

AFD's experience in fostering a new communication strategy 2005-2008

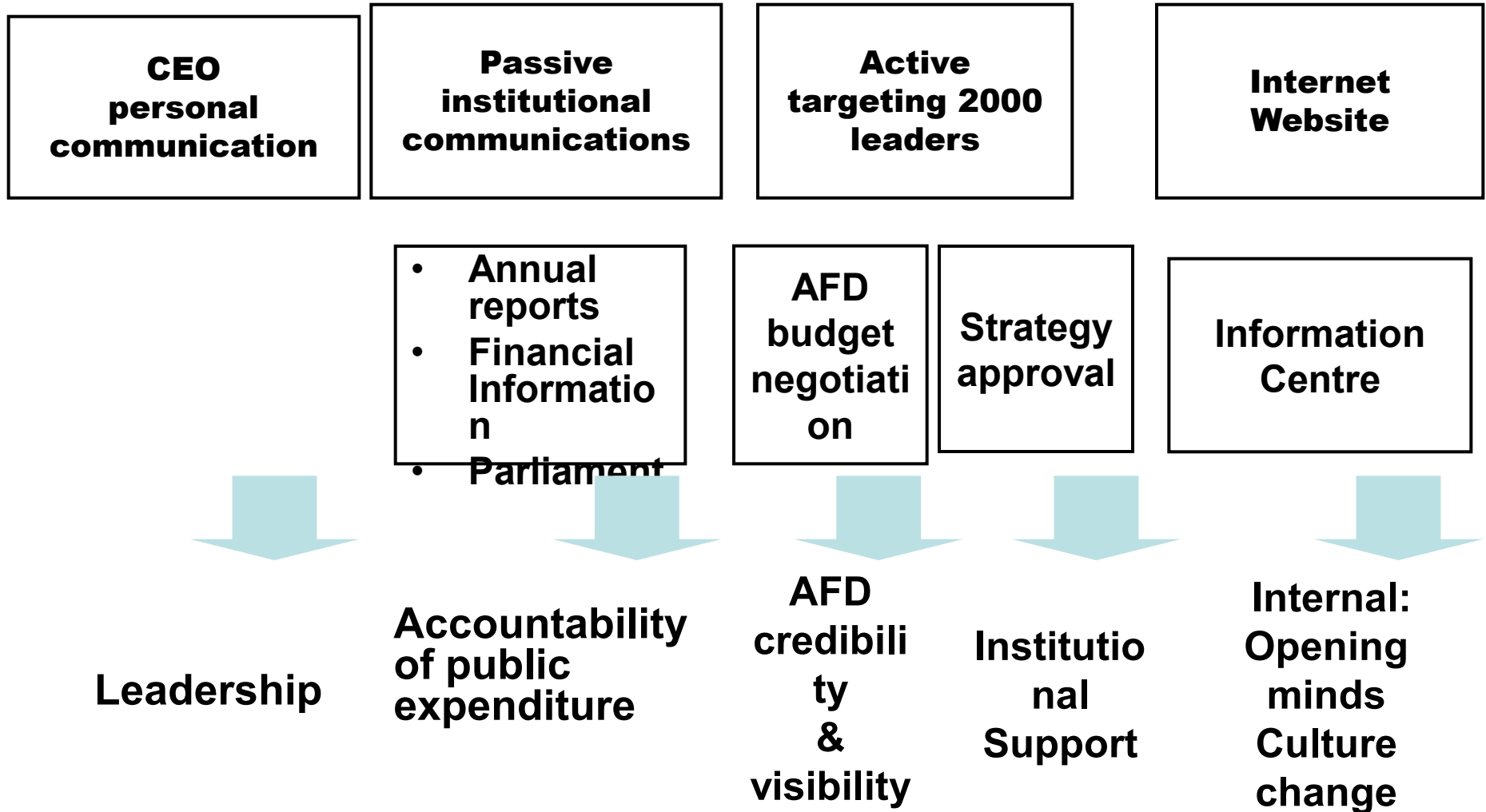
What incentives ?



**Séminaire OCDE
Réseau informel
des responsables
de communication
Lisbonne, 6 et 7
novembre 2007**

Before 2004

AFD Communications



2005-2006

**Communications policy plus two new chapters:
external relations, transparency policy**

Communications

**Communication
Plan**

Internet

- **Media**
- **Conferences**
- **Publications**

**Research and
Debate**

Public Opinion

**Influence on
Development
Policy and
Government
Strategy**

Opinion Giving

**Polls : Always a national
player**

**TV-media : being part of the
game**

**Impact and results : MDG,
Growth, GPG**

**Growing the
reference
base**

2005-2006

**External Relations
as part of AFD's
policy and strategy**

**Information on
projects
Dialogue on policies
Alliances and
partnerships**

**Innovative operations
with financial flexibility**

**Corporate social
responsibility opportunities**

AFD strategy enhancement

Co financing goals

**Transparency
Policy as part of
international agenda**

**Information
Organized strategy
and operations
dialogue with
stakeholders**

**Quality Interaction
strategy and operations**

Efficiency in Operations

**Accountability towards
stakeholders**

**Towards mandatory
effectiveness**

2007-2012

Communications

Communication Plan

AFD Image

**Entering the
“Blogosphere”**

Internet

**Information and
resources Centre and
Gateway**

Blogs

**Interaction with
general public
Growing public
awareness
Keeping up with
information technology
A government mission**

**Resource Base in
French language
“Ideas for
Development” blog**

2007-2012

**Communications as a
factor for development
purposes**

Operations

Local Stakeholders

**Communication on
projects**

**Infrastructure IT
Innovative SMEs
Public private
partnerships**

**Project Cycle
Governance issues
Local branch offices
and staff agenda**

**French Public opinion
Beneficiaries'
adhesion
Media demand**

**Listening to
opportunities**

**The African
perspective**

**Beneficiary and donor
role**

**Learning with others
(WCCD, OECD
Network)**

**Experimentation
Financing models
Innovative products**

Incentives

- **Strong ministerial (B. Kouchner, and SE JM. Bockel) motivation which implies AFD visibility and more development education.**
- **Successful communication strategy approval from the strategic committee with strong executive manager statement**
- **Financing Communication: introducing project funding for communications in project subsidies;**
- **Raising the budgeting for communications at AFD: from 1.5M€ in 2003 to 5M€ in 2008; small budgets at local level.**
- **Country managers have a communication annual objective; Local directors and staff in AFD local branches include communication agenda in activity reporting.**
- **Help desk; procedures and availability of know how.**
- **Training opportunities : proposal for a Train for Dev (with the help of the WB) programme on communication for development.**
- **Rapid culture change with new generations of staff which are media and web friendly.**
- **Finding internal leaders to show the way, and financing their initiatives: media, films, books, etc.**

Difficulties

- **Culture of transparency is contrary to government service**
- **Communications is considered as added work load**
- **No real communication technical know-how at the operational or local level**
- **Communications seen as the privilege of the political field or the Ambassador's responsibility : a highly risky sector ?**
- **Ambiguity with respect to the local government role: what about ownership ?**
- **NGOs master the media coverage; should the development finance institutions or agencies compete with them ?**