Building more effective, accountable, and inclusive institutions for all

- While no single "one-size-fits-all" model of governance can be held up as the gold standard, there is a strong consensus around the role and significance of effective, accountable, and inclusive institutions in promoting sustainable and equitable development.
- In a break from the past, the High-Level Panel Report on the Post-2015 Development Agenda has made a strong plea for effective institutions, calling for a "fundamental shift" to recognise their significant role in contributing to citizens' well-being. The Open Working Group (OWG) on Sustainable Development Goals (SDGs) has followed suit by putting forward a goal to "promote peaceful and inclusive societies for sustainable development, provide access to justice for all and **build effective, accountable and inclusive institutions at all levels.**"
- Institutions have rightfully earned their place in the post-2015 agenda, making real differences for citizens, economies and societies. Inclusive governments and an active civil society put forward more responsive, equitable policies; access to information and proactive transparency help build citizens' trust in government; high integrity standards curb corruption and ensure the fair and efficient use of resources; and a free, dynamic, and diverse media keeps citizens informed and empowers them to hold government to account for decisions and results.
- The OECD stands ready to support all countries – developed and developing – in building more effective institutions. It can offer knowledge exchange platforms, such as the new Effective Institutions Platform; guidelines and recommendations; tools for measuring and comparing performance; and development co-operation support that targets institutional strengthening and good governance.

As we approach the 2015 deadline for the Millennium Development Goals, there are growing calls for the new post-2015 framework to include goals for more effective, accountable, and inclusive institutions for all. The United Nation's High-Level Report on the Post-2015 Development Agenda called for a "fundamental shift to recognise the significant role of institutions in contributing to citizens' well-being (HLP, 2013). This message was echoed by the Open Working Group (OWG) on Sustainable Development Goals (SDGs) which put forward a proposal including targets for reducing corruption, promoting transparency, access to information and accountability, as well as ensuring decision-making processes are more inclusive and representative. (Box 1).

But it is not just politicians and leading experts who are pushing for this change; citizens are also weighing in. In post-2015 consultations, "honest and responsive governments" is one of the most widely-cited priorities of people from around the world.[1] Statisticians are starting to recognise governance statistics as a fourth leg of official statistics, alongside economic, social and environmental statistics.

This *Post-2015 Reflections Paper* outlines the importance of effective institutions for sustainable development and examines what steps are being taken to achieve the change required.

OECD
BETTER POLICIES FOR BETTER LIVES

EFFECTIVE INSTITUTIONS

Why focus on institutions in the post 2015 development agenda?

Weak institutions can undermine countries' prospects for growth. Indeed, the mechanisms linking effective institutions (defined in Box 1), economic growth and people's well-being are numerous:

- Inclusive political processes which actively engage citizens and other stakeholders build trust in government and help create more responsive and equitable policies and public services that are better suited to diverse needs (OECD, 2014a).
- Government organisations which uphold principles of integrity and disclosure, and are subject to objective and thorough oversight processes, are more accountable to the public and less susceptible to corruption and the mismanagement of funds which can divert precious resources away from governments' goals. The implications of weak integrity and anti-corruption mechanisms are serious, with corruption costing an estimated 5% of global GDP or USD 2.6 trillion every year (ICC et al., 2009).
- Capable and adequately-resourced public organisations are key to the delivery of public services and form an essential part of the enabling environment for attracting investment and supporting private sector development.
- Strong tax administrations and sound public financial management help maximise the domestic resources that are necessary for government to function, to sustain social safety nets, to maintain long-term fiscal sustainability, and to free up fiscal space for pursuing socio-economic objectives. The United Nations considers that 20% of GDP mobilised as tax is the minimum level necessary to achieve the Millennium Development Goals. Yet in 2012 low-income African countries mobilised only around 16.8% of their GDP in tax revenues on average (OECD/AfDB/UNDP, 2014).
- A dynamic, pluralistic and free media helps keep citizens informed and empowers them to scrutinise and hold government to account for decisions and results.

