Johnson administration (1964-1968), and about 54 are scheduled for the Nixon and Ford administrations (1969-1976). Volumes on the Nixon, Ford, Carter, and Reagan administrations are now being researched, annotated, and prepared for publication. More information can be found at the Office of the Historian’s website: [http://history.state.gov](http://history.state.gov)

**Maximum Number of Projects:** 2
Marketing the Global Enterprise Registration System
Office of Investment Affairs (EB/IFD/OIA)

Overview:
This project proposal comprises three discreet projects:

Marketing the Global Enterprise Registration system; (www.GER.co) using three components: a) marketing plan; b) site and report analysis; c) incentive structure to visit the site.

A.- Students will evaluate the site’s content and present a report to the UN Conference on Trade and Development, Global Entrepreneurship Week (GEW), and the U.S. State Department with recommendations for site improvement while conforming to site goals.

Site GOALS:
- Two Target Audiences:
  1. The Global Enterprise Registration system (GER) aims to be every entrepreneur’s first stop to register a business.
  2. GER aims to be the primary resource for governments trying to identify simple, user-friendly business registration processes.

Students’ report will answer the following questions:
1. Are site goals realistic and achievable?
2. Is site media and messaging effective in achieving the site’s goals?
3. Is the incentive structure, which encourages entrepreneurs to return to the site and rate their experience adequate?
4. Should an app be developed that would allow entrepreneurs to announce/advertise business registration?
5. What types of analytic reports should be generated and presented on the site?
6. How will site administrators measure recommendations’ impact?
7. Should the site contain links additional resources? If so, which ones?
8. How does site support the objective of well-known investment climate frameworks or indices, such as the World Bank’s Doing Business Report and its investment climate (trade and competitiveness) program, the OECD Policy Framework for Investment, and the UNCTAD Policy Framework for Sustainable Development? Can any such linkages or synergies be capitalized upon for marketing purposes?

B - Students will develop the incentive system referenced in point 3 above. If that includes the app envisioned in point 3b, students will develop a marketing plan. If students cannot develop the app as part of their internship, what is the best way to develop the app?
C - Students will develop a marketing plan for the GER to encourage global usage. There is no budget for marketing, or additional staff for marketing. As such, students should develop a plan that UNCTAD staff, GEW, and Department staff can implement. The plan should include a system which tracks the plan’s implementation.

Format of Final Product:
This is a one-semester research project. This project will generate a Research Paper (maximum 20 pages), accompanied by a PowerPoint presentation.

Research Paper Guidelines: Paper: standard (US 8.5 x 11), Page margins: 1” on all sides, Font: 12 point, Style: Times Roman, Spacing: Double-spaced throughout, including captions & biography, End of sentence: leave two spaces after the period, Page Numbers: On every page, located in the upper right hand margin, 1/2 “ from the top and flush with the right hand margin, please place university name followed by the page number.
Title Page: Include university name, the faculty advisor/professor, course name (if research is part of an ongoing course), as well as the names of the students who worked on this project.
Content Organization: To be determined.

PowerPoint Presentation: Should summarize the research paper and highlight specific policy recommendations that can be effectively implemented by U.S. Embassies and the Office of Investment Affairs at the State Department. Content should be conveyed clearly. Teams will make their presentations to State Department POCs.

Potential Areas of Useful Expertise or Interest:
Recommended: graduate or post-graduate. Teams may be composed of one discipline or a mixture of recommended disciplines (Legal, Political Science, Diplomacy, Investment, Business Administration, Economics and trade)

Comments
The Faculty Advisor will have access to this Diplomacy Lab Project. An in-depth briefing on the GER and this project will be provided by Ann Low, Deputy Director of the Office of Investment Affairs.

Maximum Number of Projects: 3 (Size: TBD by Faculty advisor)
Teams should come from one university.
Overview:
PURPOSE: This distance Diplomacy lab project proposal is meant to: a) identify the most cost-effective method for improving business registration procedures (and if project scope allows, other government procedures); b) identify the most cost-effective method for increasing the number of businesses that register; c) test the hypothesis that increased business registration leads to increased tax revenue and identify best practices to increase that correlation; and d) identify the most cost-effective way for a country to improve its rating on the Doing Business “starting a business” indicator.

IMPACT: Increasing business registrations can: a) increase governments' tax revenues in support of sustainable development; and b) increase the number of stakeholders who hold their governments accountable for the provision of high quality services. By identifying for governments the most cost-effective methods for improving business registration procedures, increasing the number of business registrations, and improving their Doing Business rankings, this internship will provide the GER team with analysis to advise governments on best practices to promote both economic development and good governance.

PROJECT: 5 Parts, a-e plus conclusion:
Part a) Identify both the most cost-effective method for improving business registration and government procedures. Use the GER.co website as the starting point for this analysis.
• Look at the websites linked to the GER.co website and estimate the cost of their construction. Attempt to verify estimates.
• Determine how maintenance of websites linked to the GER.co website are financed. Attempt to verify estimates and amount of labor and time involved in maintaining each website.
• Look at number of procedures on each website and quality of their presentation.
• Determine which websites provide the highest quality at the lowest cost. Determine why these websites are the best value.

Part b) Identify the most cost-effective method for increasing the number of businesses that register. Use the GER.co website as the starting point for this analysis.
• Look at the websites linked to the GER.co website. Find data about the number of business registrations in each country. Is there a correlation between improved procedures and increased registrations? What is the strongest factor(s) in increasing the number of business registrations?
• Must a country both put its procedures online and actively promote awareness of the business registration websites? If so, what is the return on investment in promoting awareness of the new website?
• Is just creating a clear procedure and raising awareness of that procedure enough, or must a government also simplify the procedure?
• What is the added benefit, if any from creating additional incentives to register a business, such access to healthcare or microcredit, and making these available on the business registration website?
• Are there case studies that could serve as a model?
• Are there any other key insights from your analysis that would be helpful to policy-makers?

Part c) Test the hypothesis that increased business registration leads to increased tax revenue and identify best practices to increase that correlation.

Part d) Identify the most cost-effective way for a country to improve its rating on the Doing Business “starting a business” indicator.

Use the World Bank’s Doing Business reports to identify significant improvements in the “starting a business” indicator. Research how those improvements were made and what the country did in order for the World Bank to capture those improvements in its Doing Business indicators.

Look at the GER.co website. Is there a correlation between user-friendly websites (high ratings on GER.co) and high ratings on the Doing Business “starting a business” indicator? Where there is a strong correlation, why? Where there isn’t a strong correlation, why?

Part e) If time permits, how important is streamlining business registration procedures as compared to streamlining other procedures, e.g., to obtain licenses, permits, or authorizations in terms of: increasing a government’s tax revenue? Increasing a country’s overall rating on the Doing Business report?

