OECD DEVELOPMENT CENTRE'S 2017-18 PROGRAMME OF WORK AND BUDGET


As reflected in the calendar within, Enlarged Bureau Meetings of the Governing Board were convened in advance of each Governing Board Meeting (12 February and 12 May) to assist the PWB preparation process. Ministers and high-level officials supported the proposed strategic orientations and the main thrust of the Development Centre’s PWB 2017-18 [DEV/GB(2016)8/REV2] on the occasion of the Centre’s HLM on 2 June 2016. A third Enlarged Bureau meeting was convened on 16 June to comment on the proposed approach to incorporate the results of the High-Level Meeting.

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NOTE BY THE SECRETARIAT


2. At the Governing Board’s High-Level Meeting (HLM) on 2 June, Ministers and high-level officials supported the proposed strategic orientations and the main thrust of the PWB, [DEV/GB(2016)8/REV2]. A note by the Secretariat, “Proposed Adjustments to the Draft PWB 2017-18: Strengthening the Centre’s Activities on Structural Transformation and on Southeast Asia”, to reflect the outcomes of the HLM, was discussed at an enlarged Bureau meeting on 16 June in the context of the GB broader reflection on the proposed approach to incorporate the results of the High-Level Meeting. A third draft PWB [DEV/GB(2016)8/REV3] was approved at the afore-mentioned GB Special Session on 27 June. The comments made at the GB Special Session have been incorporated into this current version [DEV/GB(2016)8/REV4], which will be submitted to the OECD Budget Committee in standardised format for discussion and approval after the summer (date tbc).

3. The indicative calendar reminds of the PWB preparation process. In line with the provisions of the Resolution on Assessed Contributions Applicable from 2017 approved by the Governing Board on 9 March 2016 [DEV/GB(2016)11], the Governing Board is, at the time of publishing this document, yet to decide on the adjustment mechanism, if any, to apply to the part of the Budget that is to be financed by Members’ Assessed Contributions (core budget). To this end, the Secretariat will in due course circulate documentation to assist the Governing Board take an informed decision about the implications of applying an adjustment rate other than Zero Nominal Growth to the core budget, using the parameters set out in for Part I.
### INDICATIVE CALENDAR OF PREPARATIONS: PWB 2017-18

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<th>Date Range</th>
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<td>November-December 2015</td>
<td>Preliminary PWB information from Directorates</td>
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<td>17 December</td>
<td>4\textsuperscript{th} meeting of the Development Centre’s Governing Board: discussion of initial orientations paper</td>
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<tr>
<td>December-January</td>
<td>OECD Directors’ bilateral discussions with the Secretary-General</td>
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<td>January 2016</td>
<td>Preliminary Central Priority Fund (CPF) and Long-term Reallocation (LTR) submissions from Secretariat to Secretary-General</td>
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<tr>
<td>January-May</td>
<td>Discussion of the PWB with the Governing Board (including through discussions of an Enlarged Bureau, preceding each plenary session of the Governing Board)</td>
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<tr>
<td>18 January</td>
<td>Submission of Members’ comments on DEV’s initial orientations paper. Secretariat to prepare draft PWB for discussion at 1\textsuperscript{st} Governing Board meeting (preceded by discussions at 1\textsuperscript{st} Enlarged Bureau meeting)</td>
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<td>Mid-February</td>
<td>OECD Heads of Delegations’ (HOD) meeting with Secretary-General on priorities</td>
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<td>Mid-February</td>
<td>OECD Council to discuss conclusions (HOD’s Convergence Paper)</td>
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<td>22 February</td>
<td>1\textsuperscript{st} Enlarged Bureau: DEV Secretariat to present main elements of draft PWB, taking into account comments received from delegations on the initial orientations paper</td>
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<td>Early March</td>
<td>Secretary-General’s guidance and HODs conclusions issued to Secretariat and Committee Chairs</td>
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<td>March-April</td>
<td>CPF and LTR submissions and allocations</td>
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<td>Secretary-General’s Strategic Orientations paper</td>
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<td>9 March</td>
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<td>12 May</td>
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<tr>
<td>May</td>
<td>Preparation of revised draft PWB to be submitted to Members for comments in view of discussion at the 2\textsuperscript{nd} meeting of the Governing Board (High-Level Meeting)</td>
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<td>1-2 June</td>
<td>Ministerial Council Meeting (MCM)</td>
</tr>
<tr>
<td>2 June</td>
<td>Discussion of PWB in the context of the High-Level Meeting of the Governing Board of the Development Centre (2\textsuperscript{nd} GB): to support</td>
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the general thrust and proposed strategic orientations of the Development Centre’s PWB 2017-18

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<th>June-July</th>
<th>Budget Committee discussions with Directors on preliminary PWB submissions</th>
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<td>3rd Enlarged Bureau meeting to incorporate in the PWB the outcomes of the DEV HLM</td>
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I. INTRODUCTION AND POLICY ENVIRONMENT

4. A less benign global outlook in the short- and medium-terms will affect the development prospects of low-income and other developing countries. In the short-term, the world will face the slowdown of shifting wealth caused by emerging economies’ deceleration and changing growth models and the beginning of renewed growth in some OECD countries. The net effect on developing countries of this new phase in shifting wealth is difficult to assess. The period of rapid growth, facilitated by high commodity prices and low interest rates, might be over. The world economy is likely to expand no faster in 2016 than in 2015, its slowest pace in five years according to the OECD Interim Economic Outlook 2016. Trade and investment are weak. Sluggish demand is leading to low inflation and inadequate wage and employment growth.

5. Slower growth will be coupled with additional challenges over the medium-term. Some of the main challenges include:

a) climate change is going to negatively impact developing countries due to their limited capacity and resources to adapt to rising sea levels, more extreme weather, water stress and reduced agricultural productivity;

b) progress on poverty reduction might be slower, and inequality is likely to increase, given less supportive external conditions and the harder-to-reach poor;

c) rapid population growth in sub-Saharan Africa, the Middle East and South Asia will put increasing pressure on limited environmental resources and on sluggish job growth; if not addressed, the lack of jobs will lead to increasing poverty and inequality and increase pressure to migrate;

d) access to water will drive competition among users and necessitate managing trade-offs at the least cost to society. Water demand will increase by 55%, especially in emerging and developing economies, with 4 billion people living in water-stressed areas by 2050;

e) rapid technological change can be a game changer. While it can help developing countries address some challenges, it also can exacerbate the gap with advanced economies if they are unable to rapidly take advantage of technology and undergo structural transformation;

f) Sub-Saharan Africa particularly might be affected negatively by the above challenges, especially given the state of fragility of many countries in the region. Failure to effectively create the social and economic opportunities that new generations will demand may have systemic implications for migration flows, conflicts and security beyond Africa.

6. More effective national responses and global governance are necessary to manage emerging challenges and unlock opportunities. Some of the above-mentioned challenges could become opportunities, if properly understood and addressed in national strategies and by the international community.

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7. **At the national level, territorial and demographic dynamics and citizen-government relations will define what is possible.** National responses to leave no-one behind will need adequately to address changing rural-urban linkages, the expectations of emerging middle classes who left extreme poverty but remain vulnerable and the difficulties of reaching the marginalised poor. These new and pressing challenges require multi-dimensional public policies: from housing and public transportation to quality education and healthcare, from labour opportunities to better social safety nets and social protection. Financing these policies will have to come increasingly from domestic resources, requiring fairer and broad-based tax systems, stronger institutional capacities, greater compliance, and deeper trust in government.

8. **National strategies cannot be designed in isolation from changes in the global economic landscape and architecture.** Evolving trade and investment networks and the multilateral economic system have significant implications for developing countries. For example, new international financial institutions and initiatives and the modernisation of development finance may create opportunities for filling infrastructure gaps and promoting structural transformation. The emergence of new mega-regional trade and investment agreements could redefine incentives for specialisation and diversification in developing and emerging economies.

9. **The 2030 Agenda for Sustainable Development and the Addis Ababa Agenda for Action offer new opportunities to chart a more inclusive and sustainable future where no one is left behind.** The comprehensive nature of the Sustainable Development Goals (SDGs) calls for breaking down silos among policies to address such issues as industrialisation and production transformation, efficient production and sustainable use of natural resources, quality education and skills, poverty reduction, and social cohesion. Exchanging best practices amongst countries at different levels of development will be essential for the implementation of the SDGs. The Development Centre can support countries in these implementation efforts through analyses, policy dialogues, partnerships, and relevant policy tools and data.

10. **The Development Centre supports governments in designing policies to enable sustainable and inclusive growth in developing and emerging economies.** 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. For the Centre to exert positive influence in pursuing the desired outcomes and managing for results, its Results Framework identifies four entry points or broad objectives: identify and frame critical issues to improve the quality of the development dialogue; provide influential analysis and an evidence base that underpins development understanding and decision-making for countries at different levels of development; mobilise and translate relevant expertise available globally and within the OECD to support non-OECD decision-makers; and mobilise practical development knowledge and experience to inform and influence OECD thinking.

11. **Deliverables for the Programme of Work and Budget (PWB) 2017-18 will build on the Centre’s comparative advantage and on its multi-dimensional approach.** The Centre’s comparative advantage and on its multi-dimensional approach.

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3 More than half the world’s population lives in cities today. In some less developed regions, this might be happening before 2020. At the same time, populations in rural areas – where poverty and food security challenges often concentrate – will continue to grow until the turn of the century in Africa.

