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Working Party on Aid Effectiveness and Donor Practices

COMMUNICATIONS STRATEGY

Using Communications to Support Implementation of the Paris Declaration on Aid Effectiveness

To be held on 5-7 July 2006

This document is submitted for discussion at the meeting.

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COMMUNICATIONS STRATEGY

USING COMMUNICATIONS TO SUPPORT IMPLEMENTATION OF THE PARIS DECLARATION ON AID EFFECTIVENESS

I. BACKGROUND

1. Following the 2nd High Level Forum on Aid Effectiveness, the Working Party on Aid Effectiveness (WP-EFF) has set out to promote, facilitate and monitor the implementation of the Paris Declaration (PD) as part of its work plan for 2006-2008 [DCD/DAC/EFF(2005)15/REV1].

2. In the early stages of implementation concerted efforts will be necessary to ensure that the PD commitments are widely disseminated, well understood and acted upon in the growing number of countries adhering to the Paris Declaration. This will be, first and foremost, the duty of partners and donors who committed to the Declaration. The responsibility for tasking local donors will rest with aid agency headquarters sending relevant instructions, with local donors taking initiatives, and with partner countries exerting strong leadership in aid co-ordination. It rests upon all to promote a collaborative spirit of partnership through mutual accountability.

3. This communications strategy developed in co-ordination with WP-EFF¹ aims to support and accelerate outreach towards the broad range of development practitioners who will be in charge of PD implementation at headquarters, in field missions, and in partner country governments. It lays out the main objectives, targeted audience, communication tools and major promotional events in support of a concerted dissemination effort.

4. This initiative is part of a broader communication effort by the DAC to influence policy, help change behaviour and eventually achieve greater development impact by advocating more effectively the implementation of the Paris commitments and agreed good practice in development co-operation [see DCD/DAC(2005)45].

II. OBJECTIVES

5. The objective is to support the political momentum created by the Paris High Level Forum and ensure that all staff at country level, who are at the frontline for implementation on the donor and partner sides, are fully aware of, and engaged in the process.

6. The Monitoring Survey to track progress on the PD indicators and targets launched in May 2006 is expected to create opportunities for promoting and deepening in-country processes and dialogue between development partners on the actions needed to improve aid effectiveness at country level. Beyond its monitoring purpose, this exercise should provide a major platform for driving the reform agenda in a spirit of shared commitments and mutual accountability.

¹ Following a round of comments on the first draft in April-May 2006, the communications strategy is submitted to WP-EFF for discussion at its 5-7 July 2006 meeting.

7. In support of the monitoring survey, the communications strategy will aim to encourage dissemination initiatives by donors and partners and strengthen outreach efforts to:

- Help in bridging the significant information gap on the Paris Agenda between donor headquarters and field missions as noted by many partner countries, and between policy units and operational departments within headquarters.
- Disseminate the partnership commitments at global, regional and country levels in a way that leads to rapid actions on the ground.
- Encourage and facilitate initiatives by partner countries and local aid co-ordination groups (for example encouraging work on action-oriented plans focused on self-selected priorities).
- Encourage partners and donors to put the Paris Declaration on the agenda of Consultative Groups, Round Tables, Results and Resources meetings and other aid donor coordination fora.
- Follow up on initial consultations with emerging donors so that commitments and lessons learnt are more widely applied in the donor community².
- Develop synergies with the Millennium Development Campaign and the UNDP in the context of MDG-8 by promoting the inclusion of the Paris Declaration.

8. It will be important in this context to encourage action through multiple channels and spread the messages with user-friendly material tailored to a varied audience. The OECD-DAC Secretariat in partnership with WP-EFF members will connect with other approaches aimed at using communications to support aid effectiveness. This will include for example donor initiatives to mainstream communications as a core skill required by staff, particularly in the field, and efforts underway in the OECD Development Centre and Development Co-operation Directorate to help develop best practice on how to collect development stories based on results and on how to disseminate from the field back to headquarters.

