



USAID
FROM THE AMERICAN PEOPLE

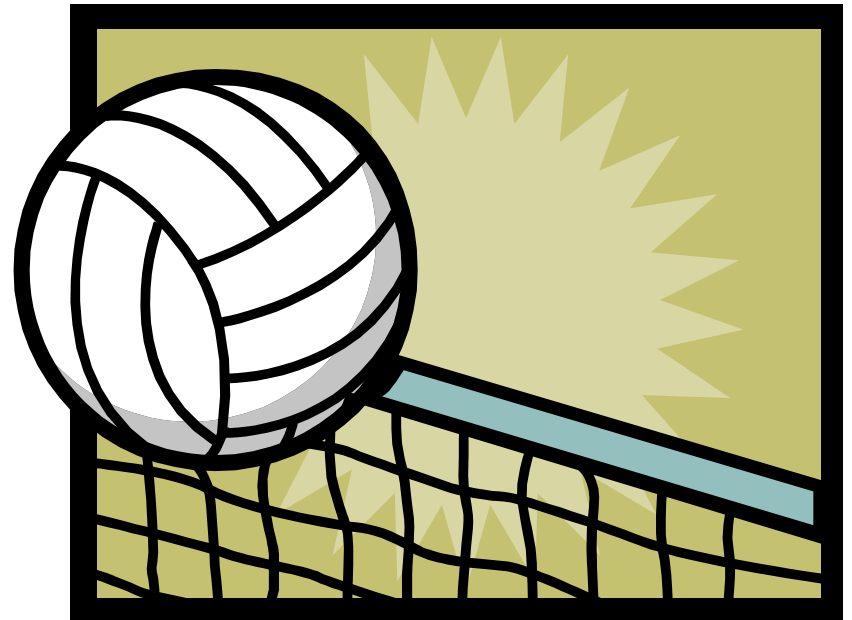
Ensuring Implementation: Tools and Techniques

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Techniques for Effective Programming

