OECD COUNTRY REVIEWS ON SHARED RESOURCE-BASED VALUE CREATION

CONCEPTUAL FRAMEWORK

The present document was discussed and endorsed during Session 6 of the Third Meeting of the Policy Dialogue on Natural Resource-Based Development held on 18 November 2014 at the OECD Conference Centre in Paris. This version incorporates the comments received by delegations during the meeting.

The document outlines the conceptual framework to carry out country-based analysis on shared resource-based value creation. The Country Reviews are intended to feed into the thematic comparative analysis of country experiences and practices.

The document is structured as follows. Section I provides background information about the Policy Dialogue initiative and the rationale for carrying out the Reviews. Section II examines the new contemporary determinants for shared resource-based value creation. Section III describes the objectives and scope of the Country Reviews. Section IV outlines the methodology and structure of the Country Reviews and Section V details the process of production of the Reviews. Section VI provides the estimated budget.

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I. Background

1. The Policy Dialogue on Natural Resource-based Development is an OECD-wide multi-year structured inter-governmental process to foster knowledge sharing and peer-learning among producing countries – OECD members and Partner countries alike – on how to best harness natural resources for structural transformation and more inclusive and broad-based development. Learning from peers, including successes and failures, shall pave the way for cross-fertilisation of practices, domestication of approaches, with due consideration given to context specific factors, as well as the progressive development of new collective wisdom through a common knowledge base. The first phase 2014-2015 focuses on extractives. It is expected that greater international cooperation in addressing global challenges on resource-based development will contribute to building more resilient economies, helping better integration of resource-based economies into resource-linked global value chains, mobilising resources for development and improving the governance of natural resources.

2. This horizontal OECD initiative was launched on 18-19 December 2013 at the OECD Conference Centre in Paris, involving OECD and Partner countries on equal footing. Twenty-four delegations from Africa, Asia, Europe, Latin America and North America first gathered to collectively define future orientations. Four Streams of Work were identified: (i) Shared Value Creation and Local Development; (ii) Revenue Spending and Stabilisation Funds; (iii) Getting Better Deals; (iv) Detecting Corruption Risks in the Extractive Sector.

3. At the Second Meeting of the Policy Dialogue held at the OECD Conference Centre on 3-4 June 2014, twenty participating countries agreed on a roadmap to advance on the different substantive work streams.

4. With specific regard to Work Stream 1, participants agreed that in order to support the Policy Dialogue with evidence-based analysis of country experiences, Country Reviews on Shared Resource-Based Value Creation (hereafter the Reviews) could be undertaken by willing producing countries. The Reviews will focus on how to build competitive, diversified and value added economies in countries that are dependent on or whose revenues are largely derived from natural resources.¹

5. Participants in the Policy Dialogue recommended that a systemic approach should be adopted for carrying out these country studies, looking at the whole spectrum of and interrelations among relevant policy domains. As a result, the Reviews will put a strong emphasis on policy coherence considerations. A multi-pronged approach to improve competitiveness can be expected to be more efficient than just focusing on one or other outcome because there are diminishing returns to achieving improvements in individual areas and because there are often positive or negative interaction effects across different policy domains.

6. The present note outlines the conceptual framework (context, objective and scope, methodology structure and process) for carrying out the Reviews. This document was prepared by the OECD Development Centre and benefited from comments received by the Centre for Tax Policy and Administration, Development Co-operation Directorate, Economics Department, Environment Directorate, Public Governance and Territorial Development Directorate, and the Trade and Agriculture Directorate. It was discussed and endorsed under session 6 of the Third Meeting of the Policy Dialogue on 18 November 2014 at the OECD in Paris.

¹ According to the IMF, resource-dependent countries are those that derive at least 20% of their revenue from natural resources and need to counter the cyclical component linked to the commodity cycle.
II. New contemporary determinants of the nature and extent of shared resource-based value creation

