



# PPC IDEAS FINAL REPORT

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# PPC IDEAS Final Report

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## PPC IDEAS - Project Background

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The Intellectual Leadership Agenda Support (IDEAS) contract was awarded to The Center for Institutional Reform and the Informal Sector (IRIS) at the University of Maryland in 2002 with the goal of supporting the development, production, and dissemination of policy related products for the Bureau of Policy and Program Coordination (PPC) in USAID. PPC serves as a central unit in USAID for policy and strategy formulation, program coordination, and defining program and research priorities. It is also the lead agency within USAID for interacting and coordinating with other U.S. Government agencies, foreign development agencies and governments, multilateral donor institutions and non-governmental organizations. As such, PPC seeks to become a “center of ideas”, a leading voice for new thinking on the future of foreign assistance within the U.S. Government and the world.

Over the past four years, The IRIS Center at the University of Maryland helped PPC achieve this goal. IRIS made available to PPC specialized expertise—individuals and their prepared ideas—on international development and foreign policy issues from around the world. IRIS staff, together with other appropriate outside experts, produced research for policy papers and policy briefs. IRIS also organized and conducted seminars, workshops and other events to provide intellectual support for USAID’s policy agenda. The sum of this work and coordination of global expertise by IRIS helped PPC identify, consider and use appropriate cutting-edge ideas generated by academics, think tank professionals, development practitioners and other policy makers around the world for policy and strategy development.

From 2002-2006, IRIS, via the PPC IDEAS project, made 93 experts available to USAID, facilitated the development of 37 policy papers, policy memos, and analytical papers, and hosted 39 workshops and meetings (with over 800 people in attendance) to assist USAID in its policy formulation process. IRIS recruited experts from some of the finest institutions of higher education (e.g., Cornell University and MIT) and the most prominent research organizations (e.g., Brookings Institution and Carnegie Endowment for International Peace). Experts recruited by IRIS came from 31 universities, 30 other organizations and 5 foreign and domestic government agencies. If calculated by a monthly basis, the PPC IDEAS project produced nearly 2 written products for USAID each month.

## PPC IDEAS’ Policy Impact

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The PPC IDEAS project provided expertise in the formulation of reports, studies, and events, many of which have served as the foundation for new strategic approaches for USAID. The policy achievements PPC accomplished with the support of the PPC IDEAS project include publication of the USAID White Paper Foreign Assistance, the Fragile

States Strategy, and the Fragile States Assessment Tool. A full summary of IRIS' support activities to USAID, by fiscal year, are detailed below.

## 2003

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In the first year of its existence, IRIS conducted or supported a series of studies and events on issues pertinent to USAID's policy agenda. These included:

### **Request No. 2002 – 02: Assistance in Support of the Muslim World Outreach Initiative**

The Muslim World Initiative reexamined USAID engagement in predominantly Muslim countries. It identified unattended areas important to successful development as well as activities that could exacerbate tensions. IRIS organized events and expertise for USAID involving interagency and think-tank participation, and helped coordinate a survey of past and current developmental assistance in the Muslim World organized around justice, knowledge and opportunity. Specific activities included:

#### ***Building Bridges of Mutual Understanding and Cooperation between the United States and the Islamic World***

As part of the Muslim World Initiative, IRIS hosted working luncheons focused on developing ideas and providing background for USAID on understanding and building tolerance between citizens in the US and Islamic societies.

#### ***Muslim World Initiative Engagement Strategies: An Intra-Agency Discussion***

IRIS supported an intra-agency discussion held at USAID offices to discuss more effective approaches for USAID to engage in the Muslim world as well as broader US interests. Five experts, in addition to invited participants, discussed possible USAID strategies to dampen the appeal of extremists.

#### ***Expert Database for the Muslim World Initiative***

IRIS created an extensive database of experts on the Muslim world for use by USAID. The database was organized by country and area of expertise (i.e. governance, agriculture, education, etc.)

#### ***Governance Study for Muslim World Outreach***

The objective of this study was to identify central impediments to good governance in the Muslim World and ways to address gaps identified by the study. IRIS coordinated the work of regional and topical experts brought together to consult and draft results of the study.