1. Analyze
2. Be Comprehensive
3. Expect the Unexpected
4. Be Specific

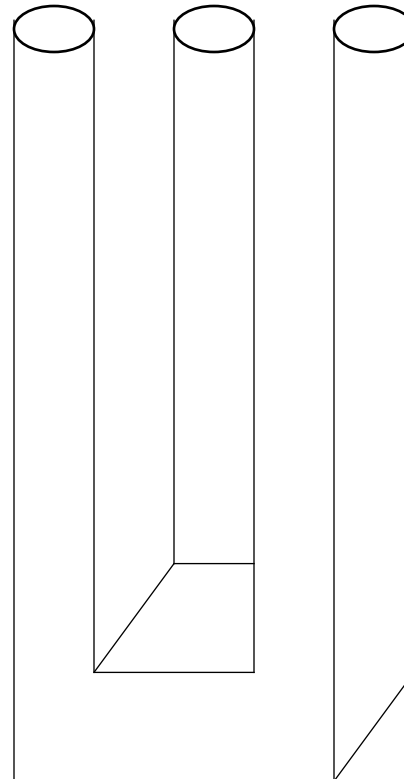


What is the Goal of Reform? Some Problems

Moreau

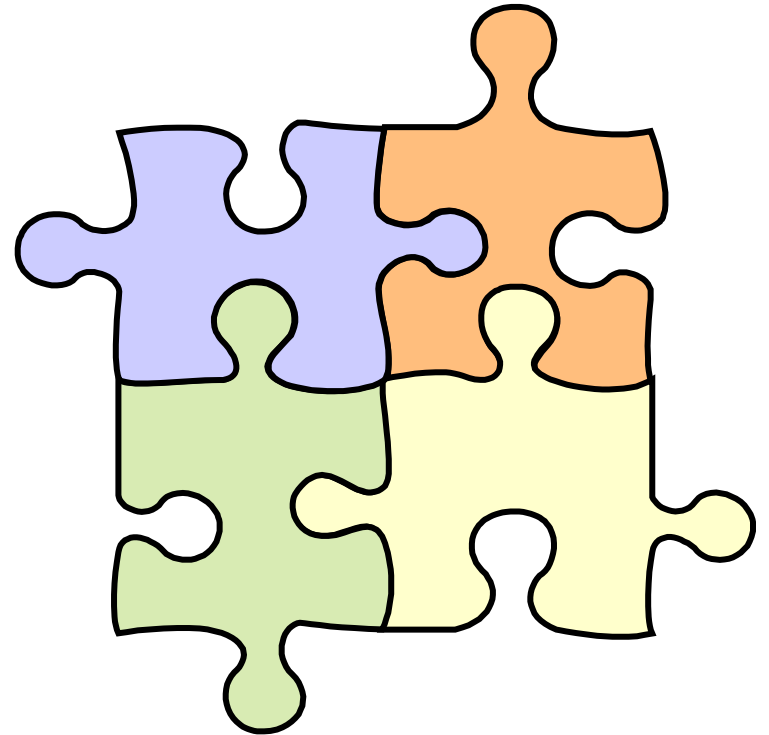


Myopia