7. The experience of many producer countries in the period 1950-1990 clearly showed that over-reliance and dependence on resource rents adversely affect the long-term competitiveness of the economy, due to increased exposure to external shocks, severe price volatility and little economic diversification. Export-driven growth has often led to exchange-rate appreciation and domestic cost inflation, thus making other sectors, including manufacturing, less competitive in world markets. While the problems of managing price volatility and exchange rate appreciation remain and require the adoption of appropriate counter-cyclical macroeconomic policies, even countries with a stable macro-economic environment are confronted with the challenge of reducing dependence on exports of commodities and finding ways to better leverage extractives to promote diversified and broad-based economic development. In this respect, new prospects for a synergistic link between the exploitation of commodities and structural transformation are emerging. Indeed, there are significant qualitative differences between the contemporary determinants of the nature and extent of resource-based development as compared to those which existed in the period 1950-1990. The combination of factors like increased public scrutiny and awareness, evolving organisational structures of lead commodity firms, as well as the unprecedented sustained demand for and high prices of raw materials is changing the landscape and may open up new scenarios for countries that are largely dependent on resource revenues or where the extractive sector represent a disproportionate share of the GDP.

8. Governments and extractive industries alike are faced with increasing pressure to tap into the potential for local resource-based development and show the benefits that the extractive sector can generate for the national economy and society as a whole. Tensions over claims for a fair share of the economic spinoffs of extractives are increasing, in particular where the sector represents a disproportionate share of the economy. Almost half of the world’s known mineral and oil and gas reserves are to be found in non-OECD and non-OPEC countries in contexts where investment operations become challenging at many different levels (e.g. geographic remoteness, political risk, technological and skills requirements, global environmental pressures, ranging from water scarcity to climate change and competition for access to limited resources). Conflicts with local communities as well as investment disputes between governments and extractive companies are on the rise. As long as the demand for raw materials remains high, leveraging the extractive sector’s contribution for inclusive and broad-based socio economic development is critical for both host countries and investors.


“Over the last decade, more disputes in the extractives sector have resulted in international arbitration than ever before. Between 2001 and 2010, arbitration cases for oil and gas increased more than tenfold compared with the previous decade, while those for mining increased nearly fourfold. […] Community-level conflicts, for example, remain frequent in countries with weak environmental protection frameworks, high economic and social inequality, and insecure water rights and land tenure. Reliable statistics on community conflicts and their impact are generally unavailable, but incidental evidence suggests that the number of such conflicts is increasing in many parts of the world. One assessment identified 126 active local conflicts in Peru related to the extractives sector as of mid-2013”. See also Peláez, A.V. et al. (2012), “Desigualdad económica y social y gobernanza en uso de los recursos naturales”, Documento de Trabajo N° 115. Programa Dinámicas Territoriales Rurales. Rimisp, Santiago, Chile.
9. While commodity production has been traditionally regarded in the past as an enclave activity, changes in global business organisation as well as sector-specific evolutions are shaping new horizons for resource-based development. In the past, mining, oil and gas companies were self-sufficient and supplied the majority of intermediate goods and services that they required. Today, they operate globally, albeit with a growing fragmentation of the interconnected production process. The need to reduce cost pressure and increase flexibility have urged multinationals to render their operations more flexible, outsource non-core activities and diversify their supply chains. Commodity firms have strong incentives to increase the level of outsourcing in general, and near-sourcing in particular in their non-core activities. This provides a substantial opportunity for a win-win alliance between lead commodity firms, existing and potential suppliers, national governments and supporting institutions. These evolutions in business organisation have been accompanied by other sector-specific trends including the growing demand for new location-specific technologies and knowledge.3 Extractive industries are also facing a shrinking pool of skilled workforce at technical and managerial level and they are confronted with the issue of retaining employees hired from outside the area of operations over a long period of time. Skills shortages across the industry value chain are pervasive across mining and oil producing countries. These recent sectoral trends pose new challenges but also open up vast potential for the development of a local skilled workforce and competitive supply base as well as of technologies adapted to local conditions.

10. International obligations under the WTO regime (including the Agreement on Trade Related Measures, the General Agreement on Trade in Services and the Agreement of Government Procurement) and the plethora of bilateral and regional trade and investment agreements should also be carefully considered when designing policy options to further structural transformation.

11. Thus, successful policy responses to develop shared resource-based value creation need to be: compatible with the current international legal framework; evidence-based; strategic; strongly rooted in the alignment among national development plans, corporate visions and global business organisational structures.

III. Objective and scope

12. Against this backdrop and bearing in mind the persisting challenges to preserve macro-economic stability, the Reviews will consider whether and how extractives can become a catalyst for broad-based, diversified, inclusive and long-term sustainable development, looking at factors that have a bearing on intra and inter-sectoral linkage development for local value creation. The Reviews will also help identify strategies and the combination and sequencing of measures needed to remove constraints to shared resource-based value creation and to establish collaborative mechanisms for improved public-private as well as private-private and public-public coordination.