4 For example, Africa’s share in global value chains (GVCs) participation increased from 1.4% to 2.2% during 1995-2011. At 2%, Africa’s share of global imports in intermediate goods has remained the same since the 1990s (African Economic Outlook, 2014). More generally, low income and other developing countries are underrepresented in GVCs, even though their integration has greatly expanded over the past two decades from 6% of the world total in 1995 to 11% in 2011 (OECD-WBG report to G20 Trade Ministers, October 2015).
advantage combines policy-oriented research on a wide spectrum of policies with the capacity to engage governmental and non-governmental stakeholders around policy dialogue and knowledge sharing. Thanks to its multidisciplinary perspective, the Centre also plays a complementary role to the traditional sector-by-sector approach, which may overlook the synergies and sequencing of policies needed to remove constraints to development. Deliverables will build on the results of the PWB 2015-16, while responding to the new development context, including the slowdown in the shifting wealth process, the new challenges for developing countries, and the adoption of the Agenda 2030 for Sustainable Development, including the SDGs and of the Addis Ababa Agenda for Action. These deliverables will contribute to the four workstreams identified in the Results Framework: Inclusive Societies, Competitive Economies, New Perspectives on Development, and Regional and National Analysis.

12. **These deliverables will enhance the Centre’s contribution to Member countries’ priorities.** The implementation of the PWB 2017-18 will help the Centre’s Member countries better respond to the SDGs and shape an international architecture that is conducive to global development. In line with the previous biennium, the PWB 2017-18 intends to help Member countries to:

   a) **identify emerging global issues** and analyse their interactions and impacts on development outcomes to better adjust their responses;

   b) **promote stronger co-operation with and within regions**, especially in Africa, Southeast Asia, and Latin America and the Caribbean;

   c) **support the design of better national strategies and policies** to implement the SDGs through stronger diagnostic tools; and

   d) **enhance their ability to dialogue and partner with development stakeholders**, such as regional institutions and non-state actors (firms, foundations, think tanks).

13. **The expected results will inform the policy debate and decision making processes across a wide range of development issues instrumental to improving development outcome and to achieving the SDGs.** These issues include global economic interactions, strategies and policies to promote structural transformation and integration in global value chains, mobilisation of domestic resources, well-being and social cohesion – in particular through youth inclusion, quality education, gender equality, rural and urban development, and better social protection systems – and linkages between migration and development. The Centre will promote policy dialogue among countries at different levels of development. It will pay particular attention to promote knowledge sharing among low-income and middle-income countries to share lessons on overcoming development traps, promoting more inclusive development and achieving the SDGs.

14. **The deliverables of the PWB 2017-18 will enhance the Centre’s valuable contribution to the OECD’s mission as well as to developing countries.** A guiding principle in designing this PWB is that proposed activities add value to the work of the rest of the Organisation, particularly the work of the Development Cluster (Development Co-operation Directorate, Sahel and West Africa Club, Policy Coherence for Development Unit) and of developing countries, in particular the Members of the Centre’s Governing Board. Horizontal co-operation will be strengthened across the Cluster, building on comparative advantages, to create more synergies and joint deliverables to maximise relevance and impact. Co-operation with the rest of the OECD will remain a priority by strengthening existing collaborations (Multi-dimensional Country Reviews, policy dialogue initiatives on global value chains and production transformation and on natural resource-based development), contributing to horizontal initiatives (regional programmes, country programmes, inclusive growth, New Approaches to Economic Challenges) and joining hands on implementing the OECD’s strategic response to the SDGs.
15. **What follows substantiates the Development Centre’s proposed orientations for 2017-18 and identifies four preliminary output areas.** Consistent with the PWB 2015-16, these proposed output areas reflect the Centre’s Results Framework. They are presented in the same order of the PWB 2015-16 for ease of comparison. A list of possible final and intermediary deliverables is included and discussed for each output area.
II. WORKSTREAMS OUTPUTS

A. INCLUSIVE SOCIETIES

16. While world leaders are committed to the 2030 Agenda for Sustainable Development, daunting evidence suggests that inequality is rising in many countries and that large segments of the population are left behind. The recent displays of social discontent world-wide are a sign that large groups of citizens are dissatisfied with a development model that is perceived to put GDP first and issues of inequality and widening social gaps on the backburner. More and more, concerns are rising that the fruits of growth are not being equally shared and that social cohesion is at risk.

17. Yet, the opportunity to support more cohesive societies and ensure that no one is left behind is real. Many governments around the world have expressed growing political will to develop inclusive growth frameworks that better respond to inequality concerns. Efforts to support more cohesive societies are mirrored in the fact that inequalities have become central to the post-2015 agenda, with the adoption of a goal specific to inequality: SDG 10 “Reduce inequality within and among countries.” This goal targets income growth of the bottom 40%, empowers and promotes social, economic and political inclusion for all, and furthers equal opportunity as well as social protection policies. The centrality of inclusion and equality in the 2030 Agenda for Sustainable Development also is reflected in SDG 16. This goal is dedicated to promoting just, peaceful and inclusive societies for sustainable development, providing access to justice for all, and building effective, accountable institutions at all levels.

18. The work on Inclusive Societies will build on the results of PWB 2015-16. It will deepen Members’ understanding of how to enhance social cohesion and support SDG commitments through a focus on: (a) social cohesion and inclusive growth; (b) gender equality; (c) social protection; and (d) youth well-being. It also will contribute to the OECD agenda on inclusive growth and to the OECD response to the SDGs as defined in [C/M(2016)6]. This work stream is related closely to the activities for the Competitive Economies work stream: economic and social outcomes cannot be isolated from the linkages among production structures, employment, incomes and their distribution.

AI. SOCIAL COHESION AND INCLUSIVE GROWTH

19. The Centre will explore the possibility of promoting a network of government officials and experts from developed and developing countries around a Policy Dialogue on Inclusive Growth (PD-IG). The PD-IG will discuss the Centre’s work on inclusive societies, including its Social Cohesion Policy Reviews (SCPR), and contribute to OECD-wide reflections on inclusive growth and shared prosperity. It also will offer a platform to analyse the role of South-South and Triangular Co-operation in the area of social cohesion. Through its SCPR, the Centre aims to measure the state of social cohesion in a society and monitor progress over time, assess policies that foster growth and inclusion, reduce poverty levels across populations and regions, build trust and a sense of belonging, and promote social mobility for all members of a society. The reviews also are used to improve the process of policy making to enhance coherence and co-ordination for social cohesion through national and international policy dialogue. The Policy Dialogue could serve as a platform to design recommendations on policies for social cohesion and inclusive growth in developing and emerging economies, to be developed and tested in cooperation with other relevant committees, including the Development Assistance Committee (DAC).
Final Outputs

- Establishment of a Global Policy Dialogue on Inclusive Growth [subject to VCs] to design policy recommendations in the area of social cohesion

Intermediate Outputs

- 1 Social Cohesion Policy Review [subject to VCs]

Collaboration

20. The PD-IG foresees co-operation with other OECD Directorates (OSG, ELS, DCD) as well as international organisations (e.g. UNESCO, WHO, FAO, ILO), regional organisations (e.g. AU Commission, ECA, ECLAC, ESCAP), development banks (Council of Europe Development Bank, EBRD, ADB, AfDB, IsDB), civil society and academia.

Expected outcomes

The PG-ID and the SCPRs help governments design and monitor policies that promote more inclusive development. Hence, they contribute to achieving one or more of the following outcomes in the Centre’s Results Framework:

- identify and frame issues critical to the development dialogue, influencing the way national and international actors conceptualise analytical approaches to the SDGs, with a strong focus on inequality;

- influential analysis and evidence base, by developing recommendations based on sound analysis that help policy makers assess why social cohesion matters and identify concrete approaches to support more inclusive societies.

A2. GENDER EQUALITY AND DEVELOPMENT

21. Gender inequality is one of the most urgent global challenges for development. Despite growing recognition of the linkages between gender equality and inclusive and prosperous societies, progress in tackling gender disparities has been slow and uneven worldwide, with reversals in some contexts. Development Centre research using the Social Institutions and Gender Index (SIGI) data estimates the development cost of gender inequality in social institutions to be over USD 12 trillion, or 16% of current world GDP. The urgency to achieve gender equality has been recognised by the international community with the adoption of Agenda 2030, which provides a roadmap to tackle the root causes of gender inequality. Still, the evidence base on “what works” and “how to operationalise the SDGs” remains limited as does the knowledge of how to take effective approaches to scale.

22. The SIGI was last updated in 2014 with increased country coverage and more variables included in its Gender, Institution and Development Database (GID-DB). The SIGI data and country profiles have been used increasingly as reference points by development partners, notably UN agencies (UN Women) and multilateral development banks (ADB, AfDB, EBRD, WBG) as well as research institutes and civil society organisations. A growing body of evidence using the SIGI confirms the necessity to address discriminatory social institutions to ensure effectiveness of policies and financial support favouring gender equality. The next update of the SIGI will strengthen its methodological framework and further align its variables to SDG 5 targets. All SDG 5 targets are covered by the SIGI and moving forward, the country profiles and database will be upgraded to improve policy relevance for the development community. This
will include increased country coverage and additional variables and further consultation at the national level on gender statistics, social norms and development.