Conclusion:
What policy recommendations would you provide to a country wishing to:

a) Improve its business registration process?
b) Increase the number of businesses it registers?
c) Increase its tax revenues from increased business registration, if this is in fact a valid premise?
d) Improve its ranking on the Doing Business “starting a business” indicator?
e) If a government wants to do all of the above, what should it do?

Are recommendations the same for low, middle and upper income countries (use World Bank categories)?

Does this analysis apply to other governmental administrative procedures, such as building permits?

Format of Final Product:
This is a one-semester research project. This project will generate a Research Paper (maximum 20 pages, with an executive summary), accompanied by a PowerPoint presentation.

Research Paper Guidelines: Paper: standard (US 8.5 x 11), Page margins: 1” on all sides, Font: 12 point, Style: Times Roman, Spacing: Double-spaced throughout, including captions & biography, End of sentence: leave two spaces after the period, Page Numbers: On every page, located in the upper right hand margin, 1/2 “ from the top and flush with the right hand margin, please place university name followed by the page number.

Title Page: Include university name, the faculty advisor/professor, course name (if research is part of an ongoing course), as well as the names of the students who worked on this project.
About the Authors: Include short bio’s (2 to 4 sentences) about faculty advisor/professor and students who worked on this project.

Content Organization: To be determined.

PowerPoint Presentation: Should summarize the research paper and highlight specific policy recommendations that can be effectively implemented by U.S. Embassies and the Office of Investment Affairs at the State Department, as well as conveyed by UNCTAD and GEN, in the form of providing expert advice to foreign governments. Content should be conveyed clearly. Teams will make their presentations to State Department POCs. If possible, UNCTAD and GEN will participate via call-in.

Potential Areas of Useful Expertise or Interest:
Graduate or post-graduate. Teams may be composed of one discipline or a mixture of recommended disciplines (Business Administration, Marketing, Statistics, Economics and trade, Legal, Political Science, Diplomacy, Investment.)

Comments
The Faculty Advisor will have access to this Diplomacy Lab Project. An in-depth briefing on the GER and this project will be provided by Ann Low, Deputy Director of the Office of Investment Affairs. Ann Low will also organize a conference call with UNCTAD and GEN partners.

Maximum Number of Projects: 5 Teams (each addressing a part of the project, a-e (size: TBD by Faculty advisor) Teams should come from one same university
Creating internships (distance and/or study-abroad) to support UNCTAD’s business facilitation program and EMPRETEC program and improve accounting capacities in developing countries
Office of Investment Affairs (EB/IFD/OIA)

Overview:

PURPOSE: This distance Diplomacy lab project proposal is meant to create a project proposal for a sustainable, self-funded internship program that could include study-abroad and/or distance internships and would:

a) give U.S. accounting, business and linguistic students valuable work experience online and/or abroad;

ENTREPRENEURS & EMPRETEC CENTERS:
b) provide entrepreneurs in developing countries with training to keep accounting records required to comply with their governments’ laws and regulations and/or non-professional assistance with specific accounting tasks;
c) provide free administrative labor to EMPRETEC program directors as needed;

BUSINESS FACILITATION:
d) provide free labor to assist governments implementing eRegulations programs with their efforts;
e) create marketing plans for countries with eRegulations systems that wish to increase the use and impact of those online system.
f) provide country specific market research to government’s wishing to expand the incentives for business registration by providing more services online that would attract businesses to register.
g) provide free labor to assist newly registered businesses in complying with laws and regulations, including tax payments.

LINGUISTICS and BUSINESS:
f) improve online English translations of eRegulations systems

IMPACT: At minimum the project will raise awareness among universities, the office of investment affairs and UNCTAD about the potential for collaboration. If the project proposals are attractive enough that UNCTAD chooses to partner with a U.S. university, the internships will increase the skills sets of U.S. university students through concrete work experience with an international organization, and directly assist developing countries to increase economic growth through entrepreneurship and rule of law.

PROJECT STRUCTURE: The Diplomacy Lab team should draft an internship proposal that meets the following criteria:

Distance and Study-Abroad internships:
1. Self-funded by university and/or students
2. Sustainable over time, any internship organized would be done so with the expectation that if successful, the internship would be repeated each semester and thereby provide a reliable source of labor with needed skills.
3. Clear value-added to partners – system of university screening of interns to ensure they have the necessary qualifications to do the job, including training on proper handling of personally identifiable information for any internship that would involve exposure to such data, and will be value-added to the partners and a faculty advisor or other reliable infrastructure to advise and assist student, as needed, so that a student that is not succeeding at the internship is not a burden to the partners and can immediately get help from faculty and so that partners can immediately ask for intervention from faculty, if they identify a problem.
4. Simple system for UNCTAD to indicate what types of students and projects it need help with and for university to convey the types of students it can consistently offer as interns – so matching is easy.

Study-abroad internships:
5. Incentive structure for partners, so if UNCTAD, EMPRETEC Center or government using eRegulations systems invests time organizing itself to work with university, the university or student will cover costs that partner incurs in terms of time or other expenditure to organize the internship and manage and train the intern.
6. System for pre-departure training and logistical support so intern arrives on the ground ready to work and has necessary support structure, and conveyance to partner of those plans before departure so partner is reassured that all such support has been provided and partner is not expected to provide it.
7. System for university to fully manage and be responsible for all personal, logistical and liability issues related to any foreign internship, including housing, board, medical insurance, plan emergency or cancelled or abbreviated internship, etc..

The Internship proposal should be structured as follows:
Executive Summary (max 2 pages)
A) Identify the partners (UNCTAD/EMPRETEC, UNCTAD/Business facilitation), their office locations and their focus areas of work.
B) Identify the countries where there is an overlap of partners’ offices (EMPRETEC Centers) and Business Facilitation projects, using resources linked below. For those countries where there is an overlap, identify University skill sets that could be mobilized for internships. Explain what University could offer.
C) Identify the partners’ areas of work that overlap with university areas of expertise. For those areas, explain what university could offer in terms of internships that would support
D) For any projects that where the university could offer accounting expertise, do a cross reference with the membership of the UNCTAD/ISAR (International Standards of Accounting and Reporting) working group (see links below), and international offices of Pricewaterhouse Coopers (PwC). Identify any overlaps.
E) Identify the most promising countries and subject areas for sustainable distance and study-abroad internships, and explain rationale.
F) Define an internship system that would meet all the criteria required (1-7, above) plus any relevant additional criteria.

