

KSA (Knowledge, Skills and Abilities)

Used in Government Applications (aka. Quality Ranking Factors, Placement Rating Factors, Essays, Key Elements, Supplemental Statements, Narrative Statements, Evaluation Criteria, or High Quality Criteria)

APPLICATION FOR POSITION AT USAID**Academic Background.**

I have a graduate degree (Master's or Doctorate), or I am currently enrolled and will have obtained my graduate degree (Master's or Doctorate) within 6 months of submitting this application in a functional area related to the program analyst position.

- My doctorate is in political science, economics, public administration, government, sociology/rural sociology, international development, anthropology, or business administration.
- My Masters is in political science, economics, public administration, government, sociology/rural sociology, international development, anthropology, or business administration.*
- My graduate degree is in another field, but I believe my coursework and experience are equivalent to a Masters in political science, economics, public administration, government, sociology/rural sociology, international development, anthropology, or business administration.
- My graduate degree is in a field other than the fields described above.
- None of the above.

I will receive my Master's degree in Public Affairs in Development Studies from Princeton University this coming June. Through my coursework, I have complimented my professional experience from the field with rigorous quantitative and theoretical training. My core courses have given me a strong background in economics and quantitative analysis through the study of statistics, finance, development economics, and program and policy evaluation. Furthermore, my coursework in international development has provided me with a clear theoretical and practical understanding of health policy in the developing world, the challenges of HIV/AIDS, the effects of globalization on public policy, and responding to humanitarian crises. As a final project for my degree, I participated as a member of a ten-person team in a Graduate Consulting Workshop in which we focused on improving health care services in the state of Himachal Pradesh. With the support of our client, the Ministry of Health in Himachal Pradesh, I traveled to India to interview ministry officials, health care providers, and recipients of government-provided services. Since that time, I researched health care provision in India with the aim of advising the Ministry of Health on how to offer improved services to the citizens of Himachal Pradesh and completed a 60-page report outlining the team's recommendations.

Ability to work in teams to achieve results.

Worked collaboratively in a team-orientated manner, functioning either as a team member or a team leader. Applied and maintained core values of customer orientation, teamwork, accountability, empowerment, and diversity. Inspired, motivated, and guided others towards achieving results.

- Participated as a team member in a professional, volunteer, or academic setting in the day-to-day activities of a team. Obtained guidance from other or more senior team members in order to prepare individual contributions to the overall goal or objective of the team. Contributed to group discussions and prepared information for the team.
- Led diverse teams in a professional, volunteer, or academic setting with goals and objectives that were not well defined. Made management decisions concerning technical priorities and/or resource allocations. Resolved team concerns; recognized the contributions of individual team members and the teams' overall achievements. Designed and/or led team-building exercises and retreats. Trained or mentored junior team members.
- Participated as a team member in a professional, volunteer, or academic setting. Cooperated with others to establish priorities and develop work plans. Led discrete activities of a diverse team to*

achieve goals and objectives that were clearly defined.

- Experience, education, or training less than the levels described above.
- None of the above.

With regard to working with teams, I have a broad range of experiences in which I have both led team activities and collaborated with others to achieve team objectives. As the Affiliate Program Coordinator at the National Council of La Raza (NCLR), I managed a program that identified community-based organizations that carried out exemplary work in strengthening Hispanic families and organized technical assistance exchange sessions between these organizations and others that wished to improve their programs. Each year I received applications from approximately thirty Hispanic-serving organizations in which they specified details of their programs, program evaluation results, and how the programs had made programmatic changes over time, based on those evaluation results. I then coordinated a working group of six colleagues who had technical expertise in the social service areas highlighted in the applications, and worked with them to critically evaluate the applicants, requesting follow-up information when necessary. I set the agenda for team meetings, established selection guidelines, identified organization priorities, and coordinated communications. The result was that the team selected six organizations to serve as “Family Strengthening Models” for our affiliate network annually; NCLR recognized their programs as having a significant impact on generating positive outcomes for Hispanic families.

As a member of a ten-person Woodrow Wilson School Policy Workshop Research Team (a second year, culminating policy research project – or something like that that explains what the “workshop” is since it’s an internal WWS term), I am currently participating in a research project concerning the improvement of publicly-provided health services in India for our client, the Ministry of Health of Himachal Pradesh. The project began with a week-long fact-finding trip to Himachal Pradesh, where my team and I interviewed Ministry officials, government medical staff, local governance committees, and patients to identify obstacles to the efficient delivery of health services. This initial visit allowed us to clarify client needs and utilize client input in research design. Using client interviews, academic literature, and national health surveys conducted over a ten-year period in India, my team and I established health trends over time in the state through data triangulation and developed recommendations for the Ministry that incorporated the economic analysis of health markets and political considerations. We analyzed data sets using STATA from seven existing national surveys that included questions concerning health and health service usage and which allowed comparisons between Himachal Pradesh and other Indian states. In addition, we accessed a data set used from a 2009 study of health worker absenteeism in India. My team and I presented a 60-page report offering recommendations for politically-viable mechanisms for the decentralization of health services, public health data collection, resource allocation, and insurance provision to the Ministry in January 2013.