23. DEV will partner with DCD and STD to launch a Policy Dialogue on Gender Equality and Development (PD-GED) to generate new knowledge and data on the innovations needed in policy and practice to achieve Agenda 2030 for women and girls. The Centre will focus on measuring discriminatory social institutions and gender outcomes and identifying policies to promote gender equality in developing economies, thereby complementing DCD’s work on financing gender equality and the role of development co-operation. In partnership with STD, specific efforts will be deployed to support governments in addressing the challenges of data availability and the capacity of national gender ministries and national statistical systems to monitor and track progress. Building on the Centre’s work on youth well-being, specific focus could be placed on well-being of adolescent girls. Pending voluntary contributions, the Centre could pilot the analysis and policy dialogue around adolescent girls in specific regions, such as West Africa.

**Final Outputs**

- SIGI 2018 global database and country profiles
- Establishment of a Global Policy Dialogue on Gender Equality and Development (PG-GED) [jointly with DCD; subject to VC]

**Intermediary Outputs**

- 1 SIGI country-level study completed [subject to VC]
- Up to 3 SIGI related publications (e.g. on costs of discrimination, and on policies and measures to support the implementation of SDG 5 on gender equality, on well-being of adolescent girls in a specific region) [subject to VC]
- Regional capacity building workshops to support the capacity of gender ministries and national statistical systems [subject to VC]
- Wikigender-related online discussions (at least 3 per year)

**Collaboration**

24. The Centre will cooperate with DCD and the DAC GENDERNET and with STD to deliver the proposed outputs. DEV will also contribute to the OECD’s Horizontal Gender Initiative’s Gender Report (due May 2017). Engagement with international and regional organisations (e.g. UN Women, ILO and UNESCO) and with civil society organisations will be strengthened. The Centre is currently on the Steering Committee for Gender Statistics for UNECE and on the Coordination Committee for Gender for UNECA, the Inter-Agency Expert Group on Gender Statistics (IAEG-GS), and the African Group for Gender Statistics (AGGS). Opportunities for deepening collaboration with other UN Economic Commissions will be explored.

**Expected outcomes**

25. These activities will support national and international efforts to achieve gender equality through: (i) better data: reduced data gaps and better tracking of SDG 5; improved national statistical systems and harmonised gender statistics in line with the SDGs; enhanced coordination within national agencies to ensure that data collection and analysis informs policy making; (ii) enhanced policy dialogue with governments and regional actors on gender equality through national SIGI studies and SIGI 2018 country profile production, validation and dissemination.
A3. SOCIAL PROTECTION

26. Over the last two decades, social protection has emerged as an important policy tool for developing and emerging economies to reduce poverty and vulnerability, support inclusive growth and achieve greater levels of social cohesion and wellbeing. A rigorous body of evidence comprising more than 150 randomized control trials in a range of developing countries attests to the positive impact social protection schemes can have both on individual outcomes and broader benefits for societies. The potential of social protection to enhance multi-dimensional wellbeing is also recognized in the SDG agenda, which includes three references to social protection, most notably under target 1.3: Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.

27. In recent years, the number of social protection schemes has ballooned as well as the attention of development cooperation agencies to this issue. According to the World Bank, the average developing country now has 20 different schemes in place. In most cases, this proliferation has resulted in a complex web of overlapping schemes, which can be difficult for governments to manage. Despite the growth in the number of schemes, large coverage gaps remain. These are particularly acute in Sub-Saharan Africa and South Asia, where social safety nets cover only one-tenth and one-fifth of the poorest 20 percent of the population, respectively. As a result, many countries have begun to weave their individual schemes into more comprehensive social protection systems.

28. Designing and realising social protection systems entails difficult policy choices, which require context-specific evidence to inform decision-making. In particular, there is a need for analytical tools and approaches that allow policymakers to examine nascent social protection systems comprehensively, highlighting gaps, overlaps and pathways for systematisation. Furthermore, the fact that the SDG agenda now includes social protection targets underlines the need for better data to monitor progress.

29. Building on the PWB 2015-16, the Centre’s work on social protection will provide governments with innovative analytical tools and approaches that allow policymakers to examine nascent social protection systems comprehensively, highlighting gaps, overlaps and pathways for systematisation. Furthermore, the fact that the SDG agenda now includes social protection targets underlines the need for better data to monitor progress.

Final Outputs
- A flagship report including policy recommendations on social protection and inclusive growth in developing countries
- Global conference on the development of inclusive and sustainable social protection systems

Intermediary Outputs
- Up to 2 Social Protection Systems Reviews.
- Up to 2 national policy consultations on social protections systems (in Asia and Africa)

Collaboration
30. The social protection work foresees collaboration with ELS and CTP. The Centre will also explore how this work could inform discussions among donor agencies, in collaboration with DCD. This work stream will closely collaborate with research centres in partner countries and leading think tanks working on social protection globally. It foresees collaboration with the members of the Social Protection Inter-Agency Cooperation Board (SPIAC-B), including the ILO and the WBG who serve as its co-chairs. Partnerships are currently ongoing with the International Policy Centre for Inclusive Growth in Brazil and
the Economic Policy Research Institute in South Africa, and currently being explored with the Commitment to Equity Institute at Tulane University in the United States.

**Expected outcomes**

31. DEV’s work stream on social protection foresees country-specific analytical work, as well as thematic research on social protection with wide applicability across developing countries. It aims at strengthening governments’ ability to design and implement inclusive and sustainable social protection systems. It is intended to contribute to several objectives in the Centre’s Results Framework, notably: (i) build the evidence base with new empirical analysis on the contribution of social protection to inclusive growth; (ii) translate global and OECD expertise on social protection tools to support policymakers in selected developing countries deliver on SDG target 1.3; (iii) contribute to a dialogue and knowledge sharing between OECD and non-OECD countries on enhancing social protection systems.

**A4. YOUTH WELL-BEING**

32. At 1.8 billion, young people (i.e. individuals between the ages of 10 and 24) represent the largest group ever to enter the transition to adulthood. Over 85% of them live in developing countries and, in many places, they represent as much as 30% of the population. Many developing countries have the potential to realise a demographic dividend, if the right social and economic policies and investments are in place. As such, the question of youth increasingly is taking centre stage in policy debates. Furthermore, the exclusion of youth from central societal sectors can generate tremendous social and economic costs to the society and is a risk for social cohesion. Tackling youth challenges require policies on multiple fronts: decent employment, youth-friendly health services, quality and accessible education and civic participation. Timely interventions directed at young people are likely to yield a greater return for sustainable development than attempts to build these capacities later in the life cycle.

33. Building on the PWB 2015-16, the Centre’s work on youth well-being will enrich the development debate by substantiating the urgency of investing in youth. It will provide evidence and concrete advice to governments in developing and emerging economies and to their development partners on how to assess youth challenges from a multi-dimensional perspective and how to involve the youth in national development processes. Country-level diagnosis and analysis will provide empirical evidence of linkages between public policies and youth well-being and develop policy recommendations, particularly for vulnerable youth. More specifically, the work stream will provide governments in selected developing countries with relevant policy analysis and tools on youth inclusion, with a view to support the implementation of their national youth strategies. The Centre will also organise a global conference with developing country governments and donor agencies, as well as youth representatives, to discuss the results of this work and effective approaches to foster youth well-being in national policy making and in development co-operation programmes, in close coordination with DCD. Pending voluntary contributions, the work on youth well-being could also serve to develop specific research and dialogue activities on adolescent girls.

**Final Outputs**

- International conference on youth well-being involving governmental and non-governmental stakeholders
- Diagnostic tools to support government policies in promoting youth well-being
- A report on youth well-being, with specific focus on rural youth livelihoods

**Intermediary Outputs**

- Up to 2 youth well-being policy reviews [subject to VC]
- Up to 10 country profiles on youth inclusion and well-being
**Collaboration**

34. The youth well-being work in developing countries will draw on and adapt as needed existing OECD analyses and tools, such as Investing in Youth (ELS), Vocational Education and Training (EDU), and Skills Strategy (EDU). Co-operation is envisioned with DCD, EDU, ELS, and GOV. External collaboration is foreseen with ILO, other UN agencies, regional development banks and research institutes in the developing countries participating in the project. The Centre will explore the extent to which the results of this work could inform discussions among donor agencies, in collaboration with DCD.

**Expected outcomes**

35. The Centre’s work on youth well-being aims at supporting governments in developing countries and their development partners to enhance youth well-being, improve youth economic and social participation in national development processes, and build on the power of youth to deliver better development outcomes. It contributes to several objectives of the Centre’s Results Framework, such as: (i) build the evidence base with new empirical analysis on youth inclusion and well-being and (ii) translate global and OECD expertise and tools to support policymakers in developing countries implement national youth strategies.
B. COMPETITIVE ECONOMIES

36. Governments in developed and developing countries are increasingly concerned with sustaining economic transformation to ensure quality job creation and a more sustainable use of natural resources, as well as to reap the benefits of the participation in global markets. The 2030 Agenda (e.g. SDGs 8, 9, 10 and 12) calls for a shift in local and global production and consumption patterns while sustaining jobs and growth in the future. The diffusion of new technological paradigms and the reconfiguration of global innovation and production networks require new policy approaches to sustain upgrading and economic transformation. The collapse of commodity prices poses additional challenges to countries whose development has been driven by natural resources. Many developing countries and regional groupings (e.g. ASEAN, AU-NEPAD) are prioritising – and actively seeking advice and financing for – infrastructure and connectivity, as well as human capital and skills development. These investment are necessary to enable structural transformation and productivity growth and reap trade and investment opportunities.

37. Activities within the “Competitive Economies” will focus on producing guidance and identifying effective institutions and policies to promote innovation and productivity as well as sustain diversification and economic transformation. The work stream will be organised around three main areas: Production Transformation for Development; Natural Resources for Development; Education and Skills for Development.

