The Committee on Public Affairs and Communications is invited to approve this document under written procedure by 13 November 2008. If no comments are received by the Secretary to the CPAC by Monday 10 November c.o.b., the document will then be transmitted to the Council for approval, foreseeably at its meeting on 4 December 2008. Please note that the main changes included in this document, from the previous version, are to be found in paragraphs 3, 4 and 5 on page 2; paragraph 15 on page 6; footnote 1 on page 7; and paragraphs 36 and 37 on page 12.
1. At its 149th meeting on 26 June 2007, the Committee on Public Affairs and Communications (CPAC) launched a review of the 2004 OECD Communications Strategy [C(2004)74; C(2004)198] and adopted a road map for the review [C/INF(2007)5].

2. The first phase of the review took the form of discussion seminars held with CPAC delegates (19 July 2007 on “Communicating with academics and researchers”, 26 July on “Communicating with the media”, 30 August on “Communicating with governments” and 6 September on “Communicating with parliamentarians and civil society”). Consultations within the Secretariat (30 October 2007) were undertaken on the basis of the documentation from these seminars as well as a position paper by the PAC Directorate [C/INF(2007)9].

3. On 21 April 2008, at the 154th CPAC meeting, the Secretariat presented a detailed evaluation of the 2004 OECD Communications Strategy and its implementation [C/INF(2008)9]). The Committee agreed that the Principles, Objectives, and Requirements set out in the 2004 OECD Communications Strategy have stood the test of time. However, the new challenges inherent in the OECD’s role as a hub of global dialogue necessitate further consideration and an upgrading of OECD communications in order to increase impact and policy influence, as elaborated in “The Pursuit of Relevance for a Better World Economy – Strategic Orientations for the OECD: Report by the Secretary-General” [C/MIN(2008)1]. The Committee thus agreed to pursue discussion of a twin-track approach for the 2009-10 biennium, taking forward ongoing communications and public affairs activities while also undertaking work to upgrade OECD communications to the evolving role of the Organisation.

4. Discussions were pursued at the 155th CPAC meeting on 27 May, the 156th CPAC meeting on 9 July, the 157th CPAC meeting on 23 September and an ad-hoc Committee meeting on 20 October 2008. The subject of communications was also addressed at the Ambassadors’ Retreat on 9 October 2008.


6. In light of the preceding, the Secretary-General invites the Council to adopt the following draft conclusions:

THE COUNCIL

a) noted document [C(2008)XX];

b) invited the CPAC to monitor progress in the output delivery of OECD communications;

c) welcomed the Secretary-General’s initiative to upgrade OECD communications in light of the evolving role of the Organisation.
Preamble

1. Communications have a key role to play in articulating the Organisation’s ambition to be a hub of dialogue on global issues. This requires the OECD to be more representative and more relevant, deepening its engagement with other major players in the global economy and bringing new policy issues to its agenda. The OECD can increase its impact and policy influence in support of the reform efforts of member countries by strengthening partnerships with traditional constituencies, while at the same time broadening its scope and range of interlocutors so that the case for reform can be explained more widely. A coherent and targeted approach to communications, based on the highest standards of transparency and public accountability is an important instrument in this effort, requiring a shared understanding throughout the Organisation of its communications objectives and of the means to achieve them, since communications concerns all areas of the OECD’s activities.

2. This document identifies broad objectives, instruments and requirements for effective OECD communications as well as general orientations for their implementation. It is the result of review by the Committee on Public Affairs and Communications (CPAC) of the 2004 OECD Communications Strategy [C(2004)74; C(2004)198] as requested by Council.

- **Part One** of this document contains the Objectives and Principles, Instruments, and Requirements for successful OECD communications as set out in the 2004 OECD Communications Strategy, revised in light of CPAC comments.

- **Part Two** contains general orientations to guide the ongoing communications and public affairs activities in the 2009-10 biennium as well as the upgrading of OECD communications to meet the challenges of a rapidly changing Organisation, as laid out in the Secretary-General’s Strategic Orientations for the OECD [C/MIN(2008)1].