13. The analysis will be based on Hirschman’s typology of linkages. In particular, the Reviews will explore the potential for generating and the economic viability for developing at national and/or sub-national level production linkages (upstream, downstream and horizontal) that can trigger multiplier effects, broaden the tax base and foster diversified local economic development and other positive spill overs on the rest of the economy. Recent studies have shown that promoting the integration of resource sectors into the local economy via production linkages is one major policy instrument to ensure resource-based structural transformation and local multiplier effects. Indeed, the ability to build synergies between the commodity sector and the industrialisation process has characterised the development path of countries like Australia, Norway, Sweden and the United States. Fiscal linkages (i.e. resource revenues collected by

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the government in the form of corporate taxes, royalties and income taxes and the ability to spend them effectively to achieve long-term prosperity), consumption linkages (i.e. the demand for the output of other sectors arising from the incomes earned in the commodities sector) and technological linkages will also be investigated.

14. Unlocking the potential for in-country resource-based value creation also requires the involvement of a multiplicity of actors with different – sometime divergent - interests and perspectives. Participants in the Policy Dialogue identified misalignment across stakeholders as one of the main obstacles to linkage development. The Reviews will investigate the scope for governments and the private sector – both firms directly involved in the commodities sector and those with the potential to develop linkages into and out of the commodities sector - to work together to identify the range of win-win outcomes available in promoting economic diversification as well as inclusive and sustainable territorial development at national and/or sub-national level and social inclusion.

15. The Reviews will feed into the thematic comparative analysis of country experiences and practices. Once a critical mass of evidence-based analysis is built, comparisons will be drawn across countries.

16. In carrying out the Reviews, the OECD Development Centre will partner with other OECD Directorates and adopt a modular approach leveraging potential synergies and complementarities with ongoing projects and initiatives. For example, the Reviews could feed into the second and third phases of the Multi-Dimensional Country Reviews whenever resource-rich countries are at stake. Lessons from non-resource sectors will also be drawn from the parallel Policy Dialogue on Global Value Chains, Production Transformation and Development.

IV. Methodology and Structure

17. The Reviews will generate data and supporting analyses on the nature and determinants of existing pattern of linkages which can be used to inform policy actions for the future.

18. The analysis will focus on the drivers and contextual and non-contextual factors in the development of linkages, their breadth (the share of the inputs of the commodity producer and proportion of output processed locally) and depth (the extent of domestic value which is added to locally-acquired inputs or locally processed/beneficiated outputs or domestic value which is added into inputs for or outputs from other related sectors). The determinants of linkage development which will be considered include: nature of commodities; the size and resource-endowments of different economies; maturity of the resource-based economy; the complexity of the processes and scale of commodity production; market relationships and ownership structures; the position of the country in the global value chain; final markets; differences in wage costs strategies which shape the structure of value chains; access to financial capital and conditions tied to financing; level of available skills and technological capabilities, policy coherence, alignment between national plans and corporate visions. The Reviews will analyse the impact of these factors as facilitators of or barriers against linkage development.

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Diagnosis

19. The Reviews will first examine country endowments and overall contribution of the extractive sector to the national economy such as contribution of the extractive sector to total GDP, employment by nationality and professional level, total exports, government revenues, level of local industry participation (employees, suppliers of goods and services), trade in value added from extractives (if data are available). This section will include an analysis of geographic, geological and territorial specificities (location of mining sites, impact on territorial development, existing or potential social conflicts, competition for the use of other natural resource inputs such as land, water or energy, impact on the environment etc.).

20. The diagnostic phase will consider whether a common vision on linkage development across governments (at national and/or sub-national regional/local level), the private sector and local communities exists. It will investigate whether and how such a vision has been translated into appropriate strategies and policies at the (central and/or local) government (i.e. integrated national or regional development, skills and innovation plans, supporting measures for local industry participation) and firm level (i.e. supply-chain development policies and programmes; identification of opportunities for building local markets for intermediate products, improved utilization of water, energy and other resources).7

Mapping the potential for and barriers to linkage development for shared resource-based value creation