Ability to write persuasively and effectively in English.

Communicated effectively in written English: information, concepts and technical knowledge in forms such as reports, letters, proposals, studies, articles, or other documents to diverse audiences.

- Wrote complex technical program reports, strategic plans, policies, research findings, proposals, articles, etc. in English in the specialization or subject matter of the position that had an impact in the program area, such as publishing in peer review journals or other widely disseminated publications.
- Contributed to documents in the subject matter of the position; assisted in drafting documents; not the sole author.
- Developed complex technical reports, strategic plans, and/or research proposals for diverse audiences in the specialization of the position that were used in the internal working of an organization.*
- Experience, education, or training less than the levels described above.

- None of the above.

With regard to written communication, I have had the opportunity to produce numerous reports and manuals for both internal and external agency use through my professional experience. During my internship at the U.S. Embassy in Mozambique, I produced a 40-page guideline manual providing policy and technical guidance for staff working on the Fiscal Year 2011 Country Operational Plan for HIV/AIDS funding under the President's Emergency Plan for AIDS Relief (PEPFAR). As an interagency initiative, PEPFAR planning activities present a challenge in that several U.S. agencies must coordinate their funding and technical activities to meet national guidelines. The Office of the Global AIDS Coordinator (OGAC) issues considerable instructions and policy directives as each country team prepares its Country Operational Plan to guide its HIV/AIDS funding. My responsibility was to synthesize this information into a user-friendly document that could be used by all U.S. agency staff and, with modifications, PEPFAR partner organizations to formulate policies in line with OGAC guidelines and allocate funding accordingly. I researched OGAC publications to identify information that was relevant for all U.S. agencies and technical staff and presented the information in writing in a way that corresponded to the Country Operational Plan computer software. Maintaining a focus on the needs of PEPFAR staff, I requested that staff critically evaluate the manual to ensure that the guidelines reflected the proper technical details, as staff backgrounds in HIV/AIDS technical knowledge varied greatly. Following completion of this guideline manual, I co-facilitated a training for U.S. government staff on how to use the manual and related computer software.

Furthermore, as a Program Coordinator at the National Council of La Raza, I was in charge of developing, researching, and disseminating all proposals, guidelines, and communications related to the Family Strengthening Program. This included writing grants for funding and providing reports to the Annie E. Casey Foundation; preparing application and selection materials in line with organization priorities; composing press releases related to program activities; and publishing a 30-page booklet outlining organizational best practices for strengthening Hispanic families for affiliate organizations on an annual basis. Also, to aid smaller social service organizations that did not have full time development staff or significant experience in writing grant proposals, I formally provided advice and grant proposal reviews to organizations that participated in the Family Strengthening Program.

Ability to communicate effectively other than in writing in English.

Demonstrated communication skills in a professional, volunteer, or academic setting through experiences such as technical presentations, public speaking, training or serving as a spokesperson.

- Assisted with the preparation of presentations/briefings.
- Provided substantive presentations/briefings on selected topics to internal or external audiences.
- Made technical presentations on complex concepts to internal and external audiences.
- Experience, education, or training less than the levels described above.
- None of the above

My professional experiences have required me to develop strong skills in oral communication. During my internship at the U.S. Embassy in Mozambique, I organized the annual meeting between U.S. government agencies and over forty organizations that receive funding through the President's Emergency Plan for AIDS Relief (PEPFAR). Throughout the two days, I used my public speaking skills to welcome the meeting participants, outline agenda items, and summarize major highlights during the open plenary sessions. Furthermore, I served as a spokeswoman for the PEPFAR Coordination Office, interacting with partner agency staff and addressing their questions and concerns.

As a Rural Health and Sanitation Volunteer in Peace Corps Paraguay, I participated in the planning and facilitation of a four-day workshop on HIV/AIDS for rural community leaders, nurses, and teachers. I

collaborated with eight other volunteers to organize a national workshop that not only educated thirty community leaders on the virus, but also gave them the tools to conduct community education campaigns on their own. During the workshop, I presented technical information on HIV/AIDS while also leading participatory activities that presented more simple information through skits, games, and group discussions. As a facilitator, I recognized the importance of presenting information through a variety of mediums, as our audience ranged from individuals who had not completed elementary education to nurses who had significant technical experience. Furthermore, regardless of the participants' education, these leaders were tasked with sharing information with rural communities that had high rates of illiteracy and little specific health knowledge, making participatory educational activities an essential tool. Following the workshop, participants returned to their rural communities and carried out educational activities in partnership with Peace Corps volunteers. I personally collaborated with a Catholic Church leader in my community who attended the workshop to organize a series of radio programs on HIV/AIDS that were broadcast in my district.

Ability to work in a developing country with limited modern conveniences.

Indicate the extent of your experience living, working or studying in a difficult environment, which may have had a variety of challenges, such as civil war, political unrest, diverse cultures, or a lack of modern conveniences.