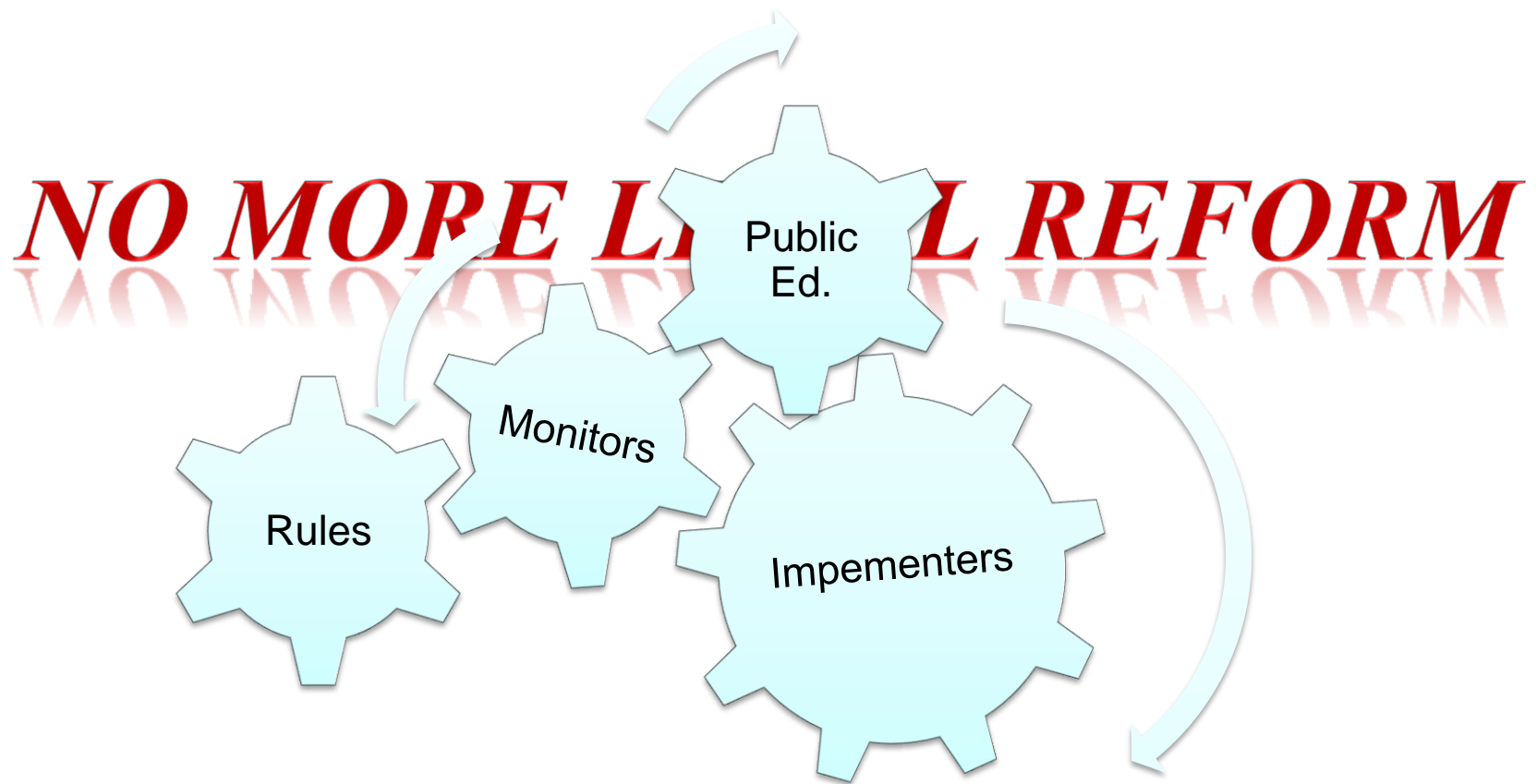
Analyze

- Three Rules
 - Demand
 - Demand
 - Demand
- Analyze & Re- Analyze
 - Incorporate Demand
- Elephant on the Menu
 - Bite-size chunks
 - Aggressive Incrementalism



