

GLOBAL PARTNERSHIP FOR EFFECTIVE DEVELOPMENT CO-OPERATION

Communications and Stakeholder Engagement for an Inclusive Global Partnership for Effective Development Co-operation

Draft Strategy Note

For comment and discussion

20 November 2012

This draft strategy note is shared with Steering Committee members for comment and discussion under agenda item 5 of the first meeting of the Steering Committee (5-6 December 2012). It is intended that the broad elements set out in this note should be refined and detailed further on the basis of the discussion. Section 8 proposes specific next steps and decisions for consideration by the Steering Committee.

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1. Introduction

This note sets out a number of potential elements of a communication and stakeholder engagement strategy for the Global Partnership for Effective Development Co-operation. It makes proposals and also serves to flag issues that will need to be addressed in future discussions and consultations.

This is a living document reflecting an evolving process. It will be further adapted and refined to respond to changing needs and stakeholder feedback. Section 8 summarises some key elements of the note which the Steering Committee may wish to approve and/or provide further guidance on.

2. Background and situation analysis

Established in June 2012, the Global Partnership signals an important shift in international collaboration for development. Its key features include:

- a broad vision of development co-operation – going beyond “traditional” aid to consider co-operation on a wider range of policies and resources that impact on development and poverty reduction (e.g. the exchange of knowledge; private investment; efforts to curb illicit flows).
- its inclusive nature, with membership extending to actors such as emerging economies, the private sector, civil society, trade unions, parliamentary organisations and decentralised co-operation actors.
- member-led and globally “light” ways of working, with an emphasis on supporting efforts that make development co-operation more effective on the ground;
- an emphasis on *political* dialogue, reflecting the highly political nature of development co-operation and the reforms called for in Busan; and
- the absence of formal institutional ties to the international organisations that support its efforts (*i.e.* it is neither a UN or OECD body, but rather a “coalition of equals” working towards shared goals).

The recent appointment of high profile political personalities to the roles of Co-Chairs of the Global Partnership promises to ensure a highly visible, *political* approach to collaboration which – while not neglecting the need for technical solutions – has the potential to address some of the greatest bottlenecks to improved development co-operation, and in turn development.

In line with this the Global Partnership and its Steering Committee will:

- maintain and strengthen political momentum for more effective development co-operation;
- ensure accountability for implementing Busan commitments;
- facilitate knowledge exchange and sharing of lessons learned; and

- support implementation of Busan commitments at the country level.

It will be important to ensure the flow of information across the broad membership of the Global Partnership. A relatively small and representative Steering Committee will be complemented by infrequent ministerial-level meetings bringing together all stakeholders. Busan set a precedent for transparency in consultations and negotiations; in the follow up, stakeholders are keen to continue to influence the agenda of the Global Partnership.

3. Proposed objectives for a communication and stakeholder engagement strategy

Three high-level objectives are proposed to guide the further development of a communication and stakeholder engagement strategy for the Global Partnership:

- **Objective 1: Make clear that the Partnership is different to what went before. It is a political space focused on “aid and beyond”.** The Partnership and its goals need to remain visible and relevant to politicians and decision-makers.
- **Objective 2: Support the effective, inclusive functioning of the Partnership.** Facilitate knowledge and information exchange and support a transparent, responsive approach to governance and agenda-setting (*i.e.* facilitate communication and collaboration within and among the constituencies involved).
- **Objective 3: Grow the Partnership:** explain the partnership and its aims to a wide range of people – especially new development actors and those involved in activities going beyond “traditional” aid – to encourage broader buy-in.

4. Key stakeholders and target audiences

When initiating communication-related activities, it will be important that careful consideration is given to the audiences that are being targeted, or the stakeholders involved, and their likely roles. These may include:

- **Endorsers of the Busan agreement, including leaders and senior policymakers from governments as well as non-governmental actors:** Encourage ownership of the Global Partnership; sustain commitment to implement Busan-type reforms; broaden and deepen political dialogue on development co-operation.
- **Specialists involved in developing, implementing and researching development co-operation policies and practices:** Encourage implementation of Busan-type reforms in development co-operation activities at the country level; further develop and share knowledge and good practices on effective development co-operation.
- **“Other” policy communities having an impact on development (e.g. climate change experts; humanitarian organisations; trade policy experts...):** Promote synergies and coherence; support the exchange of experiences; influence policymaking to promote development objectives through better co-operation.

