

**For Official Use**

**C(2016)15**

Organisation de Coopération et de Développement Économiques  
Organisation for Economic Co-operation and Development

**21-Jan-2016**

**English - Or. English**

**COUNCIL**

**Council**

**OECD COMMUNICATIONS IN 2016**

**(Note by the Secretary-General)**

**JT03389228**

**Complete document available on OLIS in its original format**

*This document and any map included herein are without prejudice to the status of or sovereignty over any territory, to the delimitation of international frontiers and boundaries and to the name of any territory, city or area.*



**C(2016)15  
For Official Use**

**English - Or. English**

## I. Introduction

1. This document outlines the context, narrative and priorities for OECD Communications activities in 2016, and presents the strategy and tools to ensure successful implementation.

### *Context and trends*

2. OECD communications in 2016 will continue to take place in a sluggish global economic environment, amidst efforts to deal with the legacies of the **Crisis**, including ongoing structural reforms by OECD Members and strategic partners. The November 2016 *OECD Economic Outlook* suggests the **risk of renewed recession** is a very real prospect. Unemployment continues to be a major problem with levels still 27% higher in OECD countries than in 2007 (40.6 million versus 32 million) and effects are being felt in people's quality of life and well-being across the board. With acceptance of the need to tackle **inequalities** having become conventional wisdom, the OECD is now taking a leading role in the global policy debate on developing strategies and policy options for more **inclusive growth**. In the light of decreasing productivity, the OECD will strive to address the connected challenges posed by inequality and the lack of productivity, in a mutually reinforcing manner. This will be at the forefront of OECD communications, stakeholder engagement and dissemination efforts in 2016.

3. The OECD must also continue to recognise and respond to the profound impact of the crisis **in undermining citizens' trust** in public and private institutions, and in the existing model of free market democracy – a lack of trust which feeds a sense of fragility and the perception that societies emerging from the crisis are neither stronger, nor cleaner nor fairer. The humanitarian and refugee crisis which came to a head in 2015, as well as events such as the terrorist attacks that took place in Paris at the end of the year, have proven to be further destabilising factors offering fertile ground for the rise of more extreme political parties and platforms.

4. OECD communications should project the **increasingly high profile and global nature** of the Organisation, as evidenced in the run up to the endorsement of the OECD/G20 BEPS deliverables and in the context of COP21, which demonstrate how the OECD has become increasingly relevant worldwide. This enhanced visibility and prominence on the political stage underlines the importance of coherent and consistent communications. It also underlines the importance of continuing to expand our extensive network of Partners around the world, notably in Accession and Key Partner countries, which contribute to explaining the value of OECD and promoting access to its content.

5. The demand for objective evidence and unbiased, authoritative analysis has never been greater. **OECD's reputation for objectivity and quality is an invaluable asset** in influencing national policies and global debate, contributing greatly to redressing the lack of trust in policy making and institutions. However, the offer of information and data globally is growing at unprecedented speed, posing a challenge to knowledge institutions, both public and private, to gain and maintain "audience share". To be seen as a trusted partner in and driver of reform, the OECD must draw on its strengths to consolidate its position as a unique source of comparable data, advice and guidance.

6. Policy is influenced, shaped, and ultimately implemented, by a broader set of policymakers and **policy-shapers**, ranging from political leaders to their political bases, citizens who vote and pay taxes, civil society organisations and media influencers, as well as traditional business and labour stakeholders. The OECD must redouble its efforts to identify, create and adapt knowledge, content, dissemination and engagement to relate to audiences beyond government and traditional interest groupings.

7. Technology is developing at unprecedented pace, offering increasingly efficient and effective ways of engaging with our stakeholders. We face a **'digital revolution'** of such depth and speed that it

alters the nature of relationships and mutual influence among groups and institutions. Policymakers, policy-shapers, and engaged citizens expect not only to be able to access information quickly and have data presented in a clear and simple way, but also to be able to question and give feedback on this information – to engage actively and take part in the conversation. The OECD has a unique opportunity to satisfy this demand, to enhance its impact and get due credit - but only if it fully embraces and harnesses these technological advances. Across the OECD, this will require constant innovation in technological tools and processes, new and agile workflows and practices, resources to invest in dissemination and feedback systems and means to measure impact with key audiences.