### ***Economic Study for Muslim World Outreach***

The objective of this study was to identify distinctions between Muslim and other economies and to distill the implications of any differences. IRIS coordinated the work of regional and topical experts in preparing this study.

### **Request No. 2002-03: OECD/DAC Peer Review of USAID – Washington Presentation**

With assistance from IRIS, PPC, and Center for Global Development, the Washington Presentation of the OECD/DAC Peer Review of USAID was held on December 4th, 2002. The DAC Peer Review, which occurs every four years, is a careful examination and evaluation of countries' development procedures and policies by an international panel of peers from the Organization for Economic Cooperation and Development (OECD). For the 2002 Peer Review, delegations from France and Sweden were designated as examiners and conducted an in-depth evaluation of US development policies and programs through both on-site and off-site review processes.

### **Request No. 2002-04: Meeting to Explore Conflict Frameworks**

On December 18th, 2002, IRIS gathered Drs. Paul Collier (World Bank), Monty Marshall (Center for International Development & Conflict Management, University of Maryland) and Mohammed Abu-Nimer (American University, School of International Service) to meet with several USAID staff for a round-table discussion of factors which determine civil conflict and potential areas for intervention. Among the topics discussed were the importance of economic opportunity in enabling and sustaining conflict, recent trends and the role of grievance and local concerns in conflict management, the role of institutions and the need for greater accountability and evaluation.

### **Request 2002-05: Discussion for the Center for Global Development Working Paper**

On December 9th, 2002, author Lant Pritchett, Harvard University Kennedy School of Government, presented his working paper "Solutions When the Solution is the Problem: Arraying the Disarray in Development." Pritchett discussed a framework for addressing some of the problems involved in improving and assessing the level of services provided in developing countries.

### **Request No. 2003-02: Assessing the Impact of HIV/AIDS on Agriculture, Food, Security and Nutrition**

IRIS organized a workshop sponsored by USAID and The Partnership to Cut Hunger and Poverty in Africa. The workshop focused on the linkages between the AIDS epidemic, as a health issue, and its impacts and drivers in other development sectors, focusing initially on the agriculture sector in the AIDS crisis regions of Africa.

### **Request 2003-03: Support for USAID Strategic Thinking**

PPC and IRIS conducted a two-day USAID symposium to discuss new concepts of foreign assistance. Over 40 participants engaged in a dialogue to review important “influences” affecting USAID’s policies and programs. Recent documents, including the Natsios Report, “Foreign Assistance in the National Interest,” the National Security Strategy, the Monterrey consensus and the Millennium Challenge Account (MCA), were reviewed and their strategic implications for USAID were considered. Symposium participants encouraged USAID management to shape a new mission and core policy statement to maximize USAID’s effectiveness in the near and long terms.

### **Request No. 2003-04: Support to the Revolutionizing AID Effort–Phase I**

Following the “Strategic Thinking in USAID” seminar conducted by PPC and IRIS, USAID officials decided that a new USAID core policy statement should be formulated. PPC IDEAS supported this effort via activities designed to further analyze, research and formulate a new strategy for USAID.

The activities, events or research conducted under this request included:

#### ***Country Typology***

IRIS identified key terms and concepts linked to a new typology of the developing world, researched existing usage and definitions, particularly with respect to the US government and other donors, and proposed conceptions and definitions for use by USAID in the context of the “Revolutionizing AID” effort.

#### ***Expert Discussion Series***

IRIS coordinated a series of discussions with guest speakers on several topics central to USAID’s new strategy. Speakers included Drs. Ha-Joon Chang, Lawrence Harrison, Francis Fukuyama, and Robert Bates.

#### ***Policy and Strategy Graphic Representation***

IRIS assisted USAID in preparing a graphic representation of policy and strategic directions, specifically using existing databases of allocations by country for economic growth, transnational issues and humanitarian assistance objectives to graphically represent different allocation criteria, categories of countries, net total allocations by country, and the range of assistance approaches available for use in the different categories of countries.

### **Request No. 2003-06: Workshop on Impact of HIV/AIDS on Development**

IRIS organized a two-day conference sponsored by USAID to discuss the non-health effect of the AIDS epidemic and strategies to effectively combat those effects. 40 participants, mostly USAID staff, attended the event.