- **Governments and organisations that did not endorse the Busan agreement:** Raise awareness of the Busan agreement; encourage collaboration and greater engagement with the Global Partnership.
- **The general public and the media:** Build public support for development co-operation, its effectiveness and impact; encourage a better understanding of development and co-operation issues and why they matter.

5. Developing a constituency approach to collaboration and stakeholder engagement: some initial pointers

The pre- and post-Busan consultation process resulted in the creation of a governance structure for the Global Partnership that is intentionally “light”. The 18-member Steering Committee is built on a constituency model, with each member expected to play a role in representing the interests of other countries and organisations, and in facilitating communication within the broader membership of the Global Partnership.

Most of the constituencies are quite loosely defined, and their composition may change over time (for example, countries that identify primarily with the role of a “recipient” of development co-operation may over time consider that they have common interests and priorities with countries that identify as both recipients and providers of development co-operation; the degree of engagement and interest among the CSO community may vary over time, and depending on the substantive agenda of the Global Partnership). It will be important for Steering Committee members to identify pragmatic approaches to consulting with interested organisations and governments.

As a first step, members may wish to identify some of the existing groups and fora in which they are involved, and propose ways in which they intend to use these as platforms for consultation and communication (e.g. regional communities or political/economic unions such as the African Union and the European Union; regional platforms such as the Capacity Development for Development Effectiveness facility in the Asia-Pacific region; the DAC, for some providers of development co-operation; umbrella organisations or groups such as the civil society platform currently being constituted).

Members should also consider the specific tools and opportunities at their disposal that could facilitate communication and consultation with their respective constituencies, for example:

- Members’ own online resources (e.g. BetterAid, UKAN, CSO Open Forum) and web materials to facilitate the flow of information to and from their constituencies.
- Presentations and discussions led by members at relevant constituency-based events (e.g. regional platforms or thematic networks).
- Email lists, newsletters and similar targeted communication efforts to consult with constituencies and keep them abreast of discussions and decisions within the Steering Committee.

6. Deliverables

6.1. *Develop and roll-out Global Partnership branding and visual identity*

Building a visible brand around the Global Partnership will help it meet its core objectives by helping to carve a unique and recognisable identity. Yet it will be important that the Global Partnership is not portrayed as a new and costly bureaucracy. The globally “light” structures for collaboration will need to be reflected in how the Partnership is communicated.

The joint team is currently working to develop options for a distinct Global Partnership brand and visual identity (e.g. logos, slogans etc). Simple branding guidelines will also be developed to ensure clarity on what should be Global Partnership branded, and how. While the use of such branding can raise the profile of relevant activities and products, the nature of the partnership as a voluntary and member-driven “coalition of the willing” means that individual member efforts will need to be visible. Global Partnership branding needs to be managed carefully, in keeping with the globally “light” approach.

Note: preliminary ideas for a Global Partnership brand / logo will be presented to the Steering Committee for comment at its first meeting.

6.2. *Develop a public online presence for the Global Partnership*

At present, information on the Busan commitments and the Global Partnership is spread between the HLF4 event web site, the web sites of UNDP and the OECD, and those of Global Partnership members who have developed web resources to keep their own constituencies informed (e.g. CSOs).

Having one online ‘public face’ for the Global Partnership will support the core aims of the Partnership by providing a single, consolidated information space. Such a web site could provide:

- Information on the Global Partnership, the Busan agreement and related efforts in an easily digestible format, including short videos, blogs, press releases, etc.
- Information on past and forthcoming events and meetings (ministerial-level and Steering Committee).
- All reports and publications prepared under the auspices of the Global Partnership, videos of meetings (where available), as well as summaries of these in several languages (see also 6.8 below).
- Knowledge products and best practice examples that help showcase the positive impact of the Busan principles and that are relevant to key target audiences.
- Information on stakeholders’ activities and links to relevant regional and/or thematic platforms, as well as complementary international initiatives that help showcase effective development cooperation.
- A gateway to relevant social media tools, encouraging debate and discussion (e.g. by linking with Twitter, Facebook and similar platforms).