- **The Annex** contains a list of reference materials used and compiled during the CPAC review of the 2004 OECD Communications Strategy.
PART ONE: OBJECTIVES AND PRINCIPLES FOR OECD COMMUNICATIONS

(1) Objectives and Principles for OECD Communications

3. Effective communications enhance the Organisation’s ability to promote intergovernmental cooperation and assist the governments of OECD member countries in communicating policies to their constituencies. They bring improved understanding of and support for the Organisation’s activities among governments and key target audiences such as parliamentarians, representatives of the business, labour, academic and research communities as well as other areas of civil society, and the media. This will be apparent both in funding commitments on the part of governments and in public commentary in the media and elsewhere on the Organisation and its activities. The objectives of OECD communications and the underlying principles which guide them are mutually reinforcing and are described under the following headings.

4. Effective dissemination of OECD information and policy advice: OECD serves the governments of member countries by addressing the priorities that they have decided and by providing data, analysis and logistical support to assist them in addressing policy issues in a range of areas. It also plays an educational role, assisting governments in communicating policies to their constituencies and drawing on its data and analysis to communicate on their behalf to a range of public audiences. In the current debate about the implications of globalisation, effective and timely dissemination of OECD information is of particular importance:

   - OECD Priorities: Communications must respond to the need for stakeholders to be aware of the current priorities of OECD.
   - OECD Policy Advice and Analysis: OECD needs to ensure that senior policy makers, key players and other stakeholders are both aware of and can access OECD analysis and policy advice in a timely manner.

5. Better explaining OECD: Explain to policy makers, other interested parties and the general public the purpose and aims of the Organisation and its members in order to win understanding and support for these aims:

   - OECD is to be presented as a group of like-minded countries working together to achieve the highest sustainable economic growth, employment and a rising standard of living in their economies as well as in non-member economies, in accordance with the Organisation’s founding Convention. As such, it is contributing to a more harmonious functioning of the global economy.
   - Communications support the perception of OECD as an efficient and modern organisation responding to the shared views of its members while showing sensitivity to the concerns of the public. The objective is to provide a coherent image of the Organisation as a source of reliable analysis and statistics and a key forum within which governments and other key players discuss
and develop responses, where appropriate, to the challenges and opportunities of a globalised economy.

6. **Relevance and timeliness:** Efficient communications ensure that the OECD makes relevant and timely contributions to the ongoing public policy debate. Effectively reaching target audiences with coherent messages requires advance planning. Communications need to be integrated into all levels of OECD work, both day-to-day and from the inception of a work programme to its completion. The Organisation has various priorities and undertakes a wide range of activities on behalf of its members. There is consequently a need to distinguish between general messages (broadly-based or about OECD itself) and specific messages for particular areas of OECD work (about the substantive work under specific topic headings):

- General: The overarching message will aim to present the necessity and value of intergovernmental co-operation in an interdependent world.

- Specific: In specific areas of OECD work, more detailed messages will present, in an impartial manner, the issues at stake and possible responses in terms of policy action.

- Targets of OECD communications represent a broad range of stakeholders, from governments and policy makers to parliamentarians, representatives of the business, labour, academic and research communities as well as other areas of civil society, and the media. Communications messages take into account the specific audience.

7. **Transparency, impartiality and accountability:** the OECD must practise in its communications the same values of transparency and accountability that it proposes to governments and social partners:

- This also calls for responsiveness to public concerns and a willingness to address issues openly and concretely, however sensitive or complex they may be.

- While the principal achievements of the OECD are the result of a common understanding among governments, disagreements are inevitable along the way; bringing these and their eventual resolution into the open is a core feature of OECD process. Public awareness of this process and of its value for government and citizens is a crucial element in winning and maintaining public confidence in multilateral co-operation and the policy choices that emerge.

- It also requires honesty and truthfulness about the nature and goals of OECD work and the limitations of the context within which the OECD operates.

(2) Instruments

8. **Effective use of information and communications technologies (ICTs):** the OECD website and other online information services are of vital importance, as they are the primary point of contact with the Organisation for most people around the world. The Internet is much more than just a medium: the construction and appearance of the OECD’s website are part of the message that the Organisation transmits to the outside world. New communications tools using the latest web technologies are to be exploited within a clearly defined framework reflecting the intergovernmental nature of the Organisation.

9. **OECD publications:** Publications are the primary vehicle for transmission of the Organisation’s messages in the wide range of sectors in which it is involved. OECD publications encapsulate the intellectual output of the Organisation through the work of committees and the Secretariat. Many are primarily destined for specialist audiences, but they are also the most tangible demonstration for a wider
audience of the nature and relevance of the OECD’s activities. Their content, timeliness and presentation play a fundamental role in determining the public image of the Organisation. The OECD is committed to electronic publishing as the most efficient and accessible method of disseminating its published material to audiences in both member and non-member countries. However, printed publications continue to be offered in line with market demand, making increasing use of print-on-demand systems.