III. TARGET AUDIENCES

9. The Communications strategy will be geared to creating a supportive environment in the broad community of donors and partners with special attention to the following target audiences:

- Ministers, high-level officials and senior policy makers in donor and partner countries who can, shape policies, rules and procedures, provide leadership and help galvanize support for reform and behaviour change.
- Policy and operational staff in donor agencies at headquarters and at country level (a challenge internal to each agency which has yet to be met through appropriate incentives and communication tools).
- Partner country central and line Ministries, particularly staff in charge of aid co-ordination
- Global funds and vertical programmes³.
- Emerging donors

² See Emerging Donors: How to Engage Them [DCD/DAC/EFF(2006)9] – 16 June 2006

³ For example: GFATM (Global Fund to fight AIDS, TB and Malaria); GAVI (Global Alliance for Vaccines and Immunization); EFA-FTI (Education For All - Fast Track Initiative); GEF (Global Environment Facility); as well as SPA (Strategic Partnership with Africa); LENPA (Learning Network on Program-Based Approaches); LenCD (Learning Network on Capacity Development)

10. Other audiences include Parliaments in view of their policy setting, legislative and oversight responsibilities as well as the wider development community including NGOs⁴, civil society, business sector, development researchers and media.

11. In terms of outreach activities, a differentiated approach will be taken to meet the needs of two distinct audiences:

- a) The group of aid agencies (especially new donors and non-DAC donors) and partner countries where the Paris Declaration principles are not yet known in detail. The focus for this audience should be on dissemination and awareness-raising; and
- b) The growing number of partner countries and donors where the agenda is fully understood, and where the real challenge is about implementation. There, communication should focus on the operational and policy reform implications of specific commitments, good practice examples and material to help practitioners implement on the ground.

IV. COMMUNICATION TOOLS

12. Information and communication material will be developed for use in workshops on the Paris Declaration and for awareness-raising in relevant international meetings. The Secretariat will co-ordinate the preparation of material with help from the WP-EFF and its Joint Ventures. In this regard, the Joint Ventures are invited to contribute specific tools in their respective areas of expertise drawing on existing reference documents, on-going work and identification of target audiences. This will allow full coverage of the Paris commitments: ownership, harmonisation, alignment, results, mutual accountability including public financial management, procurement and monitoring. In addition, the good practice principles developed over recent years will serve as basic material for sensitisation and training while dedicated websites will be regularly updated.

a) Communication tools to be developed

13. Communication tools should be adaptable to different levels of knowledge, needs and capacity requirements. The basic material should be designed to allow the greatest possible scope for adaptation to local needs.

14. Material in electronic form would be particularly useful for this purpose. In addition to making communications material available through internet and CD-Roms, it will be useful to supply a sufficient number of hard copies to partner countries for distribution among local governments and non-governmental actors, who often do not have access to internet or computers.

15. Communication tools would include the following:

- Posters, leaflets and fact-sheets with a common look and feel to be adapted to local language for use in partner countries and donor capitals using the rubik's cube as the recognizable logo.
- Overview toolkit including power point slides with a presentation guidance note and/or an automatic audio presentation.
- Specific toolkits in specialised areas or tailor-made training modules (e.g. managing for results, PFM, procurement) for use in more technical meetings such as the JV-sponsored workshops. By way of illustration, an outline of the suggested toolkit on procurement is shown in Box 1 below.
- Guidance for the 2008 Monitoring Survey capitalising on the experience with the 2006 Survey.

⁴ See DAC Relations with Civil Society Organisations [DAC/DAC(2006)34] – 19 June 2006

BOX -1 COMMUNICATIONS TOOL KIT ON PROCUREMENT

The Joint Venture on procurement is planning to produce a communications tool kit intended for:

- a) use by JV members to raise awareness and inform staff within their institutions as well as other public organisations and interested civil society groups (in donor and partner countries);
- b) use by the organizers of the JV regional meetings (last quarter 2006) to raise awareness and brief participants from donor embassies and field units, partner government ministries and local civil society organisations.

The tool kit will include:

- a) 2 brochures to be ready by mid-August: one explaining why procurement is important and how it can support more effective aid delivery in addressing the MDGs; the other will be a more technical brochure, explaining the purpose, the intended use and the developmental benefits to partners and donors of the new Benchmarking and Assessment Tool for Public Procurement Systems.
- b) Also included will be posters and generic Power Point presentations: "Why Is Procurement Important?" and "The New Procurement Benchmarking and Assessment Tool".

The current preliminary edition of the DAC Guidelines and Reference Series: Strengthening Procurement Capacities in Developing Countries - Volume III is currently being translated into French and will be posted on the JV website over the summer; the revised version is expected in early 2007.

