EIP Survey Analysis 2018

Summary of Findings

The Effective Institutions Platform (EIP) Secretariat undertook a survey of the EIP membership between November 2018 and January 2019 to ascertain their views on the EIP's work and future strategic priorities. In total, 14 complete responses were received. The main findings of the survey are:

- The survey reaffirmed that the greatest value add of the EIP is its peer-to-peer learning model, which helps to incubate and disseminate policy knowledge and ideas among partner countries, civil society organizations, donors and multilateral organizations.
- The strength of the EIP lies in its convening power to bring together a range of stakeholders working on institutional reforms. The survey suggests that there is a demand to maintain the EIP's diversity of membership and to increase engagement from donor countries.
- There is strong support to focus on institutional reform across the survey respondents. This suggests that the EIP should continue to leverage peer learning as a mechanism to promote inclusive and effective institutional reform.
- The survey did not provide a clear indication of more specific policy areas on which the EIP should focus. Aid effectiveness, anti-corruption and transparency and domestic resource mobilization received similar levels of interest from survey respondents. Climate change resilience received the least interest.
- Survey respondents were supportive of pursuing partnerships with other organizations, particularly with thematic organizations like the International Organization of Supreme Audit Institutions (INTOSAI) or the African Tax Administration Forum (ATAF).
- The EIP would benefit from greater visibility and engagement with its members, for example through a more coherent communication strategy involving regular communication with members, but also external communication through the website and social media. Increasing visibility may help to keep the membership engaged and attract a broader range of participants. Measuring and communicating results, particularly success stories, was also identified as key.
- The survey revealed demand for the EIP to have more country-level presence and visibility, by identifying champions or regional focal points, and to have a more active advisory group.

The survey raises several implications about EIP's purpose and activities going forward. The EIP's comparative advantage is its focus on peer-learning as a vehicle of institutional reform. However, a more explicit theory of change on peer-learning for institutional reform is required to determine end sand means. Partnerships remain important but the purpose and form of potential is not very clear. This is also linked to the need to develop a monitoring and evaluation system able to capture EIP's impact on institutional reform. Lastly, the survey implies a review of the EIP constituency and membership and renewed donor engagement.

1. Introduction

In 2018, the EIP engaged in a visioning process in order to strengthen its value add, and galvanise its niche as an innovative approach to institutional development and accelerator of the SDGs. As a part of this process, the EIP Secretariat undertook a survey (the 'Survey') of EIP members, to ascertain their views on the EIP's work and future strategic priorities. These Survey results are also intended to inform discussions at the next EIP Annual General Meeting, and to refresh EIP membership.[1]

In total, 14 complete responses were received, representing approximately 20% of the current EIP membership.[2] Most responses came from civil society organizations and partner government institutions. 8 additional responses containing only basic identification information could not be considered for this analysis. The responses will constitute the future shortlist of participants invited to participate in a semi-structured interview that will provide greater Survey results.

Fig 1. Respondent Organizations
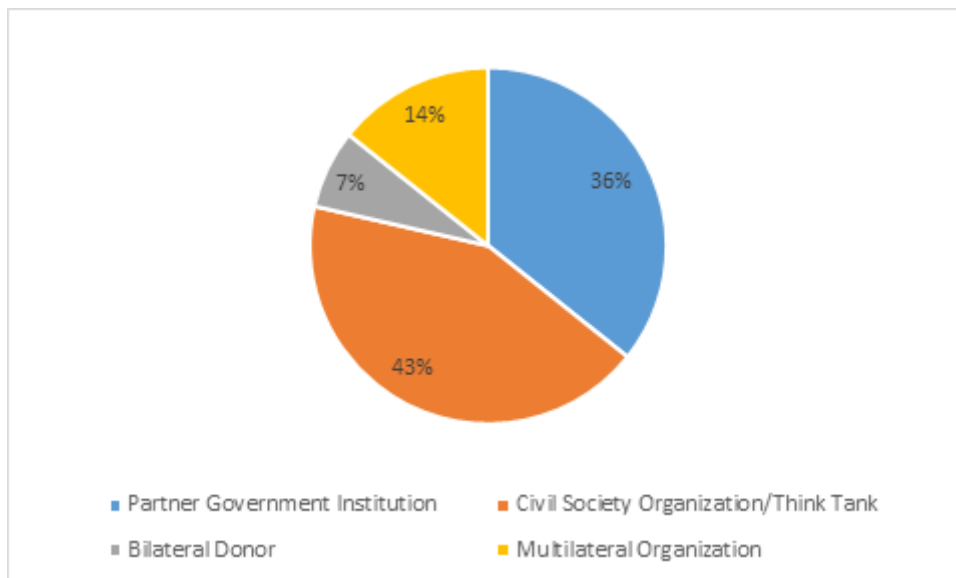
Out of the 14 complete responses obtained, eight responded on behalf of their organizations while the remaining six responded in their individual capacity. Eight out of 14 responses were from Asia and Africa, and of these, the majority came from government institutions and civil society.