It is proposed that a new web site be created, focused specifically on the Global Partnership and branded as such.¹ This web site would be co-ordinated by the joint UNDP/OECD team. Efforts would then be made to tap into other existing audiences by linking with other relevant web resources, for example.

6.3. *Develop and maintain a web-based knowledge platform / intranet*

Sharing knowledge will be critical for the success of the Global Partnership. In addition to a “public” web site, it is proposed that community-based online resources be used to help build a network of policymakers and practitioners, encourage the exchange of information, and as a means of making available documentation relating to the governance of the partnership.

Minimum features / functions should include:

- A document space (to help reduce the volume of printed documentation and to aid the work of the Steering Committee).
- A discussion and consultation space for Global Partnership members at large, on priority topics.
- A “Helpdesk” and peer exchange space to share access to expertise, technical information good practices / capturing and of pooling of knowledge.
- Space to gather evidence to inform international dialogue.

It is proposed that existing tools are built on wherever possible. For example, UNDP’s Teamworks and the OECD’s Community Sites (former WP-EFF space) platforms are tried, tested and proven. They are familiar to key stakeholders and can be leveraged quickly. Their branding could be adjusted to project the visual identity of the Global Partnership. Using an existing platform could also cut costs and help to build on existing communities of users and content. The alternative approach – building a new resource from scratch – would be more costly to administer and use, and would miss the opportunity to build on existing communities and resources.

While further research into feasibility and costs is needed, it seems that UNDP’s Teamworks platform – which is open to a range of stakeholders – could offer a solution that offers global reach (in particular with developing country stakeholders) and scope for synergies with the work of UNDP and others in supporting effective development co-operation at the country level. Annex I provides a brief explanation of how such a platform could be tailored to the needs of the Global Partnership.

6.4. *Published records of Steering Committee and ministerial meetings*

In addition to making available written summaries of Steering Committee and ministerial-level meetings, Steering Committee members should consider whether they would like to make

¹ Alternative hosting models could include (i) building a web page within an existing government or organisation’s web site (the policies and practices of most organisations would limit editorial independence and flexibility though); or (ii) building on *aideffectiveness.org*, an existing, neutrally branded web site supported by UNDP and which hosts the HLF4 web site (the emphasis of its brand on “aid” effectiveness would be a challenge; as would the size of the site and diversity of content currently hosted on it).

the proceedings of meetings publicly visible through, for example, live web streaming and the online archival of video/audio footage from meetings for later use by stakeholders at large.

This will mean the positions of individual members and constituencies in Steering Committee discussions will be made transparent and public, given the expectation that each steering committee member represents a broader constituency in the governance of the partnership. This will build on and strengthen the transparent approach already adopted throughout the pre- and post-HLF4 consultations.

6.5. *Regular newsletter to all GP stakeholders*

The joint team will prepare and disseminate regular newsletters for all members of the Global Partnership and other interested parties, offering updates on both members' initiatives to promote effective development co-operation and the work of the GP steering committee, and where possible, selected best practice examples, features and interviews with individuals or groups of interest.

Inputs will be solicited from members, with such a newsletter being aimed at policymakers and practitioners in government departments, international organisations, civil society organisations and the full range of non-state entities engaged in the implementation of the Busan agreement.

6.6. *Specific communication pieces signed by the Co-Chairs (press releases, op-eds, interviews, editorials)*

The ministerial Co-Chairs will play an important role in sustaining political support for the objectives of the partnership, and in raising broader awareness of the Busan agreement and the need for efforts to enhance the effectiveness of development co-operation.

The joint team will work closely with the offices of the three Co-Chairs to prepare communications pieces that would be signed by the three co-chairs (e.g. press releases, op-eds etc), with a particular focus on a relatively limited number of events and issues. The profile of the co-chairs is such that these pieces are likely to be picked up in mainstream media and messages should be tailored accordingly.

The Co-Chairs might also wish to use opportunities to communicate individually on certain aspects of the Global Partnership's work. The joint team would support the offices of the Co-Chairs to ensure consistent, coherent messaging on the work of the Global Partnership.

6.7. *Improved availability of multi-lingual materials, supporting broader ownership of the effectiveness agenda in developing countries*

The joint team will work with the members of the Steering Committee to improve the dissemination of key products and documents with a particular emphasis on stakeholders in developing countries. This will involve placing a greater emphasis on communication in languages other than English.

