



## **CAD Ciudadanos al Día 2010 Research Fellow Positions in Peru**

CAD Ciudadanos al Día offers research and internship opportunities to current graduate students and recent graduates for ten week summer positions and for longer positions of up to one year. On a case by case basis, Fellows may request to complete their projects during the Fall or Spring semester and/or for alternate lengths of time.

Since 2003, CAD has been inviting graduate students to conduct research at its offices in Peru as part of a structured research and internship program. Past Fellows have been instrumental in providing the conceptual thinking in order to launch new initiatives and in evaluating and improving current projects.

The Fellowship program offers students the opportunity to conduct in-depth research or program implementation in their field of interest, learn first-hand about policy and development issues in Peru, and assist in improving our organization and the impact we seek to achieve.

The positions described below offer Fellows various professional development opportunities, including to analyze in detail a specific development initiative, research a specific governance or legal issue, make recommendations, conceptualize how to convey research results to achieve the greatest citizen impact, design evaluation strategies, innovate with IT to improve impact, finalize a citizenship curriculum, and produce polished, written reports.

### **What is CAD?**

Since its founding in 2002, *Ciudadanos al Día* (CAD) has sought to revolutionize the relationship between citizens and their government in Peru. CAD, a Peruvian activist NGO, works to improve the citizen-state relationship at all levels of government office by introducing interventions which lead to a state that is more transparent, efficient and equitable, and to a citizenry that is more informed, demanding and engaged.

CAD's innovation is having an impact and gaining national and international recognition. In a 2007 survey of Peruvian policy makers, CAD ranked among the top six most influential NGOs in Peru. CAD is implementing its innovative project model with funding from such diverse development organizations as L'Agence Canadienne de Développement International (ACDI), World Justice Project of the American Bar Association, Tinker Foundation, Open Society Institute, the Ford Foundation, and the National Endowment for Democracy.

### **Logistics and application information:**

**Period of Assignment:** 10 weeks for summer internships; up to six months or one year for longer positions

**Applications:** To apply, please submit a cover letter and resume/CV to Julie Weaver, Manager of International Partnerships and Program Development, at [jweaver@ciudadanosaldia.org](mailto:jweaver@ciudadanosaldia.org). Please indicate in your cover letter the dates you are available and the position for which you are applying or, if proposing your own project, please describe it in full including proposed final products.

**Qualifications:** Applicants must be current graduate students or very recent graduates. Spanish proficiency is helpful but not required, except where indicated. Fluency in English with excellent writing skills required. The position descriptions below include education, skills and experience requirements that are specific to each position.

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### **Ciudadanos al Día (CAD)**

Calle A. Alexander 2523, Lince, Lima 14, Lima, Perú  
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#### **Positions available:**

1. Monitoring and Evaluation
2. Award Program for Best Practices in Public Management
3. Civic Education Project
4. Research and Information: Tools for Citizen Engagement and Improved Governance
5. Proposal and Programming Development and Financial Sustainability
6. Corporate Social Responsibility and Extractive Industries
7. Communications and Media Engagement for Governance Impact
8. Citizen Charter
9. Process of Social and Institutional Change
10. Developing Ethics for Lawyers in Peru
11. Student-proposed Project

#### **Position Descriptions:**

##### **1. Monitoring and Evaluation**

**Position Description:** CAD is working to revise and improve its systems for monitoring and evaluation. Responsibilities for this position include: undertake an evaluation of CAD's current system of monitoring and evaluation (M&E); assess its strengths and limitations; propose new M&E system; initialize process of implementing the new M&E system; create Terms of Reference and action plan for any outstanding M&E work including future consultants needed and upkeep of the system by CAD staff.

**Qualifications:** Masters Degree student in International Development, Latin American Studies, Public Management, and/or Related Field; professional and academic experience in monitoring and evaluation; interest in focusing on monitoring and evaluation in future career; interest in issues of governance and citizen empowerment.

##### **2. Award Program for Best Practices in Public Management**

**Position description:** CAD Ciudadanos al Día implements an innovative Award Program for Best Practices in Public Management in which we identify, publicize and reward successful government policies and practices at all levels of government nationwide. Public entities compete in 18 cross-cutting categories like Transparency, Social Inclusion, and Economic Development. CAD seeks a Research Fellow to provide conceptual inputs to improve the program and to better evaluate its impact.