### **Request No. 2003-07: Exploring Options for Iraq Reconstruction**

IRIS provided USAID with experts to explore options for Iraq's reconstruction. The experts were Cherif Bassiouni (DePaul University, Chicago), William Durch (Stimson Center), and Eric Schwartz (Council on Foreign Relations).

### **Request No. 2003-08: Reconstituting the United States' Relations with the Islamic World**

Supported by IRIS and the University of Maryland, a workshop was held for 60 people, including 12 from USAID, to identify specific ways US interests could be matched with those of groups in countries in the Islamic World.

### **Request No: 2003-09 The Millennium Challenge Account: How Can Country Competitiveness Drive Economic Growth?"**

IRIS assisted PPC with organizing an interagency workshop, which it co-hosted along with the Department of State and the Department of the Treasury, to consider how country competitiveness might be supported through the Millennium Challenge Account (MCA). Among the topics discussed were the following: the use of competitiveness as an organizing principle for assistance through the MCA, the selection of recipients, targeting of programs, the importance of monitoring and evaluation for the program, avoiding fragmentation of US assistance efforts, and promotion of broad coordination among donors.

### **Request No. 2003-10: Democratic Governance Research Design**

IRIS contracted the Social Science Research Council (SSRC) to develop a methodological and analytical strategy for a multiyear research effort aimed at evaluating the impact of USAID Democratic Governance programs. The project known as the Sector Operational Research Agenda (SORA) made concrete, practical recommendations regarding the administrative, management, personnel, budget and level of effort needed to sustain a research agenda. Additionally, SSRC reviewed and assessed past, selected USAID democracy and governance program evaluations. Lastly, SSRC convened and provided support to a "Democratization Technical Advisory Board," consisting of outside experts in social science methodology, research and methods. This Advisory Board was charged with monitoring the research to ensure its adherence to high technical standards.

### **Request No: 2003-11: Iraq Assessment**

IRIS provided expertise to USAID to analyze and offer technical advice and operational recommendations for USAID's review of selected aspects of Iraq policy. The assessment focused on the tendency of the Iraqi state to atomize along ethnic and religious divisions.

### **Request No: 2003-12 Fragile States Strategy Research**

The purpose of this activity was to assist USAID in developing its strategy for fragile states. To facilitate this, IRIS established a group of outside experts to join a senior group

of USAID personnel to create a “core” group. The Core group shaped the substance and process of USAID’s fragile states strategy.

## 2004

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In the project’s second year, IRIS continued a number of key initiatives for USAID started in 2003 and supported a number of new activities.

### **Request No. 2003-14: Support to the Revolutionizing AID Effort, Phase I**

To deepen USAID’s understanding of selected new ideas and development concepts and their implications for USAID programming, IRIS planned a series of brown bag events. In these discussions, outside experts presented cutting-edge research and analysis for consideration by those in attendance. For example, at one event, entitled “Unpacking Globalization,” Dr. Geoffrey Garrett, Vice Provost and Dean of the UCLA International Institute, Director of the Burkle Center for International Relations and UCLA Professor of Political Science, and Dr. Branko Milanovic, Senior Associate of the Global Policy Program at the Carnegie Endowment for International Peace, presented papers on the impact of globalization and the resulting policy implications.

### **Request No. 2003-15: Support for Transatlantic Forum on Public-Private Partnership for International Development**

At the request of PPC, IRIS contracted with the European Institute (EI), a leading Washington-based public-policy organization devoted to US-European relations and cooperation on global issues, to facilitate a one-year forum between the European Institute, USAID and the European Commission. The Forum helped to alleviate transatlantic tensions, inform the debate on development, and encourage new avenues for cooperation between governments and the private sector. In particular, the Forum encouraged improved transatlantic cooperation between governments and the private sector in dealing with development issues.

### **Request 2004-04: Education Reform**

Under the Education Reform initiative, IRIS, along with Dr. Wesley Snyder, Research Professor at The University of Montana, Department of Educational Leadership, worked with USAID to create its final education strategy. The project consolidated prior research, discussion, and deliberation on USAID’s education policy. In particular, the report addressed core operational goals in basic and higher education, workforce development, and training and integrated education policy with USAID’s recent white paper and with the 2002 U.S. National Security Strategy.