10. **OECD public events:** The OECD Forum and meetings with parliamentarians, business and labour representatives and other participants provide an opportunity for open discussion of specific OECD messages, which in turn helps bolster the legitimacy of these messages. The organisation, presentation and content of such events are of fundamental importance in OECD communications.

11. **An effective media strategy:** The media play an important role as a vector of information and commentary to a wide range of stakeholders. Politicians, businessmen, academics, labour leaders and non-governmental organisations all read newspapers, monitor Internet news services, watch television and listen to the radio. While generalist media serve a wide-ranging public, specialist media cover specific topics in greater depth for focus audiences. Both are the targets of a well organised OECD media strategy, which in turn will enhance the effectiveness of the other three pillars of OECD communications: the Internet, publications and public affairs. Traditionally, the OECD has focused much of its media communications on the written press (newspapers and magazines). In future, taking account of changing societal trends, a greater focus on audiovisual broadcast media (television, radio, Internet news services) will be needed. This calls for appropriate technical support and training of key members of the Secretariat staff to equip them with the presentation skills required.

(3) **Requirements**

12. **Involvement in and support for communications by:** (a) member countries, Council and CPAC; (b) the Secretariat, with the involvement and backing of the Secretary-General and senior staff and leadership from the Directorate for Public Affairs and Communications (PAC); and (c) OECD Committees and other subsidiary bodies, led by their Chairs.

13. **Definition of communications objectives, budgeting and forward planning** to ensure that communications objectives are taken into account in all OECD work programmes. In addition to the organisation-wide PIR evaluation process, special benchmarking and evaluation tools are needed to monitor and evaluate output results in the four areas of communications (Internet, publications, events and media).

14. **Clear delineation of the roles and responsibilities of the different actors:** Responsibility for OECD communications is delegated by governments to the Secretary-General and, under his authority, to the Director of Public Affairs and Communications. The Secretary-General is the principal spokesman for the Organisation. Other Secretariat officials are empowered to speak on behalf of the Organisation in their areas of competence. The Secretariat is non-partisan and neither PAC nor other parts of the Secretariat take sides in presenting or discussing aspects of OECD work. PAC advises member governments on communications issues and works with them to implement an agreed strategy. It looks to member governments for support in carrying out a communications strategy on their behalf.

15. **The Directorate for Public Affairs and Communications** requires adequate technological and operational support, appropriate staffing at all levels and the ability to provide comprehensive training in communications issues and skills for key personnel in order to be able to:

− Carry out and monitor communications outputs to ensure that results are in line with the objectives set.
− Promote increased collaboration horizontally and within the various Directorates in order to increase the level of coherence between the different messages coming out of the Organization.

− Communicate in a timely manner on issues of interest to the public and other stakeholders, in order to effectively disseminate OECD analysis and policy advice, act speedily to correct erroneous reporting and counter unfair or unjustified criticism.

− Provide editorial supervision of publications and website content to ensure quality, relevance and accessibility.

− Strengthen the media strategy to take account of the changing communications environment.

− Bring to the attention of member states relevant information and strategic choices for the determination of future directions for OECD communications.

PART TWO:
GENERAL ORIENTATIONS FOR IMPLEMENTATION

16. The CPAC review of the 2004 OECD Communications Strategy found that progress has been made in meeting the Organisation’s two principle objectives of ensuring effective dissemination of information and better explaining its purpose and function. There was broad support for existing public affairs and communications work as well as for the communications vehicles and instruments which have been created. The review also found that progress had been made in addressing the implementation issues set out in the 2004 OECD Communications Strategy, although not evenly across the board. Members requested that more attention be paid to monitoring and evaluating communications and public affairs activities in order to gauge the impact of the various communications vehicles and tools at the Organisation’s disposal. They also called for increased involvement of committees in communications and public affairs planning. In particular, renewed effort should be made to embed communications considerations systematically in committees’ discussions at the inception of new work programmes. A more detailed account of the main findings of the review is to be found in the document entitled “CPAC Review of OECD Communications Strategy: Evaluation 2004-2007” [C/INF(2008)9].

