This document is the Final version of the Development Centre’s 2021-2022 Programme of Work and Budget (PWB).

It incorporates the adjusted Annex I– Estimated Budget reflecting the consensus that emerged within the GB to apply 1% annual adjustment to the Pat II “Core” budget.

It also includes a footnote explaining a technical adjustment to align the categorisation of costs to the structure of outputs in the body of the text and Annex II (referencing the costs of the A2.2 Informality outputs previously presented under A3. Inclusive Growth, now appropriately categorized as part of A2. Social Protection and Informality).

It introduces as well minor edits to address comments received from Delegations aimed at improving the clarity of the text.

The outputs and their estimated costs, total costs and funding assumptions remain unchanged compared to draft 2021-22 PWB approved by the Governing Board on 13 October 2020 [DEV/GB(2020)3/REV2].

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INTRODUCTION

The macro-economic and development context

1. The pace of global economic activity remains weak and the risks of a prolonged stagnation have significantly increased with the coronavirus pandemic. The rapid spread of the virus and the related global health emergency are poised to exert significant human and economic costs. The severity of the impact is still unknown. However, the combination of pressure on health systems with measures to contain the spread of the virus that are disrupting supply and demand worldwide will certainly lower considerably the already modest outlook for 2020-21.

2. Global growth fell to 2.9% in 2019 and is expected to contract by between 6% and 7.6% in 2020, depending on whether a second wave of the pandemic will severely hit the world by year’s end (OECD Economic Outlook, June 2020). The IMF (April forecast) and the World Bank (June forecast) also revised their GDP growth projections down to -4.2% and -5.2% respectively. The OECD estimates that for each month of containment, there will be a loss of 2 percentage points in annual GDP growth. The initial direct impact of the shutdowns could be a decline in the level of output of between one-fifth to one-quarter in many economies, far outweighing the contraction of the global financial crisis in 2008-09.

3. Based on its earlier estimates, the IMF predicted that only nine countries out of 190 covered will have positive GDP per capita growth in 2020 (and none of them will record a growth rate above 2%). To put this in context, at the peak of the global financial crisis more than 75 countries registered positive GDP per capita growth.

4. The implications of the crisis for developing countries will be very significant, especially if the pandemic spreads widely and wreaks havoc already weak healthcare systems. In addition to the direct implications of the pandemic, developing economies are poised to suffer from the collapse of external demand and commodity prices and the disruption of activities due to domestic containment measures.

5. The impact of the crisis adds to pre-existing weaknesses and rising trade tensions. Declining commodity prices and volatile financial markets are major risks for the developing world. Already before the crisis, global trade was stagnating and dragging down activity in almost all major economies. Policy uncertainty undermined investment and future jobs and incomes. Rising citizens’ aspirations in several countries around the world have been frustrated by perceived ineffective institutions and translated into social discontent.

6. A development crisis of unprecedented magnitude is unfolding as businesses, jobs and livelihoods are threatened. The world’s total number of poor people is projected to increase significantly, for the first time in the 21st Century. The World Bank and IMF estimate that 40 to 60 million people will fall into extreme poverty (under $1.90/day) in 2020, compared to 2019, as a result of COVID-19. The global extreme poverty rate could rise by 0.3 to 0.7 percentage points.

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1. It is not yet possible to foresee the full cost of the COVID-19 pandemic on developing countries. It will depend on many factors, including the rate of diffusion of the virus, the mortality rate, the preparedness of health systems and the policy response. The 2014-2016 Ebola outbreak in West Africa had large consequences for the countries most severely affected. The World Bank estimated the overall economic loss for Guinea, Liberia, and Sierra Leone at about $2.8 billion. The crisis had a devastating effect on the healthcare workforce (e.g. Liberia lost 8% of its doctors, nurses, and midwives) and caused setbacks in the treatment and control of other diseases.

percentage points, to around 9 percent in 2020. When looking at broader measures of poverty and depending on assumptions on the magnitude of the shock, up to 500 million more people could become poor with respect to 2018³.

6. Growth performance only tells part of the development story and the impact of growth on poverty, well-being and citizens’ satisfaction has not been uniform across countries. The pace of reduction of extreme poverty has slowed down in the last part of the 2010s⁴ and in some regions poverty has actually increased. In LAC, for example, following a decade of decline, 27 million more people have fallen into poverty from 2014 to 2019. The share of population satisfied with quality of healthcare fell from 57% to 42% from 2006 to 2018 (in OECD it is 70%) and only 25% of the population has confidence in government.

7. The COVID-19 crisis risks erasing the development gains of the last decade and put the world further off-track with respect to the Sustainable Development Goals (SDGs). Before the crisis struck, the UN 2019 SDG Report warned that the world is lagging behind in terms of achieving the objectives of the 2030 Agenda. It emphasised areas that need urgent collective action: the climate crisis, with the rapid deterioration of the natural environment and biodiversity; human suffering related to deprivation and hunger, conflict and vulnerability to disasters; quality education and gender discrimination. The ability to respond to some mega-trends – demographic transitions, digitalisation, climate – and tackle structural features – high informality, low productivity, high inequality – will shape developing countries’ pathway out of the crisis and medium- to long-term prospects.

8. Exceptional fiscal and monetary policies are being deployed across the world to provide immediate support and relief to households and businesses. However, a limited fiscal space risks constraining the capacity of developing countries’ governments to implement the necessary policy response. Some of the main policy targets to tackle the crisis and put countries on a sustainable development trajectory include: tackling the fall in households and firms income; enhancing production transformation and decent job creation, also by reaping the benefits of digitalisation; favouring the transition to a low-carbon development model; building resilience against climate and pandemic risks; addressing informality and vulnerabilities; alleviating inequalities and advancing gender equality. A reinvigorated multilateral cooperation system is needed to support developing countries in their sustainable development transitions and for the provision of global public goods. to inform the international community’s efforts to devise policies and partnerships to respond, reset and rebuild better and contribute to the realisation of the 2030 Agenda for Sustainable Development [DEV/GB(2020)14].

³ Sumner et al. (Sumner, Hoy and Ortiz-Juarez, 2020[1]) use data from household surveys to calculate the impact of a 5, 10, and 20% contraction in per capita household income or consumption on the poverty headcount, using the international poverty lines of US$1.90, US$3.20 and US$5.50 per day. The number of people living in poverty in the world could increase, in comparison to the latest official recorded figures for 2018, by between 85–135 million under a 5% contraction, 180–280 million under a 10% contraction, and 420–580 million under a 20% contraction. Valensisi (Valensisi, 2020[8]) assesses the impact of COVID-19 using IMF growth forecasts and the three poverty lines. Depending on the scenario, poverty would increase between 68-200 million people with respect to 2018.

⁴ According to the WB Poverty and Shared Prosperity, while global extreme poverty declined, on average by a percentage point over 1990-2015, it only declined by 0.6 percentage points per year over 2013-15 and the reduction further slowed down between 2015-18.
LEVERAGING THE CENTRE’S VALUE ADDED

9. The Development Centre supports governments in designing policies to enable sustainable and inclusive development in developing and emerging economies. Its value added and comparative advantage derive from combining a policy-oriented, multi-sectoral research on a wide spectrum of policies, with the capacity to engage governmental and non-governmental stakeholders from its diverse membership and regional organisations around an equal-footing policy dialogue. In their Policy Statement on COVID-19 [DEV/GB(2020)14], members highlighted the Centre’s contributions to the international community’s efforts to respond to the crisis.

10. The Centre pursues two main outcomes internationally and with Member countries to implement its mandate and achieve this long-term goal: (i) shaping the terms of the development debate and discourse; and (ii) informing development policy and practice. To that effect, the Centre’s Results Framework identifies four broad objectives (see figure below). The achievement of these objectives relies on a set of resources and capabilities, including the Centre’s ability to engage and cooperate with other OECD bodies, regional and international organisations, and with key international processes. By pursuing these goals and objectives, the Centre supports its members in advancing their own domestic and international development priorities (see figure below).

5 “[…] to bring together the knowledge and experience available in OECD and non-OECD member countries of economic development and improve the relevance and impact of those policies” [C(62)144(Final), C(2002)228].
Responding to Members’ priorities and the evolving context by building on the Centre’s achievements

11. The following aspects are worth considering to inform Member-Countries’ discussion of the Centre’s areas of work for 2021-22:

- **Members’ priorities**: The PWB will align to shared priorities across the Centre’s membership. In this respect, the mandates set by the Governing Board recent High-Level Meetings and the Policy Statement on COVID-19 and developing countries [DEV/GB(2020)14] provide important guidance. A guiding principle in designing the PWB is that proposed activities deliver value to Members and developing country partners and reinforce, whenever possible, the work of the rest of the OECD. Continuing co-operation and coordination within the Development Cluster is particularly relevant, in line with the Governing Board’s Action Plan to respond to the recommendations of the In-Depth Evaluation [DEV/GB(2019)20].

- **Continuity**: Considerable investment has been made over the last years to build an evidence base and strengthen the Centre’s assets and partnerships in key areas (inclusive societies and global social challenges; structural transformation; regional analysis; national development strategies; Development in Transition). The 2021-22 PWB should build on, make the most of and consolidate the Centre’s achievements from previous PWBs.

- **Emerging issues and international context**: While ensuring continuity, the selection of areas of work should also respond to emerging development issues. It should also leverage incoming opportunities in the international development debate (e.g. UN conferences such as the 5th Conference on the Least Developed Countries (LDCs), future G20 presidencies held by Members).

- **Institutional aspects**: The preparation of the PWB should take into account the recommendations of the In-Depth Evaluation of the Governing Board and its Action Plan, the broader OECD context and strategic orientations, the Centre’s membership and outreach strategy and the approaching 60th Anniversary of the Centre in 2022.

12. Consistent with previous PWBs, output areas will reflect the Centre’s Results Framework. For each area of work, a list of final and intermediary deliverables, their expected outcome/impact and envisioned internal and external co-operation is included.
The Centre’s approach to address COVID-19 consequences

13. In response to the unprecedented pandemic, which has severely impacted developed and developing countries, the Development Centre will leverage its assets and value-added to inform and influence the international debate and agenda, to voice specific concerns of developing countries and help them identify effective policy responses to address the consequences of the crisis. To this end, the COVID-19 crisis perspective will be integrated across the various workstreams of this PWB.

14. More precisely, the Centre will look at the implementation challenges of measures to support the most vulnerable individuals, households and firms by leveraging the on-going work on social protection and informality as well as on gender equality. The COVID-19 crisis is compounding pre-existing problems and creating new ones through its disproportionate socio-economic consequences on women and vulnerable groups in developing countries. To help policy makers in addressing the social, economic, health and political consequences of the outbreak through a gender-lens, which will benefit the whole population, the Centre will advance its research frontier by: 1) improving the methodology and coverage of the Social Institutions and Gender Index (SIGI), 2) measuring the role and cost of discriminatory social norms and masculinities, and 3) incorporating the gender-dimension in recovery growth strategies through gendered growth diagnostics. In addition, the Centre will continue to monitor policy measures to tackle COVID-19 in member and partner countries through the OECD Country Policy Tracker. It will further strengthen the evidence base to inform effective policy responses through its regional economic flagship reports and by adapting, when possible and relevant, the Multi-dimensional Country Reviews (MDCR) and Production Transformation Policy Reviews (PTPR).

15. An integral part of the Centre’s response to COVID-19 for the next biennium will be the mutual learning on the recovery, including by looking at national development strategies and their financing as well the role of international co-operation. The Governing Board, the Mutual Learning Group and the thematic policy dialogues of the Centre will help Members to exchange and share experiences and good practices on key issues for their recovery. For example, the Policy Dialogue on Social Protection and Development will discuss the role of social protection to mitigate the impact of the COVID-19 crisis. The OECD Initiative for Policy Dialogue on GVCs, Production Transformation and Development will stimulate knowledge-sharing on policy approaches to support and redesign industrial systems and support the anticipation of future changes in global production networks and new industry and sustainability dynamics in a post COVID-19 world. The Policy Dialogue on Natural Resource-Based Development will provide the platform to discuss and identify policy options and trade-offs to promote a recovery that advances a transition to a shock-proof sustainable low-carbon economy. The work on internal and international migration and the Policy Dialogue on Migration and Development will explore the consequences of the crisis on remittances, on the well-being of migrants and their families, on local economies that depend on migrant labour, and on forcibly displaced persons that may not have adequate access to health services, to support the design of migration and development strategies. An informed dialogue on cities and quality infrastructure, and sustainable energy will contribute to better understanding their crucial role in the economic recovery. The Centre’s regional work in Africa (e.g. investment and financing of public policies), Latin America (e.g. on informality and social protection) and Asia (e.g. on regional integration, innovation and production transformation) will also help in this endeavour. Specific attention will be devoted to the challenges Least Developed Countries (LDCs) face in overcoming the crisis. In this respect, the Centre will leverage existing initiatives and partnerships (such as the LDC IV Monitor) and its co-operation with the UN Committee on Development Policy
(CDP) and the UN Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and the Small Island Developing States (OHRLLS).

16. Finally, this pandemic crisis demonstrated that a reinvigorated international architecture, which promotes a coordinated and coherent response, is more relevant than ever. Therefore, the Centre, through its work on Development in Transition, including on the link between national strategies and international co-operation, and on global public goods will contribute to this international debate and extract lessons for enhanced coordination and innovative forms of co-operation suitable to today’s global challenges.