Box 1. What are effective institutions?

The term "institution" is used by the Secretary-General's High-Level Panel (HLP) of eminent persons on the Post-2015 Development Agenda to cover rules, laws and government entities, as well as the informal rules of social interactions. Effective institutions enable people to work together effectively and peacefully. Fair institutions ensure that all people have equal rights and a chance to improve their lives, and access to justice when they are wronged.

Institutions can be both formal and informal. Core formal institutions include laws, contracts and formal public management processes (such as public financial management, procurement, and human resources management), while informal institutions refer to broader norms and values that can influence behaviour. In essence, however, institutions (whether formal or informal) define how power is managed and used, how states and societies arrive at decisions, and how they implement those decisions and measure and account for the results.

Effective institutions can take many forms: robust legal frameworks and representative parliaments with strong capacity for oversight; adept civil services and the timely and quality delivery of public services; efficient judiciaries that uphold the rule of law; vibrant and actively engaged civil societies; and free and independent media. These institutions depend on the development of decentralised, democratic decision-making processes.

(Box 1. Continued)

The OWG on SDGs has put forward a number of possible targets to "build effective, accountable and inclusive institutions at all levels" including:

- substantially reducing corruption and bribery in all its forms
- developing effective, accountable and transparent institutions at all levels
- ensuring responsive, inclusive, participatory and representative decision-making at all levels
- ensuring public access to information and protecting fundamental freedoms, in accordance with national legislation and international agreements

Sources: OWG Outcome Document (July 19, 2014); North, 1990; Rodrik, 2011; Rodrik et al., 2004; Acemoglu and Robinson, 2012.

Issues to address in the post-2015 framework

In this section we outline a number of priority actions that could address the goals and issue areas raised by the Open Working Group (see Box 1) for achieving effective, accountable, and inclusive institutions for all, namely: (1) promoting inclusiveness and citizen engagement, including in the delivery of public services; (2) ensuring rights to access to information and increasing proactive transparency; and (3) mainstreaming integrity principles to prevent and curb corruption.

Inclusive, representative and responsive institutions

Inclusive institutions level the playing field and provide all citizens with opportunities to participate in and shape public policy (Acemoglu and Robinson, 2012). However, in practice, politics and policy making can empower some, while marginalising others. For example, lobbying allows privileged access to decision-making processes for those with greater organisational and financial resources (OECD, 2013b). When state institutions are unduly influenced by private interests using non-transparent means, the result is known as "state capture" – a form of political corruption. Inequitable distribution of resources and property is more likely to occur when state capture is allowed, political power is allocated disproportionately, and accountability and transparency are limited.

The Arab Spring highlighted the importance of inclusive public institutions and a more equitable allocation of political power. But citizens' dissatisfaction with the way government works also extends to well-established market economies, as witnessed by the significant erosion of trust in public institutions across OECD countries since the onset of the financial crisis.

One of the most effective means of supporting citizen engagement is to provide formal channels for people to express their views on draft laws and policies. Government institutions should actively consult non-governmental stakeholders (the private sector, civil society and citizens) in the formulation of laws and policies in order to ensure these best serve the public interest and are informed by the legitimate needs of those affected by them. Governments should also include such stakeholders when monitoring and evaluating programmes and policies, as they can provide feedback on the impact of these policies and programmes on intended users and recipients. Every reasonable effort should be made to engage with as wide a variety of stakeholders as possible. To accomplish this, governments are increasingly exploiting the power of new information and communication technologies (ICT) to increase awareness and participation. The OECD's Recommendation of the Council on Regulatory Policy and Governance (OECD, 2013a) includes some best practice guidance on how to engage with stakeholders during the legislative process (Box 2).

