



## Outreach and Sector Engagement Strategy

November 2021

### I. What is the purpose of this strategy?

The purpose of this note is to **outline key considerations and potential activities that could be undertaken as part of a strategic approach to outreach and engagement of the EIP**. The purpose of this outreach and engagement strategy is to expand the knowledge, learning and experience across the EIP members and P2P communities, while at the same time creating opportunities for potential collaboration and support (in-kind) with and among prospective partners.

Outreach and engagement is a central component of the EIP, supporting its function as a knowledge hub and learning platform. As set out in the Strategic Focus Note, alongside other methods of work, the EIP undertakes its mission through *“Outreach and engagement to communicate knowledge and learning from P2P partnerships and innovative approaches, including through effective social media campaigns and the EIP’s dedicated website to a wider audience, including the donor community at large”*. This outreach and engagement proposal will support the strategic objectives of the EIP to: (i) act as a global knowledge hub on peer-to-peer learning approaches; and (ii) provide a platform to facilitate incubation and learning from alternative and innovative approaches to public sector reform and institutional development, going beyond P2P methods.

Although the EIP dissemination activities have good momentum via social media platforms, website and events, recent discussions at Advisory Group and joint Co-Chair meetings have emphasized the need for an enhanced and strategic approach to outreach and dissemination, within and beyond the membership, and targeting prospective areas for sectoral engagement, to the extent feasible. This outreach and dissemination strategy aligns with the current Workplan for 2021-2022, and expands upon the direction provided through these discussions.

### II. Why enhance the EIP’s outreach and engagement?

Outreach, engagement and dissemination offers at least four benefits for the strategic priorities and objectives of the EIP.

First, by **improving the identification and sourcing of knowledge and experiences** that members can draw upon. Maintaining and updating the EIP’s repository of knowledge and practice, and facilitating productive dialogues/exchanges, both depend on access to and participation by a wide network of

members and partners with relevant experiences. Rekindling the active participation of and contributions by the existing membership and reaching out to new members in line with the EIP's comparative advantage and sectoral priorities will be important components of this endeavour.

Second, by more **effectively sharing knowledge and experiences** and facilitating learning. The ultimate purpose of the EIP is for members and partners to use the knowledge available through the Platform in order to enable effective partnerships, solve governance challenges, and build durable and effective institutions that can support inclusive governance and development. Achieving this goal depends upon effective dissemination and uptake of EIP knowledge and resources as sourced, both in-house (e.g. the P2P Learning Guide, Learning Notes, Monitoring and Evaluation Tools) as well as member resources (e.g. tools, stories, events, publications shared through EIP platforms), and as communicated via learning events, and knowledge exchanges. Active and sustained contacts with members and partners is also likely to improve feedback loops on the quality and relevance of ongoing work, offering opportunities for improvement.

Third, by **better adapting/tailoring engagement, outreach and dissemination** to the different needs, problems and types of partnerships within and beyond the membership. Initiatives to strengthen institutions and public performance tend to correspond with sector specific priorities, and how an institution might work or perform will typically look different depending on the area of focus.<sup>1</sup> A sectoral approach to engagement and outreach would be one means by which to more closely align P2P efforts, and SDG16 attainment, to the specificities of a given sector, thereby allowing the EIP to more effectively identify, package and share relevant knowledge and experience.

Fourth, by **increasing the diversity of EIP members and partners**, especially the participation of organisations from the Global South. As noted in the Strategic Focus Note, a key strength of the EIP is its multi-stakeholder nature and unique potential to enable exchange between DAC and non-DAC members, donors and partners. An engagement strategy more purposefully geared towards enabling the voice and participation of organisations from the Global South could serve to diversify the membership of the EIP, thus also broadening the insights or experiences that could be shared. Increased participation of organisations from developing countries could also offer important insights in support of the EIP's stated objective to advance the effective development cooperation agenda.