A. Inclusive Societies

17. Despite progress in eradicating extreme poverty, large segments of populations are left behind or suffer from multiple deprivations and vulnerabilities. The Centre’s analysis has focussed on the costs of the lack of inclusion (of youth, women and girls, migrants), the role and financing of social protection systems for social cohesion, the nature and implications of informality for well-being and how migration and remittances can contribute to development in developing countries of origin, transit and destination. Building on the evidence and tools produced in previous PWBs, on the discussions within the Governing Board and the mandate from the 2019 High-Level Meeting (HLM), work in 2021-22 will focus on:

- Developing better data and evidence on informality (KllbIH), well-being, migration, remittances and development, and gender equality (SIGI).
- Identifying what policies work at the global, regional and country levels in tackling informality and gender discrimination and promoting social cohesion and inclusion.

18. Experts’ meetings and policy dialogues on migration, gender and social protection will underpin the development of evidence and policy recommendations. This work is also related to the activities on Competitive Economies and on Asia (in the framework of the EU Facility on Development in Transition in Asia), on Latin America and the Caribbean (in relation to informality, a new social pact, and well-being indicators), and on Africa (in relation to Statafric and the AU’s African Observatory on Migration and Development, and work on rural-urban linkages and on the food economy).

Expected Outcomes

19. The proposed work aims at:

- Advancing gender equality, the elimination of violence against women, a better understanding of how the expression of masculinities may empower or hinder gender equality, and better informing how women can achieve empowerment through better data, enhanced policy dialogue and tailored policy recommendations at the global, regional and country levels.
- Strengthening governments’ ability to design and implement broader, more inclusive and financially sustainable social protection systems, taking into account widespread informality and vulnerable groups.
- Enriching the debate on how to analyse the social and distributive impact of growth and phenomena, such as digitalisation and the future of work.
- Supporting governments’ knowledge and capacity to incorporate migration and remittances into developing countries’ and development partners’ national strategies and international co-operation strategies.
- Improving the measure and use of well-being indicators, including children well-being, as a policy instrument to respond to citizens’ demands in developing countries.
Collaboration

20. Co-ordination and collaboration with relevant OECD Directorates (notably CTPA, DCD, ELS, SDD, and WISE) will continue and be strengthened where possible. Collaboration will continue with research centres, development agencies, multilateral development banks, and international and regional organisations (IFAD, ILO, Social Protection Inter-Agency Cooperation Board, UNDP, USP2030, UN Regional Economic Commissions, UN Women, World Bank Group). Work on migration will strengthen synergies with the UN Network on Migration (UNNM), the Global Forum on Migration and Development (GFMD) and the Global Knowledge Partnership on Migration and Development (KNOMAD). Work on gender through SIGI will continue being developed in collaboration with the UN Women and the World Bank Group as custodian agencies to track progress on the SDG indicator 5.1.1.

A1. Gender Equality and Women’s Empowerment

21. Gender equality and the empowerment of women and girls are integral parts of achieving sustainable and inclusive development. The Centre’s Gender Programme focuses on discriminatory social institutions that shape and determine equality between women and men in all spheres of public and private life, such as education, health and employment. The Centre’s Social Institutions and Gender Index (SIGI) produces a cross-country measure of discrimination against women in social institutions – formal and informal laws, attitudes and practices. The data and analysis aim at supporting countries in better understanding the barriers to gender equality and women’s empowerment. SIGI data are widely used by the international community, policy makers, researchers and advocacy groups. SIGI is also an official data source for tracking the SDG indicator 5.1.1.

22. Building on SIGI, the Centre will continue to contribute to shaping the global understanding of the structural barriers to gender equality and women’s empowerment. The Centre will enhance its data collection, research and analysis to better inform countries with the appropriate legal reforms and transformative gender policies. The Centre will also aim to enhance the policy relevance of SIGI through expanding policy-relevant research to emerging topics, such as masculinities and the link between gender social norms and educational outcomes. This will be reflected in the framework of the next edition of SIGI (SIGI 2022), with a strengthened methodology and further alignment of its variables to the SDG targets. The SIGI country profiles and the Gender, Institution and Development Database (GID-DB) will be upgraded to improve their policy relevance to the development community. Moreover, the Centre will produce more thematic and geographic studies and policy dialogue initiatives, starting with the delivery of the SIGI country studies in Côte d’Ivoire, which will focus on the links between gender norms and educational outcomes, and in Tanzania. Finally, the Centre will seek further collaborations and funding to advance the work on gender and development. It will build on the synergies with the work carried out with DCD (DAC/GenderNet), ELS and GOV on violence against women and on women’s empowerment. Pending resource availability and interest from the DAC, the Centre will explore how to jointly deliver the Policy Dialogue on Women Economic Empowerment (PD-WEE).
FINAL OUTPUTS

A1.1. Social Institutions and Gender Index (SIGI)

- One SIGI 2022 global database and country profiles, also informing the monitoring of the SDG indicator 5.1.1.
- Analytical reports and policy recommendations on measuring and transforming social institutions for gender equality:
  - One SIGI global report [subject to VC]
  - Up to three SIGI regional reports [subject to VC]
  - SIGI country reports on Côte d’Ivoire and Tanzania [subject to VC]
  - Up to two thematic reports related to SIGI and providing targeted analysis and policy support (e.g. on violence against women, on measuring harmful masculinities and unpacking economic growth and gender-related constraints) [subject to VC]

A1.2. Policy Dialogue on Women’s Economic Empowerment (with DCD and SDD) [subject to VC]

- One meeting of the PD-WEE [subject to VC].
- One PD-WEE-related publication [subject to VC].

Intermediary Outputs

- Updated SIGI methodology

A2. Enhancing Social Protection and Tackling Informality

23. Social protection has emerged as an important policy tool for developing countries to reduce poverty and vulnerability, foster inclusive growth, and enhance social cohesion. Despite important progress in access to social protection in recent years, large coverage gaps remain and widespread informality in several developing countries further complicates the extension of social protection systems. Today, two billion people are in informal employment. This comes with risks and vulnerabilities that constitute an important policy challenge, particularly in the Global South, where most people depend, directly or indirectly, on the informal economy. The COVID-19 crisis, which is having a disproportionate impact on informal economy workers throughout the world, has further underlined the centrality of social protection systems to reduce vulnerability and protect people’s livelihoods. Given the large numbers of informal economy workers and their important contribution to society, especially with respect to agro-food systems, policy makers are being warned that inadequate attention to the specific needs of informal economy workers could fuel growing resentment and put social cohesion and food security at risk. Tackling the vulnerability challenge in the informal economy is urgently needed with specific policies to overcome both inferior working conditions and the absence of adequate risk mitigation mechanism.

24. The Centre’s work will capitalise on the PWB 2019-20, in particular on the outcomes of the DEV-EU-Finland joint project on social protection systems, on lessons learned from DEV Member-Countries, and on the outcomes of the 2019 High-Level Meeting to facilitate a policy dialogue on social protection and development. The analysis aims at identifying policy options, in particular for skills and social protection systems, alongside financing modalities, to help protect informal economy workers (including through social protection systems as spelled-out in SDG Target 1.3) and help them make the transition from the informal to the formal economy (as spelled out in SDG Target 8.3). In this endeavour, the Centre will cooperate closely with the Steering Committee of the Universal Social Protection (USP) 2030. The Policy Dialogue on Social Protection and Development (PD-SPD) will provide a unique opportunity for DEV Members to engage more directly in the work of the Secretariat on social protection. This will contribute to the
transformation and the strengthening of the Governing Board of the Centre as envisaged in the Action Plan addressing the recommendations of the In-Depth Evaluation (IDE). Moreover, the Centre will expand its knowledge base on the vulnerability challenge in the informal economy in order to identify adequate policy and financing solutions. More precisely, it will deepen its analysis in three domains where the knowledge gap remains important: informality portraits, policies to tackle vulnerability in the informal economy, and statistics (notably by expanding the Key Indicators of Informality based on Individuals and their Households).

### FINAL OUTPUTS

#### A2.1. Policy Dialogue on Social Protection and Development (PD-SPD)
- Two meetings (one per year) of the PD-SPD with DEV Members and partners on priority issues related to social protection and development.
- Two Policy Statements for the PD-SPD: One on “social protection and informality” and one “the financing of social protection”, supported by background material and disseminated in international fora and in close coordination with the USP 2030 Steering Committee.

#### A2.2. Key Indicators of Informality based on Individuals and their Households (KIIbIH) [subject VC]
- Expansion of country coverage in the KIIbIH and addition of a time-series dimension for selected countries [subject to VC].
- A report on the comprehensive portraits of informality capturing the heterogeneity of informal economy workers and taking into account the broader context of their households [subject to VC].

**Intermediary Outputs**
- Issue papers and background material on social protection for the two PD-SPD meetings.
- Two multi-stakeholder experts’ meetings on the vulnerability challenge in the informal economy, with supporting background material [subject to VC].

### A3. Inclusive Growth and Decent Jobs for Youth

25. Many developing countries have the potential to promote inclusive growth if the appropriate social and economic policies and investments are in place to reduce large inequalities and generate decent jobs. A wide range of policies, including policies and regulatory frameworks that affect industrial organisation and business models, play a key role in determining how growth translates into job creation, poverty reduction and more equitable well-being outcomes. In 2019-20, the Centre contributed to international efforts at developing inclusive business models. In particular, it took a leading role in promoting a collaboration of academics and international organisations in the Global Forum on Law, Justice and Development to advance the uptake of the Human Centred Business Model (HCBM). The project’s partners are promoting the piloting of the HCBM with interested policy makers to identify ways they can shape the business ecosystem to promote the inclusion of environmental, social and governance objectives in companies’ business models.

26. The proposed work for 2021-22 will follow two lines of enquiry: (a) portraying different segments of society to better understand how public policies can improve the quality of people’s life; and (b) identifying effective policies for youth employment, especially for rural youth. On the first area, specific attention will be paid to the characteristics and related needs of the middle class, compared to that of the bottom forty and top income earners in developing countries.
This work will benefit from and contribute to the EU Facility on Development in Transition in Asia. The work on youth employment will leverage the G20 Initiative for Rural Youth Employment and other relevant initiatives and work undertaken by other international and regional organisations (e.g. IFAD, AU) by looking at how the agriculture and food sector can act as a key driver for rural economies. Specific attention will be devoted to the potential of agro value-chain development for employment that meet youth aspirations and respond to the changing food demand in developing countries.

**FINAL OUTPUTS**

**A3.1. Evidence-based policy recommendations [subject to VC]**

- Policy recommendations on advancing rural youth employment, supported by a policy brief (A3.2.1.), with a view of developing a Policy Statement by the Governing Board [subject to VC].
- Policy recommendations on inclusive policy-making in Asia, supported by policy brief (A3.2.2.), with a view of developing a Policy Statement by the Governing Board [subject to VC].

**A3.2. Policy briefs on rural youth employment and inclusive societies [subject to VC]**

- One policy brief on rural youth employment to translate research findings into concrete policy directions [subject to VC].
- One policy brief on inclusive societies in Asia to translate research findings into concrete policy directions [subject to VC].

**Intermediary Outputs**

- Experts’ meetings to prepare the policy recommendations on rural youth employment and on inclusive policy-making.
- Three issue papers on: (i) inequality, (ii) rural youth employment, and (iii) informal employment in Asia.

**A4. Migration and Development**

27. During the PWB 2019-20, international and internal migration took centre stage on in the international political agenda. The response and global governance of international migration has become one of the most pressing policy challenges. The number of international migrants worldwide reached 272 million in 2019, up from 173 million in 2000. In addition, the total number of international refugees and asylum seekers was estimated at 29 million in 2018. Such migration has had important lasting impacts on global wealth, including a surge in remittances to developing economies (USD 550 billion in 2019, or 78% of all remittances). The COVID-19 crisis has in fact further exposed the vulnerability of certain migrants, the centrality of remittances and diaspora engagement as an effective lifeline for social protection and development in origin countries, but also the crucial importance of migration, and migrants, as a key cog in the socio-economic well-being of sending and receiving economies, including the need for certain skills, notably related to medical and care professions and food security.

28. The Centre’s work contributes to address these challenges in three ways: (i) by supporting global processes, notably through the Policy Dialogue on Migration and Development (PDMD), and partnering with the United Nations Network on Migration (UNNM), Global Forum on Migration and Development (GFMD) and Global Knowledge Partnership on Migration and Development (KNOMAD); (ii) by producing data and analysis on how migration...
contributes to development, including in South-South migration contexts and partnering with the African Union (AU) and the International Forum on Migration Statistics (IFMS) amongst others; and (iii) by examining the interplay between migration and sectoral policies to help countries integrate migration into their development strategies (e.g. through the Migration and Development Policy Reviews).

29. The Centre’s work will focus on three main questions: (a) What are the main drivers of migration?; (b) How does migration, including remittances, diasporas, return migration and immigrant integration affect the development of countries of origin, destination and transit?; and (c) How can a coherent policy framework enhance the contribution of migration to development? By addressing these questions, the Centre aims to provide its members and partners with a better understanding of the links between migration (notably South-South migration) and development and with practical policy tools to enhance the contribution of migration to development.

**FINAL OUTPUTS**

A4.1. Policy Dialogue on Migration and Development (PDMD) [subject to VC]
- Two meetings (one per year) of the PDMD on priority issues related to migration and development [subject to VC].

A4.2. Evidence-based policy recommendations and supporting reports on migration and development [subject to VC]
- Policy recommendations based on the Centre’s co-chairmanship of the KNOMAD group on youth, migration and development.
- Up to two reports on migration and development (on South-South migration, on Africa) [subject to VC].
- A Migration and Development Policy Review [subject to VC].