8. The digital revolution goes hand in hand with an **“openness revolution”**: users and citizens expect information to be available and accessible at all times in user-friendly formats. The OECD must continue to develop new ways of making its work accessible and open, whilst ensuring quality control and responsiveness keep pace, so as to minimise potential reputational risks. This culture of openness also manifests itself through stakeholders’ increasing expectation to be engaged and involved in the OECD’s deliberations and policy-making processes. Consequently the OECD must be at the forefront of best practice in stakeholder engagement and consultation, practising what it preaches in a coherent fashion across policy areas and bodies.

#### Box 1. The OECD Brand Platform

**Mission:** Better Policies for Better Lives

**Vision:** A stronger, cleaner, fairer World

**Values:**

We are **objective** - our analysis and recommendations are independent and evidence-based.

We are **open** - we encourage debate and a shared understanding of critical global issues.

We are **bold** - we dare to challenge conventional wisdom starting with our own.

We are **pioneering** - we identify and address emerging and long term challenges.

We are **ethical** - our credibility is built on trust, integrity and transparency.

## II. The What: The OECD’s Narrative

9. The Crisis thrust the OECD into a new reality. The Organisation’s response has led to the emergence of a **new narrative**, which builds on the OECD’s strong **brand platform**, and the **Secretary-General’s “21 for 21” document**, which sets the strategic orientation for the Organisation in the next five years.

10. Given its vocation to address the medium and long term global horizon, the OECD as a whole (and its constituent parts) must learn and, as importantly, *be seen to have learned*, the lessons from the crisis. This narrative includes **a commitment to reframing growth<sup>1</sup>, putting people’s wellbeing at the centre of our efforts**, restoring trust, emphasising the importance of fair outcomes and working to mitigate climate change. It is embodied in the Organisation’s work since 2008: the initiative on *New Approaches to*

<sup>1</sup> Second over-arching goal of the [“21 for 21” document](#).

*Economic Challenges* (NAEC), the *Inclusive Growth initiative*; its broad integrity agenda, and its work towards harnessing the power of policies to transition to lower-carbon, greener economies.

11. Through this narrative the OECD consolidates its position as a unique and useful source of advice and guidance, providing the best answers to the issues that society is confronted with. This includes taking full advantage of its **multidisciplinary** strengths in presenting solutions to critical, complex societal and economic challenges: achieving green and inclusive growth, drawing on new thinking and approaches. These recognised strengths also play an important part in reinforcing the image of the OECD as a trusted partner and driver of positive change.

12. Given the changes in geopolitical realities, the OECD must also take every opportunity to prove it is open, inclusive and truly relevant at the global level, addressing critical and outdated views about the Organisation.

### *2016 communications priorities*

13. Each year presents its own specific communications challenges and opportunities, governed by a range of factors including institutional “givens”, external events and stakeholder priorities.

14. Following a year marked by an impressive number of international conferences and commitments, 2016 will be **an important year for implementation**. The OECD will take a fresh look at its role in the development space, following the adoption of the Sustainable Development Goals. The outcomes of the COP 21 Summit will be key in shaping the OECD’s climate narrative of the future. Furthermore, following the endorsement of the OECD/G20 BEPS deliverables, 2016 signals the start of a process of inclusive implementation. On all of these issues, the question of **monitoring and measurement will be central**, and this will be an important communications priority for the OECD.

15. **Inclusive growth** and **productivity** will be prominent in 2016: they will be central themes during OECD Week, both at the Meeting of the Council at Ministerial level (MCM) and at the Forum, as well as framing the OECD’s communications work throughout the year.

16. Productivity gains are a central driver of long-term improvements in living standards. There is an increasing awareness that GDP growth in itself is not sufficient to generate well-being for people. The current slow-down in productivity growth has occurred at a time of rapid technological change, against a backdrop of rising inequalities, marked by increases in income disparities among individuals and divergence in outcomes across a broad range of well-being dimensions, from educational and skills, to job opportunities, and health status.

17. In making the connections between the issues of productivity and inclusive growth, it will be **important to present a consistent picture, joining the dots, and allaying fears about a “back to basics” approach**, where productivity is presented purely in terms of efficiencies, cost-cutting and working harder. Productivity must be positioned in a broader frame, as a central driver for improving well-being outcomes. Building on the OECD’s inequality narrative, inclusiveness should be presented as central to more productive and growing economies. The “productivity for inclusive growth” story draws on numerous strands of OECD work, which will be prominent in 2016, and will build on work done previously, for example on sustainability for COP21 and the Sustainable Development Goals.