### III. How to frame our outreach and engagement?

Considering the strategic objectives set out above, and the overall purpose of the EIP to contribute to the achievement of SDG16 and to advance the effective development cooperation agenda, the proposed strategy for outreach and engagement is informed by a series of guiding questions: What are the relevant areas of concentration, and why? Where does the EIP have existing capital and resources to leverage? And what is the nature of partnership arrangements and P2P interests and activities that exist in these different areas?

Following these guiding questions, this strategy will be premised upon the following pillars of engagement.

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<sup>1</sup> Fukuyama and others.

- a. **Sector specific and thematically structured engagement.** Several Advisory Group members have recommended adopting a sector specific approach as a means to deepen uptake and engagement with EIP insights and activities. Indeed, operational and project-level engagements that involve aspirations to build effective, accountable and inclusive institutions are often built around specific thematic areas or sectors. Structuring engagement around such thematic areas would allow the EIP to gain potential new entry points for its knowledge and learning agenda.<sup>2</sup> To be effective, a sector-specific approach would need to be demand based and built on thematic areas in which there is momentum around new ways of working, collaborating and learning. Based on conversations with the Advisory Group, the following criteria would guide the review and selection of prospective sectors for engagement:
- i) To what extent is the sector in question (and the actors engaged within it) grappling with **SDG16 related challenges** with regard to the creation of effective, accountable and inclusive institutions?
  - ii) To what extent does the sector in question have the potential to gain **traction among EIP members** from developing and developed countries alike; what would be the relevance and utility to EIP members?
  - iii) To what extent is the sector in question a **priority for the DAC** and related development discourse?
  - iv) To what extent does there exist **active partnerships and peer learning networks** in the sector itself?

Set out in **Annex 1** is a list of prospective sectors for EIP engagement, based on suggestions by Advisory Group members.

- b. **Engaging a diversity of partnerships and alliances.** Targeted sectors and partners for engagement will include a combination of existing networks of specialist bodies (of the OECD or otherwise), domestic units at government level, NGOs and CSOs (international and local) as well as regionally focused partners that specialise on the chosen sector(s). Engagement will be demand based, and problem oriented with a view towards leveraging peer-to-peer methods to bring solutions towards such a challenge.

Identification of new members and partners will also be informed by the EIP's mapping of P2P initiatives undertaken in 2019. The analysis showed that out of 78 active P2P initiatives, only 14 are EIP members showing that there is strong potential to grow and establish new partnerships. The criteria applied in this mapping report include (i) experience in facilitating/incubating P2P partnerships, (ii) use of evidence-based methodologies and tools and (iii) degree of alignment to the EIP strategic vision.

- c. **Localising partnerships and collaboration.** Engagement with members in developing countries will also be encouraged, moving beyond the usual networks and coalitions. Within the initial

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<sup>2</sup> The sector-specific approach would not replace but complement the EIP's ongoing work to extract insights related to effective peer learning and partnership across sectors. The ability of the EIP to bring together actors from different sectors around common issues and challenges, such as localised learning, MEL, and trust building, remains a strategic focus and key value add of the EIP.

sectors selected, we will invite EIP Advisory Group members and partners to identify and facilitate regional and local partnerships for engagement to enhance the EIP's connectivity with local actors (NGOs, CSOs, local governments etc).

#### IV. Prospective tasks and activities

Subject to agreement on prospective sectors and partners for engagement, the following menu of activities could be undertaken:

