



PPC IDEAS Annual Report

**Intellectual Leadership Agenda Support for the
Bureau for Policy and Program Coordination in
The United States Agency for International Development**

Fiscal Year 2003

Contract No. EDG-O-00-02-00037-00



Institutional Reform and the Informal Sector
at the University of Maryland

This publication was made possible through support provided by the US Agency for International Development (USAID), under Contract No. EDG-O-00-02-00037-00 to the Center for Institutional Reform and the Informal Sector (IRIS) and administered by the Bureau for Policy and Program Coordination. The views and analyses in this report do not necessarily reflect the official position of the IRIS Center or USAID.



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I. Executive Summary

PPC seeks to become a “center of ideas,” a leading voice for new thinking on the future of foreign assistance. The Center for Institutional Reform and the Informal Sector (IRIS) at the University of Maryland, via the PPC IDEAS project, helps PPC achieve this goal. IRIS makes top-notch expertise—individuals and their prepared ideas—on international development and foreign policy issues from around the world available to assist USAID staff. IRIS, together with other appropriate experts, also produces research and policy papers, policy briefs, and organizes and conducts 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 is to help PPC identify, consider and use appropriate cutting-edge development policy ideas generated by academics, think tank professionals, development practitioners, and other policy makers.

In its first year of activity, from October 2003 through September 2004, PPC IDEAS:

- Sponsored or conducted 15 events involving issues of the Muslim world, the impact of HIV/AIDS in the developing world, the Millennium Challenge Account, as well as a discussion series featuring leading development experts.
- Conducted or supported studies on issues of governance in the Muslim world, categories of USAID stakeholders, and strategies for fragile states.
- Developed an extensive database of experts on the Muslim world.
- Reviewed and summarized cutting-edge research and policy ideas for USAID use.

More than 400 development practitioners, scholars and policy experts were involved in the PPC IDEAS project during the year. Over 100 experts, USAID officials and others were writers, speakers, moderators and other participants in PPC IDEAS papers, events and workshops. More than 330 individuals attended 15 PPC IDEAS events.

IRIS continues to disseminate ideas showcased by PPC IDEAS activities, principally through the IRIS Web site. Evidence indicates USAID staff and others are using the ideas and other outputs generated by PPC IDEAS in their work.

Currently, PPC IDEAS is working on number of initiatives, including:

- Developing a draft strategy for USAID use in addressing conditions in fragile states.
- Supporting a year-long series of workshops between the US and European countries on specific development issues (in collaboration with the European Institute).
- Arranging a discussion series on globalization.
- Supporting development of a multi-year strategy to evaluate the impact of USAID Democratic Governance (DG) programs (in collaboration with the Social Science Research Council).
- Providing experts to USAID to offer analysis, technical advice and operational recommendations for USAID’s review of selected aspects of Iraq policy.
- Broadening its collection of articles, books, journals and other documentation addressing the latest perspectives on international development policy and strategies for use by PPC. Most are stored electronically in the PPC IDEAS resource library.

PPC IDEAS plans to deepen its work on USAID’s core policy statement, a Muslim world initiative, and HIV/AIDS policy in the coming year. As part of USAID’s overall strategy development and refinement, IRIS/PPC IDEAS will continue to support USAID’s development of a more incisive policy for dealing with fragile states. IRIS will provide USAID staff with cutting edge ideas in support of their policy deliberations. PPC IDEAS collaboration with European Institute to carry out five sessions on international development will also continue during the year.

II. Overview: Intellectual Leadership Agenda Support, or “PPC IDEAS”

PPC IDEAS OPERATION

The PPC IDEAS project supports the development, production and dissemination of policy related products and events by the Bureau of Policy and Program Coordination (PPC). PPC seeks to become a “center of ideas,” a leading voice for new thinking on the future of foreign assistance. IRIS, via the PPC IDEAS project, helps PPC achieve this goal. It makes top-notch expertise—individuals and their prepared ideas—on international development and foreign policy issues available to USAID staff, produces research and policy papers, policy briefs, and organizes and conducts seminars, workshops and other events to provide intellectual support for USAID’s policy agenda. The sum of this work by IRIS is to help PPC identify and consider cutting-edge development policy ideas generated by academics, think tank professionals, development practitioners, and other policy makers around the world.

