



OECD_IdeaFactory_2011: New Paradigms for Development

snapshots from a co-operation experiment inside the OECD Forum 2011



Creating The OECD_IdeaFactory: A Co-operation Experiment

The OECD's 50th anniversary has been an opportunity to reflect on how the OECD engages with its stakeholders, including with civil society. We felt that while there are a lot of valuable and constructive interactions with civil society throughout the OECD, we can still improve and be more coherent in our relationships, in particular regarding the more cross-cutting issues that the OECD is increasingly working on.

In 2010, we informally consulted with a range of CSOs on what their experiences and preferences were. The main feedback we received was the suggestion to organise dialogues around cross-sectoral themes. This OECD_IdeaFactory for CSOs was a pilot dialogue, getting OECD experts and CSOs into a room to discuss the key issues, in this case development, in an informal setting. It was one of three OECD_IdeaFactories, two others were held with a wider range of OECD Forum participants. The OECD_IdeaFactories were an experiment in approaching global issues through a new type of collaboration and dialogue to explore complex questions and approach old problems in a new way. Participants worked together through a collaborative non-linear process in a reassembled open work space with flexible work-walls.

waken from a confusion of separaten

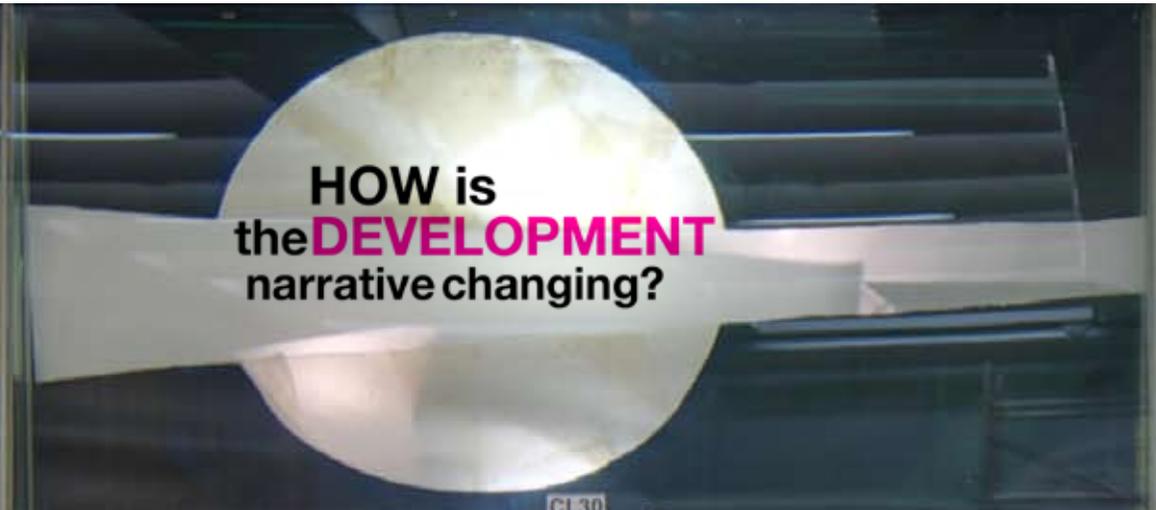
Policy
Coherence
EU





What should
we aim for
AFTER 2015?

CI 20



HOW is
the **DEVELOPMENT**
narrative changing?

CI 30

10 TIMES
MORE MONEY is leaving
DEVELOPING
COUNTRIES
THAN
received
in terms of **AID**

Fair Taxes: Providing opportunities for developing countries.
January 2011, Fair Politics

New Paradigms for Development



While the changing global economic landscape is creating new opportunities for development, the impact of multiple and inter-related global crises of recent years – financial, economic, food, energy, and climate change among others – is posing a risk to development efforts in many countries.

Collective and coherent action is crucial to ensure progress towards the Millennium Development Goals, promote strong, inclusive and sustainable growth, and successfully integrate developing

countries into the world economy and progress in general. Development co-operation efforts need to be assisted by mutually supportive and integrated policies across a wide range of economic, social and environmental areas in order to achieve more impact. The OECD is therefore developing a broader strategy on development seeking to 1) combine more effectively its expertise in diverse policy areas, such as trade and agriculture, tax, innovation, governance, green growth, etc., together with lessons learned from its role in development co-operation;

2) foster policy dialogue and knowledge-sharing to integrate diverse perspectives and realities of developing countries in its analyses and policy advice; and 3) deepen its work on policy coherence for development.