- (i) **Workshopping prospective engagements.** Partnership induction and scoping based on existing EIP and partner workplans, to identify areas in which the EIP and prospective partners might have mutual interests, and opportunities for collaboration.
- (ii) **Connecting members and partners.** Leveraging the EIP register of members, partners and peer networks to connect organisations with other actors and relevant communities of practice, as well as facilitating linkages to relevant discussions and process within the DAC and the Global Partnership on Effective Development Cooperation (GPEDC).
- (iii) **Knowledge exchange and learning event(s).** Convening one or several virtual or in-person learning events, webinars or dialogues with a specific thematic focus to explore how P2P modalities and other types of institutional reform efforts can help solve the specific problems the partner is trying to address.<sup>3</sup> Learning events could be focused either on technical or process /partnership related issues, e.g. MEL, localisation, trust building, knowledge management.
- (iv) **P2P insights for effective development cooperation.** Supporting partners to contribute to or participate in a reform of the monitoring process for the GPEDC, and development effectiveness discourse, including through the joint development of key insights from P2P initiatives and partner experiences in a specific sector or in relation to SDG16 attainment more broadly.
- (v) **Collaborative problem-solving initiative.** Technical assistance for specific peer partnerships or initiatives to support exploratory problem-solving, for example by co-creating, adapting and piloting tools, or by facilitating implementation of available innovative approaches, e.g. PDIA. This could also include documentation of P2P learning journeys through various means and formats, such as partnership testimonies, storytelling or snapshots.
- (vi) **Analysis and publications.** One or several short paper(s) on P2P for SDG16 attainment in the relevant sector of focus for publication on the EIP website.

The activities undertaken would be decided in discussion with prospective partners, tailored to partner and sector interests, needs and priorities. The offering of activities will also be adjusted based on their cost implications and may require additional funding.

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<sup>3</sup> The problem to be "solved" will also need to be quite specifically defined, without making it too broad. In other words, we cannot discuss a topic that is too generally defined (e.g., pandemic preparedness is too broad versus vaccine supply chain and procurement, which has the right level of specificity).

## V. Next steps

As a way forward, the Secretariat suggests the following next steps:

- Advisory Group: Review and approval of the Outreach and Engagement Strategy, and agreement on 1-3 sectors for further exploration. Based on suggestions by AG members and a preliminary review by the Secretariat, the Secretariat would suggest either or both of the following for exploration, together with another if suggested:
  - Climate change/green recovery
  - Domestic Resource Mobilisation (DRM) and taxation
- Secretariat: Following approval of the Outreach and Engagement Strategy by the Advisory Group,
  - Initiate a review of prospective sectors and relevant actors, including EIP members, in line with the pillars and criteria set out in the Strategy.
  - Having identified a selected few prospective partners, undertake a light review of their relevant partnership strategies and initiatives to identify prospective synergies and prepare a series of initial engagement meetings.
  - Reach out to relevant OECD networks or specialists to identify prospective opportunities for collaboration (e.g. the ENV Task Force on Adaptation, Working Party on Integrity – depending on the sector that is chosen).
- Advisory Group: Suggest and/or reach out to relevant organisations within AG member networks working on the specific thematic focus, and facilitate EIP Secretariat contact to the extent feasible.
- Secretariat: Define a clear communication strategy with key performance indicators, at least internally, to engage new members and keep existing members actively involved.

## **Annex: Sectors for consideration**

### **Climate change/green recovery**

#### **Relevance:**

- Under the current emissions scenario, temperatures will increase by 2.7 degrees in this century compared to pre-industrial levels.<sup>4</sup> This predicted scenario would cause seismic shifts in our relationship to ecological systems in turn affecting all human-built systems. This is why a resilient green recovery is needed especially in light of the effects of the COVID19 pandemic.
- The COP26 held in early November 2021 could lead to further climate financing, increased efforts to finance climate change adaptation and new commitments to keep the temperature goals inscribed in the Paris agreement within reach. Regardless of its outcome, there is high momentum around the issue of climate change which is unlikely to abate in the near future.

#### **Entry points:**

- There are a large number of entry points either around specific sectors related to climate adaptation (water, urban resilience, ocean economy/coastal resilience, agriculture/forestry, health), climate mitigation (e.g. energy transition) and green finance.
- The post-Covid recovery angle which is being pushed by major development actors (e.g. the World Bank – “Working Toward a Green, Resilient and Inclusive Recovery”) could also be interesting to explore.