2. Member Engagement with the EIP

To better understand the way in which member's make use of the EIP, survey respondents were asked to describe their previous engagement with the platform, with reference to the services, tools and resources that they found most useful.

2.1. Previous Engagement

---

[1] The survey questions are attached as Annex C

[2] Based on the list of 64 registered members (http://www.effectiveinstitutions.org/en/about-us/6). Incomplete responses were also included in this analysis. These membership figures are estimates given the uncertain status of EIP membership.

Respondents engaged with EIP in the following ways:
- Peer to Peer Learning Alliances (15, 8, 10, 12, 1, 3, 6, 7, 13)
- EIP meetings and seminars (1, 13, 2, 10, 11, 12, 13, 3, 6, 7)

The EIP outputs that respondents found most useful were:
- The Peer Learning Guide (particularly for methodological guidance on peer-learning) (3, 9, 10, 11, 6)
- Sparks grant programme (14, 8)

Respondents reported some engagement within their countries beyond EIP focal points from:
- other government ministries
- parliamentarians
- civil society organizations
- the private sector
- universities
- think tanks

2.2. Member Perspectives on EIP Value-Added

Respondents confirmed, regardless of their organization type, that the greatest value added of the EIP is its **peer-to-peer learning model**, with one civil society respondent (8) noting that it was the 'best model we have come across'. Respondents consider that the model facilitates networking, as well as sharing of knowledge, and good practices among stakeholders (9, 12, 13, 7). A cross representation of stakeholders further remarked that the EIP has played an important role in incubating and disseminating policy knowledge and ideas among partner countries, civil society organizations, donors and multilateral organizations (1, 8, 9, 11, 10, 6).

Several respondents identified the EIP's particular policy focus on **institutional development and reform** (1, 2, 8, 9, 11) as a unique feature of the platform, noting that institutional effectiveness is essential to achieving sustainable development and Agenda 2030 (2, 11).

The EIP's nature as a **multi-stakeholder forum** of exchange between donors, governments, multilaterals, civil society organizations and practitioners was also identified as a unique feature of the EIP (14, 8, 11, 3, 5). For governments, this allows for greater networking and exchange among peers and with donors. Through its accountability pillar, the EIP has enabled civil society to have greater engagement with government actors. For others, the EIP represents an "invaluable forum for exchange between donors and partners" to engage on issues related to institutional reform and aid effectiveness.

One respondent (7) noted that they had benefited on a personal level from participating in learning alliance and had learned more about working in public service, even though they had not applied any of EIP's services to their organisation.

### 2.3. Pathways for improving engagement

There was a consensus among respondents that the EIP should continue to focus on peer-learning as a means to enable institutional reform and to hold regular meetings of both the advisory group and wider membership in order to ensure more regular and active engagement. Respondents suggested that the EIP should consider hosting more regional meetings on specific themes (10) or annual forums (14), and further identified three strategies through which the EIP could strengthen member engagement namely through: strengthening communication, broadening the constituency and increasing content production.

- **Strengthening Communication**: To improve member engagement, a more regular and proactive communication strategy is needed, in particular through the website, a newsletter and greater social media engagement. A respondent noted that the website could be more regularly updated with EIP and other relevant events and include resources (e.g. list of experts on peer learning) of use to members (9). The same respondent (9) suggested that a newsletter would be a good avenue through which to share member achievements. Regular communication would help to increase the visibility and relevance of the EIP for members (13, 6).

- **Broadening the constituency**: A multilateral (5) and a donor respondent (11) suggested that the EIP should pursue active partnerships with other international organizations and solicit greater engagement from donors and developed country actors, should the EIP want to become more relevant for a wider range of donors and partners.