This OECD_IdeaFactory was a unique opportunity to receive civil society input at a very early stage and to discuss how CSOs and the OECD can collaborate in an effective and mutually beneficial way going forward to answer two crucial questions:

“What are the **New Paradigms** for **Development**?
How can we **co-design Better Solutions** for **Better Lives**?”

The first [OECD_IdeaFactory](#) for civil society organisations (CSOs) on the topic of development, was introduced by Jon Lomøy, OECD Director for Development Co-operation, and closed by Burkhard Gnärig, Executive Director of the Berlin Civil Society Center. Participants were first engaged in piecing together the history of development through a 70-year timeline from the 1960s to 2030. Then, they worked in small groups to discuss the «loudest questions» they had been asked to identify in advance and bring to the session. Each group focused on a few of the questions and extracted from their discussion the patterns and big questions they saw emerging. After sharing these patterns and big questions with the larger group, participants split into new small groups with OECD experts to further advance their collective understanding of Post-2015 (after the end of the Millennium Development Goals time period), Domestic Resource Mobilisation, Policy Coherence for Development, and Sustainability. For each of them, the small groups were asked to explore what was happening in the world: how are people in the world trying to find answers? How are we tackling the sticking points? What are the different perspectives on these themes? How could OECD strategy evolve?

The following pages capture the key ideas discussed and the main findings reported by the groups.

1980

"Our dialogue with CSOs strengthened our view on the need for more dialogue and exchange on cross-sectoral topics, such as development.

This IdeaFactory is an experiment that begins by taking into account our main question on

"New paradigms for development: How can we co-design better solutions for better lives?"

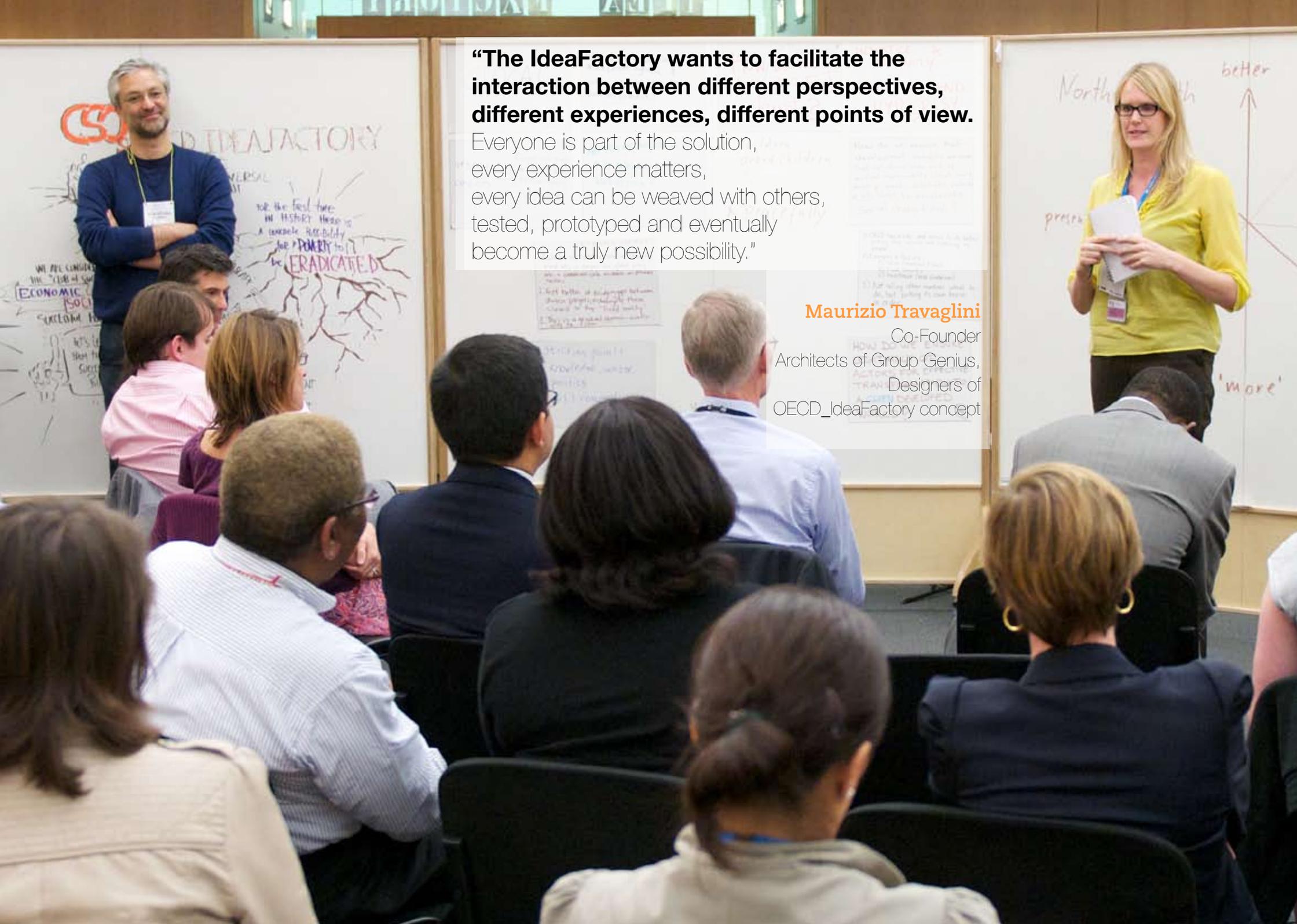
and also your own questions: the key questions that are the loudest in your mind these days, that are challenging your current knowledge and experience, that you believe others might help you find an answer for."