In the first year of the PPC IDEAS activity, PPC asked for support to address some of its most important policy matters. “What can USAID do to help improve US relations with the Muslim world?” was one of the first question IRIS was asked. Faced with the aftermath of 9/11 and the impending war in Iraq, the need to rethink the relations between the United States and Muslims around the world was a pressing matter. USAID undertook nearly continuous policy deliberation and new ideas were appropriate. On another front, PPC asked for assistance in addressing the non-health development consequences of HIV/AIDS, part of USAID’s ongoing design of its new, robust HIV/AIDS policy—a multi-sector response to the HIV/AIDS crisis. Cognizant of the need to shape a new strategic vision for USAID, PPC used the PPC IDEAS program to engage experts and ideas, hold discussions and help draft papers in support of that effort. A critical element of that effort included IRIS assistance in addressing distinct problems posed by fragile states. PPC has also asked IRIS to develop a series of events to

feature key development ideas in such areas as culture, globalization, conflict, and state failure. Numerous other activities by IRIS provided USAID staff with focal point information and ideas central to USAID’s policy agenda. Overall more than 400 development practitioners, scholars and policy experts were involved in the PPC IDEAS project during the year. In addition, over 110 experts, USAID officials and others were writers, speakers, moderators and other participants in PPC IDEAS papers, events and workshops, and more than 320 individuals attended 15 PPC IDEAS events. This report describes all these activities in more detail.



Tish Butler (right) of USAID Office of Policy Planning, speaks with Marcella Villarreal (left) of the Food and Agricultural Organization and Alexander Love (center) of the Partnership to Cut Hunger and Poverty in Africa with the International Food Policy Research Institute at the workshop “HIV/AIDS and Agriculture, Food Security and Nutrition: Understanding the Linkages and Program Implications.”

After one year, the impact of the PPC IDEAS program on USAID policy is unclear. PPC continues to shape the salient policies addressed by the IDEAS project; however, these policies are affected by many factors and players, not only by PPC IDEAS. Moreover, the gestation period for new policy and ways of doing business is necessarily long. Nevertheless, there is some evidence that the concepts and insights brought forward by PPC IDEAS are being incorporated into USAID’s policies.



PPC IDEAS brings together experts from the government, academia and private business to inform USAID policy.

THE YEAR AHEAD

The Muslim World Initiative is designed to reexamine USAID engagement in predominantly Muslim countries to identify unattended functional areas of importance as well as programs that may inadvertently exacerbate tensions. A central aspect of the program will be to deepen work on USAID's core policy statement, Muslim World initiatives and HIV/AIDS policy. As part of USAID's overall strategy development and refinement, IRIS/PPC IDEAS will support USAID's development of a more incisive strategy for dealing with fragile states. IRIS will also continue to bring together USAID staff and key experts with cutting-edge ideas to consider, inter alia: The relationship between democracy, good governance and development; globalization; transnational issues such as the environment; social capital structures. PPC IDEAS will collaborate with the European Institute (EI) to carry out five sessions under the umbrella

concept: "Transatlantic Forum on Public-Private Partnership for International Development."

USAID aims to make governance a central aspect of its core policy. IRIS/PPC IDEAS will make a special effort in the coming year to provide intellectual support for this focal point of USAID strategy. Specifically, we need to identify which aspects of governance are essential at different stages of development. Finally, PPC IDEAS will continue to broaden its collection and dissemination to PPC of articles, books, journals, and other documentation addressing "cutting edge" perspectives on international development policy and strategies. PPC IDEAS began gathering these materials in October 2002 for selective distribution to PPC. Most are stored electronically in the PPC IDEAS resource library where an application based search engine enables IRIS/PPC IDEAS to locate and use them very efficiently.