- **Increase content production:** Given that the Learning Guide was identified as one of the key outputs of the EIP, there is further scope for the EIP to ramp up content production for example through flagship reports (1), and evidence based policy recommendations sourced from member experiences (3, 14, 10).

3. Policy Priorities

3.1. Current challenges of institutional change and effectiveness

Fig 5. EIP Member Institutional Effectiveness (SDG 16 and SDG 17) Challenges
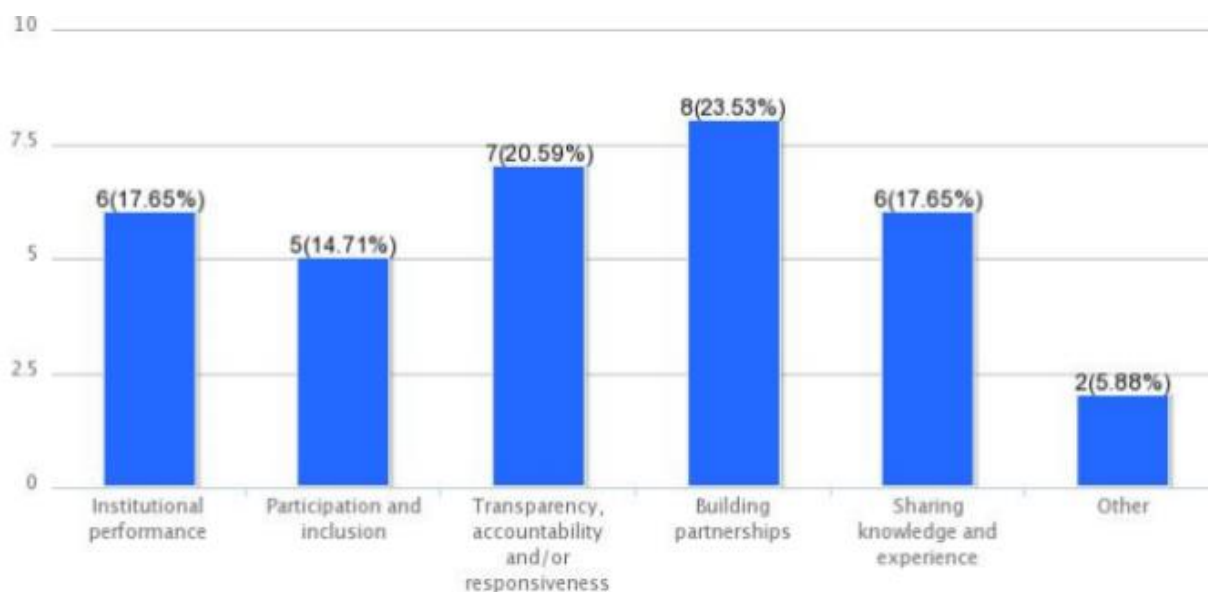
With its focus on institutional development and reform, the EIP has the potential to contribute to the achievement of SDG 16 and SDG 17. However, there are several areas of institutional effectiveness with which members continue to struggle. Respondents reported **partnership building**, fostering **transparency and accountability**, **institutional performance** and **knowledge sharing** as particular challenges. Future work by the EIP could help to build the capacity of members in institutional performance and to foster multi-stakeholder partnerships.

3.2. Member Successes

Respondents were asked to self-identify successful initiatives around public sector reform that could be shared and built upon by the EIP (See Annex B for a list of initiatives).

Government respondents highlighted their work on **domestic resource mobilization,** at both national and subnational levels. **Public sector reform** (3)**, procurement reform** (4, 7) and **civil society participation** (1, 10) were also identified as areas on which government members would be willing to share their experience.