Box 2: Best practice in regulatory policy and governance

The OECD's Recommendation of the Council on Regulatory Policy and Governance puts forward some specific recommendations to promote inclusiveness. Most notable is that governments should provide meaningful opportunities (including online) for the public to contribute to the process of preparing draft regulatory proposals and to the quality of the supporting analysis. Specifically, they propose that governments consider:

1. Establishing a clear policy identifying how open and balanced public consultation on the development of rules will take place
2. Co-operating with stakeholders on reviewing existing and developing new regulations by:
    a. Actively engaging all relevant stakeholders during the regulation-making process and designing consultation processes to maximise the quality of the information received and its effectiveness
    b. Consulting on all aspects of impact assessment analysis and using, for example, impact assessments as part of the consultation process
    c. Making available to the public, as far as possible, all relevant material from regulatory dossiers including the supporting analyses, and the reasons for regulatory decisions as well as all relevant data
    d. Structuring reviews of regulations around the needs of those affected by the regulation, and co-operating with them through the design and conduct of reviews including prioritisation, assessment of regulations and drafting simplification proposals
    e. Evaluating the competitive effects of regulation on various economic players in the market.
3. Introducing regular performance assessments of regulations and regulatory systems, taking into account the impacts on affected parties and how they are perceived, among other things. The results of these assessments should be communicated to the public.
4. Making sure that policies and practices for inspections and enforcement respect the legitimate rights of those subject to the enforcement, are designed to maximise the net public benefits through compliance and enforcement and avoid unnecessary burdens on those subject to inspections.
5. Ensuring all regulations are easily accessible by the public. A complete and up-to-date legislative and regulatory database should be freely available to the public in a searchable format through a user-friendly interface on the Internet.
6. Requiring regulatory texts to be drafted using plain language. They should also provide clear guidance on compliance with regulations, making sure that affected parties understand their rights and obligations.

Source: based on OECD (2013a).

Engaging individual citizens and civil society organisations as partners in the design, production and delivery of public services is also important: it increases citizen satisfaction and, potentially, reduces costs. Public services such as education, health care and job search assistance work better when designed and delivered in partnership with citizens in a way that harnesses their interest, energies, expertise and ambitions. They may also be more effective since they are more responsive and tailored to the needs of different groups of citizens (e.g. older persons, citizens living in rural areas, etc.) (OECD, 2009b). Collaborative rather than competitive arrangements are key foundations for an inclusive approach to public service delivery, and provide an alternative to the traditional command and control mechanisms that are based on a hierarchical relationship between government and the delivery body, whether public or private.