## **Request 2004-06: Support in Developing an Assessment Tool for Fragile States**

Based upon PPC IDEAS' previous work on the fragile states strategy and the work of USAID in this area, IRIS assisted USAID in moving the fragility framework from the conceptual to the practical. IRIS, along with outside experts and USAID staff, developed a methodology for conducting rigorous, generally field-based, investigations into the dynamics of fragility and translating that analysis into effective and actionable program options. The following sub-activities were conducted in 2004 as part of the Fragile States Tool Request:

### ***Activity 1: Assembling the Technical Assistance Team***

IRIS assembled a team of technical advisers to contribute to this effort. The team consisted of a senior expert in each of the four institutional dimensions of the Fragility Framework: Dr. Nicole Ball, Center for International Policy (security dimension); Dr. Jack Goldstone, George Mason University (social dimension); Dr. Jonathon Haughton, Suffolk University (economic dimension); and Dr. Ronald Oakerson, Houghton College (political dimension).



Senior Technical Advisor Dr. Nicole Ball (Center for International Policy, University of Maryland) and Dr. Ann Phillips (USAID/PPC/P) review key documents during the Fragile States Assessment Tool Kick-Off Meeting.

### ***Activity 2: Fragile States Assessment Tool Kick-off Meeting***

The kick-off meeting, held on September 17th, 2004, initiated development of the assessment tool. Following the meeting, each of the senior technical advisors prepared a memo on how to assess institutional effectiveness and legitimacy for their respective domain. The memos were then used to develop a draft assessment tool.

## **2005**

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In 2005, IRIS focused heavily on helping USAID operationalize its fragile states strategy by creating a user-friendly assessment tool for USAID field personnel. IRIS also sponsored the annual forum of the international Learning Network on Program-Based Approaches (LENPA).

### **Request 2004 – 06: Fragile States Assessment Tool**

IRIS continued to conduct activities in support of the Fragile States Assessment in FY2005. These activities included:

### ***Activity 3: Prepare a Draft of the Assessment Tool***

Working closely with USAID staff and outside experts, IRIS developed a Fragility Assessment Tool (FAST) which takes an assessment team through a series of steps, from diagnosis to program strategy. FAST gives USAID staff a better sense of what fragile states programming should look like and how it is different from traditional development oriented policies. The initial FAST framework was tested via three desktop pilot studies on East Timor, Nepal, and Cote d'Ivoire. The three desktop studies provided a cost-effective way to identify FAST's main strengths and weaknesses. The results of each desktop study were disseminated via three half-day workshops at USAID.

### ***Activity 4: Brief/ Debrief Field Teams***

Following the desktop studies, USAID employed FAST in Guinea in a field assessment. IRIS supported the field assessment team by producing a West African regional analysis, consisting of seven countries, including and surrounding Guinea. Each country was analyzed using the FAST framework and included review of political, economic, social, and security conditions in terms of effectiveness and legitimacy.

### ***Activity 5: Reviewing the Progress of the Fragile States Assessment Tool (FAST)***



USAID and IRIS staff discuss the Fragile States Assessment Tool at a meeting on September 13<sup>th</sup>, 2005. Clockwise from left: Judith Robinson, USAID, Peggy Meites, USAID, Lisa Ortiz, USAID, Patrick Meagher, IRIS, Christine Prefontaine, IRIS, Clare Wolfowitz, IRIS, Phillip Steffen, USAID, Tjip Walker, USAID, and Judith Dunbar, USAID

IRIS held a series of events and helped carry out several different analyses to improve the fragile states assessment tool, especially in light of USAID's experience with the FAST in Guinea. On June 24, 2005, IRIS supported a meeting for USAID staff and outside experts to review accomplishments in the creation of a Fragile States Assessment Tool. Feedback from this meeting was used to revise the Fragile States Assessment Tool further and to prepare a draft for use in carrying out a Burundi assessment.