The version 4 of the Benchmarking and Assessment Tool and the plans for field testing and sharing the initial results at regional meetings will be posted on the JV website in July. The intention is to translate this version and the two brochures into French, Spanish and Portuguese with the assistance of the AfDB, UNDP, IDB and World Bank.

The JV also plans to collaborate with the UNDP on the production of a UNDP brochure on procurement capacity assessment and development. The JV and UNDP brochures would refer to each other and would be included together in the tool kit.

b) Use of existing material

16. Dissemination efforts will make maximum use of existing material, particularly:

- Good practice and guidance contained in the 3 volumes on *Harmonising Donor Practices for Effective Aid Delivery*⁵ as well as the *Sourcebook on Managing for Development Results (2006)*, and documentation available in member countries and multilateral organisations.
- Regular updates of existing website maintained by the World Bank (www.aidharmonisation.org) with linkages to other related websites for cross-references such as UNDP run www.devoid.org and OECD-DAC site www.oecd.org/dac/effectiveness)

⁵ *Harmonising donor practices for effective aid delivery- OECD-DAC, 2003- Volume I Budget Support, Sector Wide Approaches and Capacity Development in Public Financial Management Vol. 2, 2005 Strengthening Procurement Capacities in Developing Countries –Preliminary edition – Vol. 3, 2005 Harmonisation, Alignment, Results - Progress Report on Aid Effectiveness, OECD/ World Bank, 2005*

- Policy guidance on aid effectiveness including the following documents:
 - Principles for good international engagement in fragile states [DCD(2005)8/REV2]
 - General budget support evaluation [www.oecd.org/dac/evaluationnetwork]
 - The Challenge of Capacity Development: working towards good practice [DCD/DAC/GOVNET(2005)5/REV1]
 - Paris Declaration commitments and implications for gender equality [DCD/DAC/GEN(2006)1]

V. FACILITATION NETWORKS

17. While the Secretariat will take the lead to develop the communications strategy and oversee its implementation by providing common templates and tools, it will be up to individual members (donors and partners) to ensure that the messages are custom tailored to country specificities, and the commitments disseminated and implemented through appropriate training and outreach.

18. Effective dissemination will hinge on identifying and activating communities of practitioners and coalitions of champions at country level and in donor headquarters. Existing facilitation networks can play a key role in sensitizing key stakeholders, deepening understanding of the commitments and their implications, and fostering implementation on the ground. Ideally, they would be operating in all partner countries and aid agencies.

19. The communication tools are intended to support the work of facilitators, i.e. all those involved in the process of facilitating understanding of the Paris Declaration at country level and at Headquarters. These include:

a) In-country facilitation teams

20. In-country facilitation teams to support the dissemination and implementation of the Paris Declaration should be an integral part of the existing local aid co-ordination mechanisms. They should not be seen as adding to the burden of facilitators' daily work but rather correlated to their in-country efforts and, thus, responsive to local needs and dynamics. The networks would include men and women facilitators from both partner countries and donor organisations. They would rely on the UN universal presence, the UN Resident Coordinator system as well as World Bank and other donor local offices.

- ***In-country partner facilitators*** would normally be senior officials in charge of aid co-ordination and harmonization in the Ministry of Finance or Development Planning. In the case of the 23 WP-EFF partner countries, the facilitation team is likely to include the WP-EFF representative. In the case of other partner countries, it is likely to be the national coordinator of the Monitoring Survey appointed by the Government. Partner facilitators would be expected to lead dissemination activities and to report on progress made together with the in-country donor facilitators (see below).
- ***In-country donor facilitators*** may be bilateral or multilateral donors (e.g. chairing/co-chairing the in-country development assistance group or other subgroups) or a combination of both. Where aid harmonisation groups are in place, facilitators would likely be drawn from these groups. In-country donor facilitators would be expected to encourage dissemination activities through co-ordination of the local donor community and facilitate work on the Monitoring Survey within the 4 months period allocated for completion.

21. The role of the in-country facilitation teams -- within the existing aid coordination mechanisms -- would be determined locally after consultation with key groups and individuals. It will be necessary to ensure that in-country facilitation teams have the required capacities to ensure the integration of cross-cutting issues such as environment, health and gender equality.

b) Donor Headquarter facilitation networks.

22. In donor headquarters, WP-EFF donor members would be expected to take a lead role in dissemination activities linking up with operational departments and country desks and report back to WP-EFF and other networks.