G) Make specific proposals for sustainable distance and study-abroad internships, include time the internship could start, the type of student(s) that could be provided, the specific incentive for partner(s) to invest time in organizing the internship and how their costs, if any, would be covered. In the case of any proposal to do an internship with an EMPRETEC Center a small donation to the center may be appropriate to cover the costs of hiring a temporary staff member to cover the center while the staff member trains or manages the intern.

Format of Final Product:
This is a one-semester research project that will generate a concrete project proposal for ongoing internship collaboration between the university and UNCTAD. This project will generate a Project proposal, (maximum 20 pages, with an executive summary), accompanied by a PowerPoint presentation.

Project Proposal Guidelines: Paper: standard (US 8.5 x 11), Page margins: 1” on all sides, Font : 12 point, Style: Times Roman, Spacing: Double-spaced throughout, including captions & biography, End of sentence: leave two spaces after the period, Page Numbers: On every page, located in the upper right hand margin, 1/2 “ from the top and flush with the right hand margin, please place university name followed by the page number.
Title Page: Include university name, the faculty advisor/professor, course name (if research to generate project proposal is part of an ongoing course), as well as the names of the students who worked on this project.
About the Authors: Include short bio’s (2 to 4 sentences) about faculty advisor/professor and students who worked on this project.
Content Organization: To be determined. See project structure.

PowerPoint Presentation: Should summarize the research conducted and findings (answering issues A-E), explain the internship system (F) with particular focus on the benefits to partners and sustainability and clear identification of responsibilities, and describe specific internship proposals. Teams will make their presentations to State Department POCs and if available, UNCTAD offices (EMPRETEC and/or Business Facilitation office) with which they wish to work. If the proposal includes an Accounting internship, an ISAR representative will be included, if available.

Potential Areas of Useful Expertise or Interest:
Recommended: graduate or post-graduate. Teams may be composed of one discipline or a mixture of recommended disciplines (Human Resources, Systems and Operations, Accounting, Legal, Corporate Governance, Business Administration, Marketing, Entrepreneurship, Government and International Relations, linguistic if consider translation of eRegulations platforms)

Comments:
The Faculty Advisor will have access to this Diplomacy Lab Project. An in-depth briefing on the UNCTAD EMPRETEC, Business Facilitation and ISAR groups will be provided by Ann Low, Deputy
Director of the Office of Investment Affairs. A representative from each of those groups will assist with the briefing if available.

Whether the Project proposal is actually implemented will depend entirely on UNCTAD and university. State Department’s only role is facilitating this possible partnership to create mutually useful internships for American university students.

**Maximum Number of Projects:**

2 team (Size: TBD by Faculty advisor) from 2 universities to create internship proposals
Overview:
PURPOSE: This distance Diplomacy lab project proposal is meant to: 1) create an inventory of U.S. government-owned enterprises; 2) identify best practices for government in managing enterprises; 3) evaluate whether the OECD Guidelines are useful for U.S. government-owned enterprises and if they are useful, 4) develop a plan for conveying the contents of the OECD Guidelines to the correct users in government-owned enterprises.

IMPACT: Understanding the scope and economic importance of the U.S. government-owned enterprise sector will allow the Office of Investment Affairs to more effective represent U.S. interests on the OECD Working Party for State-ownership and Privatization Practices. Identifying and understanding best practices of U.S. government-owned enterprises relative to the OECD Guidelines on corporate governance of state-owned enterprises will influence whether and how actively the USG promotes the Guidelines in the U.S. and will provide the analytical background for better policymaking regarding SOEs.

PROJECT STRUCTURE: The Diplomacy Lab team should draft a research report that has the following structure and answers the following questions.

1. EXECUTIVE SUMMARY (Max 2 pages)

2. INVENTORY:
Federal level:
a) identify number and economic importance of government-owned enterprises at the national level in the U.S.;
b) describe current corporate governance structures and processes of the U.S. federally-mandated enterprises (national level).
Subnational level:
c) identify at which subnational level government enterprises exist in the U.S. (probably State and municipal)
d) at each level, answer questions a and b, to arrive at a comprehensive inventory of government owned enterprises in the U.S.

3. BEST PRACTICES –CORPORATE GOVERNANCE:
e) Identify U.S. government-owned enterprises at the national and subnational levels that are well managed and meet their strategic objectives;
f) What are best practices of U.S. government-owned enterprise?

4. OECD Guidelines for corporate governance of state-owned enterprises (SOEs):
g) Are the OECD Guidelines for SOEs useful to improve the performance, and corporate governance of U.S. government-owned enterprises?
h) Do U.S. government-owned enterprises comply with the OECD Guidelines for SOEs? If so, which federally-owned enterprises comply with which Guidelines?
i) Answer question g for subnational government-owned enterprises

5. MARKETING THE OECD GUIDELINES ON SOEs (if useful)
j) If the OECD Guidelines would be useful to any or all U.S. government-owned enterprises, how can the contents of the OECD Guidelines be conveyed most effectively to the correct audiences in government-owned enterprises? Who are the correct audiences?
k) Develop a marketing plan to reach relevant U.S. government-owned enterprises, recognizing that there is no new funding or staff to accomplish this goal.

6. CENTRALIZED OWNERSHIP ENTITY – OECD GUIDELINES (Chapter 2.D)
l) Is the OECD Recommendation in Chapter 2, point D (copied below), relevant to the USG? If so, what are the pros and cons of implementing the recommendation? Do cost-benefit analysis. Given the extremely small number of U.S. government-owned enterprises at the federal level, is more centralized oversight worth the additional costs and complexity of setting up a structure to perform that function?

“The exercise of ownership rights should be clearly identified within the state administration. The exercise of ownership rights should be centralised in a single ownership function, or, if this is not possible, carried out by a co-ordinating body. This “ownership entity” should have the capacity and competencies to effectively carry out its duties.” (source: http://www.oecd.org/daf/ca/revisionoftheoecegd guidelinesoncorporategovernanceofstate-ownedenterprises.htm)
m) If time permits, and the findings from the inventory 2D merit this research, analyze whether the OECD recommendation 2D is already applied at any subnational levels in the U.S. and if not, whether it should be.

n) If additional time permits, analyze whether the OECD Guidelines broadly would be useful to U.S. government-owned enterprise at the subnational level (answering questions 4g and 4h above. If the Guidelines would be useful, how should they be disseminated most effectively, recognizing that there is not budget to do so?

7. CONCLUSION AND POLICY RECOMMENDATIONS
o) Based on aforementioned research provide policy recommendation for the Office of Investment Affairs both in terms of: 1) policies to promote at the OECD Working Party on State-ownership and Privatization Practices (are any U.S. experience worth sharing?); 2) policies
to promote to U.S. government-owned enterprises (at which levels?) to improve their performance through better corporate governance. Specifically is there anything in the OECD Guidelines that would be useful to U.S. government-owned enterprises at each level? 3) recommended modalities and suggested action plan for outreach to U.S. government-owned enterprises, if that is merited, recognizing there are no additional funds or resources for that outreach.