III. PPC IDEAS Requests and Events

1. Request No. 2002-02: Assistance in Support of the Muslim World Outreach Initiative

1.A. Summary

The Muslim World Initiative is designed to re-examine USAID engagement in predominantly Muslim countries—to identify unattended areas important to successful development as well as activities that may inadvertently exacerbate tensions. PPC formed a working group entitled, “Muslim World Outreach.” 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.

1.B. Events for Muslim World Initiative

1.B.1. Building Bridges of Mutual Understanding and Cooperation between the United States and the Islamic World

As part of the Muslim World Initiative, working luncheons took place on November 5th and 7th at the IRIS Center entitled “Building Bridges of Mutual Understanding and Cooperation between the United States and the Islamic World.” The events’ focus was to develop ideas and provide background for a USAID initiative, now underway, to increase understanding and tolerance between citizens in the US and Islamic societies. Twelve participants from USAID and IRIS were present. Approximately 25 participants attended the events.

1.B.2. Muslim World Initiative Engagement Strategies: An Intra-Agency Discussion

On May 13th, an intra-agency discussion was 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 as well as how. These experts included R. William Liddle, Ohio State University; Dr. Akbar S. Ahmed, American University; Hussain Haqqani, The Indian Express

and The Nation; Dr. Iwan Jaya Azis, Cornell University; and Amy Hawthorne, Carnegie Endowment for International Peace. Nearly 30 representatives from think tanks and government agencies participated in the event.

1.B.3. Expert Database Muslim World Initiative
IRIS’s PPC IDEAS created an extensive database of experts on the Muslim world for use by USAID. The database is organized by country and area of expertise (i.e. governance, agriculture, education, etc.).

1.B.4. Governance and Muslim World Outreach Study

The objective of this study is to identify central impediments to good governance in the Muslim World and ways to address development gaps identified by the study. PPC IDEAS has coordinated the work of regional and topical experts brought together to consult and draft results of the study. The experts on the Outreach study are Dr. Dan Brumberg, Carnegie Endowment for International Peace; Dr. Timur Kuran, University of Southern California; Dr. Peter Timmer, Development Alternatives Inc. (DAI); Dr. Vali Nasr, Naval Post Graduate School; and Robert Hefner, Boston University.

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

The initial findings of the Development Assistance Committee (DAC) Peer Review of the development cooperation policies and programs of the US were released on October 22nd, 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. The Washington Presentation of the October 22nd, 2002 Peer Review was held on December 4th, 2002, with assistance from IRIS, PPC, and Center for Global Development



IRIS Director Charles Cadwell addresses the participants of the workshop, "Reconstituting the United States' Relations with the Islamic World."

(CGD). It allowed members of the DAC to present their assessment of US development policies to members of the development community in the US. Included on the panel for the Washington Presentation were representatives from the DAC: Mr. Jean-Claude Faure, Mr. Ambroise Fayolle, Ms. Pernilla Joseffson, and Dr. James Hradsky. The Assistant Administrator for Policy and Program Coordination (PPC) at USAID, Dr. Patrick Cronin, was the official USAID representative at the Washington Presentation. The moderator for the event was Dr. Steve Radelet of the Center for Global Development (CGD), while Dr. Nancy Birdsall, founder and president of CGD, gave the welcoming address.

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

On December 18th, 2002, 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) met 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. Approximately 25 USAID staff participated.

4. 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 with Patrick Meagher, IRIS. More than 30 USAID staff and officials participated.

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

The AIDS crisis, particularly in southern Africa, has impacts throughout the economy and society, with implications for every aspect of development and development assistance. It has had especially devastating impacts on agriculture—an important engine of economic growth and also the means of survival for much of the region's population. The urgent need is to find more effective ways to halt the spread of the epidemic and to mitigate its impacts in affected regions. Although the public health efforts to curb the spread of HIV/AIDS remain vital, ultimately the public health sector cannot win the war against HIV/AIDS by itself.