On July 27-28, 2005, PPC IDEAS facilitated and organized a workshop, which included 36 USAID staff and experts, to use

the most recent draft of FAST to analyze the current situation in Burundi. IRIS invited experts in the social, security, economic, political, and institutional aspects of Burundi to participate in the first day's discussions to prepare USAID staff for conducting a desktop fragile states assessment of Burundi. The discussions and feedback obtained during this workshop were used to identify program priorities for USAID in Burundi. They were also used to guide development of another version of FAST.

### ***Activity 6: Service Delivery in Fragile States***

IRIS supported USAID's participation in the DAC/OECD Fragile States Group Service Delivery Workstream. IRIS senior staff member, Patrick Meagher, developed a cross-

cutting concept paper, entitled “Service Delivery in Fragile States: Framing the Issues.” States display their fragility to the extent that they are unable to or unwilling to provide basic services, such as personal safety, basic health care and education, or adequate food and water to the majority of its citizens. The paper frames the issues by drawing on the fragile states, public goods, service delivery, and political-economy literatures.

### ***Activity 7: Working Papers***

In close association with the Fragile States Assessment Tool work, IRIS developed a Fragile States Working Paper Series. The Series is designed to provide USAID staff with more in-depth understanding of a selection of institutional dynamics involved in fragile states. The working papers are:

- “Strategy Framework for the Assessment and Treatment of Fragile States,” produced primarily by Jack A. Goldstone (George Mason University); Jonathan Haughton (Suffolk University); Karol Soltan (University of Maryland); Clifford Zinnes (Director of Research Coordination, IRIS)
- “State Capacity: the Dynamics of Effectiveness and Legitimacy in Government Action in Fragile States,” produced primarily by Jack A. Goldstone (George Mason University), with extensive collaboration by Tjip Walker (USAID/CMM).
- “Diagnostic Assessment of Fragile States,” produced primarily by Ronald J. Oakerson (Academic Vice President and Dean of Houghton College), Dennis Wood (Deputy Director IRIS), and Joe Siegle (Associate Director IRIS), with extensive collaboration by Tjip Walker (CMM).
- “Rebuilding Constitutional Order,” produced primarily by Karol Soltan (University of Maryland).

### **Request 2005 – 04: LENPA Forum on Capacity Development in the Context of Program-Based Approaches**

IRIS provided support to the USAID-hosted annual forum of the international Learning Network on Program-Based Approaches (LENPA). The forum, held from April 25-27, 2005 at the Marriott Wardman Park Hotel in Washington, DC, was the fourth annual forum sponsored by LENPA. The forum focused primarily on capacity development in the context of Program Based Approaches (PBAs), defined as coordinated approaches by donors to support locally-owned programs. The European Union, as network coordinator, developed the agenda for the forum in



Su Zheng, IRIS, prepares for the LENPA conference held at the Marriott Hotel in Washington D.C. on 25 April 2005.

concert with a steering committee that included USAID.

### **Request 2005 – 06: Additional Work under FRAME**

During 2005, IRIS supported the following activities under this request.

#### ***Activity 6: Create Redraft of Scope of Work for Service Delivery Field Studies***

As part of its continued participation in the DAC/OECD Fragile States Group Service Delivery Workstream, USAID commissioned IRIS to redraft scopes of work for a multi-donor effort to apply the basic service delivery model to four particular types of fragile operating environments (deterioration, post-conflict transition, arrested development and early recovery) and four types of service delivery (health, education, policing/prosecution/prison, and water). Patrick Meagher, IRIS, working with Tjip Walker, USAID, produced scopes of work to address how different fragile states' environments—and their varying combinations of state effectiveness, legitimacy and will—interact with the key accountability relationships identified in the basic service delivery model.

#### ***Activity 1: DAC/OECD Service Delivery Meeting in New York City, September 23-24, 2005***

On September 22nd and 23rd, 2005, the service delivery concept paper and scope of work document, which further elaborates on service delivery strategies in the four sectors of Policing, Education, Health, and Water, were discussed by Tjip Walker (USAID/CMM) Patrick Meagher (Associate Director, IRIS), and Dennis Wood (Deputy Director, IRIS) at a multi-donor meeting in New York, as part of the OECD/DAC Fragile States Group process for coordinating aid policies in this area

## **2006**

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In 2006, IRIS continued its support to USAID's fragile states and service delivery agendas.