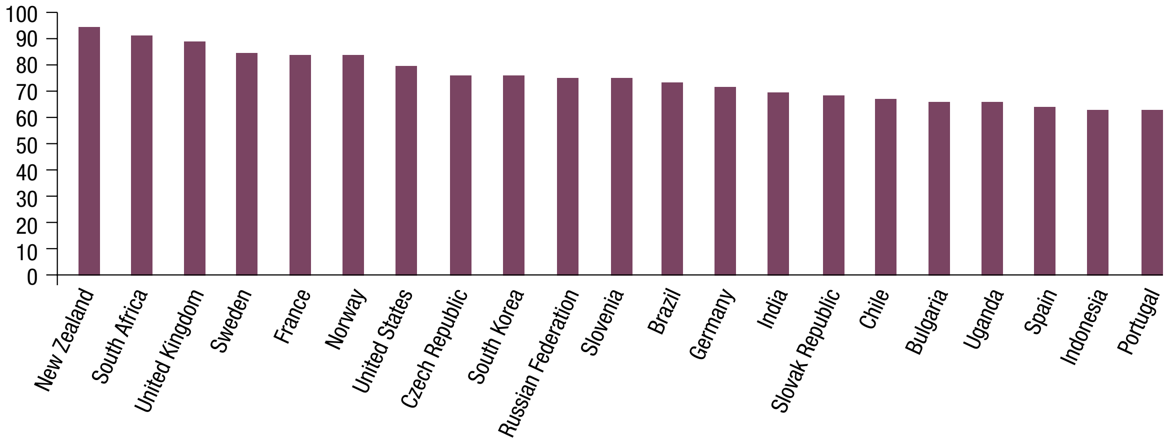
Transparency and access to information

Access to public sector information allows citizens to be more involved in the policy-making cycle, promotes accountability for results and builds citizens' trust in government institutions. Freedom of information (FoI) laws – also referred to as access to information laws – are a fundamental pillar of transparency. They enshrine in legislation citizens' "right to know", thus enhancing government accountability and promoting informed participation in policy making. Having the legislation in place is not enough, however; there must also be procedures for facilitating information requests and for ensuring their timely response (OECD, 2013b). Proactive disclosure (e.g. release of information without requiring a formal information request) is also essential for building trust. In particular, fiscal transparency, information on procurement spending, as well as disclosure of private interests are important, with the Open Government Partnership citing such information in their eligibility criteria.[2]

Budget transparency also contributes to trust in government. Publicly available, comprehensive budget documentation can make it easier for the public to understand fiscal policies and government priorities. Budget disclosures can contribute to fiscal discipline, the effective allocation of resources and operational efficiency. They can also enable governments to be held accountable for producing realistic and sustainable budgets, and for the social and economic impact of planned policy measures. The International Budget Partnership scores and ranks countries by the degree to which their budgetary documents are comprehensive, transparent, and released in a timely manner (Figure 1).

Although the disclosure of government fiscal and budgetary information is essential and becoming more common, the information can often be complex, inadvertently reducing transparency and accountability. Indeed, non-expert audiences can easily be intimidated by technical language and by the volume of budget information presented to legislatures, or confused by the role and extent of extra-budgetary activities. Some countries therefore publish citizens' budgets: easy-to-understand summary documents of the main features of the annual budget as presented to the legislature, including explanations and definitions of technical terms.

Figure 1. Open Budget Survey Index scores, 2012
Top 20 ranking countries*



Notes: *The graph shows the top 20 ranking countries, including cases of tied scores. Indonesia and Portugal tied for 20th place.

Source: International Budget Partnership, Open Budget Survey: http://internationalbudget.org/what-we-do/open-budget-survey/, accessed 30 June 2014.

Given the high financial interests at stake in public procurement, the large volume of transactions, and the close interaction between the public and the private sectors, the procurement sector presents multiple opportunities for private gain and waste of taxpayers' money. Providing adequate transparency throughout the entire public procurement cycle is critical for minimising the risk of fraud, corruption and mismanagement of public funds, and for levelling the playing field for businesses and thereby promoting competition. The accessibility of information, the participation of stakeholders in all key stages of the procurement cycle, and the possibility of review and remedy in case of dispute are all essential for transparency and accountability in public procurement. The OECD has produced Principles for Integrity in Public Procurement, which include stipulations concerning transparency in procurement data (OECD, 2009a).

Increasingly, governments are publishing vast amounts of public information. Open government data – the publication and free use and re-use of data produced or commissioned by government – can help increase transparency as well as generate insights into how to improve government performance and hold governments accountable. Open government data provide the basis for meaningful public participation and collaboration in creating services and policies, and are ultimately expected to improve decision making by governments and individuals alike.