On January 29th, PPC IDEAS 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. Eighty representatives from NGOs, consulting firms, development banks and universities participated in the event. Speakers included Richard Cornelius, Senior Policy Advisor, Population, Health and Nutrition, USAID; Barbara Turner, Senior Deputy Assistant Administrator, PPC, USAID; Alexander R. Love, Senior Advisor and Member of the Executive Committee Partnership to Cut Hunger and Poverty in Africa; Constance A. Carrino, Director of the Office of HIV/AIDS, Bureau for Global Health, USAID; Marcela Villarreal, Chief of the Population and Development Service Food and Agricultural Organization (FAO) of the United Nations; Thomas Jayne, Professor, Department of Agricultural Economics, Michigan State University; Roy A. Stacy, Program Manager, African Famine Early Warning Network (FEWS NET); Rene Berger, Policy Analyst, PPC; Malcolm F. McPherson, Senior Fellow in Development, Center for Business and Government, John F. Kennedy School of Government, Harvard University; Stuart Gillespie, Senior Research Fellow, International Food Policy Research Center (IFPRI); Thomas D. Hobgood, Director, Office of Agriculture, Economic Growth Agriculture and Trade Bureau (EGAT), USAID; Hope Sukin-Klauber, Public Health Advisor, Office of Sustainable Development, Bureau for Africa, USAID; Ishrat Husain, Senior Technical Advisor for HIV/AIDS, Africa Bureau, Office of Sustainable Development, USAID; Letitia Butler, Director, Policy Office, PPC, USAID.

6. Request 2003-03: Support for USAID Strategic Thinking

On February 10th and 11th, PPC and IRIS conducted a two-day USAID symposium to discuss important new concepts, documents and international agreements on foreign assistance. Over 40 participants engaged in a dialogue to distill the central tenets of new foreign aid influences on USAID development, objectives, priorities and approaches. USAID's past, present and future were discussed candidly as workshop participants reviewed important "influences" affecting USAID's policies and programs. These influences included the Natsios Report, "Foreign Assistance

in the National Interest," the National Security Strategy, the Monterrey consensus and the MCA, several other policy-oriented studies, and the Federal Aviation Administration. Key concepts in these documents were identified and their strategic implications for USAID were considered, including what to incorporate into the joint five-year strategic plan being forged by State and USAID. The attendees participated vigorously in the workshop. They were gratified to be part of a serious, agency-wide effort to identify the challenges impacting USAID's future and to help develop policies to guide USAID's response to them. They enthusiastically encouraged USAID management to shape a new mission and core policy statement quickly to maximize USAID's effectiveness in the near and long terms.

Speakers for this event included Ambassador Robert Oakley, Distinguished Fellow, National Defense University; Dr. Steve Radelet, Senior Fellow, Center for Global Development; Patrick Cronin, PPC, USAID; Barbara Turner, Senior Deputy Assistant Administrator, PPC, USAID; Thomas Johnson, Democracy Advisor, PPC, USAID; Leticia Butler, Director, PPC, USAID; and David Gordon, Director, National Intelligence Council, Office of Transnational Issues.

7. Request No. 2003-04: Support to the Revolutionizing AID Effort—Phase I

Following the "Strategic Thinking in USAID" seminar conducted by PPC on February 10th and 11th, USAID officials decided that a new USAID core policy statement should be formulated. PPC IDEAS supported this effort via five activities designed to further analyze, research and formulate a new strategy for USAID. The activities, events or research undertaken are as follows:

7.A. 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. The final product, "Proposed Typology in Order to Classify Countries Based on Performance and State Capacity," was delivered in hard and electronic copies to USAID in June 2003.

7.B. Stakeholder Survey/Analysis

IRIS identified significant categories of stakeholders in a new USAID strategy, both within and outside USAID and analyzed their interests relative to likely outcomes of the policy reformation process. PPC IDEAS also recommended steps that could be taken to lessen opposition to possible reforms.