Format of Final Product:
This is a one-semester research project. This project will generate a Research Paper (maximum 20 pages, with an executive summary), accompanied by a PowerPoint presentation.

Research Paper Guidelines: Paper: standard (US 8.5 x 11), Page margins: 1” on all sides, Font : 12 point, Style: Times Roman, Spacing: Double-spaced throughout, including captions & biography, End of sentence: leave two spaces after the period, Page Numbers: On every page, located in the upper right hand margin, 1/2 “ from the top and flush with the right hand margin, please place university name followed by the page number.
Title Page: Include university name, the faculty advisor/professor, course name (if research is part of an ongoing course), as well as the names of the students who worked on this project.
About the Authors: Include short bio’s (2 to 4 sentences) about faculty advisor/professor and students who worked on this project.
Content Organization: To be determined. See project structure.

PowerPoint Presentation: Should summarize the research paper and highlight specific policy recommendations that can be effectively implemented by the Office of Investment Affairs at the State Department. Content should be conveyed clearly and answer all questions from project structure above.
Teams will make their presentations to State Department POCs.

Potential Areas of Useful Expertise or Interest:
Recommended: graduate or post-graduate. Teams may be composed of one discipline or a mixture of recommended disciplines (Legal, Corporate Governance, Business Administration, Marketing, Economics, Diplomacy, Investment, Government and politics)

Comments:
The Faculty Advisor will have access to this Diplomacy Lab Project. An in-depth briefing on the OECD Guidelines for Corporate Governance and Working Party. This will be provided by Ann Low, Deputy Director of the Office of Investment Affairs.

Maximum Number of Projects: 2
Overview:

PURPOSE: This distance Diplomacy lab project proposal is meant to:
1) Fall Semester: create a college-level course curriculum derived from the annual investment climate statements (ICS) produced by over 175 U.S. embassies, that would generate annually:
   a) feedback to the Office of Investment Affairs (OIA) to improve the quality and relevance of the ICS;
   b) feedback on specific country ICS in order to help embassies improve the quality of their reports;
   c) information on trends by country, region or globally; and
   d) policy recommendations for specific countries, regions, or globally, derived from the ICS and additional research by students.
2) Spring Semester: pilot the course developed during Fall Semester
3) Annually thereafter, teach the course in the Fall Semester, so feedback is generated on time to be useful input for the next annual ICS which are produced by Embassies between December and April.

IMPACT: Developing and teaching a course based on the ICS will allow continuous improvement to the ICS, raise awareness of their utility, and generate policy recommendations that can lead to real improvements in investment climates in specific countries and globally.

PROJECT STRUCTURE:
   a) Read Investment Climate Statement Template
   b) Read Investment Climate Statements posted online by region
   c) Create course derived from ICS that would generate information needed by OIA and embassies to improve the quality, content and impact of the annual ICS.
   d) Pilot course
   e) If pilot is successful, teach course annually; make structure of course available on internet.

PowerPoint Presentation: Should summarize the Course curriculum and research paper. It should highlight specific policy recommendations that can be effectively implemented by U.S. Embassies and the Office of Investment Affairs at the State Department. Content should be conveyed clearly. Team will make its presentation to State Department POCs.

Format of Final Product:
This is a two semester project: one semester designing a course and a second semester teaching the course and generating student policy recommendations.
Fall Semester: This project will generate a Course curriculum based on the Investment Climate Statements that could be offered annually in the fall, and would be piloted spring 2016. This project will
also generate a Research Paper (maximum 20 pages, with an executive summary) that provides recommendations to OIA and Embassies based on research done creating the ICS course and would answer the specific questions listed under “Purpose, point 1” above, accompanied by a PowerPoint presentation. NOTE: If there is any detailed feedback for a specific country that feedback on a particular ICS, could be provided as an annex to the research paper using track changes as edits to the specific ICS.

Spring Semester: Faculty advisor would teach a course based on, or incorporating, the ICS course curriculum developed in the fall. The research completed by Diplomacy Lab team in the fall analyzing the universe of 2015 ICS would provide the benchmark against which to grade student submissions.

Research Paper Guidelines: Paper: standard (US 8.5 x 11), Page margins: 1” on all sides, Font : 12 point, Style: Times Roman, Spacing: Double-spaced throughout, including captions & biography, End of sentence: leave two spaces after the period, Page Numbers: On every page, located in the upper right hand margin, 1/2 “ from the top and flush with the right hand margin, please place university name followed by the page number.

Title Page: Include university name, the faculty advisor/professor, course name (if research is part of an ongoing course), as well as the names of the students who worked on this project.

About the Authors: Include short bio’s (2 to 4 sentences) about faculty advisor/professor and students who worked on this project.

Content Organization: To be determined.

PowerPoint Presentation: Should summarize the Course curriculum and research paper. It should highlight specific policy recommendations that can be effectively implemented by U.S. Embassies and the Office of Investment Affairs at the State Department. Content should be conveyed clearly. Team will make its presentation to State Department POCs.

Potential Areas of Useful Expertise or Interest:
Recommended: graduate or post-graduate. Teams may be composed of one discipline or a mixture of recommended disciplines (Legal, Business Administration, Economics and trade, Political Science, Diplomacy, Investment)

Comments:
The Faculty Advisor will have access to this Diplomacy Lab Project. An in-depth briefing on the ICS and this project will be provided by Ann Low, Deputy Director of the Office of Investment Affairs.

Maximum Number of Projects: Two teams (size: TBD by Faculty advisor), Teams should come from one same university and should coordinate their research into one final product. Up to three universities could undertake this project. Ideally the Faculty Advisor who leads the project would also teach a course in the spring using the curriculum/research generated by the Diplomacy Lab team in the fall.
Project 32

Marketing Plan for Global Enterprise Registration System & Research
Office of Investment Affairs (EB/IFD/OIA)

Overview:
PURPOSE: This distance Diplomacy lab project proposal comprises three discreet projects, which together are meant to jump start a global effort to make business registration easier everywhere.

IMPACT: Increasing business registrations will: a) increase governments' tax revenues, which can support sustainable development; and b) increase the number of stakeholders who hold their governments accountable for the provision of high quality services. The three projects comprising this internship promote both economic development and good governance.

OVERVIEW: Marketing the Global Enterprise Registration system (www.GER.co) has three components: a) site analysis and decision on reports to generate from the site; b) definition and creation of incentives to visit the site; and c) marketing plan for the site.