23. A first review of on-going and planned dissemination initiatives undertaken by bilateral and multilateral donors will take place at the next WP-EFF meeting in July 2006 on the basis of a compendium of donor reports on dissemination⁶ (“one-pagers”) and partners feedback. On this occasion, WP-EFF members are expected to discuss their experience, results achieved and next steps.

VI. PROMOTION AND MUTUAL LEARNING EVENTS

24. Promotional events, regional workshops and relevant international meetings sponsored by multilateral organisations, bilateral donors or partner countries will be mapped out in the context of the communications strategy, and as much as possible posted on the internet website. This will be essential to maximise synergies, avoid duplicating processes, identify gaps and consolidate outcomes.

25. In this context, Members are encouraged to signal opportunities for awareness-raising and training such as periodic events (e.g. dedicated sessions in Headquarters briefings of Heads of Missions) and relevant meetings at local, regional and global level. This will help plan interventions from resource persons and ensure that feedback from participants is duly recorded to identify constraints, progress and challenges.

26. At present, several members have taken the lead to promote implementation of the Paris Declaration through the organisation of regional workshops and other initiatives which are recorded in tables 1 and 2 below:

TABLE 1 - REGIONAL WORKSHOPS ON IMPLEMENTING THE PARIS DECLARATION			
EVENT	LOCATION	DATE	SPONSORS
Workshop for East Africa on PD Implications and Implementation	Entebbe, Uganda	November 2005	WB, AfDB, UNDP
Workshop on aid effectiveness for UNICEF Resident Representatives	Florence, Italy	February 2006	UNICEF
Western Balkans workshop on capacity development for aid effectiveness	Sarajevo, Bosnia and Herzegovina	March 2006	UNDP
Workshop for North, Central and West Africa on PD Implications and Implementation	Bamako, Mali	27-29 March 2006	WB, AfDB, UNDP, DAC, France
Asia Regional Workshop	Manila, Philippines	16-18 October 2006	Japan, UK, AsDB
Latin America Regional Workshop	Santa Cruz, Bolivia	2-3 October 2006	IDB, WB, UNDP
Central America regional forum	Vienna, Austria	10 May 2006	Nicaragua, IDB
Southern Africa	TBC	TBC	South Africa

⁶ See Compendium of donor reports on disseminating the Paris Declaration [DCD/DAC/EFF(2006)7]

27. The WP-EFF Joint Ventures will also be engaged in a series of regional workshops to help develop local capacities and deepen implementation of the Paris Declaration in their respective areas of expertise.

28. **The Joint Venture on Procurement** will organise three regional meetings to share with partner countries the field-testing results of the new public procurement system assessment tool being developed by the Joint Venture. This common tool is intended to enable partner countries to benchmark their procurement systems against this international standard and to use it periodically to measure progress in strengthening weak areas in the context of implementing the Paris Declaration (Indicator 2b on establishing reliable country systems). The purpose of the regional meetings is to increase the number of partner countries being aware of and being encouraged to test the tool. All partner countries that signed the Paris Declaration will be invited to participate in the meeting in their region. The donor community that is active in the region would also be asked to participate.

29. **The Joint Venture on Managing for Development Results** is organising four regional workshops - in Asia, Anglophone Africa, Francophone Africa and Latin America - that aim at sharing and discussing emerging practice in managing for results in countries that have been attempting for some time already to apply the MfDR principles in various parts and processes in their public sector. What obstacles did they experience and what solutions have they developed? The purpose of these regional workshops is indeed "mutual learning" and the outcomes in terms of emerging good practices will be disseminated through the Sourcebook on MfDR. At the same time these workshops will help in assessing the capacity needs that come with the desire to (increasingly) manage for results. The capacity requirements for MfDR will be the core agenda for the 3rd Roundtable on Results that is scheduled on 4-7 February 2007 in Hanoi, Viet Nam.