Research and programmatic responsibilities will include one or more of the following: Analyzing the innovative methodology of the prize program, including assessing strengths and weakness and proposing improvements; selecting an Award Category of interest to the Fellow and studying its objective, practices, trends over time, and impact; selecting a Best Practice of interest and conducting an intensive case study of that practice, including interviewing the public officials that implemented the practice, documenting its success and the impact that being rewarded had on the public officials; design an improved monitoring and evaluation strategy for the Award Program; and be part of the CAD team that implements the Annual Prize Ceremony to be held in July 2010.

**Qualifications:** Masters Degree student in International Development, Latin American Studies, Public Management, and/or Related Field; Spanish language skills ideal, and necessary for research involving participant interviews; experience in conducting evaluations and describing impact preferred; interest in issues of governance, public management and citizen empowerment.

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### 3. Civic Education Project

**Position Description:** CAD is working to launch a new Civic Education Project to finalize and implement a citizenship curriculum with the goal of improving citizenship and civic engagement in Peru. Initially the curriculum will be put to use in targeted graduate programs and in CAD's public advocacy campaigns, though ultimately the curriculum is hoped to be adopted for use in the Peruvian school system. The project is in its early stages of design, and the Fellow would be responsible for taking the project to the next level so that it will be ready to be implemented. Responsibilities will include: revising and finalizing the draft curriculum; designing the accompanying teaching methodology and teaching materials; planning the implementation, monitoring and evaluation of the project; and assisting in seeking out partnerships and funding to launch the project.

**Qualifications:** Masters Degree student in International Education, International Development, Latin American Studies, Communications, Law, and/or Related Field; professional and academic experience in, and career focus on, education in developing countries; skills in developing curriculums and education projects; interest in issues of civic engagement and citizen empowerment.

### 4. Research and information: Tools for Citizen Engagement and Improved Governance

**Position description:** One of CAD's main interventions is the research and production of a weekly short research output, *BoletínCAD*, on diverse themes from transparency and corruption to budgeting, education, and access to public services, that is then sent to our media partners who publish the findings in national and local media (all of our past *BoletínCAD* can be found at <http://www.ciudadanosaldia.org/boletines/default.htm>). The Fellow would provide an international perspective to the research and evaluate and improve CAD's research and communication strategy to achieve maximum policy impact.

Areas of responsibility will include: analyzing and documenting CAD's unique method of using information and research as empowerment tools; mapping new topics of research and new sources of data and information; researching and creating a database of international indicators in a range of fields that compare Peru's performance with other countries, such as in governance, budgeting, and poverty fighting; participating in the strategic planning of research themes and in the design of media outputs; opportunity to develop and produce a *BoletínCAD* depending on the Fellows fields of interest.

**Qualifications:** Masters Degree student in International Development, Economics, Latin American Studies, Communication Studies, and/or Related Field; Spanish language skills ideal and required to produce a *BoletínCAD*; skills in research, analysis, and/or communicating research results; interest in the types of research themes covered in *BoletínCAD* and in issues of access to information, transparency, citizen engagement and governance.

### 5. Proposal and Programming Development and Financial Sustainability

**Position description:** CAD Ciudadanos al Día is working to diversify its funding and improve its financial sustainability so that it can continue to have impact in the long-term. A Fellow would bring an international perspective to this endeavour and provide needed inputs into the process of building a more sustainable organization.

Areas of responsibility will include: engaging in research to identify potential new sources of funding, including both traditional donor agencies and newer non-traditional funding sources like foundations and the private sector; identify new directions for CAD programming and be responsible for elaborating the programmatic and financial content of proposals; conduct comparative research about volunteer programs in other similar organizations and make recommendations for how CAD

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could better engage with volunteers; and conduct comparative research about developing individual and private sector supporters, including corporate social responsibility initiatives, and means of engaging with these potential allies.

**Qualifications:** Masters Degree student in International Development, Latin American Studies, and/or Related Field; professional experience in program development and use of program management tools and methodologies and/or organizational development and management; experience and/or interest in gaining skills in generating proposals for funding and/or organizational management and sustainability; interest in issues of governance and citizen empowerment.

