

# **IPA** *Report*

## **A Strategic Plan for IPA** by David Mammen, President

As reported in the Spring 1999 issue of *The IPA Report*, IPA engaged this past year in a strategic planning effort intended to guide our activities over the next several years. The work was carried out by a planning committee comprised of staff and members of the Board of Trustees. With assistance from the firm of Caesar & Washburn, a detailed survey was conducted with IPA Associates, and candid interviews were conducted with selected staff, Trustees, faculty from our partner The Robert F. Wagner Graduate School of Public Service at NYU, and others. The result is a values-driven plan that was endorsed by the IPA Board in February 1999.

### **IPA Values**

Since its founding in 1906, IPA has supported a core set of values, which will continue to be the foundation for IPA's work.

- **Effective government**, small or large, is crucial to the well-being of all groups in society and to efficient functioning and development of the economy.
- **Citizen trust in government, respect for public service, and participation** in governance are factors important to its effectiveness and to the strength of civil society.
- **Integrity, ethical choices, transparency, and accountability** must be inculcated, institutionalized, and enforced at all levels of government.
- **Change and reform** are continuous requirements of effective government in shifting contexts and conditions, including adaptation to diverse national and local cultures, but they are difficult to bring about.
- **Coordinated, innovative and forward-looking approaches to policy** contribute to desired outcomes and results of government action.
- **Partnerships** between government and the private sector contribute to quality of service and development goals if they are well managed, balanced, equitable, and accountable.

## **IPA Mission**

"Good government," a movement that brought together leaders in business, civil society, and public service, was IPA's focus when it was established at the beginning of the 20<sup>th</sup> century. Over the past ninety years, IPA's interactive program of technical assistance, research and training has promoted good government at municipal, state and national levels in the U.S. and throughout the world.

Today IPA is responding to the challenges of a dramatically shifting role for the public sector that has emerged in response to a variety of international events and crises. Countries at all stages of development -- industrialized, transitional and developing -- have begun to rely more on the private sector, streamline central government operations, and decentralize substantial powers and responsibilities to lower levels of government in a quiet but profoundly important "devolution revolution".

Effective government is IPA's focus at the beginning of the 21st century. Our hallmark will continue to be a comparative and collaborative approach that works to achieve effective government as a vital partner in social and economic development.

## **IPA Approaches**

IPA conducts its work with methods designed to reflect its priorities and values.

- **IPA Staff and Associates** combine practical, hands-on experience with comparative knowledge and analytical abilities. They include political scientists; public administration experts; lawyers; economists; policy specialists; planners; city managers; and practitioners from human resource management, financial management and procurement.
- **Interdisciplinary teams** provide a range of expertise and experience tailored to the needs of each study and project.
- **Partnership and collaboration** with counterparts in agencies and host governments are conditions of progress.
- **Flexibility, adaptation and feasibility** are characteristics of working for effective change in government and public administration. Technical assistance seeks to replicate and adapt experience; there is no "one best way."
- **Home-based staff** provide strong intellectual materials and logistical support to staff and associates in the field, both in the U.S. and abroad.

- **New learning** is derived from every study and consulting experience.
- **Sustainability** is a measure of every consulting and study encounter, including training, training-of-trainers, institutional development, and other means of leaving behind dynamics for continuing change.

### **Themes of IPA's Work**

IPA is currently building the capacity of central, state and local governments in the areas of integrated financial management systems, planning, procurement, human resource management, information systems, accountability and transparency, and citizen participation -- which directly affect the success of public-private partnerships, economic development and transitions to democracy. In recent years IPA has been active in Central and Eastern Europe, the former Soviet Union, Japan, China, Southeast Asia and Africa. IPA's contract work is funded by USAID, the World Bank, United Nations, and the Japanese foreign aid program. A companion program of research studies, largely funded by Japanese clients, examines various aspects of the U.S. experience with governance and development.

IPA's core work is organized around three themes.

#### **1. Public sector governance and management**

- Citizenship, participation and access to decision-making
- Local capacity building and community action
- Human resource management, civil service reform and training
- Equitable and cost effective procurement, contracting, and management of other public-private relationships
- Building ethics and integrity into government and its partnerships

#### **2. Public finance and fiscal reform**

- Intergovernmental finance; decentralizing capacity
- Budgeting, capital planning, and defining expenditure objectives and performance indicators
- Revenue development and forecasting
- Accounting and accountability

### **3. Sustainable urban development**

- Local and regional capacities for urban management
- Infrastructure development for education, public health, housing and transportation
- Growth and sprawl management
- Social participation and impact analysis

#### **New Initiatives**

New "strategic initiatives" over the next three years will be financed by investment from IPA's reserves, contributions from Trustees and others, and corporate and foundation grants. Strategic Initiatives are new projects and programs that IPA will initiate and fundraise for to serve its mission, values and chosen themes. The selection of new initiatives, which may include educational, advisory, communications, research and other program development activities, will be guided by their potential for:

- **Developing intellectual capital from IPA projects and comparative experience.**
- **Disseminating information, findings, and ideas** through outreach, media communications, conferences, and publications.
- **Broadening approaches to project development and design.** Developing pragmatic strategic and coordinated approaches to reform in diverse cultural contexts.
- **Devising innovative solutions** to priority challenges in public administration and governance.
- **Offering realistic opportunity for return on investment**, leading to future demand for contract and grant supported work. Strategic Initiatives should use funding to provide seeds for future growth.
- **Constructing new institutional relationships** that provide greater opportunity for IPA to expand and fund its program.
- **Expanding IPA's network of active Associates.**
- **Building upon IPA's affiliation with the Wagner Graduate School of Public Service** of New York University.

## *IPA Report*

Several efforts will strengthen the capacity of IPA to undertake contract work and new programs. Foremost among these will be recruitment of Trustees for an expanded Board which will help ensure that IPA has the financial resources needed to carry out its program. We will also strengthen IPA's capacity by adding senior program staff and developing a communications program.

### **IPA's Vision**

As a result of our strategic plan, IPA will aim to increase its program operations by at least 50% in the next three years. Approximately 25% of its operating budget will be devoted to IPA-generated strategic initiatives, based on asset growth through fund raising and investment.

By the year 2002 IPA will be:

- **Leadership-enriched:** IPA will have an active and influential board, a larger core staff, an expanded network of associates who are leaders in their skill areas, and a range of collaboration with the faculty and students of the Wagner School of Public Service.
- **Self-determining:** IPA will have significant leeway to choose strategically what contract work and grant-funded projects to pursue, in terms of both program importance and the financial bottom line.
- **Self-sustaining:** IPA will have a solid base of contract and grant-funded work that produces break-even or surplus operating results. Endowment income, board giving and fund raising will seed special projects and initiatives that advance the reputation, impact and capacity of IPA.
- **Influential:** Through investment in intellectual capital, innovative work, and dissemination of experience, IPA will build its reputation as a leader in its field. IPA will be frequently approached by public agencies and leaders, funders, business leaders, and the media for participation in projects, contracts, conferences, speaking engagements and training.

### **Conclusion**

Our strategic plan helps position IPA for a new and vibrant stage of activity. Our affiliation with NYU's Robert F. Wagner Graduate School of Public Service augments our existing domestic and international networks. Our reserve funds, along with new gifts and grants, provide resources to invest in new initiatives. New Trustees give us an expanded Board able to ensure that IPA has the financial resources needed to carry out its program. Together, these will strengthen IPA's ability to foster effective government.