Part A: Students will evaluate the site’s contents and present a report to the UN Conference on Trade and Development, Global Entrepreneurship Week, and the U.S. State Department making recommendations to improve the site’s contents, or confirming that the contents are appropriate to meet the site’s goals.

Site’s GOALS:
- Entrepreneurs Target Audience: The Global Enterprise Registration system (GER) aims to be every entrepreneur in the world’s first stop to register a business, in order to: a) save entrepreneur’s time by quickly getting them to the correct official business registration website and giving them a snapshot of how complex the process will be; b) simplify business registration processes through experiential feedback from entrepreneurs, and c) collect credible data on business registration activity worldwide so researchers can identify best practices.
- Governments Target Audience: GER aims to: a) be the primary resource for governments trying to identify simple, user-friendly business registration processes; b) inspire governments to simplify their business registration processes.

Students’ report will answer the following questions and propose solutions.
1. Are the site’s goals realistic and achievable? If not, how should they be amended and why? Have we identified the correct target audiences? (For simplicity, we did not list researchers as a discreet audience, but incorporated them under government.) What is an appropriate timeframe for achievement of the site’s goals? What are the milestones to measure progress? Our ambition is for all economies to a) have their business registration processes online by yearend 2016; and b) for at least 10 percent of the economies with online processes to have improved those in terms of their green dot ratings for user-friendliness on GER.co.
2. Are the site’s visual and text messaging effective in achieving the site’s goals? Are the text and visuals clear and compelling? If not, how should each be improved? Are the “call to action” both entrepreneurs and policy makers and if not, how can we clarify?

3. What types of analytic reports should be generated and presented on the site? Provide format, content, audience and expected impact.

4. How should GER Team measure impact of site?

PART B:

5. What incentives could we provide to encourage entrepreneurs to come to the site? How can we use these incentives to encourage business registration to become a standard national practice? Answer same questions for policymakers. Brainstorming constraint: There is no budget for incentives.

5bis. Should we develop an app (or other vehicle or system) that would allow entrepreneurs to announce/advertise that they just registered a business? If so, what should the app look like, and how should it be developed and marketed so it has impact? How could we use this information to better integrate the idea of business registration as part of a social norm in countries around the world?

(Concept: One idea is to develop an app that allows an entrepreneur to upload a picture, information about his newly registered business and its address, and then disseminate that announcement to his network, and other relevant networks so the entrepreneur is incentivized by free publicity. A derived app could send information drawn from the business registration announcements to school teachers as the basis for a geography and economic lesson, while demonstrating and reinforcing to schoolchildren that registering a business is a normal adult activity)

6. IF TIME PERMITS, students will develop the incentive system referenced in point 5 above. If that includes the app (or other vehicle of system) envisioned in point 3bis, students will develop a marketing plan for who will get the advertisements/announcements generated by the app. If students cannot develop the app as part of their internship, what is the best way to develop the app? For example, should the State Department promote development of an app through a contest similar to what we done with our embassies to develop an intellectual property app?

PART C: Students will develop a marketing plan for the GER to encourage global usage. There is no budget for marketing or additional staff for marketing, so students should develop a plan that can be implemented by students and existing staff at UNCTAD, GEW and the US Department of State. The plan should include a system for measuring whether its strategy is successful, as well as milestones to track progress in implementation of the plan.

Format of Final Product:
This is a one-semester research project. This project will generate a Marketing Plan for GER, and Research paper with recommendations to improve content and impact of the GER.co website (maximum 20 pages (10 page marketing plan, 10 pages of Research paper), with an executive summary), accompanied by a PowerPoint presentation.

Plan/Paper Guidelines: Paper: standard (US 8.5 x 11), Page margins: 1” on all sides, Font : 12 point, Style: Times Roman, Spacing: Double-spaced throughout, including captions & biography , End of sentence: leave two spaces after the period, Page Numbers: On every page, located in the upper right hand
margin, 1/2 “ from the top and flush with the right hand margin, please place university name followed by the page number.

Title Page: Include university name, the faculty advisor/professor, course name (if research is part of an ongoing course), as well as the names of the students who worked on this project.

About the Authors: Include short bio’s (2 to 4 sentences) about faculty advisor/professor and students who worked on this project.

Content Organization: To be determined.

PowerPoint Presentation: Should summarize: a) site analysis and decision on reports to generate from the site; b) definition and creation of incentives to visit the site; and c) marketing plan for the site. It should highlight specific actions that the GER Team (Office of Investment Affairs at the State Department, GEN and UNCTAD) can implement to improve the contents and impact of the GER.co site, organizing those recommended actions by their importance, impact and expected cost to implement in terms of resources (time/skills required). Content should be conveyed clearly. Teams will make their presentations to State Department POCs and if available GER partners, who may participate via call-in.

Potential Areas of Useful Expertise or Interest:
Recommended: graduate or post-graduate. Teams may be composed of one discipline or a mixture of recommended disciplines (Marketing, Entrepreneurship, Business Administration, Statistics and computer science, Public Affairs, Economics and trade, Legal, Political Science, Diplomacy, Investment)

Comments:
The Faculty Advisor will have access to this Diplomacy Lab Project. An in-depth briefing on this project will be provided by Ann Low, Deputy Director of the Office of Investment Affairs in collaboration with GER partners, if available. The final presentation will be made to Office of Investment Affairs and GER partners, if available.

Maximum Number of Projects: 3 teams each addressing one part of project A, B, C (Size: TBD by Faculty advisor). Teams should come from the same university and be coordinated by one Faculty Advisor. Up to three universities could do this project and then share and compare results.
Project 33

Assess and Develop Usability Case Studies for Foreign Assistance Data
Office of U.S. Foreign Assistance Resources

Overview:
The U.S. is one of the largest donors globally for foreign assistance. In an effort to bring transparency & accountability to U.S. Foreign Assistance, the Department of State manages and coordinates the website ForeignAssistance.gov (FA.gov). FA.gov currently provides budget, financial, and programmatic data from across ten agencies, representing 98% of the total foreign assistance portfolio, who are contributing to U.S. efforts on issues ranging from health, peace and security, democracy, environment, and humanitarian/emergency assistance. The site includes many different data elements including activity titles, descriptions, partner names, dates of performance, and locations.

The site is finalizing a complete redesign, with new interfaces and functionalities, and we want to develop use cases for the data contained on this site. We are asking universities to review the information in the dataset, and develop ideas on how to use the data to identify trends and draw conclusions. Universities can also take on projects to standardize or hack the data to improve the quality i.e. standardizing vendor names for example MSF vs. Doctors without Borders vs Medicines Sans Frontieres. We are open to projects that show how FA.gov data can be combined or analyzed with other datasets to tell a story on Foreign Assistance or US Diplomacy. Foreign Assistance data can be used in its entirety or segmented by country, agency, or sector.

