

Working Group Session 3

Institutionalization

Why institutionalize?

- Ensures a focus on results
- Brings teamwork into play – people think through the rationale for actions
- Incorporates stakeholders
- Takes plans to specific action
- Stability for achieving gains (change in political leadership does not affect country achieving goals)
- Changes expectations of citizens/clients – creates pressure on public service to deliver
- In Kenya when a minister launches, it is advertised

What is the institutionalization of RRA?

- Adopting RRA as a tool to do business
- A longer term initiative
- Consensus building beyond project/ministry
- Distributed leadership
- Embedding the approach

Where are we on the institutionalization spectrum?

- Kenya – RRA integrated through national ministries, and to some extent through local entities and state corporations
- Yemen – RRA applied on project level. Minister of Health would like to expand to other projects/programs in the ministry
- Laos – government is interested in RRA has had some success in improving processes but would like to explore methodologies to use

Changes in Process and Methods

- Using RRA as a diagnostic tool to understand processes to achieve output – e.g. reduce steps it takes to process getting a passport
- Linked with performance contract
- Increased training in RRA & management
- Encourages collaborative processes across government
- More local control over decision-making
- Breaks down bureaucratic barriers
- Changes in planning- preparation of plans

Changes in arrangements & systems

- For period of 100 days, changing governance structures
- Yemen – bringing people together to expedite existing arrangements
- Kenya – noted challenge of working within existing budgetary system e.g. budgets released quarterly but RRA now achieving quickly what used to take a long time funds not available

Changes in structures

- Kenya
 - Creation of temporary governance structures
 - Expansion of RRA created conditions leading to the creation of the Public Sector Reform and Development Secretariat
 - RRA unit located within Public Sector Reform and Development Secretariat
 - RBM unit within each ministry
 - RBM at the local (175) and district levels (75)

Changes in roles and responsibilities

- Differences
 - Yemen - Is not changing roles
 - Kenya – Change in roles, the driver becomes responsible to ensure that he is able to get the team to arrive on time

Changes in incentives

- Produce results – incentives to improve public service delivery
- Results get credibility
- Results get recognition – could be advancement
- Incentive to perform well to avoid being held publicly accountable for not performing
- Yemen – additional financial resources
- Kenya - trophies

Support

- Kenya
 - Financial support may be required for additional costs – group activities, transport, finance extra training for coaches
 - Support for implementing the joint donor action plan
 - Improved donor coordination
 - Public Sector Reform – basket of funding – WBs is separate
- Yemen
 - Expand RRA as per Minister of Health's request
 - Need help in planning for RRA
 - Need help in training and raising awareness of RRA
 - Help in planning for institutionalization of RRA
 - Need help in donor coordination and addressing donor resistance

Support

- Laos
 - TA in raising awareness of RRA in options for introducing this tool (help in developing a well-designed pilot)
 - Financial support for introducing RRA
 - Help in talking about this to CMU

Kenya

- Performance contract, strategic plan and annual work plan to define a set of thematic areas – e.g. adult literacy
- Translate these thematic areas into specific actions – e.g. increase ARVs for HIV treatment
- Implement action plans. Measure, monitor, adjust
- Develop subsequent actions plans to scale up after success