B1. PRODUCTION TRANSFORMATION FOR DEVELOPMENT

38. Enabling structural transformation, promoting innovation and boosting productivity are necessary conditions for countries to re-launch growth and sustaining progress to achieve the SDGs. Fast-growing developing economies, such as China, India or Indonesia, have all at least doubled labour productivity since 1990. These improvements have supported accelerated convergence in per-capita income towards OECD levels. However, labour productivity levels in developing countries continue to be well below those in advanced countries. Diversification – both across and within sectors – has been limited in developing economies. Better institutions and structural policies are needed to enable the development of productive capacities, sustain innovation and productivity growth. The international development agenda places a strong focus on industrialisation, integration in global and regional value chains, infrastructure, connectivity and innovation as development drivers. Investment, trade and private sector development are identified as key in implementing the 2030 Agenda. Specific SDGs are linked to production transformation and trade (goals 8, 9, 10 and 12).

39. Developing countries are facing the pressing challenge of increasing productivity and creating better jobs in a fast-changing and uncertain economic setting. New technologies and the search for more environmentally sustainable modes of production and consumption are changing the incentives for the localisation of production activities. New manufacturing technologies, increased automation and e-content of manufacturing products are redefining the way in which products are designed and produced and are making the inter-linkages between manufacturing and services more evident. To seize the opportunities of this new context, developing countries are engaged in designing and implementing strategies for production transformation. Achieving impact through these strategies calls for: i) increased understanding of the governance and institutional arrangements that are needed to better design, manage, implement and assess these strategies, including identifying ways to maximise synergies with development co-operation for trade and private sector development; ii) clarification of opportunities and challenges for participating in global and regional value chains in different industries and the enabling role of infrastructure and connectivity; iii) better management of the different drivers of upgrading and preparedness for the future, including innovation, start-ups, and trade and investment linkages; and iv) increased and improved
evidence on global and regional trade and production dynamics, including growing country coverage of the OECD/WTO Trade in Value Added (TiVA) database.

40. The Initiative for Policy Dialogue on GVCs, Production Transformation and Development (PD-GVCs-PT) is a leading country-led global platform for knowledge sharing and peer learning on production transformation strategies and GVCs. It will continue supporting OECD and non-OECD countries in transforming their economies by harnessing their potential to increase productivity, create better jobs and increase resiliency of their economies by promoting better participation in global markets. The PD-GVCs-PT, through its multi-stakeholder and collective process, will contribute to identifying actions to achieve the SDGs (in particular 8, 9, 10 and 12) and highlight lessons for better policies through its Transforming Economies Report (TER). TER is the biennial publication produced jointly with UNCTAD, and involving STD and DCD, highlighting the main results of the activities of the PD-GVCs-PT. It will continue providing guidance for country and territorial strategies for production transformation, based on peer learning through the Production Transformation Policy Reviews (PTPRs). It will develop tools for the comparative assessments (Upgrading Pathways Studies) of opportunities, challenges and policy options for upgrading in selected value chains in co-operation with DCD. It will provide guidance on effective ways to mobilise drivers of transformation and upgrading, including innovation, start-ups and trade, and investment linkages. The PD-GVCs-PT will continue advancing measurements and capabilities for evidence-based policy analysis in developing economies, particularly related to expanding the OECD/WTO TiVA database and its future extension jointly with STD. Cooperation with regional organisations will be strengthened and opportunities explored to support advancing regional agendas in Africa, ASEAN and Latin America.

Final Outputs

- 4 Plenary Meetings of the Policy Dialogue on GVCs, Production Transformation and Development (2 in Paris, 1 in 2017 in Bangkok by the UN Economic and Social Commission for Asia and the Pacific; and 1 in 2018 in a location TBD).
- 1 Transforming Economies Report (second edition due by 2018) [in cooperation with DCD and STD]
- Up to 3 Production Transformation Policy Reviews (PTPRs) in Asia, Africa, Latin America [subject to VC], which, following the peer review methodology, will be discussed during the meetings of the PD-GVCs-PT

Intermediary Outputs

- 2 comparative stocktaking of experiences and policies for upgrading in selected sectors [subject to VC]
- Up to 3 Upgrading Pathways Studies in selected areas [subject to VC], which includes 1 report on innovation experiences in developing countries, with focus on Asia [subject to VC]
- 1 report on Start-up for development [subject to VC]
- Contribution to the Aid for Trade at a Glance 2017 on synergies between production transformation strategies and development co-operation for trade and private sector development (in co-operation with DCD)

Collaboration

41. The work on production transformation for development will continue to benefit from strong cooperation within the OECD, including in particular STD, DCD, TAD, STI, GRS, and DAF. ENV and EDU could also be involved. The PD-GVCs-PT benefits from an Advisory Board of Experts from 10 international organisations (AUC, ECA, ECLAC, ESCAP, ESCWA, ILO, UNCTAD, UNIDO, WTO, WBG). The biennial report TER (Transforming Economies Report) is a joint DEV/UNCTAD flagship publication. The Development Centre will explore the extent to which the results of this work could inform discussions among donor agencies, in collaboration with DCD.
Expected outcomes

42. The Initiative for Policy Dialogue on GVCs, Production Transformation and Development entered its second cycle in 2016/17. Countries recognise and value the openness and capacity to be at the forefront in policy analysis and advice of the Initiative [DEV/GB(2016)4]. The PD-GVCs-PT and the work on innovation for development have contributed and will continue to contribute to three Results Framework objectives by:

- Supporting the processes of reform for structural transformation by strengthening the capabilities of emerging and developing countries for evidence-based policy making translating and adapting OECD tools, namely the OECD/WTO TiVA;
- Supporting developing economies in designing and implementing better strategies for transformation by co-creating new tools for policy assessment and benchmarking; and
- Contributing to the development agenda by providing tools for reviewing progress in advancing towards the SGDs, in particular goals 8, 9, 10 and 12, through joint work with UN institutions, including UNCTAD, UNIDO, ECA, ECLAC and ESCAP, as well as by strengthening co-operation with additional international organisations.

B2. NATURAL RESOURCES FOR DEVELOPMENT

43. Governments and extractives industries alike are faced with pressure to fully and sustainably exploit the potential for resource-based development and show the benefits that natural resources can generate for host economies and societies as a whole. Weak governance, poor regulatory settings and rent capture are amongst the main hurdles facing developing countries in this respect. Developed countries will need to curb the cross-border impacts of their consumption and production patterns, which contribute to freshwater scarcity, deforestation, soil degradation, biodiversity loss and climate change, which all make poverty eradication harder to achieve. These challenges, along with mounting environmental tensions, rising inequality, political instability or conflict can reinforce each other in a vicious circle and hamper the ability of natural resource-rich countries to achieve inclusive growth. In a scenario of declining commodity prices and geopolitical tensions over access to and use of natural resources, public-private collaboration is crucial to overcome barriers to development and work towards shared prosperity.

44. The key challenge for resource-rich countries is how to transform natural finite assets into human, social, and physical capital, supporting long-term sustainable development that outlives the life-cycle of extractives. Using extractives as a catalyst for integrated development calls for: (i) the adoption of appropriate policies to generate taxes and revenues; (ii) the maximisation of opportunities for local value creation through linkage development to broaden the tax base and build competitive and diversified economies; (iii) the appropriate management and use of revenues to mobilise domestic resources for sustainable development, taking into due account the interests of current and future generations and the needs of different levels of government, communities and other stakeholders; and (iv) the capacity to negotiate balanced deals to support the achievement of policy objectives, attract investors and fully seize the opportunities created by natural resource investment.

45. The Policy Dialogue on Natural Resources Based Development (PD-NR) will continue helping OECD and non-OECD countries transform their natural finite assets into human, social and physical capital, while building effective institutions. The PD-NR will offer guidance and contribute to identifying policy options, trade-offs and practices to harness natural resources, especially extractives, to support the implementation of the 2030 Agenda for Sustainable Development (in particular SDGs 6, 7, 8 and 9), including the mobilisation of domestic revenue under the Addis Ababa Agenda for Action and the Addis
Tax Initiative. The Dialogue will pilot the implementation at the country-level and strengthen tools to promote public-private collaboration and improve governance by fighting corruption along the value chain of extractives. Further activities will be developed in the work streams on Revenue Spending and Natural Resource Funds and Getting Better Deals, also contributing to the G7 CONNEX Initiative on supporting complex contract negotiations in extractives.

Final Outputs

- 4 Plenary Meetings of the Policy Dialogue on Natural Resources Based Development, including the CONNEX Negotiation Support Forum
- 1 Compendium of Practices on how to operationalise the Framework on Public-Private Collaboration on Shared Value Creation from Extractive Projects [subject to VC]
- Up to 3 Country Reviews on Resource-based Value Creation and/or Country Assessments on Corruption Risk in the Extractive Value Chain [subject to VC], which, following the peer review methodology, will be discussed during the meetings of the PD-NR
- Up to 2 Reports/Policy Guidance on Getting Better Deals [subject to VC], as a contribution to the G7 CONNEX Initiative and Revenue Spending.

Intermediary Outputs

○ 1 in-depth stocktaking on spending natural resource revenue from extractives to support the implementation of the SDGs and manage the fall of resource rents [subject to VC, by end of 2017]

Collaboration

46. The PD-NR benefits from strong co-operation with several OECD Directorates (e.g. CTPA/DCD, DAF, ENV, GOV, LEG and TAD). On the external front, several international organisations and institutions participate in the PD-NR’s Expert Advisory Board: the African Union Commission, IMF, UN-ECA’s African Minerals Development Centre, NEPAD, UNCTAD, UNDP, WEF and World Bank. Strengthened collaboration is envisioned with the African Union Commission and the African Minerals Development Centre, to carry out country reviews in Africa, with the APEC Mining Task Force and with the Intergovernmental Forum on Mining and Sustainable Development.