### **Request 2005 – 06: Additional Work under FRAME**

IRIS continued to implement a number of activities under Request 2005-06 during FY2006.

#### ***Activity 2: Develop a User Friendly Draft of FAST***

Following a meeting on September 13th, 2005 to discuss ways to improve the Fragility Assessment Tool (FAST), IRIS redrafted FAST into a user friendly and accessible guide to aid Mission staff in developing strategic approaches to fragile states. Christine Prefontaine, IRIS, worked with Dr. Tjip Walker (USAID/CMM), to help write a new introduction chapter entitled, "How FAST Works", incorporate new examples and stories to convey key concepts, and provide a comprehensive link between FAST and broader U.S. national security goals.

#### ***Activity 4: Framing Paper for Issues of Service Delivery in Fragile States***

At USAID's request, IRIS redrafted the working paper, "Service Delivery in Fragile States: Framing the Issues" by Patrick Meagher to be used as an internal USAID guide. The first draft was produced primarily for an international audience of donors and included concepts and terminology used by donors other than USAID.

#### ***Activity 7: Final Guinea Fragile States Assessment***

Continuing the Fragile States Assessment and Guinea/West Africa Assessment work that IRIS produced for USAID (please refer to the 2005 Annual Report), IRIS re-analyzed the Guinea Assessment, in terms of revised editions of the FAST and recent in-country events, to create an assessment more meaningful to the Guinea Mission and also provide a real-life example of what a FAST assessment looks like.

#### ***Activity 8: Governance, Livelihoods and Food Security Workshop***

To determine the value of using the USAID service delivery model as a way to integrate and improve responses to livelihood and food insecurity in fragile states, USAID tasked IRIS with preparing a half-day workshop on the topic. IRIS organized a workshop on January 10th, 2006 at USAID's Development Information Services Facility for USAID staff and outside participants from the World Bank, World Food Programme, U.S. Department of State, among others.

#### ***Activity 10: OECD/DAC Health & Education Workstream Meetings on Service Delivery***

As part of its continuing work to understand how to deliver services in fragile states more effectively, and how service delivery impacts on fragility, the OECD/DAC Fragile States Group Service Delivery Workstream held two workshops on December 19th, 2005 to apply a common analytical approach to two strategic service delivery sectors: health and education. IRIS supported both workshops. The day culminated with both groups coming together to discuss further action. The result of the meetings served as a reference for Workstream participants as they commenced work on the terms of reference for additional service delivery work.

#### ***Activity 11: Edit the Fragile States Working Papers***

Drawing from the work and research of USAID and PPC IDEAS staff and outside experts, IRIS developed a Fragile States Working Papers series in FY2004. In 2006 IRIS edited the Working Papers further. IRIS prepared an introductory working paper which combined and summarized the key ideas present in the original working papers.

#### ***Activity 12: Service Delivery Policy Paper***

The OECD/DAC Fragile States Group Workstream was carried out in three phases: Phase 1 – Development of a concept note and framing paper; Phase 2 – Applying the common analytical approach to four strategically important service delivery sectors; and Phase 3 – Policy guidance on service delivery in fragile states. Phase 3 provided overall guidance on more effective service delivery by synthesizing the outputs from Phases 1

and 2 and other relevant work into DAC policy and field guidance on establishing effective and accountable service delivery systems in fragile states. In response to Phase 3, USAID, on behalf of the Fragile States Group, requested IRIS prepare a Service Delivery Policy Paper to help guide donor policymakers in this area.

IRIS worked with Dr. Stephen Commins of UCLA to prepare a policy guidance paper for donors on how governments, non-state actors, local authorities and civil society can be supported to deliver services in fragile states more effectively and how service delivery in these contexts can be used to address patterns of fragility.

### *Activity 13: Additional Evidence on Service Delivery in Non-conflict Fragile States*

- **Education Case Studies in Non-Conflict Fragile States** - As part of the overall DAC Fragile States initiative and for application within the Agency itself, USAID wanted to reflect on experiences in designing and delivering education services effectively in fragile states. The purpose was to confirm the hypothesis that investment in education contributes to development and political stability in fragile states. USAID asked IRIS to prepare two education case studies using the service delivery framework and typologies already developed to derive lessons learned, strategic guidance, and practical recommendations for application.