17. At the same time, discussions in the Committee acknowledged the new communications challenges inherent in the changing role of the Organisation. “The Pursuit of Relevance for a Better World Economy—Strategic Orientations for the OECD: Report by the Secretary-General” [C/MIN(2008)1], presented at the annual Meeting of the Council at Ministerial Level, 4-5 June 2008, highlights the need for the Organisation to strengthen its communications with members and partners to address the multi-dimensional nature of country agendas and contribute to whole-of-government, coherent responses.

18. OECD communications must be articulated around clearly defined priority themes and issues;

(a) Responding to the Secretary-General’s Strategic Orientations for the Organisation

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1 As endorsed by Council in the context of the 2009-10 Programme of Work and Budget
(b) **Continuing to raise awareness and understanding of OECD work**:  

**Economy**  
- Competition  
- Economies and Growth  
- Regional, Rural and Urban Development  
- Agriculture  
- Enterprise, Industry and Services  
- Trade  

**Development**  
- Development Issues  

**Governance**  
- Corporate Governance  
- Public Governance and Management  
- Fighting Corruption  
- Regulatory Reform  

**Sustainability**  
- Fisheries  
- Environment  
- Energy  
- Sustainable Development  

**Society**  
- Education  
- Social and Welfare Issues  
- Migration  
- Employment  
- Health  

**Finance**  
- Financial Markets  
- Investment  
- Insurance and Pensions  
- Tax  

**Innovation**  
- Biotechnology  
- Science and Innovation  
- Information and Communications Technologies  

(c) **Promoting the Organisation with regard to non-member countries**:

**Enlargement countries**

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2 As classified for external audiences under the listed headings on the OECD website.

3 Cf. “The OECD’s Global Relations Programme 2007-08”
Enhanced Engagement countries
- Chile
- Estonia
- Israel
- Russian Federation
- Slovenia

Regional Approaches
- Priority region of strategic interest: South East Asia
- Other regions:
  - Africa
  - Europe, Caucasus, Central Asia, South East Europe
  - Latin America
  - Middle East and North Africa (MENA)
  - Other Asia

Global Work
- Global Forums
- Other globally oriented work

Looking Forward

19. The changing role of OECD, the new ambition of its work programme and the global reach of its activities necessitate further appraisal and upgrading of OECD communications. By means of internal assessment as well as consultations with external experts, this process would aim to produce a more strategic approach to communications and establish the principal substantive and geographical priorities, target audiences, vehicles and relevant resources to be endorsed at the highest level.

20. In the 2009-10 Programme of Work and Budget exercise, a twin-track approach will provide:

- **A. Ongoing public affairs and communications activities**: Respond to the changing environment building on the work already done and within the current organisational framework and resource limitations.
- **B. Proposal for upgrading OECD communications**: Initiate a reflection and consultation process to look at the main work areas the OECD must address in order to adapt to the changing role of the Organisation taking into account recommendations emerging from consultations in the CPAC.

**A. Ongoing public affairs and communications activities**

21. Public affairs and communications activities will continue to implement the two strategic objectives of wide dissemination of OECD analysis and policy advice, and raising awareness and understanding of the OECD’s role and purpose, taking account of the priority themes and issues and geographical priority targets outlined above. This activity will continue to make use of the full range of
existing OECD communications instruments. In light of the findings of the CPAC review of the 2004 OECD Communications Strategy, particular attention will be given to the following initiatives to be carried out within the constraints of existing resources. Only one new work proposal is included in this short-term scenario concerning work to promote the OECD to accession countries.

22. **Promoting awareness of the benefits of OECD work in member countries:** The Secretariat will work with delegates to improve online visibility of OECD work in capitals as well as increase the number of visits by national delegations to the OECD. Better use will be made of the networks of contacts maintained by delegations and committees for public affairs and communications activities. The OECD Washington Centre has launched an initiative, in collaboration with the U.S. Delegation, to strengthen co-operative relations with the legislative branch of the U.S. government by creating an OECD Congressional Leadership Group. The Secretariat could work with other delegations, if so wished, to establish similar appropriate partnerships or networks in their countries, with assistance where appropriate from the OECD Centres in Berlin, Mexico City and Tokyo.

23. **Promoting the OECD to accession countries:** Given the immediate priority and challenges of a successfully enlarging OECD, particular attention will be devoted to implementing the communications aspects of the OECD pre-accession strategy with Chile, Estonia, Israel, the Russian Federation, and Slovenia. The following new work proposals will only be carried out if financing from the Pre-Accession Budget is available4.