Jennifer Bisping

Civil Society Liaison, Public Affairs Division, OECD

2020





“The IdeaFactory wants to facilitate the interaction between different perspectives, different experiences, different points of view.

Everyone is part of the solution, every experience matters, every idea can be weaved with others, tested, prototyped and eventually become a truly new possibility.”

Maurizio Travaglini

Co-Founder
Architects of Group Genius,
Designers of
OECD_IdeaFactory concept



2011

“The year when we realise that...

...political dynamics and realities are shifting.

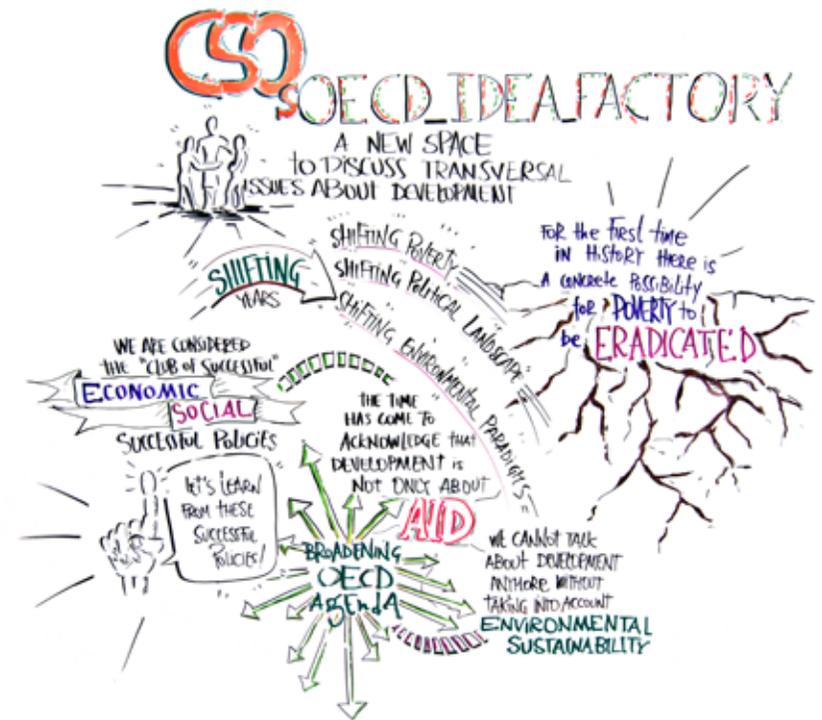
...there is not one face of poverty.

...aid is a small part of development, and a small part of the OECD's role.

...we have to force ourselves to look at the development implications of policies that the OECD is recommending.”

WHAT are good policies?

WHAT are the policy lessons to be learned?



“The OECD is a knowledge network of experts from member countries. This exists in development and taxation and a number of other areas. How can we open up these policy spaces to non-OECD members?”

These networks are not about prescriptions, but about opportunities to learn from each other.

Development is also about global policies - countries have to develop from within. We have to force ourselves to look at the development implications of policies that the OECD is recommending such as global norms and standards on international taxation. Is the tax hands-off principle a good idea? Are our guidelines on multilateral agreements suited to developing countries?

For the first time in human history, it is actually possible to eradicate mass poverty. This will require strong leadership from developing countries, it will require also that we set a new agenda beyond 2015. But if everyone is focused on getting as rich as the US and Norway, it is unsustainable. That is why the OECD is focusing on green growth on its 50th anniversary.”

Jon Lomøy

Director, Development Co-operation Directorate, OECD



Building a Collective History of Development

What does development mean for us all?

Let's understand together what are the important facts to understand the history of development – the tipping points, the innovations, the achievements, the failures, the events, the policies, the key phenomena that really influenced the world and history of development.