21. The Reviews will then seek to identify the potential for shared resource-based value creation by mapping economically viable opportunities for linkage development, with due consideration given to regional and global market structures and dynamics, as well as the segments and activities with highest development potential, taking into account the ability of the country to position itself well not only along the extractive value chain, but also in complementary areas (agriculture, tourism, manufacturing, transport, services etc.) to strengthen any comparative advantages other than in the resource sector. The Reviews will assess if the potential is fully exploited in terms of productivity-enhanced investment in different segments that maximise synergies with the non-resource sectors and minimise negative externalities (e.g. adverse environmental impact affecting demand linkages, including the development of sustainable tourism). The Reviews will draw and build on any available supply chain studies and country analysis. The mapping exercise assessing changing opportunities over time for linkage development in extractives (which is being developed within the framework of Work Stream 1) shall serve as a complementary reference tool which will be contextualised and adapted to local conditions and specificities.

22. Potential barriers and constraints hindering linkage development and resource-based value creation in a given context will be investigated, including the extent to which macroeconomic conditions, the regulatory framework, the capital/output ratio, the production scale needed to reach profitability, infrastructure requirements, the level of skills and technological capabilities and other location constraints have a bearing on the level of benefits that can be captured at a particular point in time.

Policy responses and mechanisms to overcome barriers to linkage development and shared resource-based value creation

23. The Reviews will then take stock of policies and measures in place to enable shared resource-based value creation and to deepen and speed up linkage development. Their effectiveness in overcoming any identified barriers will be assessed against the objective of generating shared resource-based value for

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the economy and society as a whole. These policies may include specific measures to improve productivity in the core production segment or develop linkages along the value chain as well as enabling policies to provide an operating environment conducive to resource-based value creation (e.g. smoothing and counter-cyclical macroeconomic policies or mechanisms to manage volatility, including stabilization or other natural resource funds; measures to assess and strengthen the resilience of extraction, refining and transport infrastructure to climate change, to reduce energy and water intensity and facilitate the progressive transition to renewable sources of energy).

24. In particular, the Reviews will explore non-distortive incentives that government can provide to unlock economically viable opportunities across the value chain of extractives, including, but not limited to, facilitating access to information, addressing barriers linked to skills and capabilities, mobilising domestic resources as well as improving voluntary public-private collaboration and voluntary private sector initiatives.

25. The overall coherence of policies against the stated objectives will also be examined. For example, in some instances tariff structures exempt mining companies from import duties on a wide range of inputs. This does not apply however to the mining supply firms, who continue to pay tariffs on the import of their inputs. This puts domestic suppliers at a disadvantage as the importation of inputs is favoured over local sourcing from domestic suppliers. The Reviews could further examine the extent to which trade measures are consistent with the efforts undertaken to maximise shared resource-based value creation and are not producing adverse effects for the country’s economic competitiveness in the long term. This would require looking at measures such as export restrictions and localisation requirements, where in place. In this respect, the Reviews will build on relevant on-going OECD work, including on alternative measures to export restrictions and long-term impact of localisation requirements.

8 OECD work on export restrictions on raw materials, including two case studies on alternative measures to export restrictions in Chile and Botswana can be accessed at http://www.oecd.org/tad/benefitlib/export-restrictions-raw-materials.htm. The OECD is investigating the impact on trade of local content requirements (LCRs) put in place since the financial crisis regardless of sectors. Analysis shows that success in achieving local content targets must be weighed against the extra costs that LCRs may induce, including higher costs to trade and investment and also the risk of reducing the level of investments altogether. Indeed, results from OECD work indicate that, while LCRs may boost employment and production in the targeted sectors, they also increase domestic prices, hurting the profitability of downstream firms that are deprived from potentially cheaper inputs. Moreover, by protecting domestic production of intermediate goods, where LCRs are typically applied, production shifts towards these sectors and away from other domestic activities. As intermediate imports fall, prices of domestically produced final goods increase, and this leads to an increase in their imports, the very result that LCRs were trying to avoid. Lessons could also be drawn from the implementation of LCRs in the renewable energy sector. The OECD has undertaken a preliminary review of measures aiming at developing a domestic manufacturing base in solar and wind energy, or protecting domestic manufacturers against the alleged use of trade distorting subsidies by countries seeking to support their own exports. Preliminary research reveals that LCRs have been planned or implemented at national or sub-national levels in at least 15 developed countries and emerging economies, for the most part since 2005. Measures such as LCRs may ultimately reduce the competitiveness of midstream manufacturers of renewable energy components by delaying cost reductions, creating barriers to optimising production throughout the value chain, increasing technology and financing risk as well as raising the prospects of trade disputes. Indeed, the widespread use of LCRs in solar and wind energy has resulted in five out of a total of 51 World Trade Organization (WTO) disputes since September 2010. In a context of global value chains, policy measures aimed at supporting domestic solar and wind-turbine manufacturers may hinder downstream producers by raising the cost of inputs, which can result in increased installation costs and reduced demand for solar and wind power generation installations. Given the relative importance of downstream activities compared with manufacturing activities, measures such as LCRs might have a limited or even negative impact in supporting investment, value creation and employment throughout the value chain. The OECD is undertaking further research to
26. The Reviews will also help countries articulate the process by which solutions for shared value creation can be developed and implemented. In this regard, the Reviews will aim to identify a step-by-step process which would create focused, prioritised and sequenced activities. For each step, the roles of both governments and industries are being clarified and possible governance mechanisms exemplified drawing on country experiences and existing practices. Particular attention will be given to collaborative mechanisms to engage with other stakeholders, including the private sector and local communities. In doing so, the Reviews will also rely on the framework on public-private collaboration for shared resource-based value creation, as it develops.