**Intermediary Outputs**
- Issue papers and background notes for the PDMD.
- Three supporting policy briefs [subject to VC].
- Two papers on South-South migration [subject to VC].

**B. Competitive Economies**

30. The prevailing geopolitical tensions, coupled with new forms of trade and investment policies and the technological and digital revolutions continue to redefine the competitive landscape for developing economies. The pressing need to reduce greenhouse gases and global warming and halt the deterioration of the natural environment bring about additional challenges that will reshape the economy and society. The development outcomes resulting from these trends depend on the combination of human, natural resources, technological and infrastructure endowments, as well as industrialisation and rural-urban transformation processes characterising each country. If properly harnessed and supported, these transformations hold the potential to deliver higher and more sustainable levels of development. This will require long-term and adequate financing, combined with access to knowledge,
technologies and partnerships and effective institutional capacities to handle such deep transformations, at the national and local level.

31. The competitive economies workstream focuses on three main areas: (a) innovation and production transformation for development; (b) natural resource-based development, with a focus on transitioning fossil fuel economies to a low-carbon future; and (c) infrastructure and rural-urban linkages. In close co-ordination with the Governing Board, these activities will inform the policy dialogue initiatives on Production Transformation, GVC and Development and on Natural Resource-Based Development, and a new initiative focussed on rural-urban linkages and intermediary cities. The work on innovation and production transformation will pay particular attention to: (i) how digital technologies and renewables can act as drivers of sustainable development; (ii) what institutions, financing and tools better enable innovation in developing countries; and (iii) how national quality infrastructure systems (metrology and standards) can increase their competitiveness. Two new features will further strengthen the Centre’s contribution to supporting transitions to low-carbon and resilient development pathways. On the one hand, building on the 2017 HLM Policy Statement on Natural Resource-based Development, the Policy Dialogue will look into options for promoting a virtuous cycle of environment and growth for a sustainable transition in countries that rely heavily on fossil fuels as the main source of energy. On the other hand, the work on rural-urban linkages will assess the role of intermediary cities in promoting adaptation to climate change.

Expected Outcomes

32. Activities aim at achieving one or more of the following:

- Support reforms for structural transformation, by applying innovative tools (e.g. PTPRs) or translating and adapting OECD tools.

- Increased government understanding on how to decarbonise fossil fuel production, while smoothing the transition to a low-carbon economy and a more sustainable energy mix.

- Improve the quantity, quality and inclusiveness of infrastructure and the development of intermediary cities.

Collaboration

33. This workstream collaborates with several OECD Directorates (CFE, CTPA, DAF, DCD, GRS, SDD, STI, TAD) and international organisations (AUC, Regional Economic Commissions, UNCTAD, UCLG, HABITAT, UNIDO, WTO, WBG). Collaboration with other relevant institutions (e.g. IEA, IRENA, OPEC, AREI) will be explored.

B1. Innovation and Production Transformation for Development

34. Development is at a crossroad. The changes in the global geopolitical landscape, the fast development and diffusion of digital technologies and the new demands for sustainable and inclusive growth are reshaping the global development landscape and are challenging traditional development pathways. The COVID-19 health emergency not only has revealed long-standing structural vulnerabilities in developing countries, but has also highlighted that the density, breadth and variety of industrial systems play a key role for preparing and delivering quick responses to national and global (health) emergencies and long-term resilience. While structural change, i.e. the shift from low productivity to high productivity activities, will remain a key feature of successful development trajectories, how to do it in a sustainable, inclusive and resilient way remains an open question. Trade, investment, innovation, infrastructure and territorial development are key development drivers and the SDGs provide clear targets in these areas (Goals 8, 9, 10, 12 and 13 explicitly target production transformation). Achieving them will require, on the one hand, collective actions and, on the other hand, improved national strategies.

35. The Centre will continue to provide forward-looking policy advice for developing countries and their partners by: (1) implementing city, regional and country specific policy reviews through the Production Transformation Policy Reviews (PTPRs), which have been adapted to support countries in responding to the economic consequences of COVID-19 and will continue to do so upon countries’ request; (2) fostering peer-learning and knowledge-sharing through the OECD Initiative for Policy Dialogue on GVC, Production Transformation and Development and (3) carrying through the OECD Initiative for Policy Dialogue on GVC, Production Transformation and Development and (3) carrying
out frontier research on new competitiveness drivers, including industry 4.0, innovation and start-ups, resilient supply chains and territorial development (in the framework of the EU Facility on Development in Transition in Asia) as well as financing for economic transformation. In doing so, the Centre will continue to rely and expand its partnerships with member-countries and international organisations (e.g. UNCTAD, UNIDO, ECA, ECLAC).

**FINAL OUTPUTS**

**B1.1. Policy Dialogue on GVC, Production Transformation and Development (PD-GVC) [subject to VC]**
- Four Plenary Meetings of the OECD Initiative for Policy Dialogue on GVC, Production Transformation and Development [subject to VC].
- One Working Group (WG) on Post-COVID-19 Industrial Systems and Developing Countries.

**B1.2. Production Transformation Policy Reviews (PTPRs) [subject to VC].**
- Up to four Production Transformation Policy Reviews (PTPRs) and a Peer-Learning Group meeting per PTPR, back to back to the Plenary Meetings of the PD-GVC [subject to VC].

**B1.3. Research on innovation and development [subject to VC]**
- One report on the changing innovation policies in China and implications for developing economies [subject to VC].

**Intermediary Outputs [all subject to VC]**
- One issue paper on the 40 years of innovation in China and lessons for developing economies [subject to VC].
- Documents with the key outcomes of the four Plenary Meetings of the OECD Initiative for Policy Dialogue on GVC, Production Transformation and Development.
- Up to three policy notes and one synthesis report of the Working Group (WG) on Post-COVID-19 Industrial Systems and Developing Countries [subject to VC].
- Three issue papers on: (i) current demands and future scenarios for Asia, (ii) resilient supply chains, and (iii) start-ups in Asia [subject to VC].

**B2. Natural Resources for Development and Transition to a Low-Carbon Economy**

36. With the COVID-19 outbreak the world is experiencing a drop in energy demand seven times the decline after the 2008 financial crisis (IEA, 2020). While demand for fossil fuels has been falling due to reduced levels of trade, travelling and the overall lockdown, low-carbon technologies are expected to extend their lead as the largest source of global electricity generation, reaching 40% of the power mix in 2020 (IEA, 2020). Multilateral banks, donors and long-term investors have shifted away from financing high-carbon sectors.

37. This trend coupled with the plunge in the price of oil force to rethink how to sustain low-carbon development pathways in a new macroeconomic environment, taking into account the increased vulnerability of fossil fuel economies. The oil price collapse might affect many countries’ ability to respond to the pandemic, as in many oil exporting developing countries oil exports account for as much as 60 percent or more of fiscal revenue – in some cases above 90 percent.

38. While the situation might change, emerging and developing economies that are still heavily reliant on fossil fuels as the main source of energy need to consider a new toolbox to manage a sustainable transition to a low-carbon future in a virtuous cycle of environment and growth and build their resilience to external shocks. In fact, depending
on their nature, the responses to the COVID-19 crisis may also affect the pace of the structural changes required to sustain the low-carbon transition.

39. At its Fifth High-Level Meeting (HLM) held on 21 May 2019, the Members of the Governing Board invited the OECD Development Centre to “help design transformational development strategies aligned with the 2030 Agenda focusing on sustainable transition of natural resource-rich developing countries towards a low-carbon economy and better integration into global value chains”.

40. The OECD Development Centre will respond to this request, by refocussing the activities of the Policy Dialogue on Natural Resource-based Development towards scaling up work to support the low-carbon energy transition in resource-rich countries, with the objective of identifying economically, shock-proof and socially viable policy options available to economies with energy-intensive resource-based industries. It is anticipated that the work will be structured around four pillars: (i) enabling policy and regulatory frameworks, (ii) technology, (iii) financing; and (iv) transformational development strategies towards a low-carbon economy. This work will benefit from the established Policy Dialogue platform at the level of governments, SOEs, the private sector, NGOs, and multilaterals. It will also seek to bring together different strands of work across the OECD, including on inefficient fossil fuel subsidies that encourage wasteful consumption as part of a wider toolbox.

41. While endorsing the Guiding Principles for Durable Extractive Contracts [DEV/GB(2019)17/REV1], the Governing Board invited the OECD Development Centre to actively promote the Guiding Principles, particularly in the negotiation of extractive contracts; to share best practices and innovative approaches in the negotiation of balanced extractive contracts; to collaborate, as appropriate, with partner organisations on the use of the Guiding Principles; and to review the experience with the Guiding Principles and considering possible adjustments over time. The Policy Dialogue will continue exploring opportunities for promoting the Guiding Principles and track implementation efforts.
FINAL OUTPUTS

B2.1. Policy Dialogue on Natural Resource-based Development (PD-NR) [subject to VC]
- Four Plenary Meetings of the Policy Dialogue on Natural Resource-based Development [subject to VC].

B2.2. Thematic Dialogue Platform on the Low-Carbon Transition [subject to VC]
- One Multi-Stakeholder Working Group on transitioning fossil fuel economies to a low-carbon future.

B2.3. Framework on a Just Low-Carbon Transition [subject to VC]
- A Guidance Framework on transitioning fossil fuel economies to a low-carbon future [subject to VC].

Intermediary Outputs [all subject to VC]
- Documents with the key outcomes of the four Plenary Meetings, including its thematic dialogues on commodity trading and durable extractive contracts.
- Three analytical reports on:
  - Fiscal mechanisms to incentivise fossil fuel decarbonisation [subject to VC].
  - Technological solutions for the low-carbon energy transition [subject to VC].
  - Filling the investment and financing gap: leveraging state-owned enterprises’ investment strategies and reform of inefficient fossil fuel subsidies that encourage wasteful consumption [subject to VC].

B3. Infrastructure and Urban-Rural Linkages

42. Infrastructure and connectivity gaps pose significant and persistent impediments for developing countries’ efforts at increasing competitiveness, achieving social inclusion and responding to the impacts of climate change and natural disasters. The issue has gained increased international attention, notably with the adoption in 2019 of the G20 Principles for Quality Infrastructure Investment (QII). The COVID-19 crisis highlighted the essential role of infrastructure for economic activities and social services notably health, water, sanitation, energy, transport and ICTs. Several infrastructure sectors experienced multiple negative impacts including the overloading of the health sector, demand shocks in transportation due to mobility restrictions, project development interruptions and supply chain disruptions, and energy sector shocks due to a significant drop in oil prices. Ensuring business continuity and operational resilience while leveraging further the role of technology and innovation, and rethinking the infrastructure priorities and effectiveness will be essential for the post-COVID-19 recovery.

43. Building on its 2019-20 work, including in the framework of the OECD horizontal project, the Centre will continue its analytical and policy dialogue work on infrastructure, notably regarding the aspects of sustainability (comprising debt sustainability), transparency, openness, economic efficiency, resilience, inclusiveness, and effective governance. In order to promote the implementation and the consolidation of the G20 QII Principles, also by reflecting on individual projects, the Centre aims at providing empirical analysis regarding the policies, tools and bottlenecks for addressing infrastructure gaps, taking into account rapid population growth, urbanisation and climate risks. The Centre will promote an informed dialogue with developing countries and their partners to expand the common understanding and the operationalisation of the G20 QII Principles and to identify affective approaches to accelerate investment in infrastructure and connectivity. This work will also build on and expand the Centre’s co-operation with the Africa’s Centre for Economic Transformation (ACET) and the African Union’s Development Agency (AUDA-NEPAD) to identify impediments and good practices for accelerating and scaling-up quality infrastructure investment in Africa.
44. Urbanisation is a transformative phenomenon, including for the lasting effects of cities’ infrastructure decisions. The current pace and patterns of urbanisation in many developing regions is quite different from other urbanisation experiences. In particular, intermediary cities are developing very fast and can play a key role for national development. Intermediary cities are those agglomerations that link metropolitan and rural areas. Two features make these cities key actors for development. First, their intermediation role is key for facilitating the flow of goods between rural and urban areas, providing markets for rural products, developing agricultural value chains, as well as for providing infrastructure and access to basic and financial services to a large share of the population. Second, intermediary cities are growing at an unprecedented rate. According to UN data, in Asia and Latin America, they are expected to contribute to urban growth by 38% and 32% respectively, while in sub-Saharan Africa this rate could reach 47%.

45. Intermediary cities are increasingly challenged by climate change and since recently, they have strived to face the severe consequences of the COVID-19. On the one hand, due to their strong connections to rural areas, intermediary cities are confronted with compounded effects of climate change. They have to cope with both the direct (floods, droughts, rising sea levels, etc.) and indirect effects of climate change on neighbouring rural areas (decrease in agricultural productivity, higher rural-to-urban migration, competition for natural resources, etc.). On the other hand, the fast population growth rate characterising these agglomerations is translating into an increasing demand for infrastructure and public services, both of which have been negatively impacted by COVID-19. Addressing this demand will require better urban planning and a large mobilisation of financial resources in order to provide infrastructure that is both low-carbon and resilient. Although these issues are not exclusive to intermediary cities, they tend to have a disproportionate policy outcomes on them. This follows from the fact that intermediary cities tend to have limited capacity to cope with the complexity and uncertainty that is inherent to climatic change and pandemics; and usually operate below the radar of national development plans and the support of international development partners.