Format of Final Product:
Open based on project form. Most likely a report detailing use case examples.

Potential Areas of Useful Expertise or Interest:

Comments:
This is an open proposal, and we are looking for universities to develop use cases and potential projects for using the data. We are open to all different types of projects across sectors, Agencies, or countries. It is up to the university to choose their topic or sector if they want to focus in a certain area.

Maximum Number of Projects: 5
**Project 34**

**Why Does the Arctic Matter?: Gauging U.S. Public Opinion on the Arctic**

Office of Oceans and Polar Affairs, Bureau of Oceans and International Environmental and Scientific Affairs

**Overview:**
The university team will design a project in partnership with State Department’s Office of Oceans and Polar Affairs, and carry out a research project addressing the following questions:

- **Understanding:** What is the current state of understanding of the Arctic in the continental United States and Hawaii? Are there particular regions or states that seem to have more interest in the region than others? If so, why?
- **Issues:** What Arctic issues resonate most with the American public?
- **Barriers:** What barriers exist to Americans learning and caring more about the Arctic?
- **Target Populations:** Which populations within the American public are the most open to learning more about the Arctic? Which segments of the population are already active and engaged?
- **Action:** What is the most effective method for conveying information on the Arctic? Who would be most effective delivering this information? How can Americans get more involved in the Arctic?
- **Solutions/Results:** What do Americans want to see in terms of American involvement in the Arctic?
- **Models:** What public information campaigns have been implemented by government or private organization that could be used as a model for potential public engagement by the State Department on the Arctic?

**Format of Final Product:**
At the end of the project period, the university team would deliver a final presentation and report outlining the conclusions of their research (including key recommendations) to Arctic officials at the State Department. The final report should include graphic, matrices, or other visuals as relevant. Suggestions would be integrated into the State Department’s public outreach strategy on the Arctic as appropriate.

**Potential Areas of Useful Expertise or Interest:**
Communications, public affairs, environmental studies, sociology, psychology

**Maximum Number of Projects:** 2
Analysis of invasive species policy opportunities and challenges among Arctic Council states

Bureau of Oceans and International Environmental and Scientific Affairs, Office of Polar Affairs (OES/OPA)

Overview:
In April 2015, the US assumed the 2015-2017 chairmanship of the Arctic Council. Primary themes of the US program include ocean stewardship and climate change resilience. Given increasing human activity in the rapidly changing Arctic, invasive species of all sorts (e.g., plants, animals, pests, pathogens) pose an increasing threat to marine, freshwater, and terrestrial environments. At this early juncture of economic development in the Arctic region, an opportunity exists to improve and coordinate policies to prevent and better manage invasive species to protect the environment and human welfare from suffering the harm from invasive species that many other regions of the world have already suffered. Preventing invasive species is a ‘weakest link’ policy challenge: because the Arctic Ocean and some freshwater and terrestrial environments cross state boundaries, the state with the weakest policies ultimately determines the potential invasion rate for all Arctic states.

The project will have one or more of the following four goals, depending on the capacity and expertise of the university team(s). (1) A gap analysis of existing policies of the eight Arctic Council states is needed to identify the potential opportunities for improved alignment of policies relevant to prevention of invasive species and to management of invasive species. (2) A forward-looking qualitative to semi-quantitative analysis of the relative risk posed by diverse marine, terrestrial and freshwater pathways/vectors of the introduction and distribution of invasive species from within the Arctic region and from outside the Arctic region is required to identify what the greatest policy priorities should be. (3) Lists of existing invasive species, and of species that may pose a high risk for introduction in the Arctic, are needed as a further input in prioritizing policy aims, and as a foundation for the creation of quantitative risk assessment decision-support tools of use throughout the Arctic region. (4) To better protect the Arctic from a wider set of harmful species, goals 1-3 could be expanded to include the many species native to neighboring regions whose ranges are expanding northward because of rapidly warming conditions.

Format of Final Product:
For each of the four potential goals, a presentation (ideally in person in DC) and a report of no longer than 10 pages would be expected. Additional, more detailed and longer student-generated reports could be provided as supplementary material.

Potential Areas of Useful Expertise or Interest:
Diverse expertise may be appropriate for this project, including ecology, law, economics, engineering, and international policy.

Comments:

Arctic Council
Arctic Council's 2013 Kiruna Declaration
Arctic Council working group on Conservation of Arctic Flora and Fauna’s Arctic Biodiversity Assessment, which includes a chapter on invasive species.
Arctic Council working group on Protection of the Marine Environment’s Arctic Marine Shipping Assessment 2009 Report.

By mutual agreement, this project could take 2 semesters for completion, with intermediate deliverables as needed to be consistent with university deadlines and expectations.

Maximum Number of Projects: 2
Freshwater Security in the Arctic – How Long Before the World Discovers the Region’s Vast Freshwater Supplies?

Overview:
The United States took over the two-year rotating chairmanship of the Arctic Council on April 24, 2015. One of the Arctic Council’s new, long-term initiatives is to explore the freshwater picture in the Arctic. A topic of possible further exploration within the Council is whether the Arctic States might come under pressure to share their vast freshwater supplies with the water-poor areas of the world. There is currently very little, if any, scholarship and research on this topic.

The Department of State is interested in research on such topics as technologies to capture freshwater (e.g. from the Greenland ice sheet, from the ground, from melting glaciers, etc.); countries that might be in need of it in the long run; markets in which to share or sell it; the economics of transporting it around the world (tankers, pipelines, etc.); and related issues. The Arctic Monitoring and Assessment Program (AMAP) working group of the Arctic Council released a science-based “Arctic Freshwater Synthesis” in 2015 which could inform this project.

Format of Final Product:
The Department of State would like to receive a research paper with recommendations as to whether the Arctic Council should pursue further work in the area of Arctic freshwater. If the answer is “yes”, the paper should include recommendations for how best to initiate this work (e.g. are there particularly useful/timely issues to begin with? which working group(s) within the Council could be assigned to work on this?, etc.). If the answer is “no”, the paper should explain why it does not make sense for the Council to pursue work in this area (e.g. more scientific research is needed; bringing freshwater politics into the Council could undermine the good relations between the Member States; etc.)

Potential Areas of Useful Expertise or Interest:
Academic disciplines that might be helpful in pursuing this project would include public policy/administration, hydrography, geology, geography, and political science. Because Russia accounts for the majority of land territory in the Arctic, it may be helpful to engage students with Russian language skills should there be relevant research available only in Russian.