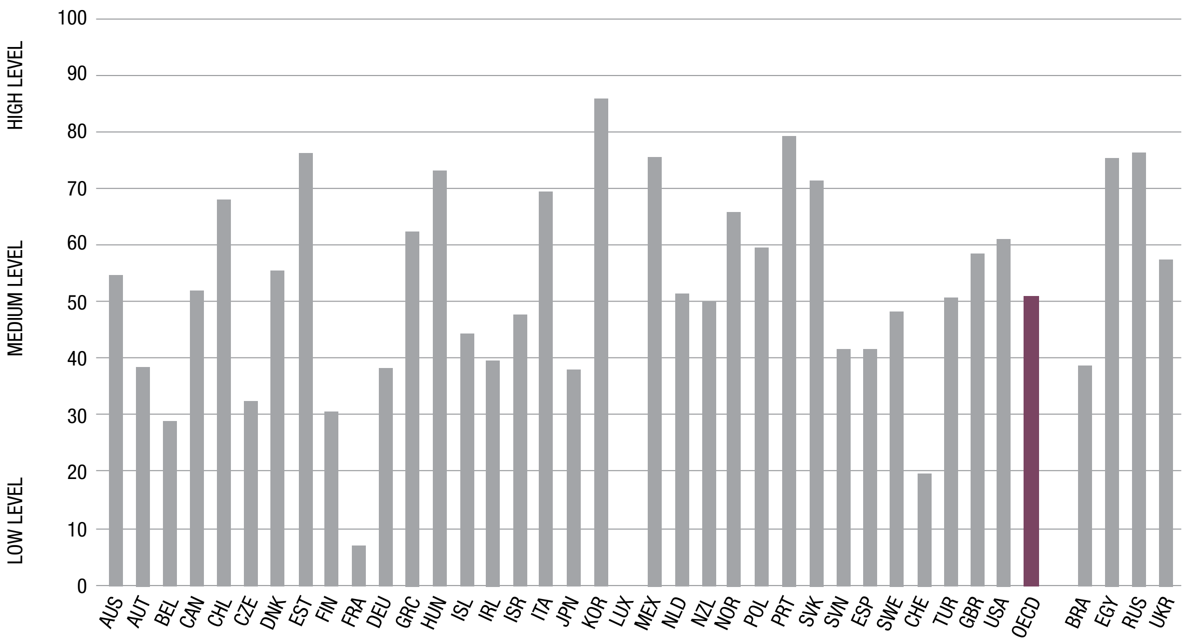
While the release of information is a first key step, doing it in such a way that ensures greater accountability for results is more complex. Accountability institutions (e.g. supreme audit institutions, the media, parliamentary committees and bodies, etc.) play an important role and are natural allies in ensuring government works in favour of the public interest and spends taxpayers' resources more efficiently.

Mainstreaming integrity and fighting corruption

Integrity is a key attribute of well-functioning public institutions: there is a strong correlation between people's perception of government corruption and their trust in political institutions. Strengthening the integrity, openness and credibility of both government institutions and the policy-making process should therefore be a priority for governments around the world. This requires institutionalised mechanisms for disclosure, monitoring and enforcement, as well as for complaint resolution.

Ensuring that the integrity of government decisions is not compromised by conflicts of interest, for example, is critical to maintaining public trust in government. Measures such as the disclosure of private interest (Figure 2) – alongside ensuring transparency over party financing and lobbying – reduce influence on nominations of public officials, avoid conflicts of interest and enable a more equal distribution of political power across society.

Figure 2. Conflict of interest disclosure requirements, 2012



Source: OECD (2013c), Government at a Glance 2013, OECD Publishing, *http://dx.doi.org/10.1787/gov_glance-2013-en*

When countries allow freedom of speech and a free and independent media, governments perform better and waste and corruption can be reduced. The media can draw attention to and scrutinise activities, and may act as "whistle-blowers" when corruption occurs, or simply draw attention or scrutiny to activities. This watchdog role can also be played by civil society organisations, but the media is especially powerful as political leaders interested in re-election cannot afford to be portrayed by the media as ineffective or corrupt. Ensuring a free, independent and effective media requires legislation and regulation that (Freedom of the Press, 2013; Sida, 2010):

- Incorporates press freedom guarantees and prohibits prior censorship for all forms of media, including print, broadcast and digital/web-based media
- Establishes an independent media regulator free from government control, giving force to constitutional protections for freedom of expression
- Provides legal guarantees of access to information and state transparency