A think tank respondent also reported some interesting work on participatory budgeting at the subnational level, innovation in Own Source Revenue Mobilization (OSRM) and a peer-learning platform for enhancing OSRM at sub-national levels (14). One civil society respondent also underlined their work on **participation and inclusion** (12). Another respondent also highlighted their knowledge products and capacity development initiatives around national research systems or rights-based democracy (13).
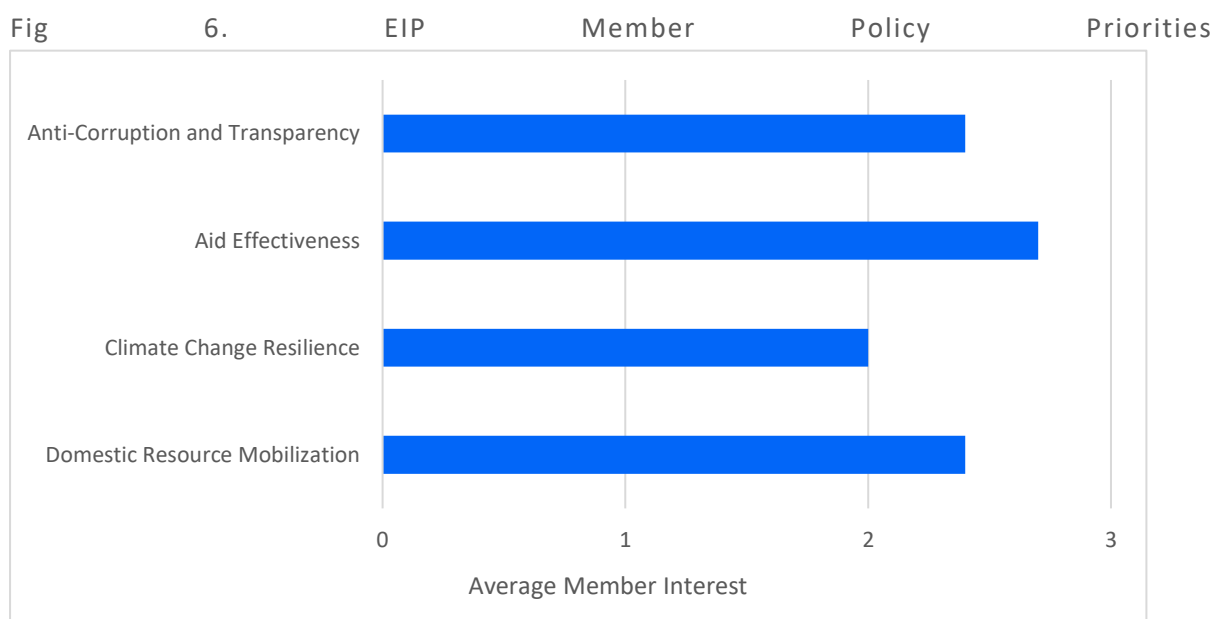
One multilateral respondent described an "Innovative Solutions Scheme" designed to identify the most effective **innovative solutions in civil service and public service delivery** (9).

A donor respondent indicated that there could be interesting learning to gain from sustainable development peer learning networks within their own country (11).

3.3. EIP Sector Policy Priorities

Based on the outcomes of the revisioning exercise, current challenges in achieving SDG 16 and SDG 17, as well as existing EIP and OECD-DAC policy priorities, the Joint Secretariat identified four policy areas for potential EIP policy engagement in the future: Anti-Corruption and Transparency, Aid Effectiveness, Climate Change Resilience and Domestic Resource Mobilization. Members were asked to indicate their level of interest in each of these areas.[3] While there was interest in all four (see fig. 6), the area with the average highest level of interest was Aid Effectiveness, with Anti-Corruption and Domestic Resource Mobilization also eliciting a fair amount of interest. There was less interest in Climate Change Resilience.

These findings are confirmed by the number of respondents who indicated a high level of interest (3) in each of the areas. 10 respondents indicated a high level of interest in Aid Effectiveness, 9 for anti-corruption and 7 for domestic resource mobilization, while only 5 respondents indicated a high interest in Climate Change Resilience (and 5 reported low interest). One respondent suggested that the EIP should also focus on strengthening the civil service in partner countries (2).

Fig   6.   EIP   Member   Policy   Priorities

Anti-Corruption and Transparency

Aid Effectiveness

Climate Change Resilience

Domestic Resource Mobilization

Average Member Interest

3.4. Improving EIP's approach

The majority of respondents did not feel that the EIP should stop any of its main activities (e.g. lessons learned, case studies, training sessions, networking events etc.), although one respondent (11) expressed reservations about EIP undertaking training activities. Nevertheless, with one exception (4), respondents did suggest that the EIP's approach could be strengthened along the following lines:

---

[3] The member interest scale ranged from 1 (Not Interested) to 3 (Very Interested).