Comments:
This project should be do-able in one semester.
Maximum Number of Projects: Maximum of two project teams in a maximum of two universities
Project 37

Evaluating Diplomatic Interventions in International Conflicts
Bureau of Conflict Stabilization Operations, Office of Policy and Office of Learning and Training

Overview:
The Bureau of Conflict and Stabilization Operations (CSO) serves as the Department of State’s locus for conflict and crisis-response capabilities. The Bureau advances U.S. national security by working with partners in priority countries to break cycles of violent conflict, mitigate crises, and strengthen civilian security. To support this mission, CSO seeks the latest research and analysis of conflict prevention and stabilization trends and best practices.

A key priority for CSO is to understand how to prevent and respond to political violence, particularly around elections. In an effort to deepen our understanding of the circumstances under which political violence ends, we would like a research team to conduct an analysis of peace agreement datasets to help understand the conditions under which peace agreements and related elections have ended political violence. This analysis should answer the following questions:

- What types of political violence have been ended through negotiated or mediated agreements?
- What is the relationship between elections and peace agreements?
- What factors are associated with successful negotiated or mediated outcomes?
- What characteristics of conflict are associated with successful conclusion of peace agreements?
- What characteristics of mediators are associated with successful peace agreements?
- What characteristics of peace agreements are associated with agreements that last more than 5 and 10 years?
- What factors lead to successful implementation?
- Which states and regional organizations have conducted mediation in the past 20 years and with what frequency? What are the success rates associated with the various actors (especially the United States)?
- How many of these interventions resulted in peace agreements? How many of these agreements lasted more than 5 years? 10 years?
- What are the trends in U.S. diplomatic interventions in conflicts?

This research will inform the Bureau’s trainings, programming, and policy recommendations for conflict interventions.

Format of Final Product:
Data analysis with relevant visualizations accompanied by a 10-20 page research paper

Potential Areas of Useful Expertise or Interest:
Interest and/or experience in the following areas are preferred: statistical data analysis, quantitative and qualitative research methods, peace and conflict resolution, international politics and security
Comments:

Resources:
- Diplomatic Intervention and Civil War (DICW) dataset
- United Nations Peacemaker: Peace Agreement Database
- Uppsala Department of Peace and Conflict Research: Peace Agreement Dataset
- University of Notre Dame Kroc Institute of International Peace Studies: Peace Accords Matrix
- Stockholm International Peace Research Institute: Armed Conflict and Conflict Management Programme
- Civil War Mediation (CWM) dataset
- Managing Intrastate Low-Intensity Conflict dataset
- International Conflict Management Dataset

Maximum Number of Projects: 1-2
**Project 38**

**Digital Diplomacy vs the “Last Three Feet”**

Under-secretariat for Public Diplomacy and Public Affairs, Office of Policy, Planning, and Resources (R/PPR)

Overview:
When and why is digital diplomacy or personal contact a relevant tool for public diplomacy? Are audiences more influenced by meeting and talking to someone in person or engaging via social media? How can the Department use both in a strategic messaging campaign? What are the limits and most effective uses of digital/social media and personal contact? What types of audiences find one or the other more appealing or persuasive? How do you evaluate them?

Format of Final Product:
A formal research paper including charts, graphs, photographs, and other data visualization efforts.

Potential Areas of Useful Expertise or Interest:
Background in general research.

Maximum Number of Projects: 1
Country Review of Foreign Government Physical Spaces Compared to American Spaces

Under-secretariat for Public Diplomacy and Public Affairs, Office of Policy, Planning, and Resources (R/PPR)

Overview:
Many governments’ fund and conduct programs at physical locations in other countries to communicate with foreign publics by offering language courses, cultural programming, educational opportunities, etc. What does a comparative review of the Department of State’s American Spaces/Centers/Corners versus other countries branded physical spaces (e.g., German’s Goethe Institute, China’s Confucius Institutes, the United Kingdom’s British Councils) demonstrate about the effectiveness or lack thereof we see in our American Spaces?

Format of Final Product:
A formal research paper including charts, graphs, photographs, and other data visualization efforts. The paper should include comparisons of programing, structure, challenges, and success of each country’s physical spaces in the country or region under review. The paper should offer recommendations for how the Department might alter or improve American Spaces in the country or region under review.

Potential Areas of Useful Expertise or Interest:
Background in general research.

Comments:
Participant(s) who conduct this research may review multiple countries from different regions, review countries in the same region, review a single country, or conduct some variation. The Undersecretariat will benefit from this qualitative comparison research project and the work conducted by the participant(s) will inform policy decisions.

Maximum Number of Projects: 5
We would be willing to work with up to five (5) independent teams as long as the following requirements are met:
• A different country/region for each team
• There is cross-team collaboration on methodologies
**Project 40**

**Student Led Virtual Exchange**

Undersecretariat for Public Diplomacy and Public Affairs, Bureau of Educational and Cultural Affairs Collaboratory (R/ECA/P/Collab)

**Overview:**
In lieu of funding large scale virtual exchange programs to enhance cross cultural understanding can we provide students and their teachers with a toolkit or template to run these virtual exchanges on their own? After the virtual exchange ends do the American and international students empathize with the other’s country more? How can we make a repository of teachers around the world interested in having their classes participate in virtual exchanges?

**Format of Final Product:**
A research paper describing what worked during the virtual exchange, did not work, best practices, and any multimedia content. This paper would integrate six focus groups before, during, and after one class of the J. Christopher Stevens Initiative (JCSVEI) and one Student Led Virtual Exchange participate in their virtual exchanges to examine if they empathized more, less, or they felt the same about their overseas counterparts and countries. The final research paper will include a mixed method data analysis that clearly supports the conclusion and recommendations for how the Department can use virtual exchanges more effectively to foster cross cultural understanding. If possible, we would also like to build a repository, including an interactive map and resource website, of teachers around the world (including State alumni) interested in participated in self led virtual exchanges.

**Potential Areas of Useful Expertise or Interest:**
Technical skills to use social media sites, connective tech. A separate evaluations team to run the focus groups

**Comments:**
After a successful pilot of a self-centered virtual exchange with American University students, this program will examine if the resulting sentiment for cross cultural understanding via virtual exchange increases, decreases, or is consistent with findings in funded programs. ECA and the Department will benefit from this qualitative comparative research project and the work conducted by the participant(s) will inform policy decisions.