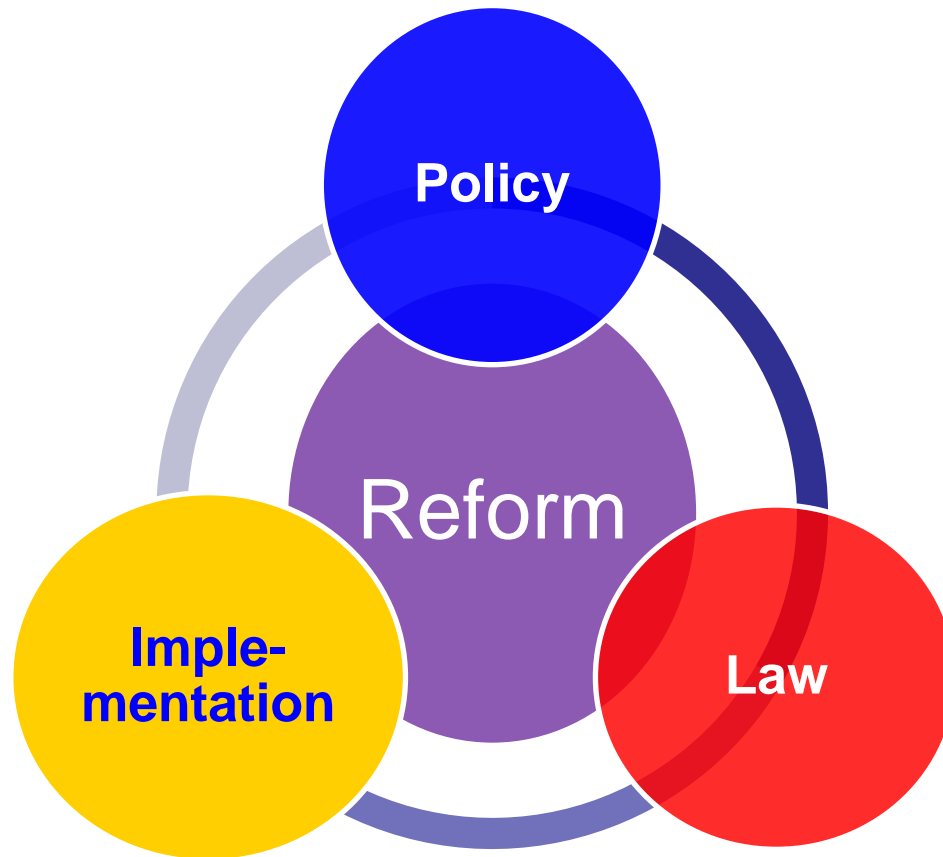
Be Comprehensive

1. Reform Systems, Not Just Components



Be Comprehensive

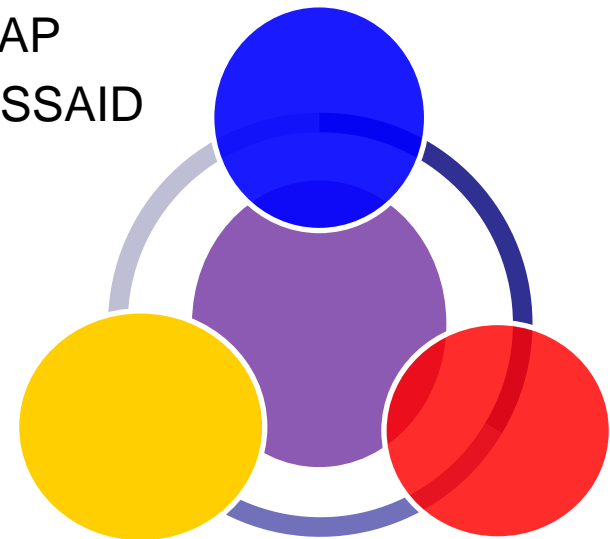
2. Recognize the Parts and Their Players



Be Comprehensive

3. Recognize the Other Parts & Players

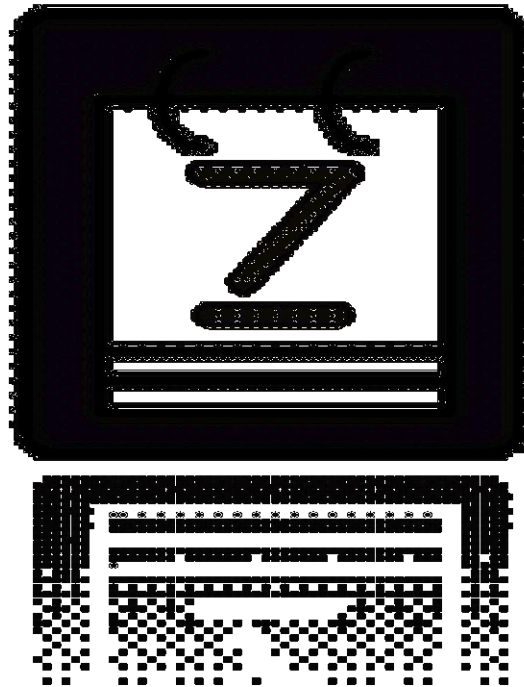
- USG
 - State
 - USTR
 - MCC
 - DOJ
 - Treasury
 - Commerce
 - USDA
 - FTC
- IFIs
 - IMF
 - WB Group
 - EBRD
 - ABD
 - AfDB
- Donors
 - GTZ
 - DFID
 - SIDA
 - CIDA
 - SIDA
 - NZAP
 - AUSSAID



Be Comprehensive

4. Allow Enough Time

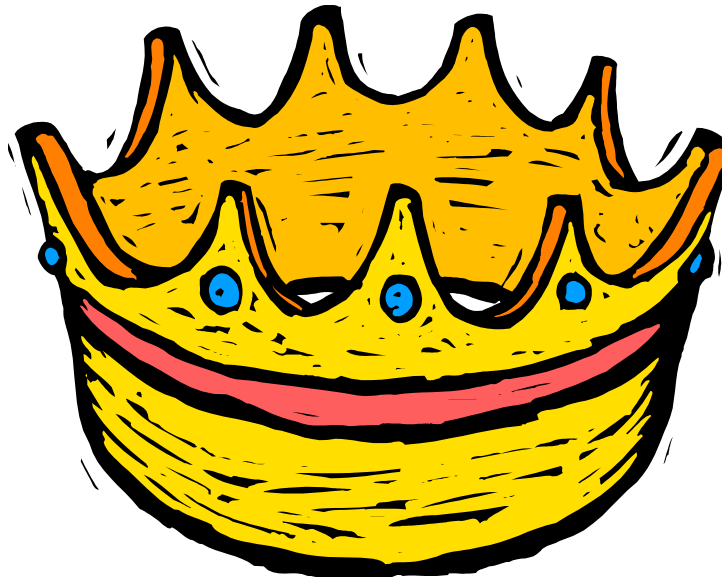
- Match the time frame to the Cycle
- Change takes time, so plan for it
- Build in bridges for the next project