Expected outcomes

47. Through an inclusive multi-stakeholder structured process, the Policy Dialogue on Natural Resource-based Development has helped find common ground and build shared understanding on how extractives can be used to overcome barriers to development. The Policy Dialogue’s innovations in how it works (OECD and non-OECD co-chairing arrangements, multi-stakeholder structured process, thematic conference calls in-between meetings, consultative process with the private sector and civil society organisations) recently have generated follow-up demand for a Negotiation Support Forum, taking the form of a collaborative initiative between the G7 and the OECD Policy Dialogue on Natural Resource-based Development. The Policy Dialogue’s work also has been on the agenda of the G20 Anti-Corruption Working Group in June and October 2015. On that occasion, the Policy Dialogue’s input was sought on how to advance the agenda on extractives and the SDGs. Building on the successes of the last biennium, the Policy Dialogue will continue:

- Co-creating knowledge on public-private strategies for local value creation accompanied by increased emphasis on the importance of collaborative efforts to generate tangible and durable socio-economic benefits across governments and stakeholders;
- Supporting non-OECD decision makers by mobilising and translating global and OECD expertise on corruption, behind-the-border trade barriers, revenue management, and international tax issues;

- Pursuing and strengthening the efforts carried out so far within the collaborative initiative between the G7 and the Policy Dialogue; and

- Advancing the G20 agenda by providing, for example, evidence-based country analysis that will lead to specific policy recommendations to remove barriers to resource-based development in specific contexts and monitoring the take-up of advice and progress towards the achievement of the SDGs.

B3. EDUCATION AND SKILLS FOR DEVELOPMENT

48. Most developing countries face two major challenges: (i) guaranteeing quality education and learning outcomes; (ii) ensuring the acquisition of skills relevant to the needs of the labour market. Following the MDGs, the increase in enrolment figures across the developing world has not translated into similar trends in learning. This alarming observation has shifted the debate towards quality education and adequate learning, both in school and throughout the life cycle as recently recognised in SDG 4: “Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.” High in the developing agenda is also the need for education systems in developing countries to provide the appropriate set of skills that will ease the transition to the labour market and foster the emergence and the development of productive and diversified economic activities. A strong emphasis is given to the role of technical and vocational education and training (TVET) in achieving this goal.

49. In response to these challenges, and building on the PWB 2015-16 activities on education and skills (e.g. in Latin American and African countries), the Centre’s work on education and skills intends to contribute to three main objectives of developing countries: (i) designing skills strategies to improve the quality of human capital, better align education with labour market needs, improve the school-to-work transition and encourage the long-term adaptability of skills; (ii) assessing policies that contribute to improving the quality of education and training systems (from the analysis of learning outcomes through PISA and its adaptation to developing countries’ specific context, to the introduction of innovative and cost-effective educational and training tools and practices to revising teacher training, pedagogical tools, schools management practices); and (iii) re-examining the potential of TVET for inclusive growth (notably by looking at the conditions and the environment that are most likely to ensure a full use of TVET’s potential and thus design TVET policies more in line with the needs of both the students and the labour market). The proposed activities will benefit from the results of the OECD PISA for Development and the OECD National Skills Strategies and promote mutual learning amongst interested OECD and developing economies. Specific attention will be paid to South-South and Triangular co-operation in the area of education and skills.
Final Outputs

- Final report and international conference on assessing educational policies that contribute to improving the quality of education and training systems in developing countries [subject to VC]
- Development Centre report and policy dialogue event on the role of TVET for inclusive growth [subject to VC]

Intermediary Outputs

- Publication of up to 3 National Skills Strategies (e.g. in Africa, Asia and Latin America) and mutual learning exercise [subject to VC]
- Several case studies on policies that contribute to improving education and training systems in developing countries, including on the role of South-South and Triangular Co-operation [subject to VC]
- Up to 2 Experts’ meetings [subject to VC]

Collaboration

50. Standing collaborations with other parts of the OECD (EDU, ELS, GOV and LEED) will continue in the framework of the OECD Skills Strategy. Opportunities to cooperate with EDU and DCD in the framework of the PISA for Development project will be explored, as well as STD and PARIS21 on the statistical capacity aspects of building relevant data and interpret them for policy design and evaluation. External collaboration is envisioned with UNESCO, EU, the African Union Commission, and such regional development banks as IDB, CAF, AFDB and IsDB.

Expected outcomes

51. The Centre’s work on education and skills intends to continue contributing to the four objectives of the Centre’s Results Framework by:

- Feeding the global discussions on the implementation and progress of the SDGs;
- Contributing to a better understanding of the way developing countries should develop their education policies thanks to the empirical evidence gathered, and having in mind the countries’ specific context and capabilities;
- Influencing several developing countries to make reforms to improve the quality of the skills and align them better with the needs of the labour market (as a consequence of work under the framework of the National Skills Strategies); and
- Adapting the current OECD framework of the National Skills Strategies in developing countries to the realities of low- and middle-income countries.
C. NEW PERSPECTIVES FOR DEVELOPMENT

52. The extraordinary period of rapid growth of developing countries from 2000-2014 – when more than 80 countries grew at twice the annual growth rate of OECD countries – is over. Developing countries are going to be facing a much tougher global environment moving forward. The commodity super-cycle that saw huge windfalls for resource-exporting countries is coming to an end as China’s demand slows. The post-crisis response and exceptional measures taken from OECD countries including prolonged low interest rates and unconventional monetary policy distorted the development finance landscape. As international interest rates normalise, capital that had flowed to developing countries is returning back to developed countries as conditions in the developed world improve.

53. Developing economies are facing the need to adapt their strategies for development to the new global context. To support these efforts, the Centre will look at the implications of the evolving context on developing countries, including the most vulnerable ones (Least Developed Countries (LDC) and fragile and conflict-affected countries), and on the most vulnerable populations. In parallel, specific attention will be devoted to identify ways to strengthen global public goods (and their financing) to deal with systemic issues and support the attainment of the SDGs. Against this background, the Centre will contribute to the OECD Strategic Response to the SDGs that will guide the Organisation’s efforts to support the implementation of the 2030 Agenda for Sustainable Development.

C1. PERSPECTIVES ON GLOBAL DEVELOPMENT

54. The Perspectives on Global Development (PGD) series provides a broad perspective on the new global context. It frames issues critical to improving livelihoods in developing countries and highlights implications for national responses, development partners and the multilateral system. Building on the Centre’s work in 2015-16 on “the future of livelihoods” and on “global risks and global governance,” from the perspective of developing countries, future PGDs will also contribute to the debate on global public goods and “bads”. The next editions of the PGD will analyse the growth slowdown and its implications and identify other megatrends that could pose challenges to developing economies in the economic, social, political, technological and environmental spheres. It will develop further the use of foresight and scenario techniques and analyse emerging challenges for developing countries. Their thematic focus will build on the Centre’s ongoing work, consolidating the efforts undertaken in areas linked to global trends, social protection, youth, innovation and production transformation, education and skills. They will tap into existing OECD work and expertise and propose potential solutions and new approaches to the identified pressing challenges.

55. Proposed topic for the next editions of the PGD could include: “Making Innovation Work for Developing Countries” (in 2018), “Improving the Quality of Education in Developing Countries” and “Global Social challenges and Social Protection Systems for the Needs of Developing Countries”.

Final Outputs


Intermediary Outputs

- Background papers providing analysis on the growth slowdown and challenges in the economic, social, political, technological and environmental spheres for the 6th edition; and a series of background papers and experts’ meetings to develop the thematic focus of the 7th edition of PDG (Q4 2018).
- A series of foresight exercises and policy dialogue events convening government officials
Collaboration

56. This project contributes to several of the Organisation’s strategic priorities. A report with global coverage, rather than narrowly focused on OECD countries, strengthens the global character of the OECD and will be well-placed to support the global agenda by feeding into discussions in various global fora. The broad coverage across economic, social, political, technological and environmental spheres will enable the report to address many of the Organisation’s priority areas for redefining the growth narrative, such as inclusive growth, inclusive productivity, tackling disparities in income, and transitioning to a low-carbon economy.

57. The preparation of the PGD will promote co-operation with other Directorates (e.g. ECO, STI, ELS, ENV, STD) and international organisations (e.g. IMF, WBG).

Expected outcomes

58. The PGD aims at achieving the following outcomes:

- Help DEV Members and the international community better understand the new global economic context and related emerging challenges with a view to inform the design of national public policies that are responsive and resilient to the new global context; and

- Stimulate thinking and debate among governments of developing countries and the global development community on how to deal with challenges and how to develop better global governance and coordination mechanisms.

C2. MIGRATION AND DEVELOPMENT

59. The Centre’s work on migration and development through indicators, policy dialogue, analyses and recommendations will contribute to the international development agenda and national efforts. This work stream will provide a better understanding of the contribution that international migrants make to both their countries of origin and destination; the policy challenges raised by migration, not only for migration policies stricto sensu, but also for other sectoral policies; and the role of migration in the implementation of the SDGs. To maximise impact, this work stream will involve closely developing country authorities, engage other international organisations, and contribute to major international processes, such as the Global Forum on Migration and Development. Building on the results of the 2016 High-Level Meeting of the Development Centre [DEV/GB(2016)16], it will also feed the Centre’s Dialogue on migration and development [DEV/GB(2016)19].

