

Strategic Framework (2015–2020)

The Effective Institutions Platform (EIP) is an alliance of over 60 countries and organisations that support country-led and evidence-based policy dialogue, knowledge sharing and peer learning on public sector management and institutional reform.

The EIP nudges its members towards accountable, inclusive and transparent public sector institutions capable of delivering responsive policies, effective resource management, and sustainable public services for poverty reduction and inclusive growth.

The EIP does this through hosting a different kind of conversation; using collective learning processes to capture innovation, stimulating experimentation and bringing this learning to a wider audience through an influential global network.

GOAL

The EIP believes in the central importance of accountable, inclusive and transparent public sector institutions that are capable of delivering responsive policies, effective resource management, and sustainable public services for poverty reduction and inclusive growth.

The EIP works with institutions (the wider environment and rules that shape behaviour), public sector organisations (e.g. ministries or local authorities), and individuals that work within organisations or benefit from their services (e.g. public officials and end-users).

By 'effective' institutions, the EIP refers to those public sector institutions that:

- Contribute to sustainable growth and poverty reduction by ensuring that resources are well-managed, quality public services are accessible and development goals are met;
- Are accountable, inclusive and transparent fostering public trust and reinforcing societal foundations;
- Communicate and engage with the multiple stakeholders that wish to participate in their policy design, implementation and monitoring;
- Are responsive to citizen demands and encourage participatory planning and decision-making by adapting to changing needs and priorities.

ONE OF A KIND

The EIP collaborates with a number of multi-stakeholder groups and actors working on public sector reform. However, it is distinctive from other efforts in a number of ways.

In particular, the EIP:

- Brings together a diverse group of stakeholders engaged in public sector reforms - not only government representatives, but civil society representatives, legislators and think tanks.
- Works through innovative approaches to peer learning under the "Learning Alliances on Public Sector Reform".
- Provides a safe space to debate successes and failures in public sector reform efforts and communicates the results as appropriate.
- Provides evidence and promotes experimentation in the area of public sector reform.
- Supports motivation, leadership, strategic foresight and innovation among public officials.
- Works across institutional objectives- including but not restricted to increased transparency across government.
- Helps bridge local, regional and global efforts to strengthen public sector institutions.

PROBLEM STATEMENT

Public sector institutions can be faced with a number of challenges that impact on their effectiveness including:

- A disconnect between the increased expectations that the public service will deliver, and the probability that it can and will.
- A lack of resources to develop and implement public policies and to deliver accessible and quality public services.
- The lack of trust in the institutions themselves and the ability to adapt to changing needs and priorities.
- The capacity, but also morale and motivation of public service officials.

Public sector reforms have at times been unsuccessful for a variety of reasons including:

- Reform approaches have often paid insufficient attention to local political economy and context;
- ‘Best practice’ technical solutions have been preferred to ‘best fit’ and more pragmatic fixes;
- ‘Top down’ reforms of core government departments have been isolated from ‘demand side’ interventions emerging from regional and local government levels or from civil society and the private sector;
- Development agencies still make insufficient use of national and local systems;
- Inconsistent, unreliable and unmeasurable indicators for public sector institutions frustrate efforts to demonstrate success and learn lessons;
- There are insufficient structured opportunities for recipient countries to learn from peers as compared to traditional development partners; and
- Where efforts have been made to improve the use of research, evidence and other forms of knowledge to reform institutions, they have typically taken place between development partners, rather than with the significant involvement of developing country partners.



