

**DEVELOPMENT CO-OPERATION DIRECTORATE
DEVELOPMENT ASSISTANCE COMMITTEE**

DAC COMMUNICATION ORIENTATIONS 2012-2015

DAC Meeting, 2 October 2012

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The Secretariat will give a presentation that will highlight communication orientations for future work in key areas. Members are invited to exchange views on the orientations presented. Feedback from DAC members will help staff in the Secretariat to sharpen and target their communication efforts so as to raise the profile and visibility of DAC products in a way that influences policy-makers, achieving greater impact for development.

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Enabling effective development: DAC communication orientations 2012-15

The effort by the United Nations to update the Millennium Development Goals by 2015, and to devise a new financing framework and new mechanisms that will support development at a time when resources will be tight are major challenges for the DAC.

This new circumstance requires the DAC and [the DAC Secretariat] to be more agile, involving capitals in our work more systematically (at senior and high levels), engaging more with partners in the Global Partnership and in subsidiary bodies, and being more transparent and visible in all that we do.

- J. Brian Atwood, DAC Chair

The DAC has set itself an ambitious goal for the coming years to “promote development co-operation and other policies so as to contribute to sustainable development, including pro-poor economic growth, poverty reduction, improvement of living standards in developing countries, and to a future in which no country will depend on aid.” In doing so, it has taken up the challenge of responding to a rapidly evolving development landscape within the context of tight fiscal constraints.

The DAC has accepted these challenges with vigour, prioritizing the need for effective communication to ensure that key audiences are aware of its dynamic and rapidly evolving approach to development; and to heighten the impact of its policy recommendations among its members and beyond so as to achieve the overarching goal of reducing poverty. The DAC’s message is increasingly political and therefore aims to reach audiences that, while not exclusive of traditional stakeholder groups – often largely composed of like-minded technical experts – go far beyond them.

This paper sets out communication orientations for key DAC work from 2012-15 within this evolving landscape. The overarching aim is to raise the profile and visibility of DAC work in order to achieve greater impact for development.

The Global Partnership for Effective Development Co-operation

OECD and UNDP are developing a joint communication strategy proposal to seek the Steering Committee's guidance. It will build on a UNDP effort to engage its resident representatives in reaching out to governments to identify areas in which progress is already being made at the country level so as to provide concrete examples to showcase.

Perhaps the most remarkable feature of Busan was the self-critical appraisal of the functioning of the Working Party on Aid Effectiveness and the role of the DAC, which recognized that a different governance structure would be needed in order to support a broader partnership.

- Homi Kharas, Brookings Institution

In effect, the global partnership represents a changing of the guard from the old system dominated by the group of industrialised countries in the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee to a more inclusive aid architecture taking into account the emerging economies. [...] The Working Party on Aid Effectiveness signed off on other elements of the global partnership, including co-operation between the OECD, with its expertise in data and analysis, and the UN Development Programme with its wide reach and on-the-ground knowledge, and a global monitoring framework to track the use of country systems, the role of civil society in development and the untying of aid.

- Mark Tran, The Guardian

Within the landscape of innovation and realignment behind the common goal of ending poverty, the DAC Working Party on Aid Effectiveness (WP-EFF) has exemplified the way forward. The WP-EFF has been the single most influential body behind the sustained efforts to create the Global Partnership for Effective Development Co-operation – a vital new entity within the international development community. This has involved taking a leadership role at the centre of the aid effectiveness debate, as well as pushing the DAC's own boundaries to engage widely and transparently with important players beyond the Committee's membership. Through communication of this role, and of the DAC's willingness to engage on new and evolving terms, the DAC has received recognition for its vision and innovation. The DAC's openness to dialogue – and its potential for self-analysis – coupled with careful relationship building has helped turn scepticism into outright enthusiasm. Communication around the Global Partnership will be driven by its Co-Chairs and Steering Committee; the Secretariat will continue to support these efforts, managing its visibility and that of the OECD carefully.

Re-imagining development through intellectual leadership

The DAC Secretariat is stimulating thinking and debate among members and an expanding network of external experts through the DAC Development Debates (DDD). This thinking is being communicated through the DACnews, a special website for the DDD, news media and other outlets frequently used by aid practitioners. These new communication efforts will reinforce awareness of the DAC's intellectual leadership on development co-operation issues.

The DAC Secretariat is also leading the production of an OECD-wide series outlining the Organisation's contribution to the post-2015 framework. The OECD's Public Affairs and Communication (PAC) Directorate will actively promote this new series.