60. In 2017-18, the Centre’s main focus will be on assessing the economic contribution of immigration in developing countries and developing further the dashboard of indicators for policy and institutional coherence in the framework of the Global Knowledge Platform on Migration and Development (KNOMAD). The Centre will distil and disseminate lessons learned from the 2015-16 project on the interrelations between public policies and migration and contribute to Development Cluster activities on Financing for Development by looking at the role of remittances. Depending on available resources, this work stream also will contribute to OECD-wide activities on addressing the humanitarian migration crisis by devising better responses in developing countries that are refugee countries of origin, transit or destination. Particular attention could be placed on the refugee crises in middle-income countries, which are not eligible for the standard international package of support for refugees.

61. Labour immigration in developing countries is a large but still little understood phenomenon. Building on its 2015-16 work on migration and development, the Centre will assess the economic
contribution of labour migration in developing countries as countries of destination. The debate on migration and development has tended to overlook the impacts of migration in developing countries as destination countries. Immigration to developing countries has been examined scarcely and has been considered poorly in policy making. A better understanding of this issue will be essential to designing evidence-based labour and migration policies, improving labour management and securing the appropriate protection of migrant rights. The project will apply an innovative methodology to arrive at a reliable and evidence-based understanding of how immigration affects the economies of low-income and middle-income countries. The analysis will consider in particular the impact of labour immigration on GDP and growth; on the labour market; and on public finances and social services. The project involves several developing countries across Asia, Africa and Latin America.

**Final Outputs**
- Final report on the economic contribution of labour migration in developing countries as countries of destination
- A report on the operationalization of the dashboard of indicators for policy and institutional coherence, applied to a larger set of countries
- A annual or biennial senior-level event on the migration and development nexus

**Intermediary Outputs**
- A methodology for assessing the impacts of migration in developing countries as countries of destination
- 10 country reports on the economic contribution of immigration
- Several country case studies and original data on the link between migration on development in developing countries and on addressing the refugee crisis [subject to VC]
- Country or regional level analysis of the contribution of remittances to the financing for development mix [subject to VC]
- A study aimed at mapping the skills of refugee populations in developing countries [subject to VC]
- 2 policy-dialogue experts meetings [subject to VC]

**Collaboration**

62. DEV’s work on migration and development benefits from interactions with other Directorates and units (e.g. ELS, OSG/PCD). Greater synergies will be sought with the rest of the Development Cluster, international organisations (ILO, IOM, WBG) and processes (the Global Forum on Migration and Development) that are associated closely with the Centre’s projects. The Centre will explore the extent to which the results of this work could inform discussions among donor agencies, in collaboration with DCD.

**Expected outcomes**

63. The work stream on migration and development aims to help developing country governments:
- better incorporate migration into their overall economic and social development strategies by providing a coherent policy framework that incorporates the direct and indirect benefits and costs related to migration, for countries of both migrant origin and destination;
- design evidence-based labour and migration policies, improving labour management and securing the appropriate protection of migrant rights;
- maximise the contribution of remittances to the financing for development; and
- devise better responses to the humanitarian migration crisis (for developing countries that are refugee countries of origin, transit or destination).
C3. OECD VISION ON THE SUSTAINABLE DEVELOPMENT GOALS (SDGs)

64. The Centre will contribute to the vision set out in the proposed OECD Action Plan on the Sustainable Development Goals (SDGs) implementation, building on the discussion that has taken place within the Governing Board in 2015 and that will continue in 2016. In line with its comparative advantage and Results Framework, the Centre may specifically contribute to three of the proposed four areas in the Better policies for 2030: OECD Action Plan on the Sustainable Development Goals (SDGs) [C/M(2016)6]: (i) leveraging OECD data to help track progress in the implementation of the SDGs; (ii) upgrading the OECD’s support for integrated planning and policymaking at the country level and providing a space for governments to share experiences on governing for the SDGs; and (iii) Reflect on the implications of the SDGs for OECD external relations.

65. Some inputs could include: analysis of the impact of global trends and of countries’ domestic policies to achieving the SDGs globally; sharing experiences about governments’ approaches to the SDGs, the SIGI and other tailor-made social policy reviews; fine-tuning of OECD and Development Centre tools – such as the Multi-Dimensional Reviews (MDCR) – to support national policy design and implementation of the SDGs. The Centre’s input will benefit from partnerships with the UN system, other international organisations and non-state actors, and from participation in policy dialogue platforms (e.g. China’s future Centre for International Knowledge on Development).

66. These efforts could also result, pending voluntary contributions, in a new report on the global and national responses to the SDGs and the impact of domestic policies on global public goods and systemic issues, to be developed with other Directorates and UN agencies, and not duplicating member countries reporting to the UN system. The Global Forum on Development (GFD) will strengthen its role as a listening device to bring the perspective of developing countries to the OECD, promote knowledge sharing and raise awareness on SDG implementation. Special emphasis will be placed on efforts to close data gaps and develop methodologies and capacities to improve the international SDG monitoring system.

67. In collaboration with other members of the Development Cluster and OECD Directorates, the Centre will contribute to building a new OECD narrative on development and to improving communication about the Centre and the OECD’s contributions to global development.

68. The Centre will support DCD-led efforts in upgrading OECD analyses on Financing for Development (e.g. on official development finance); measuring countries’ efforts in building capacity and providing technical assistance and promoting knowledge-sharing of DEV Members events and activities (e.g. in areas such as technology and gender); and the OECD’s contributions to the implementation of the Addis Ababa Agenda for Action. Specific areas where the Centre could contribute include: remittances and the contributions of private sector and philanthropic flows. These analyses could leverage other Centre products, such as the PGD, the regional economic outlooks and country-level studies (e.g. MDCR).

Final Outputs

- 2 Global Fora on Development, jointly organised by DCD and DEV

- A new OECD narrative on development and improved communication around development, the SDGs and the OECD role in global development

- Contribute to the OECD 2018 Global Outlook on Financing for Development
Intermediary Outputs

- Regional and country-level case studies on financing for development contributions to DCD-led work on Financing for Development [subject to VC]
- Experts’ meetings and consultations in preparation of the GFD [subject to VC]

Collaboration

69. The Centre will contribute to the proposed OECD-wide strategic response to the SDGs by focusing on specific areas where it can add value. Collaboration with the rest of the Development Cluster and with STD and PARIS21, OSG and PAC is foreseen to deliver the proposed outputs. Co-operation with the UN system is foreseen to promote synergies and greater impact, while ensuring no duplication of efforts.

Expected outcomes

70. The Centre’s contribution to the proposed OECD Strategic Response to the SDGs aims to support international efforts for SDG implementation, notably by:

- Contributing to closing data gaps and developing methodologies and capacities to improve the international SDG monitoring system through new conceptual work and measurement tools as well as through international data initiatives and capacity building;
- Supporting developing countries in the design of national strategies to implement the SDGs;
- Contributing to the development of a policy dialogue on global public goods and attaining the SDGs; and
- Enhancing the OECD narrative on development and contributing to the Centre and the OECD’s capacity to communicate about their contributions to global development.
C4. DIALOGUE AND PARTNERSHIPS

71. The Development Centre’s partnerships and networks allow the Centre to better tailor its analysis to address relevant policy issues while engaging a broader range of state and non-state actors in discussing the results and policy implications of its analysis. During the next biennium, efforts will focus on greater collaboration and synergies between network members and OECD Members and Partners in support of their efforts to achieve the SDGs. Specific activities to be discussed within each network could include: the role of the private sector in achieving the SDGs (also building on EMnet’s horizontal work on the greening of the economy); accelerating impact in achieving the 2030 Development agenda: the role of philanthropic foundations (netFWD); optimising communication around the SDGs (DevCom) and allowing policy makers and communicators to work more closely. The Centre will also strengthen its engagement with non-governmental organisations, research institutes and southern think tanks and networks (e.g. the Network of Southern Think Tanks, NeST, and the Silk Road Think Tank Network, SiLKS).

72. The International Economic Forum (see D.5) on Africa and Latin America and the Casribbean will be strengthened further to become tools for high-level engagement and better articulation of developing countries’ demand for technical advice and support from DEV and the OECD at large. Along the same lines, the Centre will re-launch the International Economic Forum on Asia, partnering with member countries and relevant regional organisations.

73. The Secretariat will support the Governing Board in fully realising the Centre’s potential and contribute to realising institutional priorities. First, the Secretariat will continue to work closely with Members to promote their active engagement and strengthen the Governing Board as a “platform”, i.e. a place where governments can advance their common understanding of global priorities and discuss issues where consensus does not exist yet. Opportunities for policy dialogue will be strengthened, notably by organising consultation processes for each flagship publication and by providing issue papers for the Board’s discussion. Second, the Centre will strengthen its contribution to OECD horizontal initiatives and programmes that aim to engage non-Members. The Centre 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 Centre will continue to contribute to and enhance OECD efforts to support the international agenda and global development architecture, such as Agenda 2030, the G20 Development Working Group, the Global Partnership for Effective Development Co-operation, the international debate on South-South and Triangular co-operation and environment and climate change related to the outcome of COP21 and the forthcoming COP22 in Marrakech.