Be Comprehensive

5. How do you define “government”?

- Executive
 - Prime Minister
 - President
 - Ministries
- Legislative
- Judicial
- Sub-National
 - States
 - Municipalities



An Example

Getting Credit

- **Legal Framework**
 - Secured Lending
 - Mortgages
 - Bankruptcy
 - Enforcement
 - Bank Regulation
 - Leasing
 - Taxes
- **Implementing Institutions**
 - Credit Bureaus
 - Registries
 - Courts
 - Central Bank

• Supporting Institutions

- Banks
 - NBFIs
 - MFIs
 - Business Associations
 - Lawyers & Accountants
 - Business Media
 - Notaries
- ## **• Social Dynamics**
- Respect for contracts
 - Respect for property
 - Political will for reform
 - Macro-economic stability
 - Policy-making system

Expect the Unexpected

- The Real World Changes – *So Should Projects*
- Build in Flexibility
 - Illustrative Targets
 - Follow-up Analysis
 - Adaptable Workplans
- Don't Beat Dead Horses
 - Cut Losses
 - Redirect Funds



Be Specific

1. Target Measurable Changes

- Time
- Cost
- Complexity
- Customer Service Quality
- Standard Cost Measures

Be Specific

2. Create Competitive Comparisons

- World Leaders
- Regional Leaders
- Sub-National Competitors



Tools

- **Analysis**
 - **CLIR**
 - **CIBER**
 - **Doing Business**
 - **FS Share**
 - **TC Boost**
 - **BGI**
 - **Country Analytics**
 - **Competitiveness (Vietnam STAR)**
- **Design**
 - **Internal**
 - **Regional Hub**
 - **Washington**
 - **TDY**
 - **Virtual TDY**
 - **External**
 - **Task Orders**
 - **Purchase Orders**

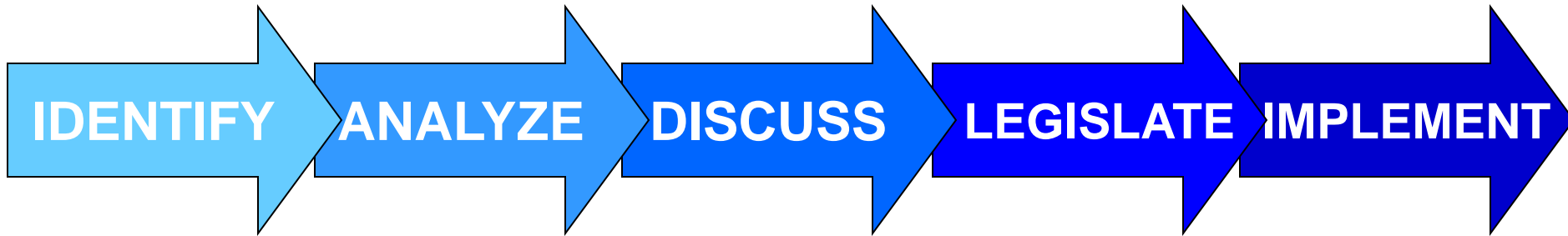
USAID/Washington

“I’m from Washington, and I’m here to help you.”



- Virtual shmirtual
- Field deliverables

One More Time



•Demand

•Approach

•Users

•Policy

•Monitor

•Gaps

•Stakeholders

•Regulators

•Law

•Evaluate

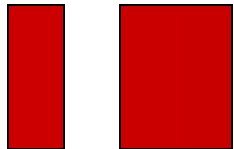
•Needs

•Capacity

•Donors

•Decree

•Amend



Resources

- www.BizCLIR.com
 - Enabling Environments
 - Commercial Law
- www.fsshare.org
 - Financial Sector Best Practices and SOWs
- www.TCBoostProject.com
 - Trade Enabling Environment
- www.BusinessGrowthInitiative.org
 - Enterprise Development
- www.MicroLinks.org
 - Value Chains
- Policy Reform Lessons Learned
 - http://pdf.usaid.gov/pdf_docs/PNADK146.pdf