1. **Increase visibility** (2, 9, 10, 8): One respondent noted that there is low knowledge of EIP in the development community, and investing in greater external communications could help to raise the profile of the EIP, strengthen partnerships and better communicate results (8). This can also be attributed to the absence of a functional M&E framework. Respondents also noted that improvements could be made in the EIP's internal communication by increasing regularity of contact through e-mail and the website. One respondent (10) also suggested that more meetings should be bilingual in order to be more inclusive of francophone participants.

2. **Broaden and deepen involvement** (3, 8, 11, 14): Relatedly, several respondents suggested that the EIP would benefit from broadening their constituency by increasing involvement of donors, implementing agencies and civil society organizations (3, 8). One respondent suggested that the EIP should formalise collaboration with other partners working on SDG 16 and SDG 17 (11). This involvement should not only be in the form of event participation, but also in terms of EIP's programming and outputs. One respondent also suggested that there was a need for increased commitment of development partners to support EIP's administration and projects (14).

3. **Revisit EIP's structure** (1, 6, 8, 14, 10)**:** There were several suggestions related to increasing the adaptability of EIP's structure to local contexts. Two respondents (2, 3) suggested the EIP would benefit from having greater presence and visibility at the country level, for example by identifying a group of professionals from the member countries who could work as "champions" for institutional reform.

   The EIP Advisory Group (AG) is also another important body through which to engage members at the country-level. However, one respondent (2) felt that the AG should be expanded and meet more regularly. Another respondent (6) also suggested that *regional* EIP offices or focal points might help with coordination and information sharing.

   Several respondents suggested that the EIPs substantive work would benefit from the creation of thematic working groups around particular policy areas (14, 8, 10). The thematic working groups could engage both through face-to-face and online meetings and exchanges to share experiences and good practices (14).

   3.5. Monitoring and Evaluation

As part of its strategic revisioning, the EIP will adopt a new monitoring, evaluation and communication framework. Respondents were asked to give suggestions, based on their experience with the EIP, on how it could better monitor, evaluate and communicate its results. Respondents demonstrated a larger concern with communication, suggesting that the EIP should invest in greater online engagement.

With regards to monitoring and evaluation, respondents (14, 10, 8, 12) suggested that the EIP should solicit more regular feedback from stakeholders, in particular through online based tools (e.g. online surveys, skype). Two respondents (1, 3) suggested country or regional based approaches to monitoring and evaluation. More specifically, by releasing country-based findings (1) (rather than broad finding across countries/regions) or establishing "regional blocks" to monitor progress in each region (3). No

respondents expressed preferences over the kinds of data or results that should be monitored or evaluated by the EIP.

3.6. Partnerships

Fig 7. Member Preferences for EIP Partnerships
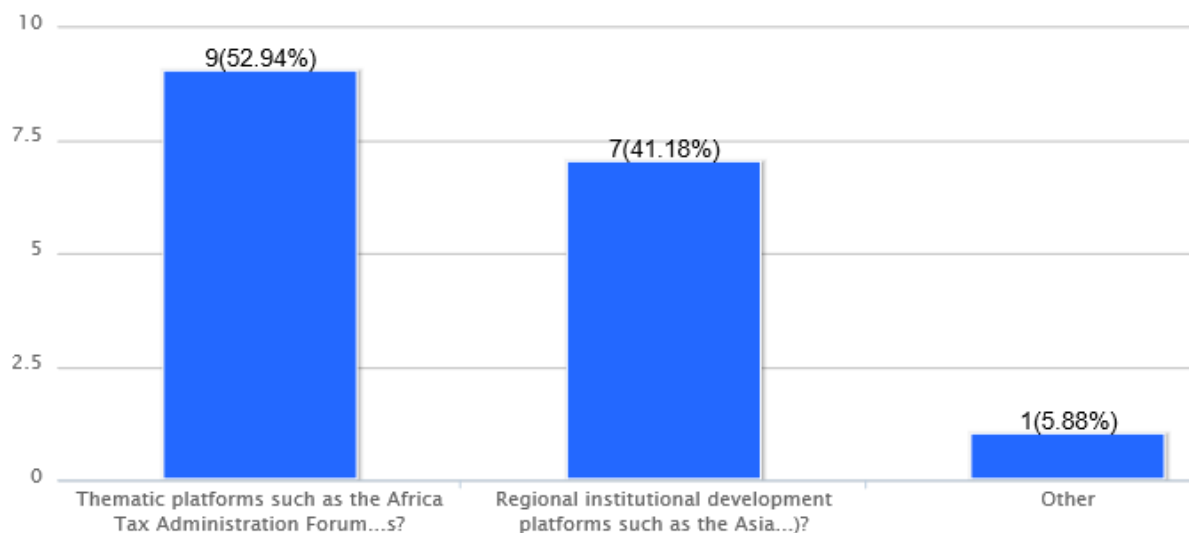
There was stronger preference among respondents, particularly among partner governments, for partnerships with thematic platforms (e.g. Africa Tax Administration Forum, INTOSAI etc.). Respondents (1, 14, 3, 4, 11) suggested thematic platforms are effective, flexible and less political in nature. One respondent also noted that thematic platforms are often good examples of peer learning in practice. One respondent (11) further suggested that engagement with thematic organizations may also help to better engage with national authorities in donor and partner countries. Other potential thematic platforms with which EIP could engage include the Global Centre for Public Service Excellence (GCPSE) and the Collaborative Africa Budget Reform Initiative (CABRI).