18. The spread of **global value chains**, the increasing importance and mainstreaming of **knowledge-based capital** and the rise of the **digital economy** are ushering in the “next production revolution”. Phenomena such as Big Data and the Internet of Things hold great potential for entrepreneurship and innovation, as well as presenting possible solutions to a number of economic and societal challenges.

These issues will be prominent in 2016, including through the *Digital Economy Policy Ministerial*, which will take place in Cancun in *June*.

19. This will also link strongly to issues around the **future of work**, education and skills. The *Employment, Labour and Social Affairs Ministerial and Public Forum on the Future of Work*, which were held in the first half of *January*, advanced an important discussion on issues such as the impact of digitalisation on the world of work, labour market resilience and inclusiveness. These discussions will evolve through the year to address issues such as job quality. The G7 Ministerial meeting on Education in May will also be an important opportunity for the OECD to externalise the findings of the Education 2030 project, which is defining the cognitive, social and emotional skills students will need in the future.

20. The gap between firms at the global frontier and others seems to have widened, as a result of an apparent slowdown in the diffusion of knowledge and technology from multinational enterprises which have maintained steady productivity growth to broader sectors of the economy. More fundamentally, this growing gap raises questions about the obstacles to spreading innovation, notably in the services sector which accounts for an increasing share of economic activity in a globalised, connected world. Productivity growth is dependent on the flow of ideas and people as well as on competitive and well-functioning markets, so OECD work and messages around **openness and fragmentation**, in trade, investment and entrepreneurship will be addressed. This goes hand in hand with an emphasis on responsible business conduct, fairer taxation, and regulation. Key moments will include the OECD Global Forum on Responsible Business Conduct in June, celebrating forty years of the OECD Guidelines for Multinational Enterprises, the launch of the OECD Business Finance Outlook; “Doing Business in a Fragmented World” (June), and the OECD Global Forum on Competition, scheduled for December.

21. **Migration** will remain high on the agenda in 2016, building on the campaign launch in September 2015. A prominent and sustained OECD voice, on the economic and fiscal impact of migrations, and in particular on the integration of migrants, including education considerations, will be important in helping counter the popular misconceptions and misrepresentations that have clouded political debate. The *International Migration Outlook* will provide the major substantive focal point and continue to be a leading flagship; messages will be derived from the full spectrum of OECD work on related issues, ranging from multi-level governance to the financial inclusion of migrants, from bribery, corruption and human smuggling to helping immigrants integrate in schools.

22. 2016 will offer us the ability to deepen targeted policy support to member and partner countries<sup>2</sup>, increase the visibility of this country-specific work, and **showcase how the OECD is working on a truly global stage** across countries and regions. Media and stakeholders will see the OECD in action in Asia supporting the Chinese G20 Presidency and the Japanese G7 Presidency. We will also be front and centre in the Latin American and Caribbean region throughout the year, with Chile chairing our MCM, the launch of the new OECD regional programme, and with Colombia and Costa Rica making progress on the road to accession. 2016 will also see the accession of Latvia.

### III. The *How*: Approaches and Tools of Implementation

23. A consistent, coherent, and coordinated approach to communications is essential to telling this story. Accordingly, the OECD will proceed with implementing its 2016 communications strategy using the following approaches and tools.

---

<sup>2</sup> Inter alia *Better Policies Series*.

### *Engaging with our audiences and stakeholders*

24. A crucial factor in implementing a successful communications strategy for 2016 and beyond will be our ability to effectively understand our audiences and stakeholders.

25. The OECD has progressively assimilated the need to shift the focus beyond traditional stakeholders within government to engage with and influence leaders, key **policy-shaping actors** in legislatures, the business and labour communities, not-for-profits and media, and to seek to reach voters and taxpayers. Advances in technology have allowed these policy-shapers to have an increasingly strong voice and influence on policy choices. It has also created greater expectations in terms of accountability and transparency, which are influential factors in shaping levels of trust. New media technologies also contribute to accelerating the pace of the policy cycle, demanding faster and shorter responses to a constant stream of questions whose relative importance has to be assessed continuously.