7.C. Expert Discussion Series

IRIS coordinated a series of discussions with guest speakers on several topics central to USAID's new strategy:

7.C.1 Kicking Away the Ladder, Presentation by Dr. Ha-Joon Chang

On April 16th, PPC IDEAS invited Dr. Ha-Joon Chang to discuss his book, *Kicking Away the Ladder: Development Strategy in Historical Perspective*. Dr. Chang used historical evidence to demonstrate that the policies and institutions developing countries are currently being encouraged to adopt are not the ones that successfully developed countries employed in their own development. More than 20 USAID staff attended the discussion. The final product, a complete summary of the discussion, was presented to USAID in electronic and hard copies.

7.C.2 Culture Matters, Presentation by Dr. Lawrence Harrison

On April 30th, PPC hosted a discussion with Dr. Lawrence Harrison on his work and the multi-sectoral study he is currently coordinating looking into the effects of culture on development. Dr. Harrison concludes, based on his experiences in development, that progressive cultural values are the determining factors of the success of economic development and the promotion of democracy. Nearly 80 USAID staff attended the discussion. A complete summary of the discussion was presented to USAID in electronic and hard copies.

7.C.3 State Weakness: The Central Challenge of the 21st Century, A Conversation with Professor Francis Fukuyama

On May 7th, PPC invited Professor Francis Fukuyama to discuss state weakness. More than 60 USAID staff participated in the discussion on how institutional capacity building is essential to strengthening states. Professor Fukuyama urged

USAID to target public administration and institutional design – the two components that are amenable to external assistance and influence. A complete summary of the discussion was presented to USAID in electronic and hard copies.

7.C.4 State Building: Failing, Failed and Fragile States, A Conversation with Dr. Robert Bates

On June 6th, PPC IDEAS hosted a discussion with Dr. Robert Bates on development programs in failing, failed and fragile states in Africa. Specifically, he addressed the donor role in the shape and shaping of incentive structures for transformation in weak states. More than 50 USAID staff attended the discussion. A complete summary of the discussion was presented to USAID in electronic and hard copies.

7.D. 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.

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

On April 28th, PPC IDEAS 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. Forty participants, mostly USAID staff, attended the event. See also Request 2003-02: Assessing the Impact of HIV/AIDS on Agriculture, Food, Security and Nutrition.

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

IRIS provided experts for a two hour meeting 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).

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

Sponsored by IRIS and the University of Maryland, this May 14th event was supported by USAID via the PPC IDEAS project and attended by more than 60 people, including 12 from USAID. The event focused on identifying specific ways that US interests and support for more stable and prosperous societies can be matched with those of groups in countries in the Islamic World. Speakers included Dr. Imad Ahmad, Lecturer in the Undergraduate Studies-Honors Program at the University of Maryland; Ms. Letitia Butler, Director, Policy Office, PPC, USAID; Charles Cadwell, Director, IRIS; Dr. I. M. (Mac) Destler, scholar at the University of Maryland; Ambassador (Ret.) Husain Haqqani, Visiting Scholar at the Carnegie Endowment for International Peace; Thomas E. Johnson, Jr., Democracy Advisor, PPC, USAID; Ambassador (Ret.) Ahmad Tariq Karim, Senior Advisor, IRIS; Dr. Jillian Schwedler, Assistant Professor of Government and Politics at the University of Maryland; and Dr. Peter Warren Singer, John M. Olin Fellow, Foreign Policy Studies Program, The Brookings Institution.

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

On July 23rd, 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). Undersecretary John B. Taylor, Assistant Secretary of State Anthony Wayne, and Assistant Administrator of PPC (USAID) Patrick Cronin, opened the session with remarks regarding the vision and direction of the MCA. Distinguished competitiveness experts Michael E. Porter (Harvard Business School), Jose Maria Figueres, (World Economic Forum), and Michael Klein (World Bank) presented their views on this subject. 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.