46. To address these challenges, the Centre will work with UN-Habitat to develop Cities Connect. Cities Connect is an initiative that will engage with experts, policy makers, local governments and development partners, in order to reduce the large knowledge gap characterising intermediary cities and place their concerns at the appropriate level on the international development agenda. To this effect, it will explore ways to engage with and support the G20, building on relevant initiatives (e.g. on Sustainable Habitat through Regional Planning and on Quality Infrastructure for Regional Connectivity). It will also support authorities in developing countries to design strategies that tap on the assets and comparative advantages of intermediary cities.

47. Cities Connect is the result of the increasing work on rural-urban transformation carried out by DEV during the last years and benefits from multi-year financing support from Swedish International Development Cooperation Agency (Sida). During its initial phase, Cities Connect will focus on the channels through which climate change shapes the development of intermediary cities. It will carry out evidence-based analysis across intermediary cities in Southeast Asia, Latin America, and sub-Saharan Africa. Moreover, it will identify viable policy solutions that help intermediary cities to better adapt to new climatic patterns, as well as mitigating their impact on greenhouse emissions. The generated knowledge will be summarised in an OECD/UN-Habitat report.
C. New Perspectives for Development

48. In 2008, the weight of economic output produced by developing countries began exceeding 50% of global output in PPP terms. The Development Centre has been tracking the shift in global wealth and its impact on development, showing that the shift was structural and here to stay. The opening-up and integration of emerging economies in global markets created spillovers and new linkages to developing countries. New actors- public and private- have emerged, expanding the opportunities for partnerships, knowledge sharing and financing available to developing countries. Many countries benefited and seemed set on a path to economic convergence with the richest. However, economic growth is no longer quality growth: compared to early industrialisers, developing countries today are growing faster, but improvements in well-being outcomes have been much slower for the same rate of growth. Moreover, the global landscape that has supported their fast growth in the 2000s is becoming increasingly uncertain. The slowdown of global trade, the rise of protectionism and the backlash against migration have changed the narrative on globalisation. In addition, the emergence of new technologies and business models has brought new opportunities and challenges. Finally, the COVID-19 crisis has accelerated the need for countries to rethink their development models and for the international system to reconsider the adaptability of its current structure to respond to global shared challenges, as they all strive to build back better in a sustainable and resilient way. What does this imply for developing countries? How can development strategies and policies and the related national financing frameworks be adjusted? What is the evolving role of multilateral co-operation? How can the Development Centre leverage its unique membership and partnerships and contribute to strengthen knowledge sharing and co-operation to support the SDGs?

49. Against this background, the Centre will focus its efforts on three main areas: (a) Mutual Learning, Strategic Guidance and Institutional Priorities, leveraging the Governing Board and its subsidiary body and networks to advance mutual understanding amongst Members on their perspectives for development and to contribute to the international agenda; (b) Development in Transition, in a context of a changing and increasingly challenging global landscape, better understanding and building multilateral co-operation’s role to support countries in crafting their development pathways, including through knowledge-sharing, South-South co-operation, new partnerships and global joint efforts;
Expected Outcomes

50. The activities in this workstream will contribute to one or more of the following outcomes:

- Enhance DEV Members’ and OECD’s understanding of the new global economic context and related challenges and of countries’ policies and priorities, with a view to increase the coherence and positive impact of policies and of engagement.

- Help DEV Members and the international community better assess the multidimensional nature of development and of the development traps, the increasing relevance of global public goods and shared challenges, and identify adequate domestic and international responses.

- Contribute as appropriate to the OECD’s engagement on global development efforts, including within relevant UN, G7, G20 and other global and regional processes.

- Strengthen the engagement with non-governmental actors to promote greater mutual understanding on how to advance the 2030 Agenda for sustainable development.

- Enhance governments’ capacity to raise awareness and communicate about global development and the SDGs.

Collaboration

51. Co-operation will continue and be strengthened with the rest of the Development Cluster, building on respective mandates and comparative advantages, as well as with other OECD Directorates depending on the issues addressed.

C1. Mutual Learning, Strategic Guidance and Institutional Priorities

52. The successful implementation of the Centre’s work depends on: (i) the effective engagement of its Governing Board to enhance mutual learning and receive strategic guidance; (ii) co-operation with other Directorates and contributions to OECD’s horizontal activities, initiatives and institutional priorities; and (iii) participation in the international processes that shape the global development architecture.

53. The Secretariat will support the Governing Board (GB) to further strengthen its governance role and contribute to realising institutional priorities, while implementing the IDE Action Plan [DEV/GB(2019)20]. Adequate resources will be devoted to manage the Governing Board and its activities and achieve its objectives. The latter include, for example: fully realising the GB potential as an equal footing policy dialogue platform among countries at different levels of development; ensuring effective communication and engagement with delegates and capitals; preparing High-Level Meetings (HLMs) and Senior-Level Meetings (SLMs); implementing the GB oversight and strategic guidance functions; strengthening the engagement with the GB subsidiary body (Mutual Learning Group-MLG) and the policy dialogues and networks; organising consultation groups on the regional flagship reports; implementing and updating the membership and outreach strategy; implementing the action plan of the in-depth evaluation; preparing progress implementation reports and impact reports.

54. First, the Secretariat will continue to work closely with DEV’s Members to promote their active engagement and strengthen the Governing Board as a “policy dialogue platform”, i.e. a place where governments can advance their common understanding of global priorities, discuss issues where consensus may not exist yet and promote mutual learning. The GB-MLG will play a key role to discuss country reviews and experiences, distil lessons and promote exchange of good practices for the design and implementation of national strategies and policy reforms. Second, the Secretariat will work to strengthen the GB’s contribution to OECD horizontal initiatives (e.g. Inclusive Growth, Gender, Global Deal, Sustainable Infrastructure) and its engagement with the Development Cluster, the External Relations Committee (ERC) and programmes that aim to engage non-Members (e.g. regional and country
While fully acknowledging the different Memberships and mandates, the GB can support the OECD in (i) deepening its understanding of the implications of major global trends for sustainable development; and (ii) adapting and upgrading its analytical frameworks and policy tools to better respond to a world that requires new, multi-dimensional solutions. Third, the Secretariat will work with the GB to contribute to OECD efforts to support the international agenda and global development architecture, including by contributing to debates, triggered by the COVID-19 crisis, related to rethinking this architecture as well as relevant UN processes (e.g. LDCV), the G7/G20 development agendas, international and regional fora on South-South and Triangular co-operation. Finally, the Secretariat will support the GB to implement and update its Membership and Outreach Strategy (the 2020 updated version of [DEV/GB(2016)31/REV1]) and work with Member-Countries to seek resources to enhance LDC’s participation in the Governing Board, the policy dialogue networks and country-level analysis.

### FINAL OUTPUTS

**C1.1. Governing Board Meetings**
- Four Governing Board Meetings, of which up to two High-Level Meetings (HLMs).
- One Global Forum on Development (GFD) and Development Cluster Week [subject to VC].
- Implementation and Update of the Membership and Outreach Strategy.

**C1.2. Mutual Learning Group (MLG) meetings**
- Two annual meetings of the MLG-MDCR.

**C1.3. Contribute to OECD initiatives and global development architecture**
- Participation and contributions to UN (e.g. UNLDC-V), G7/G20 and regional processes (e.g. ASEAN, APEC, Pacific Alliance) and to South-South, Triangular and Multilateral co-operation agenda and initiatives (e.g. UNOSSC, SEGIB, BRI).
- Contribution to relevant OECD horizontal initiatives, regional and country programmes, and corporate communication on development.

**Intermediary Outputs**
- Several Bureau and Enlarged Bureau Meetings and related background documents, reports on the PWB implementation and impact.
- Informal working groups of the GB and regional flagships consultation groups meetings.
- Preparation of documents and discussions related to the GFD and Development Week, OECD Council (on development and on SDGs), Committees and Regional Programmes.
- Preparation of documents and discussions related to UN, G7/G20 and South-South, Triangular and Multilateral co-operation.

**Collaboration**

Co-operation will continue and be strengthened with the rest of the Development Cluster, building on respective mandates and comparative advantages, as well as with other OECD Directorates (e.g. OSG/SHPA, OSG/GRS, PAC, CES/EVIA). DEV will seek opportunities for greater engagement with other Committees (e.g. DAC, ERC) to share therein a development perspective.
Expected Outcomes

56. The Mutual Learning, Strategic Guidance and Institutional Priorities work stream will contribute to one or more of the following outcomes:

- Enhancing DEV Members’ and OECD’s understanding of development realities and of developing countries’ policies and priorities, to improve coherence and the positive impact of their external policies and engagement.
- Enhancing DEV Members’ and OECD’s understanding of global public goods and challenges to promote greater co-operation, partnerships and better global governance and coordination mechanisms.
- Updating DEV’s and OECD’s analytical frameworks and tools to account for the evolving international context and to better reflect the development dimension.
- Contributing to the OECD’s engagement on global development efforts, including within relevant UN, G7/G20 and regional processes.

C2. Development in Transition

57. Despite a series of positive economic outcomes over the past two decades, citizens’ discontent is on the rise in many countries, alongside increasing distrust towards globalisation and multilateralism. The economic geography has transformed, driven by a robust convergence rate across several countries. It has also brought about a new set of actors engaging in development and spurring new development finance flows. As countries have moved up the income ladder, development outcomes have generally improved, but not all citizens and regions benefitted equally. The emerging middle-classes in developing countries remain vulnerable and discontent has grown among citizens. Several observers are highlighting the fracture of the social contract and the emergence of anti-systemic political movements. Governments seem increasingly incapable of understanding people’s perceptions of their quality of life and of providing satisfactory responses. Weak state capacities combined with a lack of clear and participatory development strategies reduce the provision of quality public goods and services aligned with citizens’ needs. Discontent at the national level also risks eroding support for multilateralism and international co-operation and the fear of the impacts of globalisation hinders the willingness of countries to confront shared challenges through co-operation. It is still uncertain whether the COVID-19 crisis might exacerbate the distrust or promote further multilateralism.

58. Over the last two years, the Development Centre’s efforts on Development in Transition (DiT) have opened up a space for voices of change in international co-operation. The Governing Board as a DiT Platform has promoted a rich exchange of views on several topics, with the participation of international experts and country perspectives. Analysis has been carried out across countries to measure development differently, to look at national strategies and their role in international co-operation from a different perspective and to understand the value of different modalities and objectives in international co-operation. A core result of this work has been the need to undertake a more granular analysis of national development strategies, how they incorporate multi-dimensional development metrics and objectives, whether they are fit for purpose to today’s global challenges (including dealing with the post-COVID-19 world), whether they answer the well-being and participatory needs of all citizens and how they form the basis for engagement with the international community. Now the time has come to take stock of these initial efforts and to advance mutual learning on national development strategies and on the international partnerships and multilateral system that can best support national governments to deliver sustainable development, tackle discontent and rebuild a new social contract.

59. At the High-Level Meeting in 2019, DEV Members encouraged the Centre to continue “understanding the implications of Development in Transition for domestic policies and international co-operation, including a focus on inclusive production transformation in Asia”. Building on the achievements of 2019-20, the objective of Development in Transition over the next two years will be to continue feeding the debate driving the renewal of international co-operation, with a stronger focus on the interplay between national strategies and multilateral co-operation. To this end,
the Centre will leverage the Governing Board and the Mutual Learning Group to promote knowledge sharing on “national development strategies” and to exchange opinions on how to support governments – including through international partnerships- in building more inclusive and resilient development trajectories and social contracts.

60. In the framework of the COVID-19 crisis, work will be devoted to inform the international community’s efforts to devise policies and partnerships to respond, reset and rebuild better and contribute to the realisation of the 2030 Agenda for Sustainable Development. Discussions on how to foster and reinvigorate international co-operation and international policy coherence have been at the centre of the debate amongst DEV Members. This should continue in the aftermath of the COVID-19 crisis by promoting mutual learning on the recovery, including by looking at national development strategies and their financing and by extracting lessons for enhanced coordination and innovative forms of co-operation, which combine different skills and capacities and are more suitable to today’s global challenges.

### FINAL OUTPUTS


- Policy discussion in the GB and MLG of national strategies for inclusive and resilient development supported by national presentations and case studies.
- Analysis of country-specific experiences to align international partnerships to national development strategies [subject to VC].
- Policy discussions on the importance and challenges of governing global public goods [subject to VC].

**Intermediary Outputs**

- Internal discussion events; collaboration with external experts.
- Background papers and analysis, including on South-South and Multilateral co-operation [subject to VC].

**Collaboration**

61. Co-operation will continue and will be strengthened with the rest of the OECD, in particular with SDD, WISE, CTPA, CFE, but also within the Development Cluster, building on respective mandates and comparative advantages and depending on the issues addressed.

**Expected Outcomes**

62. The Development in Transition efforts will aim at:

- Helping DEV Members and the international community to better understand and build links between the policy context, at the national, regional and global levels, with a view to drive a future change of international co-operation, and in particular to shape new partnerships for the future, including in relation to global public goods.
- Stimulating thinking and debate amongst governments and other development actors across the need to reshape partnerships for improving development.

**C3. Partnerships and Networks**

63. The Development Centre’s Partnerships and Networks (EMnet, netFWD, DevCom) allow the Centre to engage a broad range of state and non-state actors in discussing the results and policy implications of its analysis. In 2021-22, the Centre will continue to leverage its convening power and global networks of private and public
organisations to address the challenges related to the implementation of Agenda 2030, with particular attention to non-income poverty and rising inequalities and the role of non-state actors in advancing sustainable development.