#### **Box 2. The OECD Better Life Index**

The Better Life Index provides a space for the OECD to listen and engage with citizens on what makes for a better life. Since its launch in 2011, the public response around the Index has exceeded seven million people from over 190 countries, enriching our understanding of well-being. Its expansion into seven languages has elicited interest from new and varied audiences, and we have seen an increased participation from younger and older users.

The 2016 edition will further seek to make the link with best practices in well-being policy and foster citizen engagement in the initiative. The updated Index will also integrate South Africa, the first African country and third non-OECD Member.

26. In reaching this broader audience base, it is **vital that OECD content is increasingly well adapted** to the needs and preferred media of both ends of the spectrum: political leaders and citizens. These audiences require concise and visual messages, which are easy to access, understand and share. In this respect, PAC will:

- Ensure improved relevance, accuracy, timeliness, accessibility and consistency of published content;
- Deliver corporate products which explain complex issues in simple terms;
- Develop infographics, online narratives, data visualisations and audio-visual content.

27. **Communications is not a one-way street.** Listening and engaging in conversations with our audiences and stakeholders is a crucial complement to our dissemination work. A strong culture of consultation, engagement and dialogue will be an important component of achieving communications and policy impact, allowing the Organisation to react and respond more quickly and effectively to emerging issues and challenges.

### *Global media outreach*

28. PAC will engage with the global media, both in its role as a critical amplifier of OECD content and messaging, and as a policy shaper in its own right. Recognising the role in shaping and influencing the political agenda, PAC will:

- Co-ordinate the launches of core OECD products, flagships and campaigns, reviewing release schedules to optimise impact through co-ordinated timing, and linking to external events (see Annex I for the working list of 2016 key titles). We will continue to use opportunities presented by the OECD's increasingly prominent role in the G20, for example, launching flagship reports to coincide with G20 Ministerial meetings, and capitalising on media presence and interest.
- Work to expand OECD presence in all media channels, in addition to expanding the use of videos and data visualisations in communicating with the media, which is becoming ever-more essential in the digital world. We will also use the new online platforms to accentuate and at times replace classic use of press releases and press conferences.

### *Parliamentarians/Legislators*

29. Parliamentarians are fundamental actors and stakeholders both in the process of policy reform and as representatives of citizens and voters. We will continue to expand the OECD Global Parliamentary Network (GPN), which has become the central mechanism for the Organisation's engagement with legislators. We will ensure that OECD data, analysis, and recommendations inform and support debates within national parliaments, and will also provide a channel for feedback from parliamentarians into the work of the OECD. In 2016, we will:

- Convene meetings of the GPN, including the *OECD Parliamentary Days* in February and October, both held in Paris, and one meeting "on the road", hosted by the Japanese Parliament in April. These meetings will profile key OECD work and deliverables, ensuring an ongoing healthy debate with the legislative branch of government.
- Facilitate OECD engagement with parliamentarians at the national and supranational levels, including presentations to key parliamentary committees and regular dissemination of key products to parliamentarians and staffers.
- Further develop links with the European Parliament and other parliamentary networks, such as the Parliamentary Assemblies of the Council of Europe, NATO, IMF and World Bank as well as the Inter-Parliamentary Union, Commonwealth Parliamentary Association, Women in Parliaments Global Forum, and Globe.
- Develop the thematic focus of the GPN, building on the successful precedent of the OECD Parliamentary Group on Tax.

### *Civil Society Organisations*

30. We will continue to ensure extensive and effective engagement with Civil Society Organisations (CSOs), including business, trade unions, NGOs, academics and think tanks. In 2016, PAC will:

- Be "**on the ground**" at major stakeholder events, bringing insights back to the Organisation and helping to forge new relationships and partnerships.
- **Convene** meetings, events and consultations, in order to solicit stakeholder views on issues of strategic importance. These will take place with institutional partners such as BIAC and TUAC, but also increasingly with a broader group of stakeholders, and sometimes using innovative and interactive workshops formats such as "Idea Factories", which have been developed through the OECD Forum.

- **Work** across the house to provide advice on consulting and involving CSOs in their work, also helping to ensure that this audience is comprehensively covered in outreach and communications initiatives.

#### **Box 3. OECD Forum 2016**

The Forum serves as a key moment in the OECD communications calendar. It is both a unique opportunity for the OECD to tell its story to the outside world, weaving together the different strands of the Organisation's narrative, and also a key moment to listen to its stakeholders, helping the Organisation to stay relevant and in tune with the community it serves.