Overcoming bottlenecks to institutional reform

Strengthening institutions (government or otherwise) is not an easy or quick affair. Despite increased financial and policy support for the strengthening of institutions since the 1990s, the record in this endeavour is modest. This is not only true for developing countries, but also for OECD countries, where the question remains open as to whether institutions are evolving towards greater reliability, responsiveness, integrity and fairness. Achieving more effective and accountable institutions depends not only on political will and buy-in, but also on finding solutions that are specific to countries' needs. There are several persistent barriers to success:

- A lack of government leadership and ownership of reform initiatives
- Application of technocratic, "one-size-fits-all" approaches not tailored to countries' legal, administrative, and cultural contexts
- Complex political-economy challenges to implementation inherent to the nature of reforms that involve multiple stakeholders such as public sector unions, sub-national governments, development organisations, civil society and the private sector, with – at times – competing or divergent interests
- Poor sequencing and frequent changes in management strategies, as well as overly rigid project management approaches that do not allow room for innovation or adaption to country needs or changing circumstances.

Lessons from reform suggest that success is more likely when reformers begin by assessing the potential impact of their initiatives (Khan and Tompson, 2011). This should estimate costs up-front and identify likely "winners" and "losers". Steps should then be taken to mitigate losses (either by phasing in changes or making concessions to balance losses). Reformers should also be quick to get citizens and other stakeholders on board, communicating early on to the public the benefits of and rationale for change. Necessary changes to legal procedures should be assessed and implemented, and systems should be put in place to co-ordinate implementation among different levels of government, with care taken to receive and act on ongoing feedback throughout implementation.

What can international partnerships and organisations like the OECD offer?

Knowledge exchange

Knowledge exchange and sharing of good practice can help support public sector reforms. Countries can learn from each other and draw on a network of peers when expertise is needed (Box 3). Such partnerships offer a source of ideas, innovations and analysis which can support countries in building and modernising their institutions. In addition to more formal exchanges, partnerships and networks also offer opportunities for informal and confidential exchange of first-hand reform experiences among participating countries.

Box 3. The Effective Institutions Platform

The OECD is currently Secretariat of the Effective Institutions Platform (EIP), a forum of over 60 members (countries, civil society organisations, development agencies, etc.) to facilitate learning alliances on specific public sector reform issues. The EIP was endorsed at the Fourth High Level Forum on Aid Effectiveness in Busan in 2011. Its goal is to deliver on Busan Partnership Commitments (OECD, 2011b), particularly those embodied in the New Consensus on Effective Institutions. It has three specific goals:

- To support the implementation of public sector reform led by developing countries
- To better assess country institutions, systems and capacity development needs
- To improve the evidence base on institutional performance to inform policy and increase public sector accountability.

The EIP works through five work streams or pillars: (1) change management and making reform happen; (2) indicators for success; (3) domestic resource mobilisation; (4) use of country systems; and (5) accountable and inclusive institutions.

As part of the work of its first pillar, the EIP organises and hosts learning alliances for its members on a host of public sector reform issues. These alliances, which were adopted by the Global Partnership for Effective Development Co-operation, allow for innovative and sustainable forums for exchange amongst practitioners on what works and what doesn't. Alliances benefit from an EIP Toolkit that provides best practice and guidance for iterative, sustainable learning.

For more see *www.effectiveinstitutions.org*

The OECD provides other forums for sharing knowledge and evidence on policies to strengthen the legitimacy and responsiveness of public institutions. For example:

- The MENA-OECD Governance Programme exists to help all interested countries in the Middle East and North Africa (MENA) to strengthen their capacity to govern. This programme is helping countries like Morocco and Tunisia become full members of the Open Government Partnership by supporting their current reform process with policy recommendations based on an assessment of their legal, institutional and policy gaps.