64. Efforts will focus on deepening the thematic discussions. EMnet will promote dialogue and discussions with the private sector on efforts to incorporate sustainable development into their corporate strategies, and to understand how public policies can support sustainable economic growth post-COVID-19. DevCom will continue to promote an exchange of good communication practices, while supporting countries and international organisations in strengthening and applying new narratives on multilateralism, the SDGs and international development co-operation in the post-COVID-era. netFWD will promote new collaborations among foundations working in developing countries and further develop the activities of its three thematic working groups on education, gender and health, including a series of events on how philanthropy can better respond to the COVID-19 crisis. The Centre on Philanthropy will continue to contribute to the increasing demand for more and better data and analysis on global philanthropy for development including on short-term and mid-term philanthropic strategies to support post-COVID-19 economic and social recovery in developing countries.

Collaboration

65. The Centre’s Networks closely co-operate with several OECD Directorates (e.g. EDU, ELS, DAF, STI, and DCD), international organisations (e.g. UNDP, regional development banks), universities, private sector entities, think tanks and other relevant stakeholders. Within the OECD, netFWD will continue its collaboration with DCD on capturing philanthropic financial flows and mobilising private resources for development and will continue to collaborate with EDU and ELS for its working groups on education and health. DevCom will collaborate with DCD, particularly in the context of DAC peer-reviews, linking with EvalNet to promote more evidence-based communication, campaigns and accountability. EMnet will continue to co-operate with other OECD directorates (e.g. SGE, SDD, STI, DAF) to strengthen the dialogue on and understanding the role of the private sector in promoting sustainability and inclusiveness in emerging markets and supporting sustainable economic growth in the aftermath of COVID-19.

Expected Outcomes

66. The Partnerships and Networks workstream aims at strengthening the Centre’s mutual engagement with non-state actors as well as with development communicators, to promote effective communication and inform public opinions on global development and the SDG implementation. The main expected outcomes of this work include:

- Influencing business strategies and the private sector engagement in development by providing relevant outputs and recommendations in line with DEV’s priorities and the work of its regional teams, including on issues related to the implementation of the Agenda 2030.

- Engaging more strategically and more systematically with foundations in support of the Agenda 2030 and on key topics central to DEV, such as gender, enabling them to achieve development objectives faster and with greater impact, and building on better data and analysis of the role of philanthropy as a partner and enabler to achieve the SDGs.

- Enhancing the capacity of governments, bilateral and multilateral donors as well as of foundations and companies to understand the diversity of development narratives and pathways and engage with citizens and stakeholders as development actors- not just audiences- with a view to raise awareness and effectively communicate about global development, resilience and the SDGs.

C3.1. The Emerging Markets network (EMnet)

67. EMnet is a platform for dialogue and networking between OECD-based multinationals and their counterparts from emerging markets, which fosters interaction between high-level officials, top executives from mature and emerging economies, and OECD experts. Members of the Network contribute with a membership fee to the implementation of its programme of work. EMnet aims to strengthen the engagement of the private sector in the work of the Centre and throughout the OECD. Thematic working groups discuss cross-regional topics of mutual interest.
EMnet produces unique analysis in the form of publications to highlight lessons, business trends, possible investment risks and opportunities in emerging markets from a private sector’s perspective.

<table>
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<tr>
<th>FINAL OUTPUTS</th>
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<tbody>
<tr>
<td><strong>C3.1.1. EMnet meetings [subject to VC]</strong></td>
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<tr>
<td>- Six EMnet meetings (three each year), virtual or in-person, on doing business in emerging markets and on themes relevant to members and to DEV such as digitalisation, sustainability and green economy [subject to VC].</td>
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<tr>
<td><strong>C3.1.2. Two EMnet publications [subject to VC]</strong></td>
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<tr>
<td>- Up to two publications (released yearly) on business views from emerging markets [subject to VC].</td>
</tr>
<tr>
<td><em>Intermediary Outputs</em> [all subject to VC]</td>
</tr>
<tr>
<td>- Two Thematic Working Groups on cross-cutting topics, based on member interests, including for example on digitalisation, sustainability and green economy [subject to VC].</td>
</tr>
<tr>
<td>- Ad-hoc regional meetings virtual or in-person (up to one per year) organised in co-operation with local EMnet members and/or other institutions, targeted events and webinars with groups of companies [subject to VC].</td>
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**C3.2. Network of Foundations working for Development (netFWD)**

68. NetFWD is a global network of foundations committed to optimising the impact of philanthropy for development. NetFWD promotes dialogue between foundations and other development actors, creates opportunities for multi-stakeholder partnerships and develops guidelines and tools that can help making the most of foundations’ potential in development. NetFWD will work closely with the OECD Centre on Philanthropy to bring together relevant efforts from existing research centres and projects, expand the OECD database, and provide data, research and analysis on global trends and impact of philanthropy for development. Synergies with the Centre on Philanthropy will specifically include: (i) expanding the number of foundations statistically reporting to the OECD (including from emerging markets) through netFWD’s contact list; (ii) gathering netFWD members’ insights and expertise on a continuous basis to inform the Centre on Philanthropy’s research orientations and outputs; and (iii) building on netFWD’s strong connections within the philanthropic sector to disseminate the research outputs, and increase the external visibility of the Centre on Philanthropy. The 2nd edition of the Private Philanthropy for Development Report will map where foundations aim to focus their support in 2020 and 2021 (countries and thematic areas), strategies to support post-COVID-19 recovery and how they are adapting their way of working with their partners.
C3.2.1. netFWD annual meetings [subject to VC]
- Two netFWD annual meetings (one per year) [subject to VC].

C3.2.2. 2nd edition of the Private Philanthropy for Development Report [subject to VC]
- One report on data and emerging trends in philanthropy for development, including analysis on mid-term philanthropic strategies to support post-COVID19 economic and social recovery in developing countries [subject to VC].

C3.2.3. Experts’ consultation of the Centre on Philanthropy [subject to VC]
- One experts’ consultation of the Centre on Philanthropy with lead institutes and research centres working on philanthropy and development [subject to VC].

Intermediary Outputs [all subject to VC]
- Six thematic working groups meetings on education, health and gender (one annual meeting for each thematic working group per year) [subject to VC].
- Data collection: the Centre on Philanthropy will seek to increase the amount and quality of data on philanthropy for development [subject to VC].

C3.3. OECD Development Communication Network (DevCom)

DevCom is a unique international platform hosted by the Development Centre for development institutions (bilateral and multilateral) to share lessons, explore trends and collaborate on communications strategies and campaigns, in order to engage citizens for sustainable development, and to build public awareness and support for international development efforts. The Centre has provided a secretariat function to this network since the early 2000s. Members of the Network contribute with voluntary contributions to implement its programme of work. During the PWB 2021-22, DevCom will promote and continue to improve good communication practices through the Toolkit for Sustainable Development Communicators, updating its analysis and dialogue with new insights on communications in the post-COVID19-era. DevCom will also facilitate partnerships in development communications among different stakeholders and regional groups. Since 2017, DevCom has been broadening its engagement with civil society and the private sector, and with regional and multilateral organisations.
D. Regional and National Analysis

70. The Centre will continue reinforcing its regional activities with Africa, Latin America and the Caribbean (LAC) and Emerging Asia and Southeast Asia. Selective engagement with other regions will be explored, notably with South-Eastern Europe and Eurasia. The main analytical components are the annual regional flagship reports, such as outlooks and the Revenue Statistics. The analysis provided by these reports aim to raise awareness of major development challenges in each region, identify policy responses, including through exchanges of experience amongst countries, and help frame OECD advice and regional initiatives. To enhance their relevance and policy impact, these reports are produced with regional organisations and the choice of their annual focus is jointly agreed. The Centre will carry out, on a demand basis, Multi-Dimensional Reviews of countries (MDCRs) or regions to support governments in the design of strategies and policies for sustainable development. Emphasis will be placed on the participatory development of reforms proposals and on implementing monitoring and peer-learning partnerships in countries that have already undertaken Reviews. The MDCRs will be discussed in the framework of the Governing Board’s Mutual Learning Group (MLG).

71. These activities will contribute to advancing the mandates received at the 2019 High-Level Meeting (HLM), building on the proposals presented in [DEV/GB/RD(2019)6]. In Africa, the Centre will deepen analysis on the financing of public policies and support the African Union to advance an international dialogue on mobilising investment for development. In Latin America, the main focus will be on informality and the development of a new social pact. In Asia, the Centre will deepen analysis on ASEAN integration/development efforts and explore the implications of Development in Transition, including a focus on inclusive production transformation. Some of these themes can also be discussed in the MLG, building on the successful experience with approaches to tackle informality. The economic and social consequences of COVID-19 will also be reflected in the outputs of the regional work when relevant.

Expected Outcomes

72. Activities in the regional and national analysis work stream will each contribute to achieving one or more of the following outcomes:

- Improved understanding of the drivers of sustainable development in the region’s economies and of the strategies and policies that can better unlock the development potential.
- Governments’ design and implementation of better policies that place well-being and multi-dimensional development at their core.
• Identification of governments’ effective ways of promoting reforms that steer economic transformation, promote entrepreneurship and spur growth paths that are economically, socially and environmentally sustainable.

• Improved quality and comparability of national statistics, especially on revenues and expenditure, to help governments assess their revenue sources and implement better fiscal policies.

**Collaboration**

73. Several OECD Directorates are regularly involved in the preparation of regional economic reports. Revenue Statistics are jointly produced with CTPA. The Multi-dimensional Reviews are conducted with ECO and SDD and other Directorates depending of the policy reforms discussed in each Review. In terms of external partners, the Centre collaborates with the UN Regional Economic Commissions, the European Union, regional development banks (e.g. ADB, CAF, and IDB), the African Union and other regional organisations (e.g. ASEAN, ERIA) as well as with regional tax organisations and national revenue and statistical offices.

**D1. Africa**

74. Africa needs to accelerate its productive transformation to create more quality jobs. Lack of economic diversification and regional integration makes African countries more vulnerable to shocks, such as the COVID-19. The continent has experienced the second fastest economic growth rate in the world from 2000 to 2018 (4.6% annually) as a result of improved macroeconomic management in most countries, strong demand for commodities and sustained financial inflows. However, prior to COVID-19, in 2019, the continent had already experienced a slowdown in growth and poverty reduction overall, although with large differences among countries. The current crisis could erase years of development gains. Confronted with a fast-growing population and a rapid urbanisation process, most African countries need more than ever to sustain high growth over a longer period and make it more job-rich and inclusive. The achievement of the dual goal of higher growth with higher employment generation will require strengthening Africa’s productive structures (AUC/OECD, 2019), harnessing digitalisation for creating jobs, achieving Agenda 2063, and broadening the sources of financing economic and social infrastructure (AUC/OECD, 2019), through greater domestic resource mobilisation and better coordinated support from development partners. Ongoing continental integration initiatives can also be a game-changer with the right policies in place.

75. In that context, the priority of the Centre’s continental work is to support the African Union (AU) and Pan-African institutions, in particular in the areas of statistics, policies for economic and social development, and mutual learning on policy implementation. To that purpose, the Centre will continue to work on Africa’s Development Dynamics (AfDD), the continental report jointly produced with the African Union Commission (AUC) and other relevant partners, and on the Revenue Statistics in Africa. Mindful of the COVID-19 pandemic, the AfDD report will include a dedicated note highlighting its effects on the continent’s economies and key policy recommendations.

76. In line with the mandate received at the 2019 High-Level Meeting (HLM), the Centre will deepen its engagement with African governments, organisations and non-state actors and will expand its work on investment and financing policies in Africa at continental, regional and national levels. More precisely, the Centre will establish a “Roundtable on Investment and Productive Transformation” (provisional title) to build mutual understanding and trust among the Centre’s long-standing partners, such as the African Union Commission and its development agency (AUDA-NEPAD), the Regional Economic Communities, African high-ranking government representatives and their global partners – including the G20. It will also leverage its relationship with African Member-Countries to promote regular policy debates in the Governing Board that address the shared priorities of the Members, of the African Union and of the African Regional Economic Communities. The Centre will seek synergies with its work on domestic resource

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mobilisation, undertaken in partnership with CTPA, African institutions and their development partners, and on financing infrastructure and connectivity (see B3.1 and B3.2). Domestic resource mobilisation, including tax and other sources, remains a crucial area for financing Africa’s development, and deepening its continental integration agenda.

### FINAL OUTPUTS

**D1.1. Africa's Development Dynamics (AfDD)**
- Two editions of Africa’s Development Dynamics (AfDD) report.
- Two launching events of the report in Africa and two launching events outside Africa in the framework of high-level events.

**D1.2. Revenue Statistics in Africa [subject to VC]**
- Two editions of Revenue Statistics in Africa and related launch events.

**D1.3. International Economic Fora on Africa [subject to VC]**
- Two editions of the Forum jointly organised with the African Union Commission.

**D1.4. Roundtable on Investment and Productive Transformation [subject to VC]**
- Up to four policy dialogue meetings organised in collaboration with the African Union and Regional Economic Communities and a high-level event with the G20 on investment for connectivity and regional integration [subject to VC].

**Intermediary Outputs**
- Thematic policy briefs articulated around the Roundtable’s work streams [subject to VC].
- Experts’ meetings and Governing Board’s Informal Consultation Group meetings in preparation of the regional flagship report; as well as policy dialogues on rural development/rural-urban linkages, well-being indicators, revenue statistics, etc. [Some meetings could be conducted virtually, depending on the evolution of COVID-19].

### D2. Asia and the Pacific

77. Growth in Emerging Asian economies has been moderating recently, but the region’s performance is expected to be robust in the medium-term. The resilience of domestic demand, particularly private consumption, has fuelled the growth momentum in the region. The recent near-term policy challenges include the strengthening of effectiveness of monetary policy, disaster resilience initiatives, and policies towards digitalisation, such as upgrading education for the digital era, providing sufficient ICT infrastructure and increasing access to ICT tools.