VISION

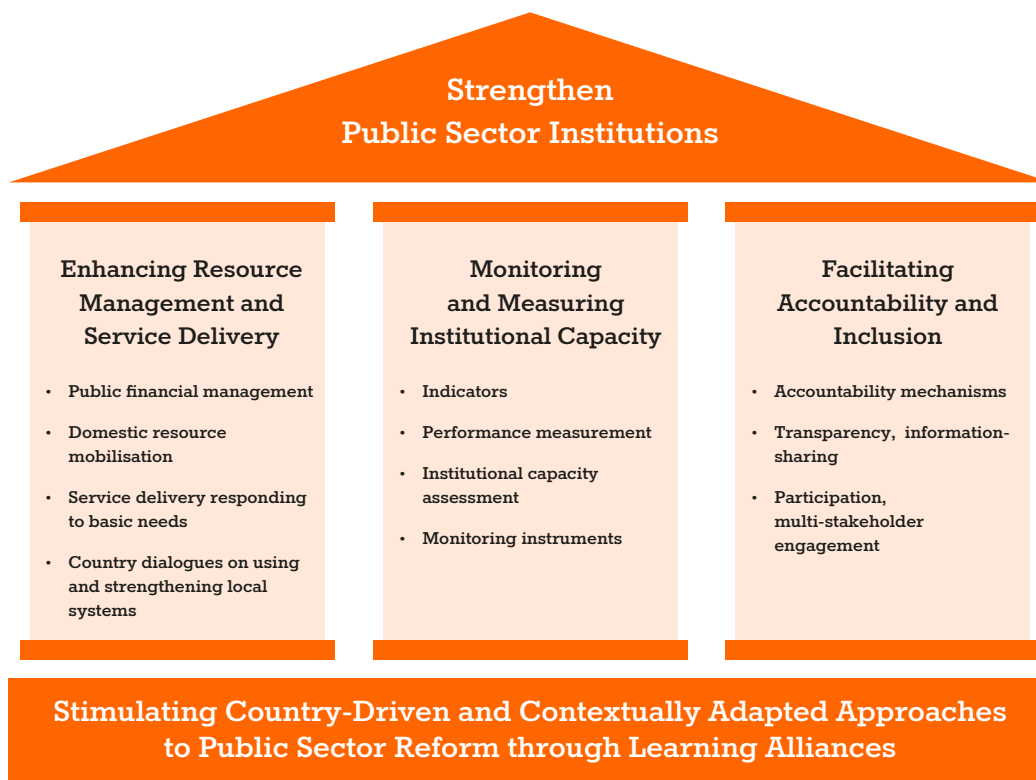
Accountable, inclusive and transparent public sector institutions capable of delivering responsive policies, effective resource management, and sustainable public services for poverty reduction and inclusive growth.



MISSION STATEMENT

The Effective Institutions Platform supports efforts to develop public sector institutions:

- By hosting a different type of conversation than is currently available on public sector reforms amongst a diverse group of stakeholders;
- Capturing innovative and effective approaches to public sector reform through knowledge-sharing, mutual exchange of practical experiences and collective learning processes;
- By stimulating country-driven reform initiatives and assisting EIP members in experimentation with appropriate contextual adaptation of relevant reforms; and
- By influencing the international discussion to promote appropriate and contextually-appropriate support to institutional reforms and evidence-based policy-making.



FOCUSING ON THE “HOW”: THE EIP’S METHODOLOGY

Peer learning – facilitated by “learning alliances” – present an opportunity to harvest and curate data between the thousands of reform teams working on public sector management reform.

It offers a way out from the current dysfunctional situation in which there is insufficient evidence to offer any grounding for reform promises, and no incentives to share evidence from particular reforms.

LEARNING ALLIANCES ON PUBLIC SECTOR REFORM

- The Learning Alliances are designed as **collaborative multi-stakeholder groupings** of institutions and organisations drawn from multiple contexts and countries that share knowledge, experiences and innovations on specific public sector reform topics.
- The Learning Alliances give peers the opportunity to **learn from each other in safe spaces** to debate successes and failures in public sector reform efforts.
- Each Learning Alliance includes at least two learning activities in order to create **learning loops** that facilitate collective analysis of experiences and the adaptation and application of approaches to public sector reform.
- **Stories of change** on institutional and organisational reform will be made available for the EIP membership and beyond.

AREAS OF FOCUS

The EIP is a demand-driven exercise and since 2012 has been built ‘from the ground up’, responding to requests for interventions and expertise in a number of areas. These have since been brought together to form the main focus areas ‘pillars’ of the EIP’s work. These are:

- 1. Enhancing Resource Management and Service Delivery:** The EIP looks at policy areas such as Public Financial Management, Domestic Resource Mobilisation as well as issues related to using country systems and to service delivery. In particular, the EIP supports initiatives that link policy areas that have previously been separated, such as revenue and budget execution. Under this pillar, the EIP promotes Country Dialogues on Using and Strengthening Local Systems.
- 2. Monitoring and Measuring Institutional Capacity:** The EIP looks at issues linked to indicators and performance measurement. The EIP supports initiatives that help monitoring and assessing the ways in which public sector institutions improve the delivery of public services. The EIP will support the monitoring efforts **of the new Sustainable Development Goals**.
- 3. Facilitating Accountability and Inclusion:** The EIP aims to strengthen accountability mechanisms as well as promoting transparency and information-sharing. The EIP facilitates multi-stakeholder dialogues on public sector institutions, involving accountability actors as well as other relevant stakeholders. The EIP supports in particular initiatives that link accountability actors, such as Supreme Audit Institutions and citizens.

