Implementing Public Policy
Before the online learning begins, you will be required to identify an implementation challenge you currently face and then work to overcome this challenge throughout the program.

1. Two Weeks Online: Examining Your Implementation Challenge

Next, you will complete a series of online modules that will allow you to reflect on your implementation challenge, considering issues such as: are your stakeholders in favor of this change? How will politics affect it? What is your budget?
2. One Week at Harvard: Exploring Possible Implementation Strategies

Once at Harvard, you and your peers will be immersed in an intense, interactive environment with renowned public policy faculty and practitioners, consult on your respective challenges, and explore different implementation methods that could help achieve your policy goals, including:

- **Plan and Control** (Programmed Implementation) – effective when there are low levels of uncertainty and little new learning is needed.
- **Adaptive Management** (Agile or Design Thinking) – appropriate when the general direction of the policy is known, but more specifics about the policy product or context are needed.
- **Facilitated Emergence** (Problem Driven Iterative Adaptation) – a “learn while you go” strategy used when there are high levels of uncertainty about political support, context and available resources, and a lot of learning is required in the implementation process.

At every juncture, you will consider how each strategy applies to your own implementation challenge, determine the most appropriate one to use, and identify next steps to take upon returning to your organization.


Once you return to your organization, you will continue to work toward solving your implementation challenge using the tools and strategies you learned while at Harvard. You will also engage with faculty and fellow participants over a period of five months, sharing your experiences, learnings, and breakthroughs you have had.
A Peer Network of Public Policy Professionals

Upon completion of the seven-month program, you will become part of Harvard Kennedy School’s Implementing Public Policy Community of Practice, a productive network of professionals committed to improving public policy implementation around the world. You will engage with each other through an online portal to share your practice, challenges, successes, and failures. Our goal is to see this community grow into the most vibrant source of global knowledge on public policy implementation anywhere, and the most effective network of professionals working on these important issues.

Implementing Public Policy is designed for mid to senior-level policy makers from the public, nonprofit, and corporate sectors who confront substantial policy implementation challenges, including infrastructure, social issues, and economic growth. The professional experience, broad spectrum of perspectives, and backgrounds you bring to this program will be critical to the learning process. You should come prepared to help shape conversations, be challenged, and gain new perspectives about successful policy implementation. This is your opportunity to become part of a community determined to make a difference.

WHO SHOULD ATTEND

Admission to the program is competitive and based on professional achievement and organizational responsibility. There are no formal educational requirements for admission; however, fluency in written and spoken English is a necessity for participation.

This program qualifies for both the Public Leadership Executive Certificate and the Public Policy Executive Certificate. Visit www.hks.harvard.edu/ee/certificate to learn more.

TO APPLY OR LEARN ABOUT PROGRAM DATES, CURRICULUM, TUITION, AND MORE, PLEASE VISIT

WWW.HKS.HARVARD.EDU/EE/IPP
**Matt Andrews** is the Edward S. Mason Senior Lecturer of Public Policy at Harvard Kennedy School. Professor Andrews focuses on how governments develop and implement policies in the face of complex challenges. He has been studying this topic for more than two decades, through action research methods in over 25 countries. This research has yielded significant new understandings of how governments can address their most challenging problems. His work has led to the creation of new management methods and tools for governments to employ (including Problem Driven Iterative Adaptation, or PDIA). These tools are used in governments across the world, often through engagements with Andrews’ Building State Capability Program at Harvard’s Center for International Development. Andrews holds a BCom (Hons) degree from the University of Natal, Durban (South Africa), an MSc from the University of London, and a PhD in Public Administration from the Maxwell School, Syracuse University.
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