Assessment and recommendations

27. The analysis will result in recommendations to inform policy action. The experience of Knowledge Peers will be reflected in the Reviews wherever useful as a real-time learning/capacity building tool.

V. Process

28. The Review will take approximately 12 months to be completed. Before the Review starts, the OECD and the participating country will agree on the timeline. The timeline can be divided into the following phases.

Preliminary consultations and definition of the timeline (1 month)

29. The country will designate a counterpart team bringing together relevant experts led by a focal point to work together with the OECD team composed of officials from relevant directorates. Ideally, the national focal point will be the contact point designated to participate in the meetings of the Policy Dialogue. He could be located in a central government entity (Presidency or Prime Minister’s office) or a cross-cutting line ministry or agency (e.g. Ministry or Agency for Planning, Ministry of Economy) or a sectoral ministry (Ministry of Natural Resources and Environment, Ministry of Mines, etc.). If the Reviews have a strong regional focus, the counterpart team will include representatives of local authorities. Given the cross-cutting nature of the issues covered by the Review, the focal point will be expected to ensure coordination among the different ministries (Ministry of Hydrocarbons or Mines, Ministry of Finance, Ministry for Planning, Ministry of Industry, Ministry of Education, Ministry of Environment etc.). The national focal point together with the counterpart team will participate in the collection and production of relevant data and will also facilitate contacts and meetings with government counterparts at central and local level all along the process. The country will select two Knowledge Peers. Peer countries should preferably be chosen among the participants in the Policy Dialogue and/or members of the OECD/Development Centre who have expressed interest in engaging more actively in work streams 1 and 2. Knowledge Peers can be from national agencies and/or from sub-national administrations with relevant expertise in the subject matters to be considered.

30. The OECD team will agree with the focal point and counterpart team on a timeline of activities and identify the relevant data to be collected and the key stakeholders to be consulted and interviewed (national and sub-national authorities, extractives industries, local communities, NGOs, etc.).
Stock-taking and data collection (2 months)

31. The OECD team will carry out desk-based research and build on any existing available information, reports and studies thus avoiding duplication of work. The OECD team will be composed of experts from different OECD Directorates. The government (at national and/or sub-national level) will be expected to share all relevant documents and data.

Analysis and drafting (4-5 months)

32. The OECD will carry out the analysis and produce a first draft of the Review based on the data collected and input received from the Country under review. The Review will identify opportunities and binding constraints to in-country resource-based value creation and assess the policies and practices put in place to address these challenges and recommendations for public policy action.

33. At this stage, an exploratory mission will be organised in order to carry out consultations. This mission will involve in-depth consultations and interviews in the capital with central authorities as well as site visits in resource-rich regions to consult with local stakeholders (local authorities, extractive industries, local communities, etc.) and understand the context and specific challenges to be addressed. Regional and international organisations active in the country will also be consulted and, if interested, involved in the process.

34. Multi-stakeholder workshops will be organised in order to gather different perspectives. The counterpart team in the country will facilitate the organisation of such meetings and workshops, including the participation of Knowledge Peers.