78. Taking into account the importance of macroeconomic and structural policies, the Centre’s activities on Asia build around the Economic Outlook for Southeast Asia, China and India, the annual Asian Regional Roundtable (jointly organised with AMRO, ADB, ADBI, and ERIA), and thematic work on financial market development. The Economic Outlook for Southeast Asia, China and India and Update of the Outlook together provide a platform for addressing macroeconomic trends, developments in regional integration, cross-cutting policy issues and country-specific structural policy challenges. Each edition discusses recent progress in regional challenges in key policy areas, including trade in goods and services, investment, connectivity, social and environmental co-operation. The thematic focus of forthcoming editions of the Economic Outlook for Southeast Asia, China and India will be discussed with the Governing Board, the delegations of Southeast Asia Regional Programme, and at future meetings of the Outlook Consultation Group. These topics are selected to be closely aligned with each year’s the ASEAN/East Asia Summit agenda. The 2021 edition of the Outlook will be related to the impact of COVID-19 outbreak, proposed by the government of Viet Nam. The 2022 edition of the Outlook will feature a thematic topic connected to the agenda of the 2022 Summit, which will be hosted by Brunei Darussalam.
79. The thematic focus of the Outlook in 2021-22 and the thematic work would be on the following priority actions:

- **The rapid spread of COVID-19 has been affecting economic and social conditions in Emerging Asia.** Economic growth, which was already weakening before the outbreak, is facing significant downward pressure in 2020 and will weaken further. The pandemic will likely affect the financial markets and the banking sector, and will weaken trade flows. Impacts on firms and the labour market are already apparent. Immediate healthcare responses and lockdown measures have been trying to curb the spread of the virus. Timely policy responses in healthcare and the labour market, combined with appropriate monetary and fiscal policies, will be critical. Further assessment of the economic implications of lockdown and curfew measures will be needed. Addressing medium-term challenges, including maximising the use of digitalisation and further strengthening regional co-operation, will also be important.

- **Structural reform is critical for driving continued robust and sustainable growth in Emerging Asia.** Over the medium- and longer-term, policy strategies that will enable institutions to drive productivity growth, movement into higher value-added aspects of manufacturing and modern services, and development of financial systems will be essential. The national development plans of Emerging Asian countries identify priority areas to be addressed by structural policies. The region's wealthier economies tend to place emphasis on the necessary sustainable growth to make that transition; targets in these countries include quality and increased investment in innovative activities and human capital development. The region's less developed countries tend to accord greater importance to fundamental development factors, such as the provision of basic public services and infrastructure.

- Thematic work on financial market includes financial deepening and macroeconomic impact on financial market development.

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<tr>
<td><strong>D2.1. Economic Outlook for Southeast Asia, China and India and Update of the Outlook</strong></td>
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<tr>
<td>- Two editions of the Economic Outlook for Southeast Asia, China and India (in Q3/Q4).</td>
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<tr>
<td>- Two editions of the Update of the Outlook (in Q1/Q2).</td>
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<tr>
<td>- Two launching events of the report in the framework of high-level events (ASEAN/East Asia Summit).</td>
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| **D2.2. Revenue Statistics in Asia [subject to VC]** |
| - Two editions of Revenue Statistics in Asia and related launch events [subject to VC]. |

| **D2.3. Asian Regional Roundtables and International Economic Fora on Asia [subject to VC]** |
| - Two Asian Regional Roundtable on Macroeconomic and Structural Policy Challenges in Asia [subject to VC]. |
| - Two International Economic Fora on Asia [subject to VC]. |

| **D2.4. Contribution to the OECD Southeast Asia Regional Programme (SEARP)** |
| - Active participation and contribution to the SEARP and its activities. |

| **D2.5. Report on Financial Market Development in Asia [subject to VC]** |
| - One report on financial market development in Asia [subject to VC]. |

**Intermediary Outputs**

- Thematic/area studies in preparation of the Outlook [subject to VC].
Experts’ meetings and Consultation Group meetings in preparation of the Outlook; as well as policy dialogues on financial market development, rural development/rural-urban linkages, well-being indicators for Asia, revenue statistics in Asia, etc. [Some meetings could be conducted virtually, depending on the evolution of COVID-19].

D3. Latin America and the Caribbean

The COVID-19 pandemic is having unprecedented socio-economic consequences in Latin America and the Caribbean (LAC), accentuating an already complex situation characterised by structural development traps as discussed in the Latin American Economic Outlook (LEO) 2019 on Development in Transition. The region entered the COVID-19 crisis with the majority of the countries presenting low growth potential and uprising social discontent, which resulted in massive protests at the end of 2019 that were driven by stronger demands for better public services and standards of well-being overall.

The Latin American Economic Outlook 2020 – jointly produced with CAF, ECLAC and the European Commission – highlights the current macro-structural challenges and the policies responses to the COVID-19 crisis. Its thematic focus looks at the role of digital transformation to confront the crisis and foster development, emphasising the role of national policies and international partnerships.

In this context, the next editions of LEO and the broader work of the Centre on Latin America and the Caribbean will address some of the following issues from a global, regional and national perspective, with a view of deepening the knowledge on the development dynamics in the region and inform public policies and international partnerships:

- **Building a new social pact:** The aftermath of this crisis must be turned into an opportunity to build a new social pact, putting well-being at the centre, based on stronger social protection systems, better healthcare, more robust and inclusive public finance and effective implementation of inclusive development strategies.

- **Towards better state capacities:** Tax revenues remain low in most LAC countries when compared to OECD levels (Revenue Statistics in Latin America, 2020), limiting the capacity to mitigate the socio-economic consequences of COVID-19 crisis and to finance better public services to respond to citizens’ demands. Transforming tax structures and better understanding the incentives and contribution of economic agents (firms and individuals) to the tax system is critical to promote entrepreneurship and reduce inequalities. In addition, as the region entered to the COVID-19 crisis with higher levels of public debt, well-coordinated actions at national and international levels on debt management are necessary. Finally, improving the effectiveness of public spending is vital to improve the capacity of the State and increase tax morale.

- **Towards better-quality jobs for all:** Labour informality remains one of the main development challenges in the region, with more than half of the population working informally. Informality is one of the core elements of the productivity and social vulnerability traps in Latin America (LEO, 2019). Workers lacking access to social protection are particularly affected by COVID-19 and face high vulnerability and risks of falling into poverty (LEO, 2020). These issues demand a deeper understanding of potential policy responses to promote formalisation and create better quality jobs in the aftermath of the COVID-19 crisis (e.g. labour productivity, active labour market policies, social protection systems).

- **Boosting productivity and competitiveness in the global economy:** Productivity is low and stagnant, while integration into international trade and investment networks will be particularly challenging in the context of the COVID-19 crisis (LEO, 2020). Regional integration remains modest and there is a large potential to firms to benefit from a more relevant participation into local and regional value chains. Well-defined productivity strategies, adapted to the current global context, are needed to promote better insertion into regional and international markets, and to mobilise domestic and international sources of financing.
• **Going green and digital - making the most of new trends:** The digital transformation offers enormous opportunities for development (LEO, 2020), and thus it is vital to understand the set of policies that must be implemented to embrace it. Likewise, climate change represents a major global threat that cannot be ignored (LEO, 2019), while the transition towards greener economies offers numerous opportunities for increased productivity, better jobs, and a more sustainable development model.

• **Urbanisation and territorial development:** Urbanisation in LAC brings about new challenges and opportunities at the level of cities. Similarly, new questions emerge about the sources of territorial development and the role of public policies. Population movements within countries and across countries in LAC have increased, creating new challenges for integrating local and international migrants into economies/societies.

83. The Centre will provide sound analytical and policy advice to countries in the region through the forthcoming editions of the LEO and the results of projects implemented in the framework of the EU Regional Facility for Development in Transition in LAC. Pending additional voluntary contributions, the Centre will produce specific deliverables on well-being, inclusive growth and job formalisation in LAC in the context of the COVID-19 crisis.
FINAL OUTPUTS

D3.1. Latin American Economic Outlook
- Two editions of the Latin American Economic Outlook.
- Two related launching events of the report in the framework of high-level events.

D3.2. Revenue Statistics in Latin America and the Caribbean [subject to VC]
- Two editions of Revenue Statistics in Latin America and the Caribbean and related launch events [subject to VC].

D3.3. International Economic Forum on Latin America and the Caribbean [subject to VC]
- Two editions of the International Economic Forum on Latin America and the Caribbean [subject to VC].

D3.4. Co-managing the OECD LAC Regional Programme
- Contribution as co-manager of the OECD Latin America & the Caribbean (LAC) Regional Programme and active participation and contribution to its activities.

D3.5. Well-being in Latin America & the Caribbean [subject to VC]
- A final publication and a high-level conference to launch it and present headline indicators, case studies on their policy use, and general results on well-being in Latin America [subject to VC].

D3.6. Job Formalisation in Latin America and the Caribbean [subject to VC]
- One publication on trends on jobs and workers’ characteristics and policy options to promote job formalisation in the region [subject to VC].
- Creation of an observatory on job formalisation in close co-ordination with local universities, think-tanks and other relevant international organisations [subject to VC].

Intermediary outputs
- Thematic/area studies in preparation of the Outlook [subject to VC].
- Experts’ meetings and Governing Board’s Informal Consultation Group meetings in preparation of the Outlook; as well as policy dialogues on rural development/rural-urban linkages, well-being indicators, fiscal policy, informality/social protection. [Some meetings could be conducted virtually, depending on the evolution of COVID-19].
- One expert meeting to identify and address data gaps and use of well-being indicators in the policy framework [subject to VC]. [This meeting could be conducted virtually, depending on the evolution of COVID-19].
D4. Contributions to other Regional Initiatives

The Centre will explore how to build on its 2019-20 activities in South Eastern Europe, the Black Sea area and Central Asia to deepen its engagement with these regions and with relevant OECD regional initiatives. The Centre will encourage greater participation of governments from these regions into its Policy Dialogue Initiatives on Global Value Chains (GVCs), Production Transformation and Development and on Natural Resource-based Development. In so doing, it will seek collaboration with the OECD Eurasia Programme and South Eastern Europe Competitiveness Initiative. Following up to the Multi-dimensional Regional Review in the Balkans, the Centre will involve more systematically countries from these regions in its thematic work. Depending on interest and availability of resources, the Centre will explore the possibility to promote thematic and area studies and a regional policy dialogue on topics of interest, such as social cohesion and inclusive growth and the contribution of South-South and Triangular Co-operation. The Centre will also deepen its engagement with knowledge-sharing initiatives such as the SiLKS Network of Thinks Tanks and China’s Centre for International Knowledge on Development (CIKD).

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<tr>
<td><strong>D4.1. Policy Dialogue event on South Eastern Europe, the Black Sea Economic Co-operation region and Central Asia [subject to VC]</strong></td>
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<tr>
<td>• A policy dialogue event with DEV Members and governments from South Eastern Europe, the Black Sea Economic Co-operation region and Central Asia to discuss priority issues for these regions [subject to VC].</td>
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<tr>
<td><strong>D4.2. Knowledge-sharing activities on South Eastern Europe, the Black Sea Economic Co-operation (BSEC) region and Central Asia [subject to VC]</strong></td>
</tr>
<tr>
<td>• Participation in knowledge-sharing activities involving governments and think tanks from South Eastern Europe, BSEC and Central Asia [subject to VC].</td>
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*Intermediary Outputs*

• Up to two thematic/area studies [subject to VC].

D5. Multi-Dimensional Country Reviews

Sustainable development is a multi-dimensional process that requires learning from others and creating solutions that are well adapted to a country’s specific context. Sustainable development, as defined through the Sustainable Development Goals, builds on five pillars – People, Prosperity, Partnerships, Peace and Planet - covering the social, economic, financial, institutional and environmental dimensions of development. Lasting progress occurs, when the advances in some dimensions have positive effects on all dimensions. To ensure development in this way requires understanding the interplay between these dimensions and the specific constraints and opportunities that emerge from such an analysis. To find then the best solutions requires learning from the experience of others about what works and what does not.

A multi-dimensional understanding and mutual learning are particularly important in the context of global shocks and challenges like the COVID-19 pandemic and climate change. The pandemic has showcased how interdependent the dimensions of development are and how important it is to master this complexity. A health shock at the origin, the pandemic has quickly laid bare the importance of having economic and social policies work together rather than against each other, as well as the opportunity to use the design of these response policies to further progress vis-à-vis the environment and climate change. Mutual learning is even more important and must happen in real time, as the challenge is new to everyone and has created a flurry of policy innovation around the world.
87. Successful development requires strategic choices and resilience. Strategic choices must be based on strong diagnostics and set the major objectives for policy. These should aim at good constellations of opportunity across the dimensions of development and take trade-offs into account. The pandemic and climate change have highlighted the importance of making resilience a core objective of any strategy. A good strategy must build on a broad perspective of the future and be capable of delivering results in the presence of vicissitudes.

88. Implementation is everything. It requires the capability to plan, finance and coordinate action across a wide range of bodies and stakeholders, to monitor progress and to ensure performance. The more complex the interactions between dimensions of development, the more coordination and adaptability in implementation will be necessary. Strategies without implementation abound, because all too often, the underlying capability to implement is not taken into account in strategy making. Cultivating the capability to implement and ensuring resilience of future strategies must therefore be a primary objective of any strategy. Focussing on concrete action is key and must be part of any strategy support from the beginning.