Over 55 representatives from the private sector, think tanks and academia, the World Bank, and various federal agencies involved in US foreign assistance efforts, as well as the newly selected members of the MCA Working Group, participated. IRIS made workshop information and background materials available through its web site. A final report was produced for PPC and made available to USAID personnel through IRIS's PPC/IDEAS intranet.

12. 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) was to make concrete, practical recommendations regarding the administrative, management, personnel, budget and level of effort needed to sustain a research agenda. Additionally, SSRC is reviewing and assessing past, selected USAID democracy and governance program evaluations. Lastly, SSRC has convened and provides support to a "Democratization Technical Advisory Board," consisting of outside experts in social science methodology, research and methods. This Advisory Board is charged with monitoring the research to ensure its adherence to high technical standards.

This project is well underway and scheduled for completion in December 2003. To date, SSRC researchers have worked closely with USAID officials to identify past democracy and governance program evaluations for review and consideration in research design development. The first meeting of the Democratization Technical Advisory Board was held August 4th, followed by another on August 22nd. The following individuals are board members: Robert Bates of Harvard University, Thomas D. Cook of Northwestern University, Charles Kurzman of the University of North Carolina, Chapel Hill, Gail Lecce of USAID, Dietrich Rueschemeyer of Brown University, Mitchell A. Seligson of the University of Pittsburgh, Brian Silver of Michigan State University, and John Tirman of SSRC.

13. Request No: 2003-11: Iraq Assessment

IRIS is providing three experts to USAID who will offer analysis, technical advice and operational recommendations for USAID's review of selected aspects of Iraq policy. The assessment focuses on four issues critical to the reconstruction and transformation of Iraq: (1) potential human rights abuses stemming from retribution and revenge, (2) the expansion of a shadow economy, (3) the atomization of the Iraqi state along ethnic and religious divisions, and (4) the reconstitution of remnants of Hussein regime's security forces into criminal organizations.

Prominent expert Dr. Phebe Marr will analyze and make recommendations on atomization of the Iraqi state along ethnic and religious divisions, and the reconstitution of remnants of Hussein regime's security forces into criminal organizations respectively. Dr. Carnes Lord of the Naval War College will be responsible for formulating the overall assessment and synthesizing recommendations from Marr, Pollack and others. The project is scheduled for completion in October 2003. See also Request No. 2003-07: Exploring Options for Iraq Reconstruction.

14. Request No: 2003-12 Fragile States Strategy Research

The purpose of this activity is to assist USAID in developing its strategy for fragile states. To facilitate this, PPC IDEAS established a group of outside experts as a core working group and a senior group of USAID personnel. Core group members actively participate in periodic meetings to shape the substance and process, as well as engage in information sharing on the subject matter. The senior level group will be consulted as needed to review key drafts and provide direction and feedback. At the conclusion of the project, PPC IDEAS will hold a one-day event at USAID to present their findings.

Three scholars serve as team leaders of sub-groups in the fragile states effort—Jack Goldstone of George Mason University, Jonathan Haughton of Suffolk University-Beacon Hill Institute for Public Policy, and Karol Soltan of the University of Maryland. For this work, they draw upon a pool of experts that includes: from IRIS, Charles Cadwell, Tariq Karim, Patrick Meagher, Dennis Wood, and Clifford Zinnes; Robert Bates of

Harvard University, Daron Acemoglu of MIT, Barry Weingast of Stanford University, Wally Oates of the University of Maryland, and Avner Greif of Stanford University. Other experts attending were Tom Schelling and John Steinbruner of the University of Maryland, and Timur Kuran of the University of Southern California.

15. Article Digest

To assist USAID in considering cutting-edge ideas in aid and development, IRIS is reviewing and summarizing the most recent research for USAID consumption. An annotated bibliography of selected articles provided to USAID offices is found in Appendix C.



IRIS

Institutional Reform and the Informal Sector
at the University of Maryland