The Forum provides an important complement to the MCM discussions and allows policy makers and policy shapers to interact, helping to build synergies between the internal and external worlds.

#### ***Enhancing digital dissemination***

31. Technological change has altered the nature of user demand for information, generating the expectation that information should be fully accessible and usable according to different needs and requirements at all times. The advent of digital communications has also dramatically increased the number of media channels and communications platforms.

32. It is against this background that we will work in 2016 to **mainstream the recommendations of Programme Delta**, which led to making all data accessible, open and free. More specifically, PAC will implement a **corporate digital dissemination and communications strategy** by:

- overhauling the OECD's online presence for corporate messages and services, including a new-generation OECD iLibrary;
- strengthening our capacity to create and manage digital assets (content and data);
- increasing the accessibility and findability of OECD content both on OECD and external sites;
- mainstreaming social media as a central element of our digital communications strategy;
- increasing our reactivity and responsiveness, and ensuring timely and on-target content delivery to all core audience and communities;
- developing and using standard analytics tools across all platforms.

#### **Box 4. Delta Programme achievements<sup>1</sup>**

##### **Accessible**

Launch of the user-friendly OECD Data portal as a single gateway to OECD statistics on OECD.org.

Overhaul rules and recommendations on content accessibility, OECD Style Guide.



**Open**

Almost all datasets have been made open-ready.

Release of the open data service.

**Free**

100% Part I data were made free by mid-2015.

Adoption of the Freemium model to ensure the financial sustainability of the dissemination activities.

First half of 2016, a review to assess the financial sustainability post-Delta.

1. See Annex II for further details.

33. PAC will work in partnership with OSG and the Executive Directorate to create a genuinely ‘Digital OECD’, built on synergies between external dissemination and internal knowledge and information management. This will require co-ordinated management of digital content, developing an internal corporate digital strategy, and co-ordinating digital initiatives across the Organisation.

34. Fundamental to this objective is the need to ensure financial sustainability following the successful delivery of the Delta Programme in 2015. This will require PAC to work towards consolidating the *Freemium* model, developing fundraising capacity, and exploring alternative sources of funding. In this context, PAC will continue to develop dissemination partnerships with other intergovernmental organisations (IGOs): the UN iLibrary launched in October 2015 in a pilot version will go live in the first quarter of 2016, and the partnership with the Nordic Council of Ministers will be expanded to include a dedicated Data Portal. Discussions with other IGOs are under way.

### ***Mainstreaming and development of communications campaigns***

35. OECD communications work will take place in an environment of ever-greater complexity, where the boundaries between disciplines are becoming increasingly blurred, and where “multidimensional” is becoming the new norm. This will mean having to quickly adapt our communications priorities and schedules, as new issues emerge as well as ensuring an ever more coherent and consistent approach to communications, public engagement and dissemination built on good planning, discipline and anticipation. PAC will focus on developing further and maintaining an effective level of internal co-ordination in order to maximise the impact of the OECD’s standard-setting, policy advice and evidence base with policymakers and shapers, and to deploy OECD communications resources most efficiently.

36. To this end, PAC will seek to adopt a “campaign” approach, building on the key themes for 2016, orchestrating and combining the different strands and facets of communications work around key launches and flagships, capitalising on external events and opportunities which present themselves throughout the year. The OECD will also seek ways to shift from a product-driven communications cycle, based around individual publications, towards more needs-based campaigns which focus on ensuring that key OECD messages and data around particular themes reach a set of clearly defined audiences. This approach is particularly important in cases where expertise, data and analysis around specific themes are located in different part of the Organisation.

37. In promoting OECD work, PAC will continue to concentrate on cases where the OECD:

- can be an important part of the solution-oriented policy discourse, specifically around concrete milestones;
- has greatest potential for external impact or growing opportunity for impact, building on its leadership on core areas of competence.