Two respondents (4, 5) noted that a regional perspective on institutional reform may be useful and that it is important to leverage regional knowledge. Nevertheless, the survey suggests stronger support for thematic platforms than regional platforms.

4. Implications

- **EIP's Role and Purpose:** The Survey results confirm that EIP's unique peer-to-peer methodology should continue to be at the core of EIP's mission and activities. However, the Survey results are rather vague as to what is to be achieved with peer learning. The survey replies link peer learning to institutional reform but there seems to be no clarity as to how exactly peer learning can bring about institutional change. Spelling out a theory of change remains necessary and the existing peer-learning methodology developed by EIP needs to be tested at a large enough scale to prove its effect on institutional reform.

- **Partnerships**: The survey indicates a preference for partnerships with thematic organizations, but questions remain about the purpose and form that these potential partnerships would take. EIP's selection of partners and EIP's role in partnerships need further thought.

- **Monitoring and Evaluation**: The visibility issues raised in this survey are symptomatic of the lack of a rigorous monitoring and evaluation system and a poor track record on communicating results. An effective monitoring and evaluation framework needs to be developed with indicators attuned to measuring changes in institutions over time.

- **Membership and resources:** The survey suggests that a broadening of the EIP constituency would be welcome. However, the criteria and procedure for becoming member are not (or no longer) clear, neither are subsequent obligations and benefits for members. Current interest and engagement of donor agencies are not clear either. A reboot of membership and resourcing is required to instil a renewed dynamic in the EIP.

Annex A

List of Respondents

1. Frannie Leautier (responding as individual)
2. Monowar Ahmed, Government of Bangladesh
3. Sulaiman Kiggundu, Uganda Parliament
4. Charlie Martial Ngounou, Association Internationale des Maires Francophones
5. Lewis Hawke, World Bank
6. Rafique Ahmed Siddique (responding as individual)
7. Ichwan M. Nasution, Government of Indonesia
8. Emily Hayter, INASP
9. Diane Sharipova, Astana Civil Service Hub
10. Hyancithe M. Montcho, Development Administrator, Benin
11. Karin Metell Cueva, Head of Unit, Capacity Building, Sweden (SIDA)
12. Vitalice Meja, Executive Director, Reality of Aid Africa
13. Amy Padillia, IBON International
14. Rose Wanjiru, Centre for Economic Governance

Incomplete Responses

1. Joy Muller
2. Arndt Husar, UNDP
3. Siyanda Saki
4. Mouna Mseddi
5. Alfredo Bernardo Masive
6. Gusmelinda Rahmi
7. Eduardo Clopes
8. Dr. Rezahul Bashar Siddique, Ministry of Finance, Bangladesh
9. Silverio Zebral Filho, Government Innovation Unit, Organization of American States