IRIS contracted with Creative Associates International, Inc. to produce two education case studies for USAID. The case studies focused on the countries of Guinea and the Philippines/Mindanao and covered a time period of three to five years. Each case study provided a discussion of the nature of the fragile political environment and its impact on basic education services, service delivery response to the fragile environment and, finally, a summary of key trade-offs and a conclusion.

- **Resilience in Fragile States** - In USAID's Fragile States Assessment Tool (FAST), fragility and resilience are identified as key patterns which can undermine or improve stability and livelihoods. Patterns of fragility have received significant attention. However, patterns of resilience within the context of fragile states have received less attention and analysis. USAID needed more information about patterns of resilience. It also needed to know more about how it can influence these patterns to address the needs of reforming and other states. USAID commissioned IRIS to prepare a report to help USAID define the concept of resilience in terms of fragile states.

Working with Ami Carpenter, an expert on community resilience from George Mason University, IRIS prepared a paper to expand USAID's understanding of resilience in fragile states by exploring the relationship between resilience, social capital and conflict management capacity of local communities, provided examples to USAID of resilience in response to specific patterns of fragility and fragility situations and helped USAID identify ways to strengthen patterns of resilience in fragile states.

- **Brown Bag: Elections in the Democratic Republic of Congo** - USAID asked IRIS to arrange for Dr. Suliman Baldo, Africa Program Director for the International Crisis Group, to speak with USAID employees on July 11, 2006 about the then upcoming

elections in the Democratic Republic of Congo (DRC). The DRC is key to peace and regional security in sub-Saharan Africa, given its size and central location in the continent. For years, the DRC has been plagued with conflict, weak government, and humanitarian crises. Since 2002, a fragile peace, brokered by the United Nations, has been in place which has led to the withdrawal of Rwandan and Ugandan forces and the disarmament of Rwandan Hutu rebels operating in the DRC. On July 30th, 2006, the DRC's first free elections in 40 years were to be held and, if successful would offer the opportunity for a lasting peace in that war-torn country.

## Sharing Ideas

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In order to support PPC's goal of becoming a "center of ideas", IRIS developed a clear strategy for knowledge management and dissemination. IRIS identified cutting-edge ideas and used innovative and effective mechanisms to get those ideas into the hands of PPC staff:

### Experts

Over the duration of the project, the IRIS Center brought together over 800 development professionals, academics and practitioners to share and identify cutting edge ideas. IRIS leveraged its position as a research and advisory center located at the University of Maryland, College Park, a world-renowned research institution, to recruit prominent academics to participate in PPC activities. Faculty recruited by IRIS from the University of Maryland included Drs. Karol Sultan (Government & Politics), Wally Oates (Economics), 2005 Nobel Prize winner Thomas Schelling (School of Public Policy) and John Steinbruner (School of Public Policy), all of who helped USAID develop its Fragile States Strategy (Request 2003-12).

IRIS also successfully recruited experts from across the nation and internationally. Experts came from some of the finest institutions of higher education (e.g., Cornell University and MIT) and the most prominent research organizations (e.g., Brookings Institution and Carnegie Endowment for International Peace). Experts recruited by IRIS came from 31 universities, 30 other organizations and 5 foreign and domestic government agencies.

### Website

IRIS established a dedicated website for the PPC IDEAS project featuring information on current project activities, reading materials, and event summaries. IRIS also established secure, password protected pages for certain events which contained sensitive materials. When appropriate, IRIS set up and maintained online discussion forums for USAID staff and outside experts to continue sharing ideas after events (Request No. 2004-06). The PPC IDEAS website can be found at [http://www.irisprojects.umd.edu/ppc\\_ideas/index.htm](http://www.irisprojects.umd.edu/ppc_ideas/index.htm) and will be maintained indefinitely

so that USAID, academics, and other policymakers can continue to take advantage of the ideas shared and knowledge applied during the project.