THE EMERGING MARKETS NETWORK (EMnet)

74. 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. EMnet activities will integrate issues related to the business sector’s contribution to socio-economic development in emerging and developing economies and further engage its members on issues related to social, economic and sustainable development. Members of the Network contribute a membership fee for the implementation of its programme of work. The network, launched in 2007, has developed a new business model that aims to position EMnet as a source of expertise and create exclusive knowledge products. These products reflect the views of the private sector on the topics discussed at EMnet events, based on the OECD expertise. EMnet will produce Policy Notes and a yearly publication to highlights lessons, business trends and investment opportunities in emerging markets from a private sector's perspective.
75. Members’ ownership and leadership have increased and horizontal initiatives have been launched, such as thematic working groups to discuss cross-regional topics of interest for EMnet members and the OECD. An Advisory Group where the Secretariat and selected members discuss and identify objectives and priorities for the network and approve the annual programme of work has been put in place. Members of the Network contribute a membership fee for the implementation of its programme of work.

**Final Outputs**

- Two Overview Publications (released yearly) on business views from the emerging markets
- 6 meetings (3 each year) on doing business in Africa, Asia and Latin America

**Intermediary Outputs**

- Specific regional meetings (1 per year) organised in co-operation with local EMnet members.
- Targeted dialogue and events with groups of companies by theme and sector

**Collaboration**

76. The EMnet meetings are organised in close co-operation with the geographic desks of the Development Centre. Each time, agendas, background notes and policy notes are shared with and agreed to by heads of relevant desks. OECD colleagues are invited to the meetings as speakers and moderators according to their specific expertise related to the theme of the events. EMnet will keep engaging with other OECD Directorates on its sectoral working groups, including, with ENV, DAF and IEA on greening investments, with DAF on responsible business conduct and with DCD on the role of the private sector in development.

**Expected Outcome**

77. Enhance EMnet’s positioning as a key platform for informal dialogue between governments from emerging countries, the private sector and the OECD, promoting knowledge sharing and better interactions. To this end, EMnet will formulate pragmatic and targeted recommendations and best practices to include them in OECD tools and publications, including events and outlooks of the Development Centre. It will influence business strategies by providing relevant outputs and recommendations in line with DEV priorities, including on issues related to the implementation of the SDGs and of COP 22 and the OECD’s contribution to that effect. EMnet will seek further opportunities to converge and collaborate with netFWD through joint events on issues such as social business or impact investment.
NETWORk OF FOUNDATIONS WORKING FOR DEVELOPMENT (netFWD)

78. netFWD is a global network of foundations committed to optimising the impact of philanthropy for development. netFWD’s mission is to support foundations in their efforts to dialogue and partner with governments. It is premised on the belief that bringing foundations and governments closer together delivers far greater development outcomes. Members of the Network contribute a membership fee for the implementation of its programme of work.

Final Outputs

- 2 NetFWD meetings
- 1 joint EMnet-netFWD Global Summit on philanthropy and private sector for Inclusive Business [pending financial contributions]
- 2 annual editions of the “OECD Award for Taking Development Innovation to Scale” jointly organised with the DAC Chair Office and DCD
- Publication on philanthropic flows (updating and revisiting the OECD-DAC 2003 Philanthropic Foundations and Development Co-operation study), in collaboration with DCD
- Up to 3 country pilots (including ongoing pilots) where the Guidelines for Effective Philanthropic Engagement (GEPEs) help guide further philanthropic dialogue and collaboration with governments and other stakeholders
- Support to foundations in their role as permanent representatives at the GPEDC’s Steering Committee

Collaboration

79. NetFWD will continue to work in close partnership with foundations and philanthropic associations worldwide within and beyond its membership. It will also contribute to the work of the UN Statistics Commission on SDG implementation, by providing inputs based on a new indicator to monitor the performance of multistakeholder partnerships, including philanthropy.

80. Engagement with the GPEDC is expected to continue after its Second High Level Meeting to take place in Kenya (28th November - 1st December 2016), possibly through netFWD’s Accelerating Impact 2030 initiative. This initiative could be positioned as a platform allowing foundations to engage in partnerships and dialogue to support greater development effectiveness and the 2030 Agenda.

81. Within the OECD, netFWD will strengthen its collaboration with DCD on capturing philanthropic financial flows and mobilising private resources for development and updating the OECD-DAC 2003 Philanthropic Foundations and Development Co-operation study. netFWD will pursue its ongoing collaboration with CFE on the contribution of social business to development. netFWD will involve both DCD and CFE in its Global Summit on Inclusive Business (possibly with the G20 Platform on Inclusive Business, pending necessary financial resources to organise it). Finally, starting from 2017, netFWD will co-organise, together with the DAC Chair Office and DCD, the “OECD Development Award” (previously the “DAC Prize for Taking Development Innovation to Scale”), facilitating the nomination of representatives of foundations in the Award jury.

Expected outcomes

82. Enable foundations and other development actors to engage and achieve mutual development objectives faster and with greater impact, while helping them allocate resources in key areas that are
critical to meet the SDGs. Promote a permanent, continued and effective representation of foundations within the GPEDC.

HEADS OF COMMUNICATION IN DEVELOPMENT COOPERATION AGENCIES (DEVCOM)

83. The OECD Development Communications Network (DevCom) is a platform for development institutions (bilateral and multilateral) to share lessons and collaborate on communications, public engagement and the development narrative. The Centre has provided a secretariat function to this network since the early 2000s. Members of the Network contribute VCs to implement its programme of work.

84. During 2017-18, DevCom will continue to support its Members and partners in transitioning to a new development narrative, as reflected in the 2030 Agenda and the SDGs. One important dimension will be the need for DevCom to engage with a broader range of actors in their work. DevCom can capitalise on its position as a unique platform discussing communication strategies to enhance knowledge, best practices and tools to engage with citizens. Drawing on its recent publications on good practices in public engagement, DevCom will provide Members with a framework to consider their emerging approaches for communicating about the SDGs (including strategies, tools and impact assessment).

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<th>Final Outputs</th>
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<tr>
<td>– 2 annual meetings of DevCom</td>
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<td>– Report on innovative SDG communication strategies that may include guidelines/best practices for SDG communication.</td>
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<th>Intermediary Outputs</th>
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<tr>
<td>o 2 thematic workshops (one per year)</td>
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<td>o Up to 2 webinars/or online discussions; as well as a contribution to media campaigns in support of the SDG narrative</td>
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<td>o Support and provision of inputs on development communication to DAC peer reviews</td>
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Collaboration

85. DevCom will continue to collaborate with DCD, particularly in the context of DAC peer-reviews and their components on development communication and accountability, and support the efforts of the Development Cluster to develop a new development narrative for the Organisation. Stronger synergies with other DEV networks will be sought.

Expected outcome

86. DevCom will provide members with opportunities for peer learning and knowledge sharing, with guidance on good practices, and with deeper understanding of global trends and issues in development cooperation and communication. It also will raise awareness about the SDGs and contribute to better communication around them for greater impact.
STRATEGIC GUIDANCE AND INSTITUTIONAL PRIORITIES

87. The successful implementation of the Development Centre’s work depends on: (i) the effective engagement of its Governing Board; (ii) cooperation with other Directorates and regular contributions to OECD’s horizontal activities, corporate initiatives and institutional priorities; and (iii) participation in the processes that shape the global development architecture (UN, G20, G7, etc.).

88. The Secretariat will continue to support the Governing Board in realising fully the Centre’s potential. In particular, it will work with its Members in the design of a new Membership Strategy for the Centre. Opportunities for policy dialogue and for peer reviews of the Centre’s reports will be strengthened further. Stronger co-operation will be developed with the rest of the Development Cluster, leveraging comparative advantages. The Centre will support the OECD’s strategic priorities by participating in horizontal initiatives (e.g. Well-Being, NAEC, Inclusive Growth), regional and country programmes, and by supporting the global development agenda and architecture.

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<th>Final Outputs</th>
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<tr>
<td>- Up to 2 High-Level Meetings of the Development Centre and 2 Development Weeks</td>
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<td>- Policy dialogue on national approaches to the SDGs involving the Governing Board [subject to VC]</td>
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<td>- Contribution to the DCD-led dialogue on South-South and Triangular co-operation</td>
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<td>- Contribution to the global development architecture: active participation in the UN and G20 processes</td>
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<td>- Contribution to OECD strategic priorities: horizontal initiatives (Gender, Inclusive Growth, Well-Being, etc.) and Global Relations Strategy (Country Programmes).</td>
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<th>Intermediary Outputs</th>
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<tr>
<td>- Governing Board Meetings, Bureau and Enlarged Bureau Meetings</td>
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<td>- Informal Working Groups of the Governing Board, Council and External Relations Committee</td>
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<tr>
<td>- Joint DAC/DEV sessions</td>
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Collaboration

89. Co-operation will continue with OECD Directorates (e.g. OSG, GRS, DCD, PAC). DEV will seek opportunities for greater engagement with other Directorates and for participation in relevant committees and bodies to share a development perspective.

Expected outcomes

90. The 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 and better global governance and coordination mechanisms;
- Updating OECD’s analytical frameworks and tools to account for the evolving international context and to better reflect the development dimension; and
- Enhancing the OECD’s contribution to global development efforts.
D. REGIONAL AND NATIONAL ANALYSIS

91. Regional activities will be strengthened further in 2017-18. The Centre will continue reinforcing its regional work with Africa, Asia (in particular Southeast Asia) and Latin America and the Caribbean (co-managing with GRS the OECD Latin America and the Caribbean Regional Programme) by strengthening the influence of (i) its regional flagship reports and products, (ii) the regional components of its thematic work and policy dialogues, and (iii) building its partnerships with key regional and sub-regional organisations. In addition, the Centre will explore opportunities to leverage its country-level activities to deepen its engagement in other regions, such as South Eastern Europe and Central Asia and sub-regions (e.g. Central America, Caribbean).

