

Implementing Policy Change Project

*“...improving policy implementation and
democratic governance throughout the
world.”*

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The Implementing Policy Change Project (IPC) began in 1990 as an ambitious, ten-year, USAID-financed endeavor, to improve policy implementation and democratic governance around the world. Building on its track record of hands-on technical assistance in more than 40 countries, and a related program of applied research and dissemination, IPC:

- helps **governmental organizations** use strategic approaches to: (1) modify their purposes, structures, activities, and procedures in ways that enhance their policy performance and transparency; and (2) respond to and collaborate with non-governmental organizations and other groups in the policy environment.
- helps **non-governmental organizations** formulate and implement strategic plans to: (1) clarify and develop consensus on the policy issues that affect them; (2) build a constituency for policy change and an understanding of its process; (3) initiate actions that involve the non-governmental sector; and (4) influence policy decisions, implementation, and management.
- helps to bolster momentum for democracy and **democratic governance** by : (1) helping governments to discharge their policy responsibilities in a democratic and effective manner; (2) helping stakeholders affected by a policy change to have a constructive influence on policies; and (3) promoting government/non-governmental interaction and an enhanced

role for civil society in solving problems of importance to the society.

The IPC Approach

IPC brings a focused approach drawn from its extensive experience. This approach is characterized by the following “signature” elements:

- A concentration on the management of *large system change* -- implementation of broad economic policies, or restructuring a government’s policy-making or policy-implementation process.
- Explicit concern with issues of *governance* - accountability, transparency, and effectiveness.
- A preference for *process approaches* -- facilitation, organizational development, and conflict resolution.
- A commitment to government and non-government *ownership and capacity building* in the host country.

IPC consultants assist host country managers to acquire the skills, build the constituencies, undertake the planning, strengthen the institutions and carry out the complex sets of activities needed to translate policy guidelines into action. Using a combination of facilitation, process consultation, training, management advice,

and technical expertise, IPC's multi-disciplinary teams help host country officials and civil society representatives solve concrete problems in ways that simultaneously improve the policy process and open it to effective participation from a broader cross-section of the citizenry.

Past IPC Activities

IPC's past activities illustrate the range of development challenges the project team addresses. These include:

Strengthening Governance and Public Management

- ◆ Donor Contribution to Democratic Consolidation in South Africa
- ◆ El Salvador Judicial Reform
- ◆ Guinea-Bissau Judicial Reform
- ◆ Assisting South Africa's Transition to a Post-Apartheid Civil Service
- ◆ Strategic Management Training for Provincial Governments in South Africa
- ◆ Strategic Planning for The Gambia's Ministry of Finance
- ◆ Decentralization in Mozambique
- ◆ Fiscal Policy Analysis Capability in Jamaica
- ◆ Policy and Administrative Reform in Haiti
- ◆ Improving Policy Formulation and Implementation in Honduras
- ◆ Improving Policy Formulation and Implementation in Zambia
- ◆ Reforming Social Safety Nets in Poland

Improving the Enabling Environment for Economic Growth

- ◆ Export Promotion Assistance in Philippines
- ◆ Trade and Investment Policy Development in Guinea-Bissau
- ◆ Export Diversification in Ghana
- ◆ Strengthening of Guyana's Ministries of Finance and Trade, Tourism, and Industry
- ◆ Anti-Monopolies Policy Development in Zimbabwe

Enhancing Public-Private Collaboration

- ◆ Presidential Forum on Private Sector Development in Uganda
- ◆ Southern Africa's Regional Protocols for Transport and Communications
- ◆ West Africa Enterprise Network
- ◆ Developing Lobbying and Advocacy Skills for Private Sector Organizations in South Africa
- ◆ Improving Regional Trade in West African Livestock and Livestock Products
- ◆ Implementation of National Environmental Action Plans in Africa

The IPC Team

IPC brings together under the same administrative framework a consortium of six private firms, four non-profit organizations and two universities with widespread experience in policy implementation and democratic governance. The organizations that make up the consortium include:

Management Systems International (MSI), prime contractor for the consortium, has expertise in policy implementation, institutional development, monitoring and evaluation, and training. MSI's specialized sectoral experience is in the areas of small enterprise development, environment and natural resources, and governance.

Abt Associates, a public policy and business research consulting firm, specializes in agriculture, agribusiness, natural resources, health, housing, local government, privatization, finance, democratic governance, macroeconomics and trade policy.

Development Alternatives, Inc. (DAI) has specialized expertise in agriculture, rural development, enterprise development, financial services, privatization, policy analysis, trade/investment promotion.

Deloitte, Touche, Tohmatsu offers accounting, management, privatization and financial services through its U.S. practice and its extensive network of affiliates throughout the world.

Institute for Development Research (IDR) specializes in work with NGOs and members of civil society to increase their advocacy skills and influence in policy making.

Institute for Public Administration (IPA) offers experience in public administration, institutional development and leadership development.

International Resources Group (IRG) has extensive expertise in energy policy and in environment and natural resource management.

Research Triangle Institute (RTI), a non-profit research and public policy institute, specializes in urban and municipal finance and planning, health and medicine, and environmental protection.

Search for Common Ground, a leader in conflict and dispute resolution, transforms conflict into cooperative action.

State University of New York at Albany (Center for Legislative Development), offers extensive expertise in strengthening legislative branches of government, including legislative research and information technologies.

University of Pittsburgh (International Management Development Institute), offers a wide range of training programs and associated research in the area of development management.

Collaboration with Host Country Organizations

The IPC Consortium augments its international teams with a broad cross-section of host country professionals, and local and regional organizations, as appropriate for specific assignments.

Accessing IPC Technical Assistance

The IPC approach favors ongoing technical assistance to support policy change processes. Services are available through IPC for specific analytic, training or problem-solving tasks, and for more complex and involved implementation activities. IPC services are provided by USAID through an IQC (Indefinite Quantity Contract) mechanism. Individual delivery orders are not limited in terms of duration, level of effort, or cost

To augment all IPC project activities, financial resources provided by USAID's Global Bureau (1) support the development, documentation, and dissemination of IPC approaches; (2) help to ensure the consistency and quality of IPC interventions; and (3) promote learning among interested professionals around the world.

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