38. PAC is also developing a communications plan which links key messages and deliverables to events in a strategic calendar for 2016. This will evolve throughout the year through our ongoing dialogue with the Office of the Secretary-General and Directorates. Besides specific country visits, a number of key events can already be identified:

- OECD Employment, Labour and Social Affairs Ministerial (Paris, France, January)
- World Economic Forum (Davos, Switzerland, January)
- OECD Parliamentary Days (Paris, France, February)
- OECD Anti-Bribery Convention Ministerial (Paris, France, March)
- Institute for New Economic Thinking Annual Conference (April)
- OECD Agriculture Ministerial (Paris, France, April)
- OECD Global Parliamentary Network Meeting (Tokyo, Japan, April)
- World Bank/IMF Spring Meetings (Washington DC, USA, April)
- UN World Humanitarian Summit (Istanbul, Turkey, May)
- G7 Summit (Japan, May)
- OECD Week (Paris, France, June)
- OECD Forum on Responsible Business Conduct (Paris, France, June)
- OECD Digital Economy Policy Ministerial (Cancun, Mexico, June)
- G20 Summit (China, September)
- OECD Environmental Policy Ministerial (Paris, France, September)
- World Bank/IMF Annual Meetings (Washington DC, USA, October)
- Global Perspectives Conference (October)
- APEC Summit (Peru, October)
- UN Habitat Conference (Quito, Ecuador, October)
- OECD Global Forum on Competition (Paris, France, December)

39. In planning communications activities, we will be particularly mindful of moments when attention is likely to be elsewhere, and which might influence the impact of our work (e.g., major elections, sporting events, etc...).

*Creating impact analysis capacities*

40. Understanding our stakeholders' needs, measuring the extent to which we respond effectively and the impact we achieve is essential for the continued relevance of the Organisation. This requires us to evaluate our impact, but also to take on a recognised look-out function on behalf of the Organisation, gathering intelligence and spotting both future communications opportunities and risks.

41. In 2015, the OECD further strengthened its reporting capacity, building our ability to analyse key products year on year, helping to identify successful themes and trends and feeding into the definition of future communications work.

42. In 2016, we will work towards strengthening our ability to analyse both the quantitative and the qualitative impact of communications efforts, by:

- **developing** a cross-media and cross-audience reporting capacity to complement the Organisation's impact monitoring tools such as the Medium-Term Orientations (MTO) Survey and Programme Implementation Report (PIR);
- **developing** reliable analytics, monitoring tools and user feedback mechanisms.

43. Using this information, PAC will seek to provide an external window into and out of the Organisation, a "look-out" function, which complements the input and feedback received through formal channels such as committees and Ministerial meetings, with the realities, concerns and priorities of external audiences, policy-shapers and citizens. Our "listening" function is fundamental both to spotting and addressing communications opportunities and risks.