Annex B: Main initiatives reported by respondents

Respondent	Initiative Name(s)	Details
Centre for Economic Governance	Participatory Budgeting at sub-national levels Own Source Revenue Mobilization	n/a
Astana Civil Service Hub	Innovative Solutions Scheme	Aims to identify the most effective innovative solutions in civil service and public service delivery and provide them with a grant to encourage their replication in other countries. http://www.astanacivilservicehub.org/news/8174
SIDA	Network of Swedish Authorities on Sustainable Development	Working with peer learning on how to implement Agenda 2030 in Sweden and beyond
INASP	Strengthening Southern research systems to inform national development	n/a
IBON International	Various knowledge products/capacity development initiatives	Specific subjects include: people's research, network management, rights-based democracy, etc. which contribute to building effective public institutions

Annex C: Survey Questions

EIP Focal Point Name and Position in Organization ………………………………………………………………………

Contact details and e-mail address: ……………………………………………………………………………

Organization name: ……………………………………………………………………………………

Organization type (check the one that applies):

- ○ Partner Government Institution
- ○ Civil Society Organization/Think Tank
- ○ Non-Member Participant
- ○ Bilateral Donor
- ○ Multilateral Organization

Section 2: Member Engagement with EIP

1. What EIP activities has your organization engaged in the past (e.g. peer to peer learning, annual meetings etc.)?
2. What has been the EIP's comparative advantage or value added for your organization, institution or public authority?
3. What services, resources or tools did EIP offer that were useful for your organization (e.g. learning guides, events, peer to peer learning alliances, methodological guidance, networking, etc.)?
4. How can EIP better engage your organisation to ensure constructive participation in the EIP?
5. Beyond the EIP focal point, did other actors (e.g. other ministries, parliamentarians, private sector and civil society groups) in your country who participate in EIP in the past?

Section 3: EIP Future Policy Directions

6. In what areas of institutional effectiveness (SDG 16 and SDG 17) is your organisation or agency facing the greatest challenges?
    - ○ Institutional performance
    - ○ Participation and inclusion
    - ○ Transparency, accountability and/or responsiveness
    - ○ Building partnerships
    - ○ Sharing knowledge and experience
    - ○ Other: _____
7. What aspect of your public sector reform work/initiatives are you most proud and would be willing to share with interested peers?

8. Please consider the following policy areas for possible EIP engagement in the future and indicate your level of interest/policy priority (please write down high/medium/low in left column):

Level of interest	Policy area	Observation
	Domestic Resource Mobilization	Domestic resource mobilisation, including in the areas of integrity and anti-corruption, is a priority of both the Financing for Development and SDG Agendas.
	Climate Change Resilience (Localisation of global actions)	Accessing global climate finance continues to be an on-going challenge for many developing countries, despite high-level commitments at COP21 to scale up global climate finance. Further learning alliances or activities could be undertaken by the EIP to improve country capacity for effective climate action, including for example, members' climate finance readiness.
	Aid Effectiveness	As outlined in the Global Partnership for Effective Development Cooperation's (GPEDC) [Nairobi Outcome Document](#) (2016), aid effectiveness is essential for the achievement of Agenda 2030. Work in this area might entail lesson sharing around better integration of aid in the budget cycle or exploring ways in which aid can best be leveraged to support institutional reform (aid modalities; use of country systems; national accountability mechanisms, etc.).
	Anti-corruption and integrity	Transparency, accountability and integrity in the management of public resources are a central to effective development. Multiple initiatives to promote integrity at international and national level have resulted in valuable learning that can be shared.
	Other suggested area of focus of the EIP	

9. What suggestions do you have to improve EIP's approach?
10. Based on your experience with the EIP, how do you think it could better monitor, evaluate and communicate its approach? Please provide specific examples.
11. Are there any products or activities EIP should offer more systematically (lessons learned; case studies; training sessions; networking events etc.)?

12. Are there any products or activities EIP should stop doing (lessons learned; case studies; training sessions; networking events etc.)?

13. What kind of partnerships do you see as most useful for EIP? Kindly explain your preferences.
    o Thematic platforms such as the Africa Tax Administration Forum (ATAF), the International Organisation of Supreme Audit Institutions (INTOSAI) or others?
    o Regional institutional development platforms such as the Asia Local Governance Initiative and Network (LOGIN)?
    o Global platforms such as the Open Government Partnership (OGP), Pathfinders for Peaceful, Just and Inclusive Societies, the United Nations Office for South-South Cooperation (UNOSSC) etc.?

14. Do you have any further comments or feedback about EIP?