- Management of a bilingual website (English/French) for each Accession country;
- Creation of a weekly news compilation on developments in each Accession country;
- Establishment of media contacts in each Accession country to develop future media coverage;
- Creation of OECD Media Visits/Fellowships for journalists from Accession countries;
- Public Affairs Events with representatives from business, labour, civil society, parliamentarians and academics / students concerning accession countries to familiarise them with the work of OECD and expand the range, content and distribution of public information products in Accession countries;
- Establishing distribution networks in Accession countries.

24. **Reaching out to global audiences:** Priority will be given to increasing awareness and knowledge of OECD content in Enhanced Engagement countries, within the limits of the existing organisational and resource framework. Websites have been launched for the five countries that have been invited to begin the Enhanced Engagement process: Brazil, China, India, Indonesia and South Africa. The OECD translates executive summaries of major publications and *Policy Briefs* on major policy issues into approximately 20 different languages, including Chinese and Russian. These products are publicised on OECD country pages, the OECD Centres’ pages and delegations’ websites, and distributed at conferences, seminars and workshops world-wide. Translation partnerships are actively sought, often with the help of delegations, for important OECD work.

25. **Effective partnerships with stakeholders:** Dialogue with representatives of stakeholder groups contributes to the OECD’s work and improves its quality. The OECD has strong dialogue relationships with many stakeholder groups. Some non-governmental organisations participate quite closely in OECD work like Transparency International in anti-bribery work, and the European Environmental Bureau in work on the environment. Participation of stakeholders from business, labour and non-governmental organisations in public events such as the OECD Forum can enhance the ultimate impact of OECD work.

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4 Funding for this work has been received for 2008 from the Pre-Accession Budget which is financed by the five accession candidates – Chile, Estonia, Israel, the Russian Federation and Slovenia. A bid for funding from this Budget for 2009 activities is still under consideration.
PAC will look to constantly refresh their participation in the annual OECD Forum and other public affairs events. Particular attention in the coming biennium will be paid to building on the success of the new high-level parliamentary seminars.

26. **Improving the main public website (www.oecd.org):** Within the limitations of the existing structure and resources, PAC will continue to improve the content and services of the OECD public website. However the scope for improvement will depend on the provision of a new software platform and maintaining the existing strength of the PAC Internet team. The possibility of introducing Web 2.0 tools will be evaluated and implemented where possible and appropriate within a clearly-defined, Organisation-wide framework.

27. **Ensuring accessibility of OECD products:** It is imperative to ensure competitive access to OECD information in today’s crowded information world. By 2009, OECD iLibrary will be launched to replace SourceOECD. Using technologies that push OECD content onto external websites, and other strategic partnerships, OECD is carrying out a pilot project to attract audiences that are looking for convenient and easy access to online resources but who may not start their search on an OECD website. Due consideration will be paid in all undertakings to the Council Recommendation for Enhanced Access and more Effective Use of Public Sector Information [C(2008)36].

28. **Exploiting major news stories for the media:** OECD is perceived as a highly trusted source for journalists of evidence-based information and analysis for use in news and feature productions. This will be particularly important in communications activities supporting the Accession and Enhanced Engagement processes. In addition, efforts will be made to leverage the wealth of OECD data into compelling stories that journalists can use to illustrate and explain OECD policy advice. One possibility is an “OECD index” of striking facts and figures deriving from OECD data and analysis as a regular feature of selected print and audio-visual media. This would capture the interest of readers/viewers and position OECD as a familiar, trusted and interesting source of topical information.

29. **Bringing OECD work closer to non-specialist audiences:** Building on the success of the new series of publications called *OECD Insights*, launched in 2006 to explain OECD positions on major reform areas in non-technical, non-jargon language to wider audiences of policy makers, students and other interested parties, forthcoming titles will cover such topics as migration, sustainable development, innovation and trade reflecting OECD priority themes and issues outlined above.

30. **Definition of target audiences and tools to monitor and evaluate the impact of communications:** Committee work begun in the information seminars in 2007 to define and discuss target audiences will be continued. More attention will be paid to monitoring and evaluating how successful the OECD is in reaching them. Building on the recent survey of OECD website users, similar “customer satisfaction” and prospective member surveys in the public affairs, media and publishing areas are envisaged using the most cost-effective methods.