## ANNEX I. WORKING LIST OF 2016 KEY TITLES

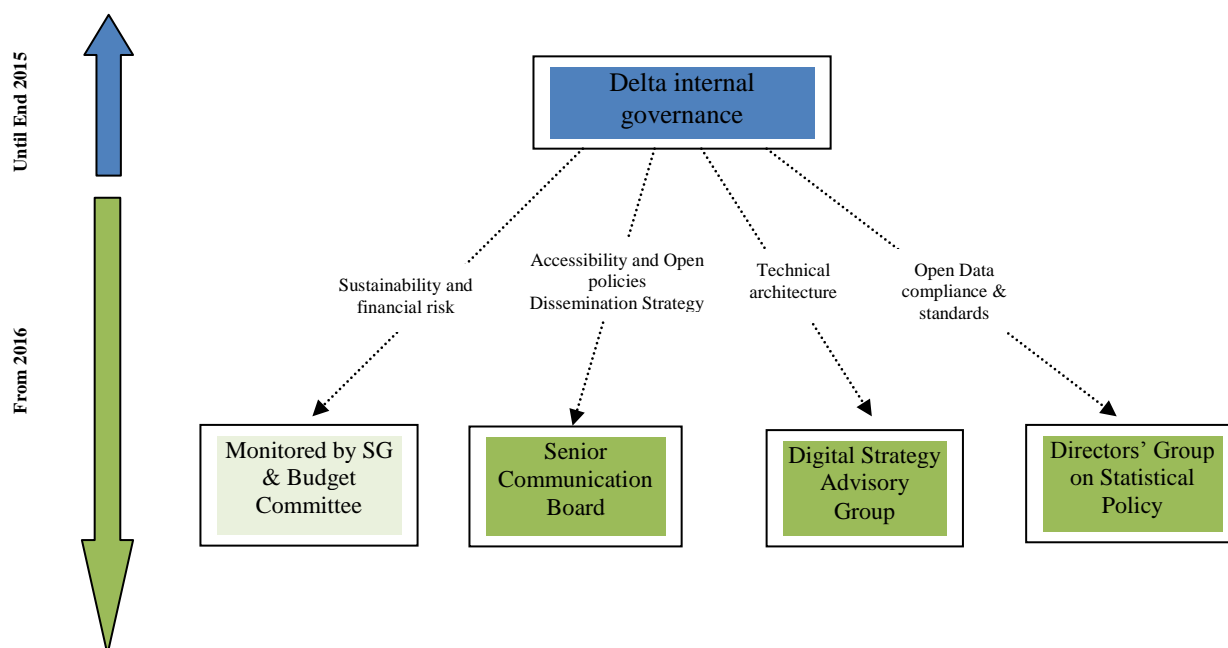
*Timing tentative*

| Approximate release | Directorate | Title   |
|---------------------|-------------|---|
| February            | STD         | OECD Factbook 2015-16: Economic, Environmental and Social Statistics                              |
| February            | ECO         | Economic Policy Reforms 2016: Going for Growth Interim Report                                     |
| March               | CFE         | OECD Tourism Trends and Policies 2016   |
| April               | CTP         | Taxing Wages 2016   |
| April               | STI         | The Future of the Ocean Economy   |
| May                 | STD         | National Accounts at a Glance 2016  |
| May                 | DEV         | African Economic Outlook 2016   |
| June                | ELS         | International Migration Outlook 2016  |
| June                | ECO         | OECD Economic Outlook 2016/1  |
| June                | DAF         | OECD Business and Finance Outlook 2016  |
| June                | DEV         | Perspectives on Global Development 2016: International Migration                                  |
| June                | GOV         | Regions at a Glance 2016  |
| June                | TAD         | Agricultural Policy Monitoring and Evaluation 2016  |
| June                | EDU         | Second Results from the Survey of Adult Skills  |
| July                | ELS         | OECD Employment Outlook 2016  |
| July                | TAD         | OECD-FAO Agricultural Outlook 2016-2025   |
| September           | ELS         | Society at a Glance 2016  |
| September           | STD         | Entrepreneurship at a Glance 2016   |
| September           | DCD         | Development Co-operation Report 2016: The Sustainable Development Goals as business opportunities |
| September           | EDU         | Education at a Glance: OECD Indicators 2016   |
| October             | GOV         | Government at a Glance: Latin America and the Caribbean   |
| November            | DEV         | Economic Outlook for Southeast Asia, China and India 2017   |
| November            | ELS         | Health at a Glance 2016 (Asia Pacific and Europe)   |
| November            | DEV         | Latin American Economic Outlook 2017  |
| November            | ELS         | Pensions at a Glance Asia/Pacific 2016  |
| November            | ECO         | OECD Economic Outlook 2016/2  |
| November            | CTP         | Revenue Statistics 2016   |
| November            | CFE         | Job Creation and Local Economic Development 2016  |
| November            | CTP         | Consumption Tax Trends  |
| December            | GOV         | OECD Regional Outlook 2016  |
| December            | ELS         | OECD Pensions Outlook 2016  |
| December            | EDU         | PISA 2015 Results   |
| TBC                 | DAF         | OECD Sovereign Borrowing Outlook 2016   |
| TBC                 | TAD         | OECD Review of Fisheries: Country Statistics 2016   |
| TBC                 | ITF         | ITF Transport Outlook 2016  |
| TBC                 | CTP         | OECD International VAT/GST Guidelines   |
| TBC                 | CTP         | OECD Transfer Pricing Guidelines  |
| TBC                 | STI         | OECD Science, Technology and Industry Outlook 2016  |

## ANNEX II. MAINSTREAMING PROGRAMME DELTA

44. Having fulfilled its mandate and delivered on its main objectives, *Programme Delta: Accessible, Open and Free* was formally closed at the end of 2015. *Accessible, open and free* remain, however, integral principles of OECD dissemination; they will be mainstreamed in the Organisation's regular programme of work, and their implementation will be monitored by the three existing internal governance structures: the Senior Communications Board (accessibility and open policies and dissemination strategy), the Digital Strategy Advisory Group (technical architecture) and the Directors' Group on Statistical Policy (open data compliance and standards). Successful implementation will depend mainly upon two factors: **compliance** across the Organisation and adequate **funding**.