TABLE 2 - REGIONAL WORKSHOPS SPONSORED BY WP-EFF JOINT VENTURES			
JOINT VENTURE	EVENT	LOCATION/ DATE	LEAD MEMBER
MANAGING FOR DEVELOPMENT RESULTS	Workshop on results reporting	11-12 April- The Hague	Netherlands
	Mutual Learning Initiative - West Africa	6-8 June 2006 - Burkina Faso	Canada
	Mutual Learning Initiative - East Africa	15-16 June 2006 - Uganda	Netherlands
	Mutual Learning Initiative- Latin America	August 2006 - TBD	IDB
	Mutual Learning Initiative - Asia	August 2006 - TBD	Norway
PROCUREMENT	Africa	Late October 2006 Nairobi.	WB, AfDB, UNDP, DAC
	Latin America	November 2006. TBD	WB, IDB, UNDP, DAC
	Asia	November 2006. TBD	WB, AsDB, UNDP, DAC

30. The list of upcoming Consultative Group and Results and Resources meetings managed by the World Bank and Round Tables managed by UNDP is shown in Annex 1.

VII. IMPLEMENTATION OF THE COMMUNICATIONS STRATEGY

31. The following timetable provides indications on next steps:

TABLE 3 - TENTATIVE TIMETABLE (2006-2008)	
2006	
February 2006	Elaboration of Communications Strategy
April-May 2006	Collecting and integrating members' comments on the Strategy
June 2006	Revised Communications Strategy
July-October 2006	Designing communication tools
April-May 2006	Request for donor reports on dissemination/training ("one-pager")
June 2006	Compendium of donor reports on disseminating the Paris Declaration
May-August 2006	Support to Monitoring Survey
July 2006	WP-EFF plenary meeting - Discussion of donor/partner initiatives on dissemination/training
2007	
February 2007	Review of 2006 Communications Strategy implementation
February 2007	Planning of 2007 dissemination events as required
January-June 2007	Dissemination of 2006 Monitoring Survey findings
2008	
2nd Semester 2008	3rd High Level Forum in Ghana

32. The Secretariat will keep a watching brief on planned dissemination events as they unfold and will monitor outcomes (e.g. in terms of geographic coverage, level of attendance, contents, results, feedback and follow-up). The information will be aggregated in early 2007 for analysis and further action.

33. A set of criteria will be used for on-going review of impact to assess the extent to which targeted stakeholders are aware of the Paris Declaration and are engaged in its implementation. These could include for instance the number of hits on websites; number of PD references in donor/partner countries' official documents; and the number of meetings (CGs/RTs) where the topic is included on the agenda. Given the inherent limitations of such indicators which cannot reveal the scope of understanding or depth of commitment to implementation, it will be necessary to supplement this information. This could include for example light in-country assessments to track the number of stakeholder groups who have been informed or trained, the degree of stakeholder participation in relevant dialogue on PD implementation or their support to related initiatives.

**PROVISIONAL LIST OF CONSULTATIVE GROUPS,
RESULTS AND RESOURCES MEETINGS AND ROUND TABLES**

CONSULTATIVE GROUPS AND RESULTS AND RESOURCES MEETINGS		
COUNTRY	DATE	VENUE
Bangladesh	End 2006	Dhaka
Pakistan	April 2006	Islamabad
Georgia	2006	
Kyrgyz Republic	Late Fall 2006- TBD	Bishkek
Moldova	Fall 2006	TBD
Tajikistan	Fall 2006	Dushanbe
Indonesia	March 2006	Jakarta
Philippines	March 30-31 2006	Tagaytay City
Timor-Leste	April 3-5 2006	Dili
Caribbean Island States	November 2006	Barbados
Haiti	March/April 2006	Brussels
Honduras	June-August 2006	Tegucigalapa
Ghana	June 13-14 2006	Accra
Kenya	April 10-11 2006	Nairobi
Liberia	June 2006	TBD
Malawi	September 2006	Lilongwe
Nigeria	September-October 2006	TBD
Dem. Rep. of Congo	November- Dec. 2006	TBD
Senegal	Late 2006	TBD
Sierra Leone	June 2006	TBD
Zambia	October 2006	Lusaka

ROUND TABLES 2006		
COUNTRY	DATE	VENUE
Benin	2007	Washington
Bhutan	15-16 February 2006	Geneva
Burundi	Upcoming	TBD
Cameroon	Upcoming	TBD
Comoros	Upcoming- 2006	TBD
Gambia	Upcoming- 2007	TBD
Guinea-Bissau	4 th Quarter 2006	TBD
Lao PDR	Late 2006	Vientiane
Namibia	Upcoming	TBD
Swaziland	Upcoming	TBD
Togo	Upcoming	TBD