What can we expect going forward? What are the moments - over a 70-year period – that are shaping our understanding of what development is, through success, failures, new emerging concepts, old concepts?



How has the development narrative changed in the last 50 years?

How will it change in the next 20?

Some tipping points, innovations, achievements, failures, events, policies, key phenomena that influenced the world and history of development:



Timeline

2010/20

Global economic and financial crisis

Changes in the Arab world

4th High Level Forum on Aid Effectiveness, Busan

No more bottom of the pyramid
Welcome middle class

New development targets

2020/30

LDCs graduation

5 African Lions (like Asian Tigers)

African Head of the IMF?

Collapse of natural resource-based oligarchic regime

2030/50

Impact of China's one-child policy will be felt

No gas, no oil, massive renewal

Change in governance

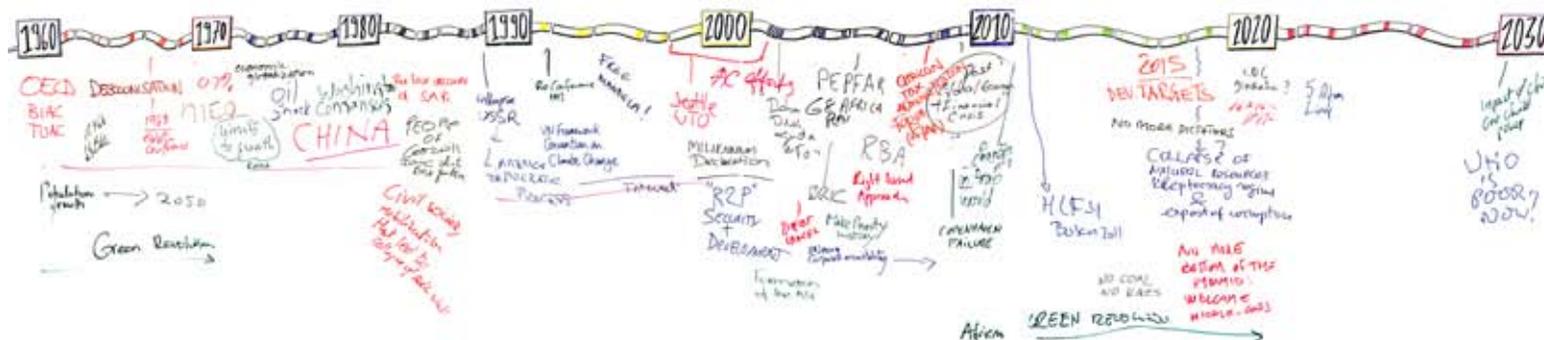
Who is poor now?
Distribution of wealth

No more dictators

Global temperature contained by 2°

Water shortages

How will demographic changes affect development?



Problems

NO GAS
NO OIL
MASSIVE RENEWAL

2050
LIMIT
Increase in
av global temp
to +2C
DEMOGRAPHIC
CHANGE
ATEP

What role can the private sector play in MDG achievement?

How to encourage the private sector to play this role?

How can we better monitor and assess progress in implementation, and reorient more towards a results-based approach?

At what time should stakeholders think and go public about post-2015 plans?

How can we help make governments more accountable?

How should CSOs get organised and respond to financial sector regulation and transnationals, as well as SMEs?

Views differ significantly about the causes of high and volatile food prices and about the most appropriate solutions to the resulting food insecurity. How can we combine forces to make sure that we get the diagnosis and the solutions right so as to improve outcomes for the world's most vulnerable people?

What role can the private sector play in development?

What have we learnt in the last decade about how the poor live and has this informed the development policies and practice that we are promoting globally?

How can we make OECD countries understand that development policies for their own countries need to be an integral component of any future concept for global development?

Is development co-operation compatible with neo-liberalism?

What will happen beyond 2015?

Do we need an international framework to monitor progress on development and poverty reduction?

What lessons learned from CSO experiences on the ground should be considered to move from aid effectiveness to development effectiveness?

Who's not here today?

Will we see the money earned by international corporations in the resource-rich and developing countries of the South finally going where it should be paid, to provide budget resources for the developing world?

What are the three key things we need to do, beyond aid, to promote sustainable development and poverty reduction?

Who will be held responsible for the missed target of the MDGs?

How to avoid, in this changing world, that big advances in democracy and human rights will not be lost?

How can we work our way out of a need for a "development industry"? And in the short run, how can it be driven by developing rather than donor countries? How can CSOs rise to the challenge and intensify their efforts towards sustainable patterns of production and consumption?

How to prioritise?

Throughout the past, development has been conceptualised by other «facilitators». How do we make the poor & underdeveloped truly lead the development agenda?