As part of continuing efforts to “re-imagine development” – and more specifically the DAC's role in development – the DAC has embarked on a series of **DAC Development Debates** with leading academics. These debates cover topics that are at the forefront of the development agenda and of direct relevance to the question of the DAC's continuing role. To date, the interlocutors in these debates have included: Lawrence Haddad, Director of the Institute for Development Studies (IDS); Hege Hertzberg, Director for Development Policy in the Norwegian Ministry of Foreign Affairs; Jean-Michel Severino, CEO of Investisseurs et Partenaires; Françoise Moreau, Head of the Policy Formulation Unit of EuropeAid; Andy Sumner, researcher at the IDS; Jane Sautter, senior GIZ policy advisor on poverty issues at the German Federal Ministry for Economic Cooperation and Development (BMZ); Robrecht Renard, professor at the University of Antwerp; Niels Keijzer, Deputy Programme Manager; and Geert Laporte, Deputy Director of the European Centre for Development Policy Management (ECDPM). These invited specialists have presented ideas from recent studies, publications and research to stimulate thinking and exchange in the re-imagining of the DAC's role.

In addition, the DAC Secretariat is leading a cross-directorate post-2015 task team to outline how the OECD can contribute to the **post-2015** reflections. The Secretariat has produced a storyline detailing what the OECD can offer: its well-being framework; its statistical capacity building; its policy review system and knowledge-sharing networks, tools and platforms; and its work to ensure that domestic and other policies of OECD countries do not undermine development objectives. Based on this storyline, the OECD is creating a six-step operational framework for moving forward. This and other papers co-authored with various OECD policy communities will be published in a new series.

The DAC flagship, the Development Co-operation Report (DCR)

The 2013-15 DCRs will be conceptualised as a series that will explore the DAC's contribution to post-2015 thinking. The DAC Secretariat will actively promote the DCR and its messages among high level policy makers. Starting in 2012, the DCR will be available as an eBook and readable on tablets, telephones and other mobile devices.

The **DCR 2012** will be launched at the DAC High Level Meeting in London (December 2012). Focusing on the theme of sustainable development, it provides perspectives on Rio+20 and highlights good practice among DAC members/associates that offer practical lessons for moving towards green growth and sustainable development.

Each DCR now includes a two-page spread for each bilateral donor, offering a snapshot of their development co-operation. The complete historical collection of DCRs since 1961 will soon be available on the OECD iLibrary.

From **2013-15**, the DCR will discuss the DAC's contributions to the overall theme of "Global development co-operation post-2015". Each edition will concentrate on a subtheme that addresses core dimensions of the post-2015 challenge for the development co-operation community:

- 2013: global public policies for global public goods/development goals
- 2014: financing global public goods/global development goals
- 2015: partnerships for implementing post-2015 global public goods/development goals

By exploring these issues the DCR will contribute substantively to international thinking and discourse on the shape and dynamics of development co-operation in a rapidly changing global context. It will help clarify challenges, "push the knowledge frontier" on key issues, identify international good practice and showcase relevant DAC thinking and work. It will draw on the expertise of a range of experts from bilateral and multilateral institutions, DAC subsidiary bodies, international think tanks, academia and civil society.

The OECD Development Strategy

A completely new window on OECD development work will be in place in early 2013. An invaluable interface for external users, it will ensure that the full range of web visitors – from journalists to practitioners in capitals and in the field – can readily find the information they need on development at the OECD.

The DAC has taken a leading role in promoting the importance of development in the overall OECD agenda and has helped forge the OECD Strategy on Development. Following through on these efforts, the DAC Secretariat is guiding the OECD-wide effort to harmonise and streamline the presentation of the diversity of the OECD's work on development on the OECD website. Through these efforts, the OECD will ensure user-friendly access to the breadth and depth of its development work. Also under discussion are the pros and cons of moving from using a development web page to creating a development portal. The emerging consensus among the various actors working on development at the OECD is a positive example of progress towards the horizontal co-operation promoted in the Development Strategy.

The OECD Strategy on Development gives us opportunities to develop new policy tools (e.g. tax and development, aid for trade, illicit flows, investment for infrastructure), to explore the policy coherence issues that may be inhibiting development progress, to participate in the UN debate over new MDGs and issues related to development financing and the role of ODA.

- J. Brian Atwood, DAC Chair

Modernising the DAC's core work

The DAC's wealth of statistical resources is being revamped to offer a more dynamic interface and a new learning centre that will bring DAC statistics to people's fingertips.