This will be achieved through the translation of key materials to other languages. The joint team may be able to support translation of documents to some or all of the official languages of UNDP and the OECD where resources are available (e.g. English, French, Spanish...). The broader nature of the Partnership, as well as the desire to ensure both outreach to new stakeholders and to support implementation efforts at the country level, mean that stakeholders

should also consider how they might support the production and dissemination of materials in a greater range of languages (e.g. Arabic, Mandarin, Portuguese, Russian, Swahili etc).

7. Governance and implementation considerations

In fulfilling its supporting role, the joint team proposes to co-ordinate the development and management of some of the tools and initiatives outlined above (visual identity, web site and knowledge platform) as part of its programme of support for the Global Partnership.

It will be important that the joint team consults with members to understand their needs, and that it reports to the governance structure of the partnership on its communication-related activities and stakeholder engagement efforts. Consultations in the immediate post-Busan period suggest that there is limited appetite to set up new bodies or working groups under the Steering Committee. Reporting on communication and stakeholder engagement activities could form an integral part of the joint team's reports to the Steering Committee, avoiding the need for a dedicated task team or similar body. Ad-hoc groups of stakeholders could be convened to play an advisory role on specific communication activities of a time-bound nature where this is necessary (e.g. to support co-ordination of communication activities around a major event).

It would also be important to find ways of supporting the co-ordination of members' own communication efforts relating to the Global Partnership.

8. Next steps / Items for discussion and decision by the Steering Committee

Steering Committee members may wish to offer comments and further guidance with a view to:

- agreeing on the broad objectives of communication and stakeholder engagement efforts (sections 3 and 4 above);
- understanding how each Steering Committee member intends to work with other stakeholders to support the functioning of the constituency model (section 5), identifying bottlenecks and considering potential solutions;
- confirming the proposed deliverables (section 6), in particular:
 - the proposal to build a new web site for the Global Partnership (see 6.2 above);
 - the proposal to explore further the development of the UNDP Teamworks platform to provide an online platform for the Global Partnership (6.3 above);
 - agreeing that the proceedings of meetings should, wherever possible, be made accessible to all stakeholders through web streaming and the online dissemination of audio/video footage (see 6.4 above).

Annex I. Concept: Providing a helpdesk and knowledge sharing platform

The UNDP Teamworks platform has proved itself as an effective knowledge sharing tool that is currently used by 35,000 development practitioners to exchange and store knowledge, experience, and lessons learned.

Teamworks could offer developing country stakeholders a dedicated closed space where they can request advice on any issues related to the Global Partnership, share good practices and learn from their peers. Knowledge will be systematically captured and pooled and evidence will be gathered to inform international dialogue within the Global Partnership.

All members of the OECD-UNDP joint team, including UNDP regional aid effectiveness specialists, would act as resource persons for the Global Partnership Teamworks space, and answer queries according to an agreed protocol. In addition, users will also be able to answer each others' queries and proactively share content.

The screenshot displays the UNDP Teamworks web interface. The browser address bar shows the URL: <https://undp.untteamworks.org/node/271119>. The page title is "Test Group: Global Partnership for Effective Development Cooperation helpdesk". The interface includes a navigation menu with "Home", "People", "Content", "Spaces", "Add", and "Settings". The main content area is titled "User Space" and contains several sections:

- Test Group:** Shows 5 members, closed membership, access level set to "All UN", moderated status "No", and visible in search "Yes".
- FAQ's - please read before posting queries:** No forum topics found.
- Queries for the Secretariat:** No blogs found.
- Key Global Partnership Documents:** Lists three PDF documents by Matthew TAYLOR, including "Working Arrangements for the Global Partnership.pdf", "Indicators targets and process for global monitoring.pdf", and "Mandate of the Global Partnership for Effective Development Co-operation.pdf".
- Best practices - Country coordination mechanisms:** No articles found.
- Best practices - Country monitoring mechanisms:** No articles found.
- Space Owners:** Shows profile pictures of the space owners.
- Members:** Shows profile pictures of the group members.
- Most popular content:** Lists the same three PDF documents as the "Key Documents" section.
- Latest Bookmarks:** No bookmarks found.
- Events:** No events found.

The Windows taskbar at the bottom shows the system clock as 5:02 PM on 9/25/2012.