We hear that the benefits of globalisation and reform have not reached many of the poor, and that the economic policy prescriptions of the Washington Consensus have lacked attention to institutional, environmental or social issues. Against this background, and with specific reference to institutions, what concretely needs to change in order for policy options and advice to take institutional capacities into consideration? What should OECD do differently in this regard?

How can development be realised for Africa's marginalised, given that the MDGs are off the mark, aid commitments made at various fora are off target, and there is growing expectations from below for meaningful development?

Now that it has been well-established that tax evasion is such a major loophole in financing for development, will 2011 finally deliver the major shift in this area that will make the difference?

Building trust in relations between CSOs, governments and enterprises. How?

Whose development? Whose rights and whose duties?
What metrics should donor agencies use to assess the results of targeted investments in local capacity building?

How do we achieve scale and reach millions of citizens with development interventions and move millions of citizens out of abject poverty?

How relevant are the reforms taking place in OECD countries for developing countries?

How can tax shelters, tax secrecy and trade policies/practices wipe out development?

How can we bridge the disconnection between the global development fixes like investment promotion and the reality on the ground like corporate landgrabbing?

How do we ensure that bigger lessons of the crisis are not lost: i.e. how do we put the needs of poor small businesses and farmers as a priority in post-crisis economic recovery plans, such as those discussed at the G20, and promote regulation of international finance, trade and investment that works for development?

Where and how will the next major step change in development happen? How can we help to make it happen?

Will the rural poor always remain poor?

Does development policy crafted in international fora such as the OECD really address the issues that the poor and marginalised face?

How to better involve

How to build active and engaged citizens who can drive change?

How can we stop hypocrisy of G8 countries talking about the fight against «safe havens» and being «safe havens» themselves?

If yes, how do we better implement such policy to improve its contribution to genuine development?

What are the three things that women in OECD countries do to help LDCs mobilise their domestic tax resources?

«safe havens» and being «safe havens» themselves?

If no, where are the gaps and how do we make improvements that ensure that policy is truly meeting the demands of those it is meant to serve?

How do we bring young people to act together for systemic societal change for a «green world»?

Human rights paradigm, any other way to development?

What is the role of the development industry in creating/reinforcing what it seeks to assist? What is the role of the private sector in reacting and responding to the poor? What is the role of the State in formating this?

How do we redefine development in order to respect the environmental limits and natural systems that support our very own stability and well-being, let alone our continued capacity to develop?

How is the development narrative changing? And how should the advocacy world adapt or change to remain relevant?

Through the Task Force on Tax and Development the OECD has provided a platform for multi-stakeholder (including CSOs) dialogue to advise OECD on actions to development through taxation.

How can the OECD engage better with CSOs in this project?

What further actions in taxation would CSOs recommend to assist developing countries' efforts to mobilise domestic resources?

Facing the challenges of demographic changes, how can we empower young people and youth NGOs as drivers in development?

How do we ensure that development benefits everyone, that initiatives come out of mutual responsibility, that we mobilise multi-stakeholders at all levels to accelerate development?

Aid is still a key ingredient in the recipe for development. But there are other key determinants, from trade polices to fiscal co-operation. Are we really serious about policy coherence and willing to shape all our policies to fight poverty and secure development?