### **eBulletins**

eBulletins are compilations of relevant articles from academic journals, think-tanks, the public record and general news sources. They cover topics highly relevant to USAID strategy and policies. IRIS distributed the eBulletins via email to high-level USAID policy makers to provide easy access to selected key works developed by others. To date, IRIS has distributed 29 eBulletins covering a range of important development topics such as globalization, the Greater Middle East Initiative, tax competition and nanotechnology. A number of eBulletins were country specific and applied the draft Fragile States Assessment Tool to identify the key drivers of fragility. eBulletins are also available publicly on the PPC IDEAS website at [http://www.irisprojects.umd.edu/ppc\\_ideas/bulletins.htm](http://www.irisprojects.umd.edu/ppc_ideas/bulletins.htm)

### **Weekly Area Events**

PPC IDEAS staff kept USAID up-to-date on development and foreign policy related events occurring in the metropolitan Washington DC area by sending out a weekly newsletter. The Weekly Area Events newsletter contained event information, locations, speaker names, and a link for the user to access additional information. Events were sourced from regional universities, research centers, non-governmental organizations and private companies.

### **General Research**

On a constant basis, PPC IDEAS project staff kept a look out for new, cutting-edge ideas in the development field by reviewing academic journals, books, and news outlets. IRIS built a database of and maintained subscriptions to over 200 electronic sources of development and foreign policy information. These sources were reviewed periodically by the PPC IDEAS project's student staff. As cutting-edge ideas were identified, the information was reviewed by senior staff, summarized, packaged and sent via email to USAID policymakers to help them stay on top of new developments.

## **PPC IDEAS Management and Staff**

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### **Senior Development Specialist/Project Director**

Dr. Dennis H. Wood, Deputy Director of the IRIS Center, served as the PPC IDEAS Senior Development Specialist for the project's four year life span. He is a lawyer and an economist who specializes in policy analysis and institutional reform in developing countries. He is IRIS' Deputy Director and has served as Chief of Party for the Job Opportunities and Business Support (JOBS) Project in Bangladesh, Director of IRIS's program in Indonesia, and Director of IRIS's \$25 million SEGIR-LIR IQC. Dr. Wood has also worked on public and private sector issues for the World Bank, USAID and

private firms in the U.S., Africa, Asia and Latin America. He served in the White House, the Executive Office of the President of the United States, the U.S. Department of State in Washington, D.C., on the staff of Arthur D. Little, Inc. in Cambridge, Massachusetts and with Devres, Inc. Dr. Wood was an elected member of the Council of the Town of Chevy Chase, MD for 12 years, including two years as Mayor. He is a member of the Bar in Massachusetts and Washington, D.C.

Dr. Wood received his Ph D. from the University of Maryland, his J.D. from Harvard Law and a B.S. from Oregon State University.

## Staff Support

Dr. Wood was supported on the project by a small secretariat consisting of a full-time program manager and a full-time equivalent student cohort. This proved to be a cost-effective and efficient administrative structure.

Students – graduate and undergraduate - from the University of Maryland played an integral part in the operation and success of the PPC IDEAS project. Twenty-three students from the School of Public Policy, Robert H. Smith School of Business and other colleges were given the opportunity to participate in some of the most important changes in U.S. development policy that have taken place over the last four years.



Public Policy Graduate Student Paula Harrison edits a PPC IDEAS eBulletin

The work they performed and experience they gained was diverse and relevant. Graduate students from the School of Public Policy conducted research which later helped USAID develop its Fragile States Strategy. Graduate and undergraduate students from the Smith School prepared budgets, tracked project' finances and submitted quarterly reports to USAID. A number of undergraduates also served as Program Assistants, responsible for filing, helping at IRIS sponsored events and putting together a Weekly Events List. Their experiences at IRIS helped them reach their career goals. Former students of the PPC IDEAS project have gone on to work for the U.S. Department of State, Department of Homeland Security contractor Defense Group Inc., Deloitte Consulting and Henry L. Stimson Center.

## **Annex - Summary Spreadsheets of PPC IDEAS Activities**

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**Table 1 – Summary of PPC IDEAS Activities**

**Table 2 – Summary of PPC IDEAS Events**

**Table 3 – Summary of PPC IDEAS Publications**



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