## 6. Corporate Social Responsibility and Extractive Industries

**Position description:** CAD currently implements an initiative that strengthens informed citizen engagement in extractive industries in key mining-intensive areas of Peru. CAD seeks a Fellow to provide much needed research support for the design, implementation and expansion of the project.

Potential areas of research include: assessing the Corporate Social Responsibility (CSR) programs of the leading Peruvian mining companies to identify potential partners and understand the CSR models they use; researching anti-corruption mechanisms, issues and existing studies in terms of extractive industries and mining, and developing better indicators, with the potential to write a research report for CAD distribution; and strengthening CAD's involvement in the Extractive Industries Transparency Initiative (EITI).

**Qualifications:** Masters Degree student in International Development, Latin American Studies, Business and/or Related Field; Spanish language skills ideal, Spanish reading skills required; skills in economic research, familiarity in working with data like household surveys, and skills in SPSS ideal; professional experience in CSR, private sector development and/or community relations with private sector firms preferred; interest in issues of governance, natural resource use, corporate social responsibility and citizen empowerment.

## 7. Communications and Media Engagement for Governance Impact

**Position description:** CAD works intensively with its media campaign partners to have a national and local-level platform to disseminate its research and messaging in order to influence public dialogue and generate citizen engagement and demand for better governance. The Research Fellow will provide theoretical inputs and technical skills to enhance the work of the CAD Communications team.

Potential research and programmatic outputs include the following: research and implementation of new methods of demonstrating the impact of our communications work, including in the contents of evaluations and in the design and presentation of evaluative work; research and document public impact campaigns in other developing countries in which the media has had an impact in improving governance and/or citizen engagement and apply the successful frameworks to CAD's model; and improve CAD's use of technology to achieve results through communication, including through our collection of data, systemization of impacts, interaction with journalists, use of new media and website design and content.

**Qualifications:** Masters Degree student in Communications, Journalism, International Development, Latin American Studies, and/or Related Field; Spanish language skills ideal; experience in implementing communications programs for social impact in developing countries ideal; skills in information technology and web design ideal, and required for IT-focused projects; interest in the use of communication to improve governance, public management and citizen empowerment.

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## 8. Citizen Charter

**Position description:** CAD is working to launch a new initiative, a Citizens Charter project, and is seeking a Research Fellow to provide the conceptual thinking behind the program and to design the main interventions. A Citizens Charter is a formal document outlining the roles and responsibilities of the state and citizens, implemented at any level of government. It is a demand-side governance tool to improve the citizen-state relationship, increase accountability and transparency, improve public service provision and improve citizen trust and confidence in the government.

Areas of research include: Researching the use of Citizen Charters in other developing country contexts; making recommendations for how CAD can apply the tool to the Peruvian setting; and designing the intervention and planning the strategy and timeline for implementation; identifying potential partners.

**Qualifications:** Masters Degree student in International Development, Latin American Studies, Public Management, and/or Related Field; experience, and/knowledge of Citizen Charters or other demand-side tools in developing country contexts; interest in issues of governance, public management and citizen empowerment.

## 9. Process of Social and Institutional Change

At the heart of CAD's interventions is the desire to catalyze a process of social and institutional change, a process that we believe we approach in a unique way. Specifically, our approach to change considers some of the following questions: How do you achieve change in one institution, in one organization, or in society as a whole? How do you convince individuals to accept and push for change? Is there a role for one-on-one coaching or mentoring? How do you build allies? How do you manage resistances to change?

A Research Fellow is needed to study CAD's process of change, to help us keep our thinking up to date with current change theories, and to place our approach in the context of the greater field of social change. Research topics include: studying, assessing and documenting CAD's process of change; summarizing change processes as put forward by other organizations and in academia; benchmarking our process against others in the field; and proposing improvements to how we conceptualize and/or describe our change process.

**Qualifications:** Masters Degree student in International Development, Sociology, Latin American Studies, Public Management, and/or Related Field; experience and/or knowledge of theories of social, organizational and/or institutional change, application of social change theories in developing country contexts ideal; interest in issues of social change, governance, public management and citizen empowerment.