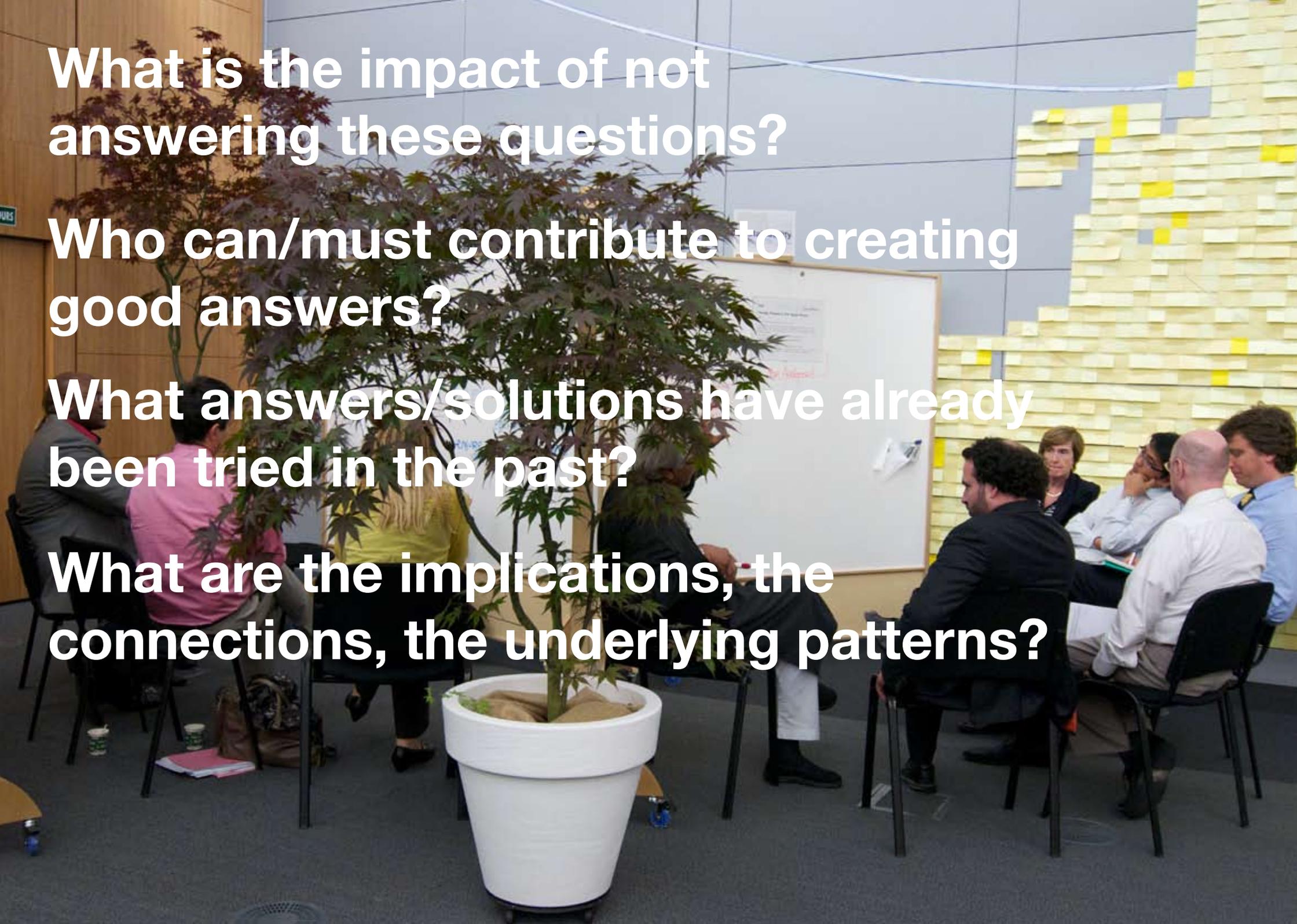
What is the role of the private sector in development?

What is the impact of not answering these questions?

Who can/must contribute to creating good answers?

What answers/solutions have already been tried in the past?