89. Multi-dimensional Reviews (MDR) of countries (MDCR) and regions provide targeted support to the design and implementation of resilient strategies for sustainable development. They are a strategic tool for the Development Centre, Member and partner governments to build partnerships for broad-based development success. MDRs include comprehensive initial assessments that cover all five dimensions of sustainable development and identify the key constraints and opportunities as the basis for strategic choices. Well-being, inclusive growth, resilience and sustainability, including economic growth from a point of view of infrastructure, are key in the assessment. On the basis of these assessments, MDRs mobilise in-depth expertise from across the OECD to develop tailor-made proposals for policy reform. The final step of an MDR moves from analysis to action and focuses on implementation and concrete action plans and scorecards through a participatory process.

90. Since their establishment as a flagship tool of the OECD Strategy on Development, MDRs have become well founded, supporting many partners in strategy formulation and implementation. 19 countries have participated in MDRs since their inception, covering all regions and including two Least Developed Countries (LDCs) (Myanmar and Senegal). A first regional Multi-dimensional Review approach has been developed and is currently being applied in the Western Balkans. MDRs have been a crucial element for strategy creation and benchmarking in all the countries where they have been applied, often providing a fresh perspective and crucial support to implementation and policy reform. In Cote d’Ivoire, the MDCR has been the basis for a 5-year monitoring and implementation partnership between the Development Centre and the Government of Cote d’Ivoire. In Senegal, the MDCR has been a key document for the formulation of its current Development Plan and informed the strategic choice of education, taxation and public governance and core reform areas in the plan. In Panama the MDCR has been the basis for a much needed new focus on the development in left-behind regions and in Paraguay it has played a major role in a crucial overhaul of the entire health system.

91. The wide implementation of MDRs has provided ample opportunity to refine the methodology and ensure its continuous evolution. These improvements have put Sustainable Development at the centre of the reviews and enhanced the role of strategic foresight, participatory methods and governmental learning. To better respond to the often quite time-sensitive needs of partner countries, the whole MDR process has been streamlined for faster delivery and more flexibility. Since 2019/20 MDRs thus deliver a single report instead of three volumes. Going forward, the methodology will focus on resilience as a key capability for development in the face of major shocks like COVID-19 and climate change.

92. The Mutual Learning Group for MDCRs (MLG-MDCR) plays a critical role in the MDCR process. As a forum for policy dialogue on shared challenges, it nourishes the approaches used in MDCRs and the policy recommendations that emerge from specific country reviews. It is also a privileged space for Members to generate new knowledge on the design and implementation of development policy and strategy. This process is nurtured by individual MDRs as well as by thematic work on cross-cutting cutting issues that emanate from MDRs and are carried out in the MLG-MDCR and in other output areas of the Development Centre.

93. As indicated in section C1, the Mutual Learning Group for MDCRs is a platform for the Governing Board to generate knowledge on the basis of exchange on solutions to shared development challenges and discussions on
specific Members’ development policies. MDCRs are discussed and approved by the MLG-MDCR, through both ad hoc meetings and the MLG annual meeting. Engagement across policy-makers in charge of national strategy in the MLG-MDCR offers the possibility for the Governing Board to recognise identified good practices and innovations for its high-level statements.

94. Over 2021-22, the Centre will carry out MDRs, on a demand basis, to support countries in developing and implementing strategies and policies for sustainable development. The Centre will also carry out regional Multi-dimensional Reviews (MDR) in other regions, also on a demand-basis, such as Central America, West Africa, or the Caribbean. Emphasis will be put on the development of mechanisms and tools to monitor and support the implementation of the development strategy and reforms in countries that have already undertaken MDCRs.

### FINAL OUTPUTS

**D5.1. Multi-dimensional Country Reviews (MDCRs)[subject to VC]**
- Up to three MDCRs initiated per year [subject to VC].
- MDCR-related workshops and governmental learning exercises [subject to VC].

**D5.2. Up to one Regional MDR [subject to VC]**

**D5.3. Two reports on cross-cutting development issues based on lessons learned from MDCRs [subject to VC]**
- A comparative report on lessons learned from past and on-going MDCRs on cross-cutting development issues [subject to VC]

*Intermediary Outputs*
- Experts’ meetings and consultations in preparation of the MDCRs [subject to VC].
- Methodological notes on multi-dimensional assessment, resilience and sustainable development [subject to VC].
MEASURING OUTPUTS AND RESULTS

95. In line with OECD practice, the Development Centre applies a results-based approach to planning, budgeting and management, with consequent emphasis on accountability and outputs rather than inputs. The Secretariat will continue to provide the Governing Board with regular information on the implementation of the PWB 2021-22 and continuously improve the assessment of its impact. The development of impact tracking tools is part of the Centre’s efforts to maximise impact and value for money, which also include a clearer targeting of communication, dissemination, influencing and partnership strategies for the PWB’s main outputs.

96. The OECD Secretariat has developed two accountability mechanisms for monitoring the implementation and impact of the OECD’s Programme of Work. The Committee Progress Report provides twice a year information on the status of implementation of each PWB output, activity by activity. On the other hand, the Programme Implementation Report (PIR) is a ‘customer feedback survey’ of end-users in capitals covering the work of the preceding biennium, with a view of gauging its quality and impact. Although these tools are not mandatory for Part 2 bodies, the Development Centre has engaged in both exercises over the last years and the PIR surveys for the PWB 2011-12, 2013-14 and 2015-16. These surveys fed the In-Depth Evaluation of the Governing Board, which was undertaken in 2019 and DEV scored high marks [C(2019)79].

97. In addition to standard OECD reporting tools, the Development Centre built a self-assessment framework and collected relevant indicators to produce an impact tracking report since the PWB 2015-16. The report is based on the Centre’s Results Framework and has been regularly shared with member countries for comments [DEV/GB(2018)4]. The Secretariat will continue to refine the tracking indicators and deliver the impact report to the Board over the next biennium.

98. The reports monitoring output delivery and results can provide useful information to Members as they give forward-looking guidance to the Development Centre. This information can complement existing opportunities for member countries to gauge emerging issues and discuss priorities for the Centre’s future PWBs. In addition to the regular Governing Board meetings and capital’s engagement in the PIR survey, they include informal consultation groups for the Centre’s flagship reports, experts’ meetings, DEV Talks and international economic fora.
Changes in Membership and incidence on the Part II “Core” Budget

99. Calculations of the estimated Part II “Core” Budget for 2021-2022 are prepared on the basis of the Council Resolution on the Systems for Determining the Assessed Contributions by Members to the Budget and budgetary treatments resulting from changes in membership of the Development Centre applicable since 2017 [C(2016)89; CM(2016)12, item 161] (hereinafter “the Council Resolution on DEV assessed contributions”) upon availability of updated official parameters used to calculate Member’s assessed contributions for 2021-22.

100. In application of the Council Resolution on DEV assessed contributions and following the withdrawal from the Centre of Poland from 1 January 2020, and the announcement of Germany’s departure effective from 1 January 2021, the total Part II “core” budget will be adjusted to reflect the deduction of these countries’ contributions from the “core” budget so as not to affect other member’s contributions. It is estimated that the cumulative impact on core budget represents a reduction in the range of 1.16M€ annually (~2.3M€ for the biennium).

Staff Costs adjustments

101. Compared to 2019, the following adjustments to actual staff costs are to be considered in budget preparation:

- **+ 3.8%** in 2020 compared to 2019 actual staff costs, which may be globally explained as follows:
  - + 2.6% increase due to the salary adjustment in France as at 1 January 2020.
  - + 2.6% increase from the employer’s contribution rates to the pension scheme, managed through the Indemnities and Benefits Fund (IBF) [C(2008)155/REV2].
  - – 1.4% decrease in trend to staff indemnities applied to new staff (new family allowances for instance), also managed through the IBF.
- **+ 2.0% (tbc)** annual provision for cost of salary adjustment applicable annually respectively in 2021 and 2022
- **+ 2.0% (tbc)** provision for cost of staff career advancement (step increase) applicable annually respectively in 2021 and 2022

102. On 8 June 2020, the Secretary General presented draft Budget Parameters for 2021-22 including updated anticipated staff costs adjustments to be discussed in Council [C(2020)80]. DEV PWB 2021-22 estimates will be adjusted to reflect considerations agreed in Council once the Budget Parameters have been finalized within the Budget Committee.

Management Measures

103. In light of the budget pressures expressed above, the Secretariat will implement appropriate management measures including resource rationalisation and activity prioritisation and seek to achieve productivity gains where possible. In accordance with the provisions of the Council Resolution on DEV assessed contributions, the Governing Board will be invited to decide the adjustment rate to be applied to the part of the budget funded by Members’ assessed contributions.
contributions (Part II “Core” budget). The following estimates have been prepared on the basis of a provisional +2% annual adjustment.

104. The decision by the Governing Board on the Part II “Core” Budget adjustment plays a key role in the preparation of the Development Centre’s biennial Programme of Work and Budget (PWB), as this affects the availability of core budget as well as the level of individual Member assessed contributions and determines the need for voluntary contributions to deliver the outputs agreed in the Programme of Work. To assist Members in maturing their reflection, a note from the Secretariat dated 14 May 2020 was circulated to the Governing Board presenting provisional estimates to Members highlighting the incidence of three different Scenarios on the estimated Part II “Core” budget for 2021-2022 as well as implications for DEV Members assessed contributions to the budget. On average the difference between applying (i) Zero Real Growth (ZRG) or (ii) Zero Nominal Growth (ZNG) represents 3,950 EUR annually for individual Member contributions, whereas the cumulative difference in total on DEV Budget is estimated at -442,409 EUR over the 2021-22 Biennium.
REFERENCES


OECD Development Centre (2020), COVID-19 and developing countries: what policies and partnerships to respond, reset and rebuild?.


## ANNEX I – ESTIMATED BUDGET

<table>
<thead>
<tr>
<th>Output Result</th>
<th>Part II* (Core) Budget</th>
<th>VCs</th>
<th>Total Estimated Costs</th>
<th>Part II* (Core) Budget [1]</th>
<th>VCs</th>
<th>Total Estimated Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1. Gender Equality and Women Economic Empowerment</td>
<td>333</td>
<td>1,013</td>
<td>1,346</td>
<td>349</td>
<td>1,016</td>
<td>1,365</td>
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<tr>
<td>A3. Inclusive Growth and Decent Jobs for Youth</td>
<td>113</td>
<td>306</td>
<td>419</td>
<td>116</td>
<td>314</td>
<td>430</td>
</tr>
<tr>
<td>A4. Migration and Development</td>
<td>-</td>
<td>446</td>
<td>446</td>
<td>-</td>
<td>499</td>
<td>499</td>
</tr>
<tr>
<td>B1. Production Transformation for Development</td>
<td>436</td>
<td>799</td>
<td>1,235</td>
<td>449</td>
<td>822</td>
<td>1,271</td>
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<tr>
<td>B2. Natural Resources for Development</td>
<td>450</td>
<td>807</td>
<td>1,257</td>
<td>463</td>
<td>833</td>
<td>1,297</td>
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<tr>
<td>B3. Infrastructure and Urban-Rural Linkages</td>
<td>170</td>
<td>549</td>
<td>719</td>
<td>174</td>
<td>566</td>
<td>741</td>
</tr>
<tr>
<td>C1. Mutual Learning, Strategic Guidance and Institutional Priorities</td>
<td>802</td>
<td>99</td>
<td>901</td>
<td>821</td>
<td>108</td>
<td>929</td>
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<tr>
<td>C2. Development in Transition</td>
<td>485</td>
<td>315</td>
<td>800</td>
<td>421</td>
<td>290</td>
<td>711</td>
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<tr>
<td>C3. Partnerships and Networks</td>
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<td>1,864</td>
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<tr>
<td>D1. Regional and National Analysis - Africa</td>
<td>1,265</td>
<td>1,054</td>
<td>2,319</td>
<td>1,374</td>
<td>1,059</td>
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<tr>
<td>D2. Regional and National Analysis - Asia and the Pacific</td>
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<td>686</td>
<td>1,946</td>
<td>1,271</td>
<td>688</td>
<td>1,959</td>
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<tr>
<td>D3. Regional and National Analysis - Latin America and the Caribbean</td>
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<td>888</td>
<td>1,947</td>
<td>1,084</td>
<td>887</td>
<td>1,972</td>
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<tr>
<td>D4. Contributions to other Regional Initiatives</td>
<td>30</td>
<td>97</td>
<td>126</td>
<td>31</td>
<td>97</td>
<td>128</td>
</tr>
<tr>
<td>D5. Multi-Dimensional Country Reviews</td>
<td>-</td>
<td>1,511</td>
<td>1,511</td>
<td>-</td>
<td>1,552</td>
<td>1,552</td>
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<tr>
<td><strong>Total Estimated Costs</strong></td>
<td><strong>6,744</strong></td>
<td><strong>10,949</strong></td>
<td><strong>17,692</strong></td>
<td><strong>6,907</strong></td>
<td><strong>11,208</strong></td>
<td><strong>18,114</strong></td>
</tr>
</tbody>
</table>

*Applying the mechanisms set out in [C(2016)89] with a 1% annual adjustment

[1] Subject to calculation of Members’ assessed contributions for 2022 upon availability of data expected in 2021Q1

[2] Technical adjustment to align the categorisation of costs to the structure of outputs in the body of the text and Annex II (referencing the costs of the A2.2 Informality outputs previously presented under A3, now appropriately reclassified as part of A2. Social Protection and Informality). Estimated costs of outputs and total costs remain unchanged compared to draft PWB 21-22 approved by the Governing Board on 13 October 2020 [DEV/GB(2020)3/REV2]
## ANNEX II. SUMMARY TABLE OF FINAL OUTPUTS