## 10. Developing Ethics for Lawyers in Peru

**Position descriptions:** Peru suffers from weaknesses in enforcing legal ethics, high levels of corruption, and low levels of citizen trust in lawyers and the legal profession. CAD's innovative, new Code of Ethics project addresses these challenges through a series of innovative interventions that change the incentives lawyers face to act ethically and capitalizes on the market power of national and international firms to join the fight against corruption and unethical legal practices. The project unites lawyers, academics, and students to push forward a new self-regulating system to strengthen legal ethics in Peru. Research Fellows will have the opportunity to provide research, theoretical inputs and practical design guidance into the project. Two sets of opportunities are available.

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First, a crucial component of the Code of Ethics project is the development of the country's first ethics continuing legal education (CLE) programs, for which Fellows will provide research and curriculum development. Fellows will work within a specific practice area of a major Peruvian law firm or legal department, directly collaborating with a firm partner to identify the most pressing ethical issues for the practice area and develop a CLE program to address those issues. One or two Fellows will also work in the Ciudadanos al Día office in Lima, researching and preparing implementation strategies for ethics CLE within the Peruvian legal system.

Fellows will gain exposure to legal practice in a civil law jurisdiction and will gain expertise through immersion in a single practice area. Fellows will research U.S. ethics case law and legal ethics scholarship, then apply and adapt their research to create continuing legal education programs that fit within the legal context of Peru, including developing a 6-hour training kit for lawyers in their practice area.

Second, Research Fellows will work directly with the Ciudadanos al Día team to design and implement the Code of Ethics project. Fellows will conduct research about how legal ethics are enforced in other developed and developing country contexts to guide the appropriate design of the project in Peru. Fellows will also research and guide implementation of a key component of the Code of Ethics project, the establishment of a Pro Bono Clearinghouse, led by CAD, that enforces lawyers' and law firms' commitment to providing Pro Bono services and creates a platform to unite the supply of Pro Bono services by these providers with the high demand from the Peruvian population.

Through their research and project development, Fellows will not only gain a critical understanding of ethical issues in multiple legal systems, but will also actively play a role in advancing legal ethics in Peru. By working with both the private and public sectors, CAD fellows will see all aspects of the multilateral effort for legal ethics development in Peru.

**Qualifications:** Law student or Masters Degree student in Law and/or Related Field; Spanish language skills ideal; professional and academic experience in research, designing educational programs and/or in training of professionals; interest in issues of legal professional ethics and law and legal practice in developing countries and low rule of law settings.

### **11. Student-proposed project**

Applicants may propose their own research projects. The projects proposed here represent areas of contribution that CAD has identified as current needs, however CAD welcomes student proposals provided they contribute to the organization's mission and needs. Applicants who propose their own projects should describe their project, including any proposed outputs, in the cover letter they submit with their application. Applicants with questions about their proposed projects before they submit full applications may direct questions to: [jweaver@ciudadanosaldia.org](mailto:jweaver@ciudadanosaldia.org).

### **Remuneration and Additional Information:**

CAD does not pay an honorarium or otherwise provide monetary compensation to Fellows. Fellows are expected to cover their expenses traveling to and from Lima as well as their housing, local transportation and incidentals while living in Peru.

While Fellows are expected to manage and pay for their housing arrangements, CAD can provide logistical support in locating safe, affordable short term housing.

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All Fellows will be based in CAD's office in Lima, except for those Legal Fellows placed with our partner law firms. CAD will provide Fellows with pleasant, modern office space (including high-speed, wireless internet) and an enjoyable work environment with a diverse, innovative, and very collegial staff. Fellows will be assigned their own CAD email accounts upon arrival. Fellows are requested to bring their own laptops.

Fellows are encouraged to take advantage of their time in Lima to learn about Peru and development and policy issues as they play out in the Peruvian context. Fellows will be provided with an orientation program in which they meet with Peruvian policy makers, lawyers, economists and development professionals. CAD encourages Fellows to engage with Peruvian peers in their field of interest and will be happy to assist Fellows in making additional contacts with area professionals.

Additional information about CAD's work may be found at its website: [www.ciudadanosaldia.org](http://www.ciudadanosaldia.org). Information about the Fellows program can be found at: <http://www.ciudadanosaldia.org/srf/default.htm>. Applicants are encouraged to review CAD's programming, especially as it pertains to their proposed project, prior to applying. Questions may be directed to Julie Weaver at [jweaver@ciudadanosaldia.org](mailto:jweaver@ciudadanosaldia.org).

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