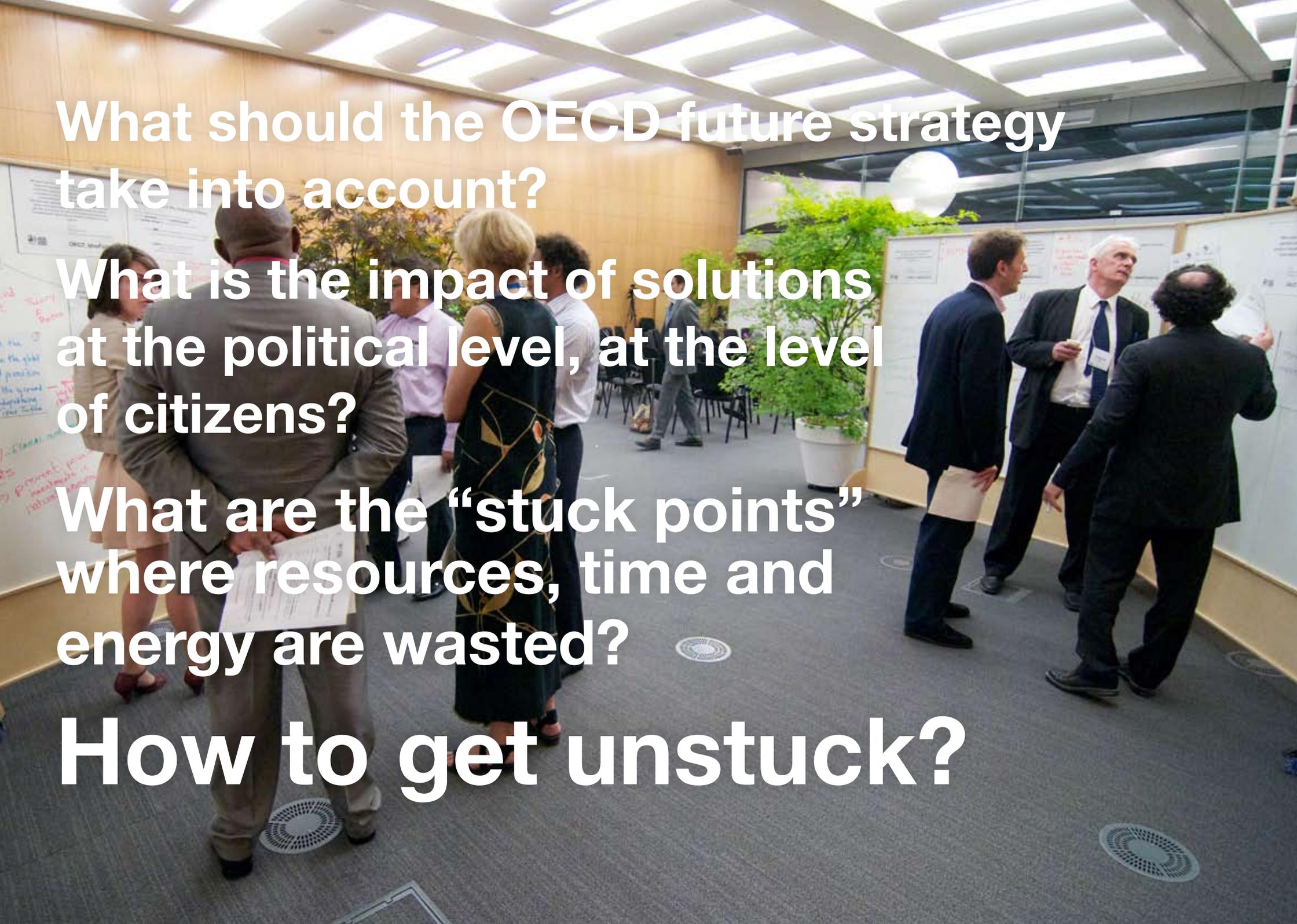
What are the implications, the connections, the underlying patterns?



What new common questions do you see emerging?



- How do regional and global actors cooperate effectively?
- Are rights necessary for poverty reduction?
- How do we ensure the legitimacy of actors for effective transformation to a green developed world?
- What does “development” vs. “poverty reduction” really mean?
- Given the complexity of the current situation, how can we deliver faster, more inclusive development and action?
- How do we live together on a finite planet?
- How do we trust people to do what they say?
- How to ensure that development actually benefits everyone, that initiatives come out of mutual responsibility and that we will mobilise multi-stakeholders’ partnerships to accelerate social change?

A group of people in a meeting room looking at whiteboards. The room has wood-paneled walls and a glass ceiling. Several people are standing around whiteboards, some looking at documents. There are potted plants in the background.

What should the OECD future strategy take into account?

What is the impact of solutions at the political level, at the level of citizens?

What are the “stuck points” where resources, time and energy are wasted?

How to get unstuck?

Exploring the big themes & the “stuck points”

Domestic Resource Mobilisation

- The G20 push on tax represents a huge opportunity.
- OECD expertise is extremely important.
- Inclusive dialogue is an opportunity because of its global relevance.
- There is a conflict of interest at any level we are looking at, within the OECD, within the governments, within the “elites”. It must be dealt with.
- Who decides what the OECD does?
- How do you go beyond the short-term agenda?
- How to move faster than smart tax accountants?

Sustainability

- Local traditional knowledge needs to be studied, promoted and scaled up.
- How does large-scale technology combine with more traditional means?
- How to address this at the level of national policy? This is about navigating contradictory interests.



What to aim for after 2015

- A supra-national framework such as the MDGs, irrespective and independent of who is in government should be set-up.
- The OECD could have a role in defining and agreeing on indicators, measurements and planning the implementation.
- Governments need help to convince their citizens to embrace these changes in consumption and production.
- How can consumption and production patterns change toward more sustainable ones?
- Create a new set of targets that the OECD should promote at the international level, to create a new development paradigm for poverty eradication.
- More dimensions than aid must be taken into account.
- We need to revisit incoherent policies and make structural changes to existing policies, not just for developing countries, but also for others.
- A new partnership at the international level is needed.



Policy Coherence for Development

- The OECD should make sure its policies are better understood. This is very much about how the OECD reaches out to the rest of the world.
- The OECD should sometimes get away from its “ivory tower” and make sure it gets the right people in the room, even if they might come up with quite uncomfortable answers.
- Use a more understandable language to explain its policies and keep people informed about what it does across for the greater community.
- Get its own house in order: be consistent with its own best practices and principles.
- Play an important role: illicit financial flows, food security and investment policy.