Under the guidance of the DAC Working Party on Development Finance Statistics, the DAC is modernising **DAC statistical systems** in three main ways: improving data collection on non-ODA flows, engaging with new donors (e.g. foundations and global funds) in order to cover a broader range of aid, and enhancing the transparency and accessibility of data. The DAC Secretariat is working to collect traditional statistics more efficiently and to deepen understanding of non-ODA development finance through a thorough review of contemporary financing instruments. In order to make DAC data more visible and accessible to all aid stakeholders, the Secretariat is implementing the AIDSTATS portal. This portal will group DAC statistical resources in a more logical and user-friendly way and provide a learning centre for DAC data users. New tools will present the data in a more dynamic fashion. Through dialogue with partner countries, the Secretariat also hopes to increase their understanding of the data and help them make better use of it in managing their aid inflows. A key step in ensuring that decision makers have ready access to comprehensive and reliable information on development finance is the use of a

common standard for publishing data on development co-operation, which was agreed upon at the Busan High Level Forum. The DAC's aid activity database (the Creditor Reporting System – CRS) and its Forward Spending Survey (FSS) are part of this common standard.

The DAC's new guide for peer reviews will continue to build on the credibility of DAC peer reviews, providing a robust, rigorous and transparent basis for reviewing the performance of DAC members in order to increase the effectiveness and impact of their development co-operation policies.

The new **DAC Peer Review Reference Guide** takes into account the changing development landscape, including new international commitments as well as other emerging issues. A wide range of stakeholders will continue to be consulted (civil society, parliaments, the private sector, think tanks, international organisations, the humanitarian community, and partner countries) and stronger links will be developed with regional organisations conducting peer reviews. A pilot on new approaches to peer reviews also will be developed.

The DAC's new publication series, 12 Lessons, provides policy makers with clear and concise syntheses of good practice among DAC members. A series of seminars on Managing Aid will provide a forum for senior aid practitioners to exchange practical knowledge and experiences.

The **Learning Through Peer Reviews Action Plan 2013-14** will enable the DAC to make better use of the peer review process to encourage greater mutual learning among all development co-operation stakeholders. The Action Plan includes the publication of the **12 Lessons series** on eight key topics: the first two, on humanitarian assistance and capacity development, have already been issued; future titles will include civil society, evaluation, policy coherence for development, development communication, managing for results and managing for aid effectiveness. In addition, a study will be launched to analyse the capacity aid agencies will require to be able to respond to forthcoming challenges.

Improving the impact of development finance

The DAC's groundbreaking work on aid allocations will inform decision-making and improve the collective impact of development interventions. The main policy messages will be delivered to decision makers through publications popularising these messages as well as seminars with members and meetings with multilaterals to explore the findings.

Building on its unparalleled statistical coverage and analysis of aid, the DAC will continue to be a thought leader on **leveraging ODA** and **development finance** in the post-2015 landscape, including the full range of development-related finance that public sector interventions can mobilise. The work will aim to help

members identify how ODA can catalyse new sources of development finance, build trade capacities (working with the OECD trade and agriculture policy community) and promote investment.

The DAC Secretariat will promote enhanced mutual accountability on **aid for trade** at the local and global levels to create incentives for better coherence among aid, trade and other economic policies that promote inclusive globalisation and better use of ODA. The biennial joint OECD/WTO publication on Aid for Trade at a Glance will continue to provide policy recommendations on how to alleviate trade-related impediments that prevent local producers from connecting to international markets.

Reports on aid for trade, aid for investment and non-ODA flows will aim at building supply-side capacities, improving investment opportunities in partner countries, and promoting a vibrant private sector and inclusive globalisation.

The DAC will continue to take the lead in producing major analytical reports and proposals on the **development finance architecture**; their aim is to shape policy-making for more efficient **bilateral and multilateral aid allocations** and better informed international collaboration and governance. This includes the annual DAC Report on Multilateral Aid as well as other key knowledge products, such as the annual DAC Survey of Donors' Forward Spending Plans, the annual report on Division of Labour and Aid Fragmentation, and the monitoring of DAC efforts in under-aided countries. The reports will be based on DAC statistics, annual surveys on future aid allocations and analytical work; they will illustrate complementarities and co-operation across the full range of aid systems (bilateral, multilateral, private, global funds and initiatives), including those that go "beyond aid". The recommendations and guidance they will provide will constitute a basis for dialogue and engagement with a range of development actors and will enable the DAC to play a lead role in shaping the international agenda on development architecture and governance.

Promoting the development perspective

Responding to demand-driven policy needs, the DAC Secretariat will draw and build on its community of contacts to target appropriate and timely content to the DAC's priority audiences.

Rio+20 offered the opportunity to launch the consultation process for the OECD Green Growth and Developing Countries Report. To complement ongoing developing country consultations, Ministerial level consultations were held on how developing countries can draw on OECD's practical policy instruments in the area of green growth. A side event presented the Busan Building Block on Climate Finance and Development Effectiveness, which to date comprises 27 countries and organisations.

The **International Dialogue on Peacebuilding and Statebuilding** has drawn international attention to unique developing country needs and circumstances, in part thanks to its two high profile co-chairs, Denmark's Minister of International Co-operation and the Finance Minister of Timor Leste. Within this framework, the **New Deal** endorsed in Busan represents a landmark agreement on how to re-think

partnerships with fragile states and has become the reference for world leaders; the UN Secretary General has endorsed it on behalf of the entire UN system.