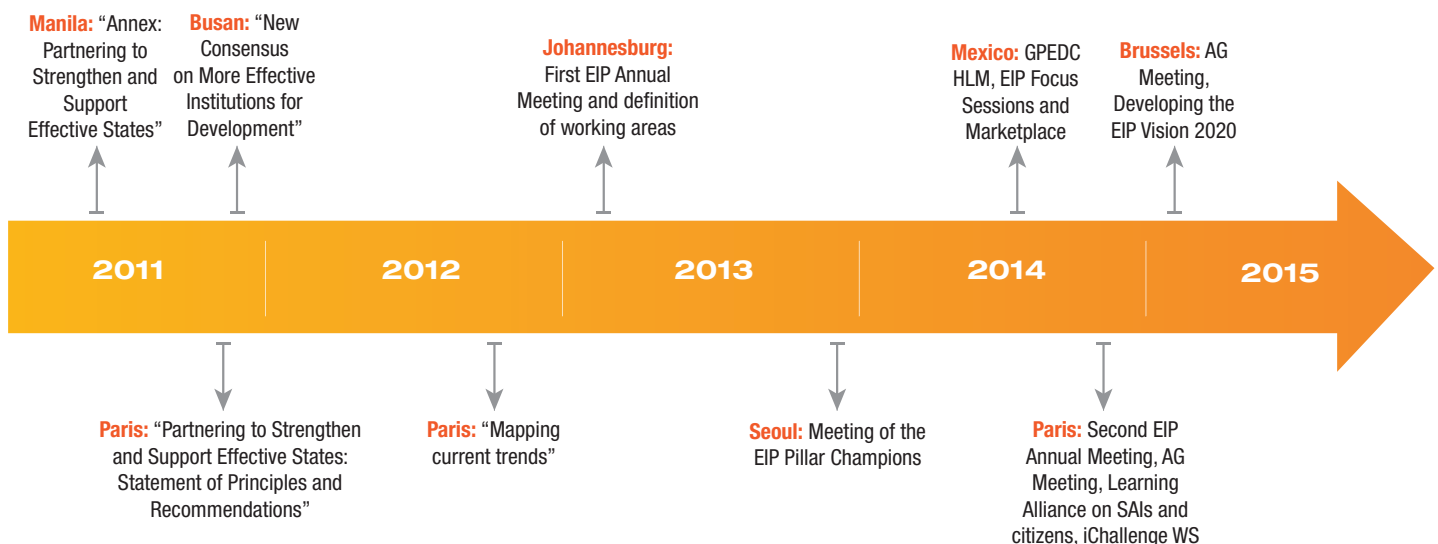
WORKING TOWARDS THE EIP'S VISION 2020

What will success look like for the EIP in 5 years? The EIP's Vision 2020 aims to:

- 1) Position the EIP as an incubator for ground-breaking initiatives (both global and local) that help stakeholders achieve the EIP's vision of accountable, inclusive and transparent public sector institutions.
- 2) Foster safe spaces for EIP members to debate and experiment in implementing those initiatives, including through the EIP's Learning Alliances.
- 3) Establish the EIP as the main forum or 'one-stop-shop' for the exchange of knowledge and ideas amongst countries (from the executive to oversight institutions), civil society and relevant organisations on ways in which public sector institutions can be strengthened.

The EIP's Vision 2020 will be measured against the following:

- ✓ The development of an innovative method for peer learning in the area of public sector reform, which has been used in at least 10 Learning Alliances.
- ✓ The publication of 10 stories of change, including innovative practical solutions, based on the knowledge generated through the Learning Alliance processes.
- ✓ The publication of practical recommendations on strengthening and using country systems, on the basis of the results of the Country Dialogue pilots.
- ✓ Influencing the agendas of key international fora such as the Global Partnership for Effective Development Cooperation, the post-2015 process and the Open Government Partnership.
- ✓ A large and representative EIP membership, actively involved in the Learning Alliances and Country Dialogues.



For more information about the Effective Institutions Platform, visit our site at www.effectiveinstitutions.org or contact us by email at effectiveinstitutions@oecd.org.