**Maximum Number of Projects:**
1
We would be willing to work with up to one (1) independent university classes and one class if they meet the criteria below:

- Studying subjects such as international relations/affairs, peace and conflict resolution etc.
• Have the technological resources to access connective technologies such as Skype, Google Hangout, etc.
Project 41

Building Diplomacy: Embassy Design in Global Perspective

Bureau of Overseas Building Operations (OBO)

Overview:
What does diplomacy look like, and how is it experienced, when embodied in a structure or space? In the wake of globalization, how have spatial dialogues about diplomacy been reframed and redefined? What makes a space appropriate for diplomacy? These are some of the ever-urgent questions students will explore in Building Diplomacy: Embassy Design in Global Perspective.

Building Diplomacy is an interdisciplinary project focused on the design, impact, perception, and user experience of U.S. embassies and consulates worldwide. Engaging research and practice within the fields of architecture, urban planning and design, public policy, and others, project teams will explore complex topics at the intersection of diplomacy and design. Because of the broad subject matter, the Bureau is open to collaborating on a semester-long project, or a semester-length class co-taught or with guest lectures from Bureau architects and planners.

In discussion with DRL/IRF, the project team may further refine the topic to focus on a specific country of thematic area.

Format of Final Product:
The final deliverable will be a presentation by class/university teams in PowerPoint and/or on boards, and a digital portfolio of the final projects. Students will be invited to present their final projects in front of Bureau and Industry reviewers.

Potential Areas of Useful Expertise or Interest:
Architecture, urban planning, real estate, public policy, urban design, landscape architecture fields of expertise are especially useful. Necessary skills: PowerPoint, Word, basic data analysis. Preferred skills: SketchUp, Google Earth, Adobe Creative Suite, ArcGIS, STATA, SPSS. Language skills are a plus, and may help with understanding source material in the course of research.

Comments:
The Bureau of Overseas Buildings Operations directs the overseas building program for the U.S. Department of State and other Agency personnel serving abroad as foreign service diplomats.

With the support of Congress and other Department Bureaus, OBO sets worldwide priorities for the design, construction, operation, maintenance, and disposal of overseas property. Involved with 275 diplomatic missions, OBO manages 70 million square feet of real estate and current design and construction worth $7 billion USD.
Learn more about the Department of State and Bureau of Overseas Buildings Operations here: http://overseasbuildings.state.gov/
Watch the Year in Review video here: https://www.youtube.com/watch?v=7_kiYNdiVYI

**Maximum Number of Projects:** 4 Project Teams across 4 Universities
Satellite Urbanization: Predicting Viability and Success of Relocated or Satellite Urban Cores

Bureau of Overseas Building Operations (OBO)

Overview:
The Bureau of Overseas Buildings Operations is active in real estate markets around the world. We are seeing an upward trend in new, planned “satellite” urban core zones, effectively creating two or more nodes of intense urbanization. The simple answer is that cities are reaching spatial capacity and are “spinning off” satellite s. However, not all will achieve success.

Because we are active in markets affected by this trend, this is an important question for the Department. As we determine where to site diplomatic buildings, we are mindful that embassies and consulates must be well-located today to serve a mission spanning several decades if not the century. We would like to engage two research teams to answer two questions:

1) History + Trends Team: What are the history, current trends, and future directions of these “spin off” urban developments of major cities around the world?

2) Analysis + Metrics + Modeling Team: What are the predictive factors, and what model can capture, the relative success or failure of these urban satellites?

This is an interdisciplinary project, and we welcome collaborative participation across various departments within the participant universities.

Format of Final Product:
The final deliverable will be a presentation by class/university teams in PowerPoint and/or on boards, and a digital portfolio of the final projects. Students will be invited to present their final projects in front of Bureau and Industry reviewers.

Potential Areas of Useful Expertise or Interest:
Architecture, urban planning, real estate, public policy, urban design, landscape architecture fields of expertise are especially useful. Necessary skills: PowerPoint, Word, basic data analysis. Preferred skills: SketchUp, Google Earth, Adobe Creative Suite, ArcGIS, STATA, SPSS, Python. Language skills are a plus, and may help with understanding source material in the course of research.

Comments:
The Bureau of Overseas Buildings Operations directs the overseas building program for the U.S. Department of State and other Agency personnel serving abroad as foreign service diplomats.

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Learn more about the Department of State and Bureau of Overseas Buildings Operations here: http://overseasbuildings.state.gov/

Watch the Year in Review video here: https://www.youtube.com/watch?v=7_kiYNdiVYI

**Maximum Number of Projects:** 2 Project Teams across 2 Universities. Team 1 will focus on the historical, present, and future trends associated with the topic; Team 2 will focus on analysis, defining metrics and predictive models of growth and success
Understanding mobile device applications for climate change and sustainability in the Middle East

Secretary’s Office of Religion and Global Affairs (S/RGA)

Overview:
In one or two paragraphs, please describe the context of your project, its importance, and why the project will be useful.
Promoting sustainability and mitigating the effects of climate change effects is a key component of U.S. foreign policy. Global climate change science is becoming increasingly better at predicting environmental impacts at the local and regional levels. Many mobile data collection and analysis tools are coming online to support local land management and land use planning, food security, water resource management, and climate change adaption. This project will focus on understanding the state-of-the-art of scientific predictions and how it connects with regional short term responses in the Middle East and North Africa. The goal of this project is to better understand the utility of these apps and the context within which they can be useful for addressing climate change issues in the region. Are these apps being used in the Middle East and North Africa? Are they available in Arabic? How are they being marketed? How are people using the apps? What is not available, but could be made available that would be useful?

Format of Final Product:
A descriptive report and links to mobile apps

Potential Areas of Useful Expertise or Interest:
Climate science, sustainable land practices, geography, mobile apps, Arabic language, citizen science

Maximum Number of Projects: 2
Overview:
State & City leaders are asking the State Department to coordinate closely on creative, mutually complementing objectives in foreign affairs that leverage the decentralized nature of America’s democracy. In this regard, U.S. states and cities are playing an influential role in front line work to advance our interests and values; beyond the power of culture, local-level political and economic bridges are linking directly to our top priorities of security and prosperity. The State Department, hand-in-hand with Interagency colleagues, is actively structuring a diplomatic posture to reflect the subnational demographic and social shifts underway through the next several decades – of particular note, expanding asymmetrically beyond capital and mega-cities into Tier II and Tier III cities as a critical element – highlighted by the 2015 QDDR recommendation for Whole-of-America Diplomacy. By sharing a highly scaled network of relationships and comprehensive set of national resources, we strengthen our statecraft at a new level.

Student research on the comprehensive scopes of global engagement by U.S. states and cities will be an invaluable asset to building a State & City Diplomatic Playbook and structuring operations for an All-U.S. Government approach to this initiative.

Format of Final Product:
Case Study Research Paper (template to be provided)

Potential Areas of Useful Expertise or Interest:
All-Discipline

Comments:
Project Duration: Semester

Maximum Number of Projects: 6