The International Dialogue Secretariat, hosted by the OECD, is supporting the development of indicators to measure progress against the peacebuilding and statebuilding goals promoted by the International Dialogue. Good practice and monitoring reports related to implementation of the New Deal will facilitate reform in donor headquarters and in the field.

The DAC Secretariat is also leading a cross-directorate initiative to measure OECD-country efforts to stem **illicit financial flows** from developing countries. Building stronger local tax systems and addressing tax evasion, tax incentives, tax avoidance and illicit financial flows – such as money laundering, trade mispricing and bribery – are fundamental elements of efforts to complement scarce ODA. In order to develop coherent development approaches to tax and illicit flows, the Secretariat will jointly advance this initiative with the OECD policy communities working on fiscal affairs, finance and enterprise, governance, and illicit flows. In particular, the OECD will target surveys, benchmarking reports and policy

We have opportunities to contribute the development perspective on key issues like gender equality, green growth, food security, peace building, state building and democratic governance/effective institutions.

- J. Brian Atwood, DAC Chair

recommendations on the diverse types of illicit financial flows to help donors improve both the support they lend to developing countries and their own practices in stemming illicit flows.

In the area of gender equality, the design of a global **gender indicator** to monitor the Busan gender commitments will be complemented by the ongoing series of in-depth workshops on major emerging issues such as: rural women, agriculture, climate change and green growth. The DAC Secretariat will

continue to promote and support the production, archiving, dissemination, and use of gender equality focused aid. It will also continue to collaborate with the Evidence and Data for Gender Equality (EDGE) Initiative – endorsed at the 2011 Busan High Level Forum on Aid Effectiveness – to encourage the use of gender data and the development of statistical capacities. Policy recommendations and good practice reports on gender equality and women’s empowerment will contribute to efforts to influence key global processes – in particular to ensure that the post-2015 framework continues to have a strong focus on gender equality and women’s rights.

The DAC is also developing new approaches to tackle issues such as **food security**. The DAC Secretariat will share guidance on the use of country-owned results frameworks for food security and good practice on the application of principles of ownership and accountability to strengthen the effectiveness and impact of aid and of domestically financed interventions in food security.

Supporting strategic orientations for 2012-15: The DAC Secretariat's Communication Policy

1. **Communicate a common identity:**

The DAC brand is being consistently featured on all products – from the web to publications to email communications – helping raise the visibility of the DAC.

2. **Focus on a few key messages:**

The DAC builds its messages around what it does: publishing data on development finance and tracking performance on commitments; monitoring and reviewing development co-operation practices to stimulate more and better aid; and providing evidence-based analysis and guidance to improve policy. We emphasize openness, inclusiveness and partnership.

3. **Use clear language:**

The DAC's key corporate light-weight materials – including fact sheets and short documents for policy makers – use non-technical language that is readily understood.

4. **Improve web-based communication:**

The DAC Secretariat has pioneered major changes on its website that have been taken on board by the corporate OECD web team as examples of good practice. These are being applied to create the OECD's new window on development.

5. **Engage with the development community through "new media":**

The DAC Secretariat is exploring the effective use of social media to meet its communication objectives. Senior officials are actively blogging, tweeting and engaging through social media. The Secretariat is developing a strategy to ensure its use of social media is smart.

6. **Produce syntheses and fewer, leaner books:**

DAC publications have been streamlined by 30%. Executive summaries and abstracts are a must for all publications.

7. **Use professional editorial competence to improve communication:**

DAC workstreams are systematically using professional editorial services to improve the readability of their publications.

8. **Make communication planning an important part of regular work:**

Strategic communication featured prominently throughout the preparation of the 2013-14

A final important challenge for the DAC will be to better leverage communications to help achieve its objective of contributing to effective development co-operation by helping change behaviour. In practice, this means delivering appropriate content to meet the needs of the DAC's priority audiences.

Reinforced attention to communications will see priority audiences identified at the time of programme design. Strategic orientations, priorities and efforts in the area of communication need to be clearly identified in parallel with the preparation of the PWB. This exercise will enable communication efforts to support the political priorities and strategic outcomes the DAC aims to achieve.

– 2013-14 Programme of Work and
Budget

Programme of Work and Budget. Emphasis is regularly placed on the importance of communicating DAC work and why it is relevant.

9. Make communication part of staff assessment:

The emphasis on communication planning and deliverables in the PWB is helping to ensure that communication is an integral part of performance assessment.

10. Evaluate how effectively we communicate:

The DAC Secretariat is making the most of new OECD tools to measure the reach of communication efforts. These metrics will help raise awareness of what's working and what's not.