### A. Inclusive Societies

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>A1.1.2. Analytical reports and policy recommendations on measuring and transforming social institutions for gender equality:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• A1.1.2.1. One SIGI global report [subject to VC].</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• A1.1.2.2. Up to three SIGI regional reports [subject to VC].</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• A1.1.2.3. SIGI country reports on Côte d'Ivoire and Tanzania [subject to VC].</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• A1.1.2.4. Up to two thematic reports related to SIGI and providing targeted analysis and policy support (e.g. on violence against women, harmful masculinities and unpacking economic growth and gender-related constraints) [subject to VC].</td>
</tr>
<tr>
<td>A1.2. Policy Dialogue on Women’s Economic Empowerment (with DCD and SDD) [subject to VC]</td>
<td>A1.2.1. One meeting of the PD-WEE [subject to VC].</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>A1.2.2. One PD-WEE-related publication [subject to VC].</td>
</tr>
</tbody>
</table>

### A2. Enhancing Social Protection and Tackling Informality

<table>
<thead>
<tr>
<th>A2.1. Policy Dialogue on Social Protection and Development (PD-SPD)</th>
<th>A2.1.1. Two meetings (one per year) of the PD-SPD with DEV Members and partners on priority issues related to social protection and development.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A2.1.2. Two Policy Statements for the PD-SPD: One on “social protection and informality” and one on “the financing of social protection” supported by background material and disseminated in international fora and in close coordination with the USP 2030 Steering Committee.</td>
</tr>
</tbody>
</table>
| A2.2. Key Indicators of Informality based on Individuals and their Households (KIIbIH) [subject VC] | A2.2.1. Expansion of country coverage in the KIIbIH and addition of a time-series dimension for selected countries [subject to VC].
A2.2.2. A report on the comprehensive portraits of informality capturing the heterogeneity of informal economy workers and taking into account the broader context of their households [subject to VC]. |
| --- | --- |
| A3. Inclusive Growth and Decent Jobs for Youth | A3.1. Evidence-based policy recommendations [subject to VC] | A3.1.1. Policy recommendations on advancing rural youth employment, supported by a policy brief (A3.2.1.), with a view of developing a Policy Statement by the Governing Board [subject to VC].
A3.1.2. Policy recommendations on inclusive policy-making in Asia, supported by a policy brief (A3.2.2.), with a view of developing a Policy Statement by the Governing Board [subject to VC]. |
| A3.2. Policy briefs on rural youth employment and inclusive societies [subject to VC] | A3.2.1. One policy brief on rural youth employment to translate research findings into concrete policy directions [subject to VC].
A3.2.2. One policy brief on inclusive societies in Asia to translate research findings into concrete policy directions [subject to VC]. |
| A4. Migration and Development | A4.1. Policy Dialogue on Migration and Development (PDMD) [subject to VC] | A4.1.1. Two meetings (one per year) of the PDMD on priority issues related to migration and development [subject to VC]. |
| A4.2. Evidence-based policy recommendations and supporting reports on migration and development [subject to VC] | A4.2.1. Policy recommendations based on the Centre’s co-chairmanship of the KNOMAD group on youth, migration and development.
A4.2.2. Up to two reports on migration and development (on South-South migration, on Africa) [subject to VC].
A4.2.3. A Migration and Development Policy Review [subject to VC]. |
### B. Competitive Economies

#### B1. Innovation and Production Transformation for Development

<table>
<thead>
<tr>
<th>Activity</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>B1.1. Policy Dialogue on GVC, Production Transformation and Development (PD-GVC) [subject to VC]</strong></td>
<td>B1.1.1. Four Plenary Meetings of the OECD Initiative for Policy Dialogue on GVC, Production Transformation and Development [subject to VC].</td>
</tr>
<tr>
<td></td>
<td>B1.1.2. One Working Group (WG) on Post-COVID-19 Industrial Systems and Developing Countries.</td>
</tr>
<tr>
<td><strong>B1.2. Production Transformation Policy Reviews (PTPRs) [subject to VC]</strong></td>
<td>B1.2.1. Up to four Production Transformation Policy Reviews (PTPRs) and a Peer-Learning Group meeting per PTPR, back to back to the Plenary Meetings of the PD-GVC [subject to VC].</td>
</tr>
<tr>
<td><strong>B1.3. Research on innovation and development [subject to VC]</strong></td>
<td>B1.3.1. One report on the changing innovation policies in China and implications for developing economies [subject to VC].</td>
</tr>
</tbody>
</table>

#### B2. Natural Resources for Development and Transition to Low-Carbon Economy

<table>
<thead>
<tr>
<th>Activity</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>B2.3. Framework on a Just Low-Carbon Transition [subject to VC]</strong></td>
<td>B2.3.1. A Guidance Framework on transitioning fossil fuel economies to a low-carbon future [subject to VC].</td>
</tr>
</tbody>
</table>

#### B3. Infrastructure and Urban-Rural Linkages

<table>
<thead>
<tr>
<th>Activity</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>B3.1. Infrastructure for sustainable development [subject to VC]</strong></td>
<td>B3.1.1. Update of a Synthesis Report (to be completed by end-2020) on reflecting perspectives and experiences of developing and emerging economies on quality infrastructure and dissemination in regional and international fora [subject to VC].</td>
</tr>
<tr>
<td></td>
<td>B3.1.2. Up to three experts meeting on quality infrastructure [subject to VC].</td>
</tr>
<tr>
<td></td>
<td>B3.1.3. One policy discussion with DEV Members and regional organisations to better understand the issue of quality infrastructure and the associated implementation challenges [subject to VC].</td>
</tr>
<tr>
<td>B3.2. Cities Connect: Intermediary cities and development [subject to VC]</td>
<td>B3.2.1. A report summarising lessons learned from empirical analysis and case studies, as well as providing non-technical recommendations to policy makers and international institutions working with climate change and intermediary cities [subject to VC].</td>
</tr>
<tr>
<td>---</td>
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</tr>
<tr>
<td>C. New Perspectives for Development</td>
<td></td>
</tr>
</tbody>
</table>
| **C1. Mutual Learning, Strategic Guidance and Institutional Priorities** | **C1.1. Governing Board** | C1.1.1. Four Governing Board Meetings, of which up to two High Level Meetings (HLMs).  
C1.1.2. One Global Forum on Development (GFD) and Development Cluster Week [subject to VC].  
C1.1.4. Implementation of the Membership and Outreach Strategy. |
| **C1.2. Mutual Learning Group (MLG) meetings** | **C1.2.1.** Two Annual Meetings of the MLG-MDCR. |
| **C1.3. Contribute to OECD initiatives and global development architecture** | **C1.3.1.** Participation and contributions to UN (e.g. UNLDC-V), G7/G20 and regional processes (e.g. ASEAN, APEC, Pacific Alliance) and to South-South, Triangular and Multilateral co-operation agenda and initiatives (e.g. UNOSSC, SEGIB, BRI).  
C1.3.2. Contribution to relevant OECD horizontal initiatives, regional and country programmes, and corporate communication on development. |
C2.1.2. Analysis of country-specific experiences to align international partnerships to national development strategies [subject to VC].  
C2.1.3. Policy discussions on the importance and challenges of governing global public goods [subject to VC]. |
<table>
<thead>
<tr>
<th>C3. Partnerships and Networks</th>
<th>C3.1 The Emerging Markets network (EMnet)</th>
<th>C3.1.1. Six EMnet meetings (three each year), virtual or in-person, on doing business in emerging markets and on themes relevant to members and to DEV such as digitalisation, sustainability and green economy [subject to VC]. C3.1.2. Up to two EMnet overview publications (released yearly) on business views from emerging markets [subject to VC].</th>
</tr>
</thead>
<tbody>
<tr>
<td>C3.2. Network of Foundations working for Development (netFWD)</td>
<td>C3.2.1. Two netFWD annual meetings (one per year) [subject to VC]. C3.2.2. 2nd edition of the Private Philanthropy for Development Report [subject to VC]. C3.2.3. One experts’ consultation of the Centre on Philanthropy with lead institutes and research centres working on philanthropy and development [subject to VC].</td>
<td></td>
</tr>
<tr>
<td>C3.3. OECD Development Communication Network (DevCom)</td>
<td>C3.3.1. Two DevCom annual meetings (one per year) [subject to VC]. C3.3.2. Roll-out and dissemination of the “SDG Communicator” with the OECD DevCom Toolkit [subject to VC].</td>
<td></td>
</tr>
</tbody>
</table>
### D. Regional and National Analysis

**D1. Africa**

| **D1.1. Africa’s Development Dynamics** | **D1.1.1. Two editions of Africa’s Development Dynamics (AfDD) report.**  
**D1.1.2. Two launching events of the report in Africa and two launching events outside Africa in the framework of high-level events.** |
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>D1.2. Revenue Statistics in Africa [subject to VC]</strong></td>
<td><strong>D1.2.1. Two editions of Revenue Statistics in Africa and related launch events [subject to VC].</strong></td>
</tr>
<tr>
<td><strong>D1.3. International Economic Fora on Africa [subject to VC].</strong></td>
<td><strong>D1.3.1. Two editions of Forum organised with the African Union Commission [subject to VC].</strong></td>
</tr>
<tr>
<td><strong>D1.4. Roundtable on Investment and Production Transformation [subject to VC]</strong></td>
<td><strong>D1.4.1. Up to four policy dialogue meetings organised in collaboration with the African Union and Regional Economic Communities and a high-level event with the G20 on investment for connectivity and regional integration [subject to VC].</strong></td>
</tr>
</tbody>
</table>

**D2. Asia and the Pacific**

| **D2.1. Economic Outlook for Southeast Asia, China and India and Update of the Outlook** | **D2.1.1. Two editions of the Economic Outlook for Southeast Asia, China and India (in Q3/Q4).**  
**D2.1.2. Two editions of the Update of the Outlook (in Q1/Q2).**  
**D2.1.3. Two launching events in the framework of high-level events (ASEAN/East Asia Summit).** |
<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>D2.2. Revenue Statistics in Asia [subject to VC]</strong></td>
<td><strong>D2.2.1. Two editions of Revenue Statistics in Asia and related launch events [subject to VC].</strong></td>
</tr>
</tbody>
</table>
| **D2.3. Asian Regional Roundtables & International Economic Fora on Asia [subject to VC]** | **D2.3.1. Two Asian Regional Roundtable on Macroeconomic and Structural Policy Challenges in Asia [subject to VC].**  
**D2.4.2. Two International Economic Fora on Asia [subject to VC].** |
<p>| <strong>D2.4. Contribution to the OECD Southeast Asia Regional Programme (SEARP)</strong> | <strong>D2.4.1. Active participation and contribution to the SEARP and its activities.</strong> |</p>
<table>
<thead>
<tr>
<th>Section</th>
<th>Activity</th>
<th>Details</th>
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</thead>
<tbody>
<tr>
<td><strong>D2.5.</strong> Report on Financial Market Development in Asia [subject to VC]</td>
<td>D2.5.1.</td>
<td>One report on financial market development in Asia [subject to VC].</td>
</tr>
<tr>
<td><strong>D3.</strong> Latin America and the Caribbean</td>
<td><strong>D3.1.</strong> Latin American Economic Outlook</td>
<td>D3.1.1.</td>
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<tr>
<td></td>
<td></td>
<td>D3.1.2.</td>
</tr>
<tr>
<td></td>
<td><strong>D3.2.</strong> Revenue Statistics in Latin America and the Caribbean [subject to VC]</td>
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<td><strong>D3.3.</strong> International Economic Forum on Latin America and the Caribbean</td>
<td>D3.3.1.</td>
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<td></td>
<td><strong>D3.4.</strong> Co-managing the OECD LAC Regional Programme</td>
<td>D3.4.1.</td>
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<tr>
<td></td>
<td><strong>D3.5.</strong> Well-being in Latin America &amp; the Caribbean [subject to VC]</td>
<td>D3.5.1.</td>
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<tr>
<td></td>
<td><strong>D3.6.</strong> Job Formalisation in Latin America and the Caribbean [subject to VC]</td>
<td>D3.6.1.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>D3.6.2.</td>
</tr>
<tr>
<td><strong>D4.</strong> Contributions to other Regional Initiatives</td>
<td><strong>D4.1.</strong> Policy Dialogue event on South Eastern Europe, the Black Sea Economic Co-operation region and Central Asia</td>
<td>D4.1.1.</td>
</tr>
<tr>
<td>D4.2.</td>
<td>Knowledge-sharing activities on South Eastern Europe, the Black Sea Economic Co-operation region and Central Asia [subject to VC]</td>
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<tr>
<td>D4.2.1.</td>
<td>Participation in knowledge-sharing activities involving governments and think tanks from South Eastern Europe and Central Asia [subject to VC].</td>
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<table>
<thead>
<tr>
<th>D5. Multi-Dimensional Country Reviews</th>
<th>D5.1. Multi-dimensional Country Reviews (MDCRs) [subject to VC]</th>
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<tr>
<td>D5.1.1.</td>
<td>Up to three MDCR reports initiated per year [subject to VC].</td>
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<tr>
<td>D5.1.2.</td>
<td>MDCR-related workshops and governmental learning exercises [subject to VC].</td>
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<tr>
<th>D5.2. Up to one Regional MDR [subject to VC]</th>
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<tr>
<th>D5.3. Two reports on cross-cutting development issues based on lessons learned from MDCRs [subject to VC]</th>
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