- The OECD Senior Budget Officials Network brings together budget directors and other senior officials from OECD countries and five regions of the world (Latin America, Africa, Asia, Eastern

Europe and the Middle East and North Africa) to address key budgeting concerns and relevant policy options. In some regions, peer reviews of budget systems have been carried out, thus contributing to institutional strengthening.

- The OECD's Observatory of Public Sector Innovation is another example of information sharing, in this case with special emphasis on innovative reforms in delivering public services

Guidelines and recommendations

The OECD also provides guidelines and recommendations to support institutional reform. A number of concrete OECD instruments has been developed in consultation with countries to ensure more open, effective and accountable public institutions. For example:

- The 2012 Recommendation of the OECD Council on Regulatory Policy and Governance guides countries in systemic reform to deliver regulations that meet public policy objectives and have a positive impact on the economy and society.

- The OECD Principles for Transparency and Integrity in Lobbying, Guidelines for Managing Conflict of Interest in the Public Service, and the OECD Best Practices for Budget Transparency guide countries in mainstreaming integrity principles throughout the public sector and in being more proactive in disclosing public sector information, including through online mediums and in user-friendly, re-useable formats.

- The OECD Draft Principles on Budgetary Governance, Principles for Public Governance of Public-Private Partnerships, Principles for Independent Fiscal Institutions, and Principles for Enhancing Integrity in Public Procurement are all aimed at strengthening public financial management practices to increase efficiency and value-for-money.

Performance measurement

Measuring institutional performance is an important process for encouraging change. Greater international co-operation could help countries develop methods for assessing the quality of their core institutions, such as whether their budgets are comprehensive, whether there is effective external control of budgets, whether their procurement is competitive and whether they gather basic information on government operations (such as statistics on taxes or public employment). Examining existing regulations and extracting information from existing assessment tools – such as the Public Expenditure and Financial Accountability (PEFA) tool,[3] the OECD's Government at a Glance indicators (OECD, 2013c) and the OECD's Methodology for the Assessment of Procurement Systems (MAPS)[4] – could form bases for assessing institutions.

Effective development co-operation

Better development assistance will play a key role. Instead of transferring and imposing pre-packaged solutions from one country to the other, the focus is now on engaging with citizens and organisations to experiment and learn together to find solutions to their specific challenges. In this paradigm, experiences from other countries or regions should not be taken as a recipe for success, but as a source of inspiration for designing solutions adapted to the country's reality. This iterative and flexible approach to problem solving has a much greater chance of success – and is more respectful – than the simple "one-size-fits-all" approaches of the past (OECD, 2014b).

Sources of finance for critical institutions should also be sought, requiring better targeting of official development assistance (ODA). To give one example, less than 1% of official development assistance (excluding the International Monetary Fund) currently goes to support the development of tax administrations in developing countries, despite their critical role for mobilising domestic resources for growth and poverty reduction.

Finally, many countries receiving concessional funding have called on their development partners to help them strengthen their own institutions and capacities, rather than setting up their own (parallel) programmes. Yet progress in this area is slow, according to the joint OECD and UNDP 2014 progress report *"Making Development Co-operation More Effective"* (Box 4).

Box 4: Why use country systems and how are we doing?

"Country systems" typically refer to national arrangements and procedures for public financial management, accounting, auditing, procurement, and monitoring. Providers of development co-operation are said to "use country systems" when their funds or services are managed according to the host country's procedures and implemented by the national government.