Your Assignment



“How do we live peacefully together on a finite planet?”

«We» includes the future generations.

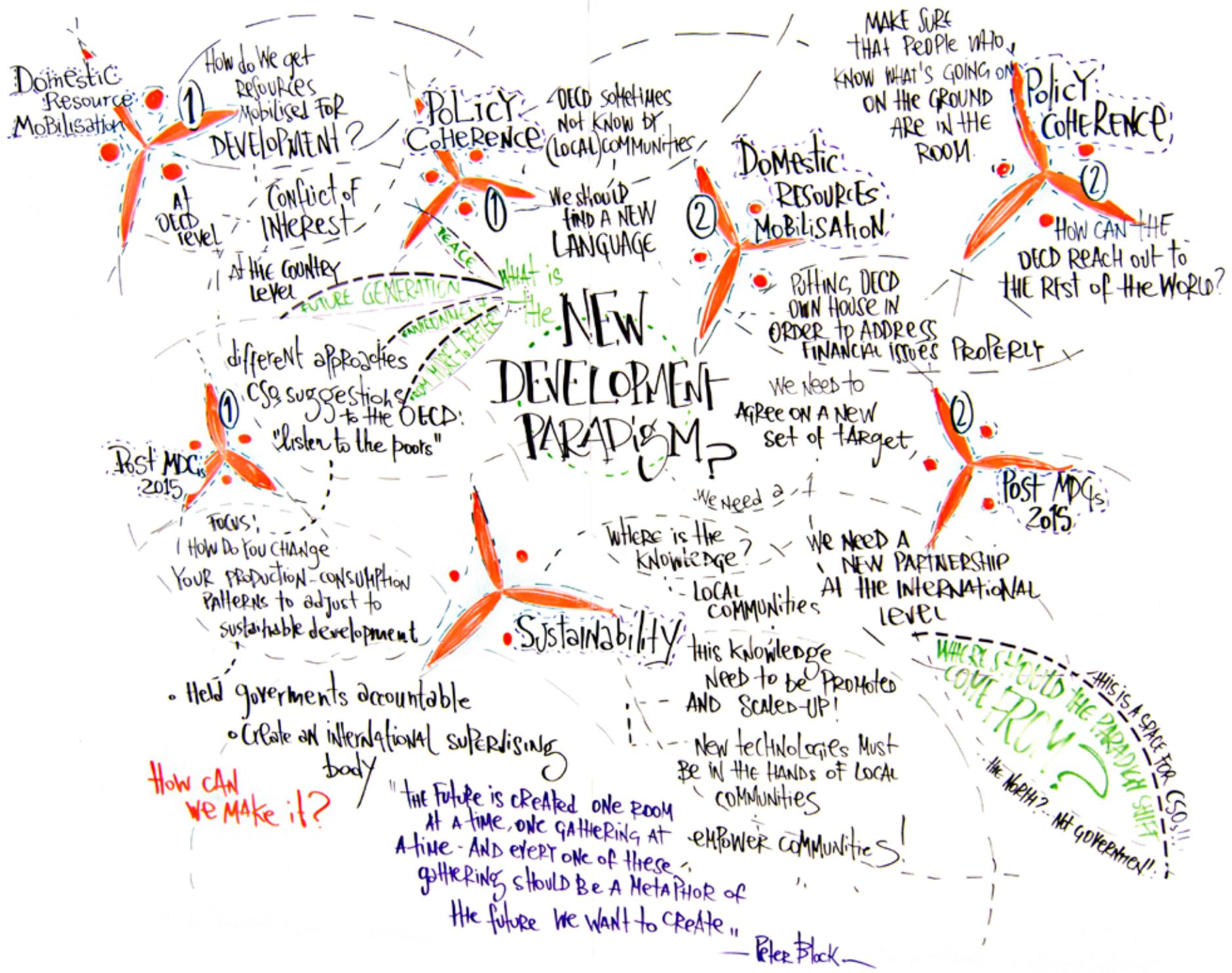
In the new paradigm...

...development and growth need to change their meaning from **more** to **better**. We need to examine how present actions impact the future, looking at 2050. Sadly people tend to be either development or environment-focused. The new paradigm has to incorporate development and environment. Development policy today is for the south and it needs to change to take into account the north and the south, examining the north’s impact on the south.”

Burkhard Gnärig

Executive Director, Berlin Civil Society Center





This report contains a detailed summary of the content captured by the facilitation team, through writing and scribing. It is not a complete transcript and does not claim to include full details of the discussion; we hope it captures the main ideas and concepts which emerged, and were discussed throughout the group's work.