31. **Reviewing co-ordination with directorates and committees:** Good external communication depends on good internal communication. A clear distribution of roles and responsibilities between directorates and PAC is needed. This is particularly relevant with regard to the Internet. Currently, a small central team in PAC collaborates with and provides guidance to decentralised web editors in the directorates. PAC will work to clarify roles and optimise use of available resources.

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5 Cf: 2009-2010 ITN Programme of Work and Budget

6 Long-term reallocation funding bid for two Project Posts requested in the 2009-2010 PAC Programme of Work and Budget.
B. Proposal for upgrading OECD communications

32. OECD is engaged in ambitious new work programmes. OECD communications and public affairs must be upgraded to accompany the ongoing transformation of the Organisation and meet its new challenges. This requires careful consideration and consultation in order to achieve buy-in from all actors in the final outcome.

33. As a consequence, a process of reflection and consultation on upgrading OECD public affairs and communications is appropriate. In accordance with the outcomes of discussions held during the CPAC review of the 2004 OECD Communications Strategy, this process should involve internal consultations to gain the input of member countries, the Secretariat and other members of the OECD family as well as external consultations to gain the assessment and advice of communications experts. Contingent on funding being made available in the context of the 2009-10 PWB, an informal group of the CPAC will be set up and external communications experts will be engaged to reflect on broad issues pertaining to the upgrading of OECD communications, with particular attention being paid to the items set out in the PAC PWB 2009-10 under Output Area 6.4.1 Strategy and Development.

34. The outcomes of these reflections would form the basis of elaboration, through 2010, of proposals to upgrade OECD communications for inclusion in the PAC Programme of Work and Budget for the following biennium (2011-2012).

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7 Cf. Budget Assumptions and Priorities for 2009-10: Proposals by the Secretary-General [C(2008)111]
ANNEX: LIST OF REFERENCE MATERIALS

Background documents


Budget Assumptions and Priorities for 2009-10: Proposals by the Secretary-General [C(2008)111]

The Pursuit of Relevance for a Better World Economy—Strategic Orientations for the OECD: Report by the Secretary-General [C/MIN(2008)1]

Documentation of the review (by CPAC meeting date)


20 October 2008 – Ad-hoc meeting of the CPAC, Chaired by Ambassador Eric Martin (Switzerland)

- Summary record [C/INF/M(2008)7]

23 September 2008 – CPAC 157, Chaired by Ambassador Eric Martin (Switzerland)

- Summary record [C/INF/M(2008)6]
- OECD Communications Orientations, September 2008 [C/INF(2008)10/REV3]

9 July 2008 – CPAC 156, Chaired by Ambassador Eric Martin (Switzerland)

- Summary record [C/INF/M(2008)5/CORR]

27 May 2008 – CPAC 155, Chaired by Ambassador Eric Martin (Switzerland)

- Summary record [C/INF/M(2008)4]
- OECD Communications Orientations, April 2008 [C/INF(2008)10/REV1 and REV2]
- Proposed roadmap for developing a new OECD Communications Strategy [Room Document 1]

21-22 April 2008 – CPAC 154, Chaired by Ambassador Eric Martin (Switzerland)

- Summary record [C/INF/M(2008)3]
- OECD Communications Orientations, April 2008 [C/INF(2008)10]
4 April 2008 – CPAC 153, Chaired by Ambassador Eric Martin (Switzerland)

- Summary record [C/INF/M(2008)2]

11 September 2007 – CPAC 150, Chaired by Ambassador Morella (USA)

- Summary record [C/INF/M(2007)4]
- Report and Outcomes of the Informal Seminar on Communicating with Academics and Researchers (Room Document 2)
- Report and Outcomes of the Informal Seminar on Communicating with the Media (Room Document 3)
- Report and Outcomes of the Informal Seminar on Communicating with Parliamentarians and Civil Society (Room Document 5)
- Report and Outcomes of the Informal Seminar on Communicating with Governments (Room Document 4)

26 June 2007 – CPAC 149, Chaired by Ambassador Morella (USA)

- Summary record [C/INF/M(2007)3]

Informal information seminars for CPAC Delegates on OECD communications with key audiences (background documents available on the Committee EDG)

6 September 2007 – Communicating with Parliamentarians and Civil Society

30 August 2007 – Communicating with Governments of Both OECD and Non-OECD Countries

26 July 2007 – Communicating with the Media

19 July 2007 – Communicating with Academics, the Research Community and Students