### *Post Delta internal governance*



*Summary of recommendations from Programme Delta*

45. The Delta Programme has delivered a set of recommendations to act as guidelines for the work of the OECD going forward, namely:

1. Define a corporate dissemination strategy for all audiences, ensuring coherent and consistent user journeys across all platforms.
2. Develop **central content management** and coherent quality standards.
3. Develop **standard analytics** tools across all platforms.
4. Implement the *Freemium* corporate dissemination **model**.
5. Make all OECD Part I datasets **open by default**.
6. Consolidate the *OECD Data* portal as the **central gateway** to the statistical content of the Organisation.
7. Increase **readability** of OECD analytical content.

| <b>Recommended Post-Delta Projects</b> |   |  |
|--|---|--|
|  | <b>Projects already in progress</b>   | <b>Future projects</b>   |
| Programme                              |   | Implement corporate dissemination strategy and policies  |
|  | Standard analytics tools across all platforms : Define and implement KPIs for corporate dissemination   | Corporate online presence :<br>- Define an online governance framework in order to establish clear accountability, roles, and decision-making authority for online presence<br>- Define online standards for accessibility, SEO<br>- Define online policies for accessibility, branding, domain names, hyperlinking, archiving |
| Accessible & Findable                  | User experience :<br>- Streamline free/premium user journeys across all platforms<br>- Redesign of key landing page templates on oecd.org (home, country, topic, sub-topic) | Extend Publications template system to:<br>- datasets<br>- working papers<br>- 'Legal' Documents (currently in separate legal portal)  |
|  |   | Improve search experience across OECD's online presence  |

|            |   |  |
|------------|---|--|
|            | Implementation of accessibility for analytical content:<br>- Plain language policy<br>- Training and coaching for accessible writing for authors (PAC and HRM)<br>- Develop editorial compliance reports<br>- Make websites accessible to those with disabilities | Extended OECD Data portal:<br>- Deeper layer of Data portal indicators<br>- Develop umbrella topics<br>- Publish “at a glance” publications out of the portal<br>- Load indicator data and metadata into OECD.Stat to coincide with publication launches |
| Free(mium) | Enriched Freemium model:<br>- Broaden the range of Freemium data services   | Enriched Freemium model:<br>- Develop iLibrary v2  |
|            | New Sources of revenue:<br>- Extend the range of iLibrary Partners: UN in Q1 2016; ITU, etc.<br>- Launch of MOOCs to be assessed  | Conduct financial Review   |
| Open       | Data curation for all Part I datasets (completion of remaining 5% data consumption as part of ongoing statistical improvement process)  | Further evolution of open data services :<br>- new formats<br>- more scalable services<br>- etc.   |
|            |   | Complete workflow for disseminating datasets   |

### ***Key Performance Indicators (KPI)***

Performance on the deliverables of the Programme will be monitored as follows:

#### *Accessible*

Find (Scope: iLibrary, oecd.org, oecd.data, oecd.stat)

#### **KPI 1: Search performance index (SPI)**

Monitored by PAC and Senior Communications Board (SCB)

#### **KPI 2: Discoverability from general & specialised search engines**

Monitored by PAC and SCB

#### Understand

#### **KPI 1: Share and citation rates**

Monitored by PAC and SCB

C(2016)15

**KPI 2: % of publications & databases with accessible layer**

Monitored by PAC and SCB

**KPI 3: Compliance of key publications with Style Guide accessibility standards**

Monitored by PAC and SCB

Use

**KPI 1: Task completion ratio (TCR) for top statistics tasks & top analytical tasks**

\*Scope: iLibrary, oecd.org, oecd.data, oecd.stat

Monitored by SCB and DGSP

**KPI 2: Total page views, number of embedded charts, etc.**

Monitored by PAC and SCB

*Open*

**KPI 1: % of open Part I datasets**

Monitored by DGSP

**KPI 2: Number of data points returned for external requests (All users)**

Monitored by DGSP

**KPI 3: Number of data points returned for external requests (Registered users only)**

Monitored by DGSP

*Free*

**KPI 1: % of part I datasets that are public, open & free**

Monitored by DGSP

**KPI 2: Financial sustainability of Publishing Operations**

Frequency: Quarterly

Mechanism: PAC/PBF to report to Budget Committee