Fact-checking (2 months)

35. The first draft of the Review will be submitted to the country under review for a fact-checking. The draft will also be reviewed by Knowledge Peers. A dedicated meeting bringing together experts from the country under review and peer countries may be organised in the country. The government will provide logistical support to the organisation of the meeting.

Draft revision (2 months)

36. The OECD will revise the draft based on the comments received from the participating country and Knowledge Peers.

Policy mission to discuss the results of the Review in the country (1 week)

37. A meeting with the government will be organised in the country to discuss the results of the Review. After the mission, feedback will be sought from OECD bodies.

Launch of the Review and presentation of the results at the Meeting of the Policy Dialogue

38. The Review will be launched in the country and the main results presented during a meeting of the Policy Dialogue.

39. Following the Review, the OECD can continue to work with the country to provide more in-depth policy support and tools on the specific areas identified for action.
VI. Estimated budget

The estimated budget for the Reviews is presented below. The Review is expected to be financed by the reviewed countries and other sources. Contributions from countries can also be in-kind, for example, the provision of staff, meeting venues, logistical support etc.

<table>
<thead>
<tr>
<th>EXPENDITURE ITEM (EUR)</th>
<th></th>
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<tbody>
<tr>
<td>Project coordination</td>
<td>30,000</td>
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<tr>
<td>Policy analysis &amp; data management with the involvement of other OECD directorates</td>
<td>85,000</td>
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<tr>
<td>Events &amp; meetings (in-country workshops, consultations, launch)</td>
<td>25,000</td>
</tr>
<tr>
<td>Missions (participation of OECD officials and knowledge peers from non-OECD countries)</td>
<td>20,000</td>
</tr>
<tr>
<td>Publications (reports, working documents, translations, website)</td>
<td>10,000</td>
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<tr>
<td><strong>Total substantive costs</strong></td>
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</tr>
<tr>
<td><em>OECD Development Centre Operating Overheads</em></td>
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<tr>
<td><strong>Total estimated costs</strong></td>
<td><strong>200,000</strong></td>
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## ANNEX 1: FLOW CHART

<table>
<thead>
<tr>
<th>Timeline (months)</th>
<th>Phase</th>
<th>Activities</th>
<th>Country participation</th>
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<tbody>
<tr>
<td>0</td>
<td>Phase 1: Preliminary consultations and definition of the timeline</td>
<td>Set the timeline of activities</td>
<td>Designate a counterpart team (at national and or regional level) led by a focal point and identify Knowledge Peers</td>
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<td></td>
<td></td>
<td></td>
<td>Help identify key stakeholders to be consulted</td>
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<tr>
<td>2</td>
<td>Phase 2: Stock-taking and data collection</td>
<td>Take stock of existing analysis and available data</td>
<td>Provide requested information and data</td>
</tr>
<tr>
<td>3</td>
<td>Phase 3: Analysis and drafting</td>
<td>Carry out the analysis and produce a first draft of the Review</td>
<td>Provide additional information and inputs as needed</td>
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<tr>
<td></td>
<td></td>
<td>Organise consultations and interviews with key stakeholders</td>
<td>Facilitate the organisation of the meetings and workshops</td>
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<td></td>
<td>Organise multi-stakeholder workshops</td>
<td></td>
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<tr>
<td>7-8</td>
<td>Phase 4: Fact-checking</td>
<td>Submit the first draft for fact checking by the country under review</td>
<td>Provide logistical support to the organisation of the review meeting</td>
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<td></td>
<td>Organise a dedicated meeting in the country for the review of the draft bringing together experts from the country under review and Knowledge Peers</td>
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<tr>
<td>9-10</td>
<td>Phase 5: Draft revision</td>
<td>Revise the draft based on the comments received</td>
<td>Facilitate the organisation of the meeting(-s)</td>
</tr>
<tr>
<td>11-12</td>
<td>Phase 6: Policy mission to discuss the results of the Review</td>
<td>Present and discuss the results of the analysis with governmental authorities</td>
<td>Seek feedback from relevant OECD Bodies</td>
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<tr>
<td></td>
<td>Phase 7: Launch of the Review and presentation of the results at the Meeting of the Policy Dialogue</td>
<td>Launch the Review in the country</td>
<td>Facilitate the organisation of the launch meeting in the country</td>
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<tr>
<td></td>
<td></td>
<td>Present the main results during a meeting of the Policy Dialogue</td>
<td>Participate in the meeting of the Policy Dialogue</td>
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