Providers of development co-operation have recognised that when they use developing countries' own public financial management and procurement systems, this can be a catalyst for building institutional effectiveness. Providers have signed up to a number of international commitments to increase their use of national systems in order to strengthen the institutions of developing countries (in 2005, 2009, and 2011).[5]

Despite these commitments, however, progress on the use of country systems remains mixed. While the Paris Declaration surveys in 2006, 2009 and 2011 showed an increase in the use of country public finance and procurement systems, the target of 55% of all aid flowing through these systems was not reached. Progress was much slower in fragile states, where providers rely much more on project-based approaches. More recent evaluations show little if any improvement, with the share of development co-operation funding using public financial management and procurement systems remaining unchanged since 2010 (at around 49%) (OECD/UNDP, 2014). And even when the quality of country systems improves, providers do not always increase their use, suggesting that other factors are at play in the decision to use them or not. These include:

- A lack of trust in country systems' ability to deliver the expected results
- Fear of "fiduciary risks" (risks that funds may be mismanaged). This stems from the current public scrutiny of development co-operation budgets in provider countries. A shift of focus to broader institutional risks would help to agree longer-term institutional strengthening objectives
- Partner country legislative frameworks, which might impede the use of country systems in some instances.

Aid providers and partner countries are making efforts – through partnerships such as the Global Partnership for Effective Development Co-operation and Effective Institutions Platform – to be more transparent in their reasons for not using country systems and to agree on individual country targets for achieving these global commitments. The OECD's Development Assistance Committee has also produced a number of tools to help guide providers and host countries in their decisions to use country systems. A practitioner's guide to using country systems outlines current practices and options for providers to consider, including how to seek out opportunities for using country systems to maximise development benefit (Task Force on Public Financial Management, 2011). Guidance on risk includes the International Network on Conflict and Fragility publication, *Managing Risks in Fragile and Transitional Contexts: The price of success* (OECD/INCAF, 2011) and *Donor Approaches to Risk in Fragile and Conflict Affected States* (OECD, forthcoming). These publications provide evidence and examples of ways in which providers can manage not only fiduciary, but also contextual, programmatic and institutional risks.

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END NOTES

1. See *www.worldwewant2015.org* for more details on the consultations.
2. The OGP was launched in 2011 to provide an international platform for domestic reformers committed to making their governments more open, accountable, and responsive to citizens. Since then, OGP has grown from 8 to 64 countries around the world. Minimum eligibility criteria for OGP membership include measures for fiscal transparency, access to information, disclosures of elected or senior public officials, and citizen engagement. For more see *www.opengovpartnership.org*
3. See *www.pefa.org.*
4. See: *www.oecd.org/development/effectiveness/commonbenchmarkingandassessmentmethodologyforpublicprocurementsystemsversion4.htm*
5. For details see *www.oecd.org/development/effectiveness.*

The United Nations (UN) Millennium Development Goals (MDGs) were established in 2000/1 and consist of eight development objectives to be achieved by 2015. It is widely agreed that the MDGs have been effective in mobilising worldwide awareness, leveraging resources, guiding global development efforts and increasing accountability. It is also impressive how close the world will get to most of the MDGs by 2015. There is need, however, for a successor framework once the MDGs expire in 2015 to keep the momentum built to date. The OECD played a pivotal role in defining the MDGs. With two years to go, the OECD is increasing its efforts to support the achievement of the MDGs, and at the same time thinking about how it can help the UN in developing a new agenda and framework post-2015. The OECD has a number of areas of expertise which could play an important role in shaping this post-2015 agenda and framework. In the overview brochure for this series, the OECD proposes eleven areas which would be of particular relevance (Beyond the MDGs: Towards an OECD contribution to the post-2015 agenda). This brochure focuses on one of these – building more effective, accountable, and inclusive institutions for all.

Element 1:	Measuring what you treasure and keeping poverty at the heart of development
Element 2:	Developing a universal measure of educational success
Element 3:	Achieving gender equality and women's rights
Element 4:	Integrating sustainability into development
Element 5:	Strengthening national statistical systems
Element 6:	**Building effective institutions and accountability mechanisms**
Element 7:	Developing and promoting peacebuilding and statebuilding goals
Element 8:	Ensuring policy coherence for development
Element 9:	Policy dialogue, knowledge sharing and engaging in mutual learning
Element 10:	Promoting the Global Partnership for Effective Development Co-operation
Element 11:	Measuring and monitoring development finance

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