- Worked as a paid staff member, intern, or volunteer in an ethnically and economically diverse domestic community for less than one year, but more than three months.
- Worked as a paid staff member, intern, or volunteer in a less developed country for less than one year, but more than three months.
- Worked as a paid staff member, intern, or volunteer in a less developed country or lived and worked in an economically or ethnically diverse domestic community such as an inner city or reservation for more than one year.*
- Lived in a country outside the U.S. for an extended period.
- None of the above.

I have had the opportunity to live and work in developing countries on three different continents. From 2010 to 2012, I was a Health Volunteer in Peace Corps Paraguay, where I lived in a rural village in which the people spoke Guarani, the indigenous language of that region. The villagers did not enjoy access to running water, basic healthcare, or higher education. My first priority centered on learning their language and taking part in their cultural ceremonies, which both aided my integration into the community and gave me insight into their health priorities and possible projects I could carry out. Once the villagers witnessed the considerable effort I was dedicating to becoming part of their community, they began to trust me and take an interest in exploring ways in which I could use my skills to help them. At the same time, they taught me about how to survive in their world, from how to wash my clothes in the river to raising chickens. I slowly began to adapt to their value systems and world view, which helped me significantly in designing health projects and encouraging community participation in my activities. Working relationships in Paraguay are based on personal relationships, Therefore my efforts at integration led to a strong working relationship with community members and achievements such as a running water system and community library. While the experience of adapting to a new culture and living environment was difficult at times, I successfully overcame the challenges and learned to function effectively in a Paraguayan context.

During the summer of 2015, I interned at the U.S. Embassy in Mozambique and had the opportunity to experience living and working in a developing country in a professional environment. Through coordinating several working groups, I regularly interacted with Mozambican colleagues and learned about the challenges that U.S. government agencies face when operating in foreign environments with different professional norms and expectations. Through this experience, I witnessed firsthand the importance of learning the local language and customs to be able to effectively work with foreign nationals, not to mention the importance of soliciting their input and feedback on how to gauge programs to appropriately respond to the local context.

Knowledge of program/project management (design, implementation, monitoring and/or evaluation) principles, theories, concepts, methods and techniques.

Knowledge of program strategy, planning, administration and/or project management (design, implementation, monitoring and/or evaluation) principles, theories, concepts, methods and techniques.

- Provided management or expert consultation services to an organization in TWO OR MORE OF THE AREAS LISTED ABOVE. Work required extensive analysis and/or evaluation of the programs and identification of program strengths as well as vulnerabilities.
- Worked in a substantive technical position as a paid staff member, volunteer, or intern OR conducted educational research, wrote technical material, or participated in the evaluation for ONE OR MORE OF THE AREAS IDENTIFIED ABOVE.
- .Provided short-term technical services as a paid staff member, volunteer, or intern in ONE OR MORE OF THE AREAS IDENTIFIED ABOVE.
- Experience, education, or training less than the levels described above.
- None of the above.

I have implemented, managed, and evaluated programs through my past work experiences. During my work as a Peace Corps Volunteer, women in my village expressed a deep concern with food security and the limitations they faced in generating income. As a response, I organized the women to form a cooperative business in which they manufactured basic cleaning products for sale in the village and then used the earnings to buy food stuffs in bulk for their families. I aided them in this process by teaching them basic accounting skills, marketing techniques, and financial strategies. This process occurred gradually over a two year period, as I faced many challenges in increasing their sense of empowerment in the face of extreme poverty and illiteracy. Because of these challenges, I changed program strategies several times during the course of the two years. For instance, the cooperative adopted several different accounting systems until the women identified a system that met their needs, and products were sold in a variety of communities to identify profitable markets. While I initially managed most aspects of the business, I slowly taught them skills and transferred my duties over to other co-op members. By the end of my service, ten women were able to provide their families with ten to fifteen dollars per month in basic food stuffs, which greatly alleviated the food insecurity they faced. Three years later, the women are still running this business independent of outside help and have expanded to other income-generating activities.

While I was working as the Affiliate Program Coordinator at the National Council of La Raza (NCLR), I had the opportunity to personally implement the Family Strengthening Awards Program, in conjunction with the Annie. E. Casey Foundation. This program awarded Hispanic community-based programs for their work in strengthening Hispanic families and created opportunities for these organizations to conduct technical assistance exchanges with other affiliated organizations in the NCLR network. After securing our grant from the Casey Foundation, I established a year-long timeline to guide my work and set deadlines. I then developed and managed the application and selection process, leading a working group in choosing five exemplary programs from over thirty applications. This required that I rigorously evaluated applicant programs to ensure that they had the proper monitoring systems in place to gage results effectively and that the programs consistently met objectives. I coordinated numerous publicity opportunities for the winners, including a Family Strengthening Awards Ceremony and Workshop during our annual conference. Furthermore, these winners provided on-site technical assistance exchanges with over twenty-five other Hispanic-serving organizations that sought to learn more and replicate their winning programs. The Casey Foundation renewed our grant for the second year of the program, and NCLR continues to offer this opportunity for its exemplary affiliates to share their best practices with other organizations.