<b>Potential partners (non-exhaustive)</b>	Africa-Asia Drought Risk Management Peer Assistance Network (AADP); African Risk Capacity; Circle of Sustainability; Cities Development Initiative; CityNET; Connective Cities; Covenant of Mayors; ICLEI Europe; Learning UCLG; National Adaptation Plan Global Network; PROSPECT learning programme; Urbact; World Resources Institute
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### **Domestic Resource Mobilisation and Taxation**

#### **Relevance**

- At the beginning of October 2021, 136 countries and jurisdictions, which were convened by the OECD (representing over 90% of global GDP), joined a two-pillar plan agreeing that MNEs will be subject to a minimum 15% tax rate from 2023.<sup>5</sup>
- Other relevant international agenda on tax include the 2015 Addis agenda and ensuing Addis tax initiative on the importance of domestic resource mobilisation to achieve the SDGs.

#### **Potential Entry points:**

- This topic could be approached through the angle of the political economy of tax reform particularly in light of the different stakeholders that are involved (e.g. bureaucracy/political elites).

<sup>4</sup> UNEP, Emissions Gap Report 2021.

<sup>5</sup> OECD, International community strikes a ground-breaking tax deal for the digital age, October 2021.

- Approaching this through the PFM angle could also be interesting given the involvement of the Center for Economic Governance (CEG), an AG member, on this topic in Kenya at the County level.

<b>Potential partners (non-exhaustive)</b>	Africa Tax Administration Forum; African Capacity Building Foundation; Center for Excellence in Finance; OECD’s Forum on Tax Administration; Forum on Tax Administration; Inter-American Center for Tax Administration; International Budget Partnership; International Tax Compact; PEMNA; Transparency and Accountability Initiative; Platform for Collaboration on Tax.
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## Health (in the context of COVID19)

### Relevance

- The COVID19 pandemic remains relevant in developing countries due to the high often underestimated death tolls, the lack of or slow access to vaccines and the large scale disruption caused to the economy (often affecting the poorest first who are most dependent on informal sector livelihoods).
- COVID19 also affects the already limited absorption capacities of health systems in these countries while overstressing their fiscal capacities.

### Entry points:

- Different topics related to COVID19 or other(s) could be an entry point including:
  - (i) pandemic preparedness
  - (ii) contracting processes in the context of Covid-19 including the risk of corruption
  - (iii) health service delivery
  - (iv) responsiveness of PFM systems to health needs
  - (v) digitalisation of health systems to respond to COVID19

<b>Potential partners (non-exhaustive)</b>	Gavi alliance; the Global Fund; Esther – Alliance for Global Health Partnerships; Partnerships for Enhanced Engagement in Research (PEER) from USAID; American International Health Alliance. There are also many P2P partnerships between research institutions, hospitals and different healthcare systems (see as an example: <a href="https://www.biomedcentral.com/collections/healthpartnerships">https://www.biomedcentral.com/collections/healthpartnerships</a> )
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## Democratisation/Autocratization

### Relevance:

- An unprecedented trend of autocratisation is currently occurring with 68% of the world population living in autocracies in 2020 against 48% in 2010.<sup>6</sup>
- Current events like the military coup in Myanmar (February 2021), in Mali (May 2021) and Sudan (October 2021) further reinforce this meta-trend.

<sup>6</sup> V-Dem, Autocratization Turns Viral: Democracy Report 2021.

- Summit for Democracy in December 2021 followed by a year of action (based on the commitments made at the summit) and a new summit in 2022. These are likely to keep the momentum high with regard to this topic.

Potential Entry Points and Risks:

- Potential entry points include the agendas around (i) decentralisation and sub-national planning; (ii) support to media/freedom of information; (iii) digitalisation (e.g. misinformation/disinformation) and (iv) the role of civil society in democracies.
- One of the risks is to alienate potential EIP partners if the agenda or the angle taken is too normative in nature with the risk of being too prescriptive.

<p><b>Potential partners (non-exhaustive)</b></p>	<p>Commonwealth Local Government Forum; DeLog; International Institute for Democracy and Electoral Assistance; International Observatory on Participatory Democracy; Learning UCLG; Westminster Foundation for Democracy.</p> <p>Partners participating in GovNet plenaries could also be leveraged for this occasion including local-level partners.</p>
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