92. The main components of the Centre’s regional flagships and products include the annual Regional Economic Outlooks (REOs), Revenue Statistics, well-being indicators in developing countries and contributions to regional knowledge sharing and development initiatives.

93. The comprehensive data and analysis provided by Regional Economic Outlooks (REOs) aim to frame OECD advice and feed its regional policy dialogues and initiatives in pursuit of regional and global development objectives. REOs enhance awareness of major development challenges in each region, help identify appropriate policy responses and support the prioritisation and sequencing of reforms, including through exchanges of experience amongst countries. In particular, they help gauge the specificities of short-term and long-term regional development challenges. Their findings and the regional networks they build on are also instrumental in supporting the Multi-dimensional Country Reviews. The Outlooks for Southeast Asia, China and India, and for Latin America and the Caribbean are key pillars of the OECD Regional Programmes with these regions. The African Economic Outlook (AEO) has cemented a 15-year partnership between the OECD and the African Development Bank (and, more recently, UNDP). To enhance their policy impact, the production and launch of the Outlooks are aligned with key events in each region. The choice of their annual focus over 2017-18 depends on the theme of the international high-level events where they are presented and is agreed upon with the partner institutions (AfDB, UNDP, ECLAC, CAF, SEGIB, ESCAP, ADBI, ASEAN Secretariat). Specific chapters on governance could be developed as an integral part of the Latin America and Southeast Asia Reports, while the existing AEO chapter on governance will be further strengthened, also to integrate efforts and support from international partners such as the DAC Governance Network.

94. Revenue Statistics in Africa, Revenue Statistics in Latin American & the Caribbean and Revenue Statistics in Asia, produced jointly with the Centre for Tax Policy and Administration (CTPA) and regional organisations, will continue to inform policy making on fiscal issues. These reports offer comprehensive and comparable data in and across regions. Building on the expanded coverage in 2015-16, the Centre will continue to engage new countries and foster debates on effective fiscal policies through regional policy dialogues (e.g. the annual meetings of the LAC Tax Policy Forum and the Ibero-American Network on Fiscal Policy). Greater synergies will be developed with the OECD Tax and Development Programme and with the OECD LAC and SEA Regional Programmes.

95. The Development Centre will join forces with STD to expand well-being indicators to developing countries, beginning with Latin American and Caribbean. The Development Centre, in cooperation with other OECD Directorates and bodies, will also expand and deepen its work with regional and sub-regional initiatives such as the African Union’s NEPAD Agency, the Silk Road Initiative, ASEAN/East Asia regional integration initiative, ASEAN connectivity initiative, the EU-LAC and Ibero-American processes, and China’s Centre for International Knowledge on Development.
D1. AFRICA

96. Africa will be affected particularly by the medium-term challenges identified earlier. The quality of national and regional policies will play an essential role in the ability of its economies to weather those challenges and seize the opportunities ahead. Commodity exports play a lesser role in driving growth, while internal and regional demands rise steadily on the back of demographic growth. The shift in China’s growth pattern opens new opportunities for industrial relocation. Consistently with the outcome of the 2016 HLM, the Centre’s efforts thus will focus on making the OECD a relevant and accessible port of call for African policy makers seeking to accelerate economic and social progress in their countries, and enhance their contribution to the world’s prosperity and stability. Specific attention will be devoted to the role of cities as agents of sustainable development and to identifying opportunities for economic transformation in rural areas and promoting more inclusive territorial development. Poverty in Africa is particularly marked in rural areas, where three-quarters of the poor lived in 2010. Rural populations are constrained usually by a lack of productive employment opportunities, poor education and infrastructure, and limited access to markets and services.

97. In close collaboration with the various teams of the Development Cluster (SWAC, DCD), the Centre will consolidate and expand its activities and develop an Initiative with Africa. It will further develop partnerships and projects with African countries and institutions, with the objective of fostering dialogue and contributing to advancing the African priorities set forth in the African Union Agenda 2063. These initiatives will leverage the Development Cluster’s partnerships with pan-African and sub-regional institutions (AUC, NEPAD Agency, Regional Economic Communities, AfDB) and the Centre’s expanding membership of African countries to catalyse OECD’s efforts in support of Agenda 2063.

98. The African Economic Outlook (DEV, AfDB, UNDP) will remain a cornerstone of the Centre’s initiatives with Africa. It will continue to inform the design and implementation of policies aiming to meet Africa’s development targets, as defined in the SDGs and in Agenda 2063. The Outlook benefits from discussions at the Informal Consultation Group meetings with delegations in Paris and is launched typically on the occasion of the Annual Meetings of the African Development Bank. Particular attention will be devoted to the pressing challenges of promoting sustainable structural transformation through industrialisation, job creation, and stronger social cohesion and resilience. Regarding the latter, the Centre will explore synergies with DCD work on governance and countries in conflict and in fragile situations. The AEO might focus on the following topics during 2017-18:

- Industrialisation and productive transformation strategies;
- The links between demographics, social outcomes, gender equality, migration and growth;
- Rural-urban linkages for inclusive development
- Future scenarios for African economies (distinguishing between Southern, West, East, Central and North Africa).

99. Building on the PWB 2015-16, the Centre will further advance its work on rural-urban linkages for inclusive development. The Centre will pilot the New Rural Development Paradigm in selected developing countries, to support economic transformation and more inclusive territorial development. Comparative country case studies would nurture a policy dialogue on territorial development that could bring together experts and policy makers from cities in Africa and other regions. In cooperation with relevant OECD Directorates, the Centre will explore opportunities to support African governments and cities on financing urban development and infrastructure. In the context of SDG 6 and the cross-cutting
references to water-related challenges in SDGs, the Centre will explore the feasibility of a report on the food-energy-water nexus, building on previous AEO editions and expertise within the OECD.

**Final Outputs**

- 2 editions of *African Economic Outlook* and 2 Outlook-launching events in the framework of the AfDB Annual Meetings
- 2 editions of Revenue Statistics in Africa
- New *initiative with Africa* to contribute to advancing the African Union’s Agenda 2063, building on the OECD Development Cluster’s accumulated expertise and in collaboration with the African Union and Regional Economic Communities
- Establishment of a policy dialogue network of African cities for sustainable development [subject to VCs]

**Intermediary Outputs**

- 6 thematic/area studies in preparation of the Outlooks (e.g. on well-being indicators for Africa, additional country coverage in Revenue Statistics, pilots of the New Rural Development Paradigm in selected countries) [subject to VCs]
- Experts’ meetings and Governing Board’s Informal Consultation Group meetings in preparation of the AEO
- Experts’ meeting/policy dialogue on rural development/rural-urban linkages, well-being indicators for Africa, revenue statistics in Africa, etc. [subject to VCs]

**Collaboration**

100. The Centre collaborates with several OECD Directorates, depending on the thematic focus of the Outlook, with CTPA for the elaboration of Revenue Statistics in Africa and with DAF, DCD, GOV and GRS on question related to territorial development, infrastructure and their financing. In addition to the AEO external partners (AfDB, UNDP, the European Commission), the Centre also collaborates in the context of various regional and thematic projects with the African Union (AU Commission, NEPAD Agency, Regional Economic Communities), the UN Economic Commission for Africa, as well as with regional tax organisations and national revenue and statistical offices for the Revenue Statistics projects. A strengthening of relations will be sought with other relevant partners, such as the Community of Portuguese Speaking Countries, Organization of Islamic Cooperation (OIC) and the Islamic Development Bank.

**D2. ASIA AND THE PACIFIC**

101. The *Economic Outlook for Southeast Asia, China and India* (DEV, ESCAP, ADBI, ASEAN, ERIA) will provide a medium-term economic outlook and country notes focusing on structural policies identified in national development plans, highlighting priority actions for achieving the SDGs. The Outlook is launched typically on the occasion of the ASEAN/East Asia Summit in Asia. The *Update of the Outlook* is released in the spring, in the framework of the Steering Committee of the OECD Southeast Asia Regional Programme (SEARP), following release of the full publication in the fall. The Update ensures that the forecasts, data and analysis remain current and useful. The Outlook benefit from discussions at the Informal Consultation Group (ICG) meetings in Paris and with experts in the region at the Asian Regional Roundtable on Macroeconomic and Structural Policy Challenges, jointly organised by the ASEAN+3 Macroeconomic Research Office (AMRO), the Asian Development Bank (ADB), the Asian Development Bank Institute (ADBI) and the Economic Research Institute for ASEAN and East Asia (ERIA). The
Outlook is a key component of the OECD SEARP and will continue to inform its implementation. The Outlook’s thematic focus in 2017-18 might concentrate on the following issues:

- Sustaining the economic progress of Emerging Asia with a new approach to development
- Future scenarios for Emerging Asian economies
- Strengthening regional integration, in particular, infrastructure, private sector development and environment (including natural disaster management/energy issues).

102. The OECD-AMRO-ADB/ADBI-ERIA Asian Regional Roundtable will continue to convene leading experts from Asian countries and the OECD to discuss the issues at the fore of the macroeconomic and structural agenda of the region. Starting in 2016, the Roundtable will include ERIA also. It will serve as a platform for knowledge sharing among international and regional organisations and Emerging Asia’s policy makers, as well as academics and the private sector. The roundtable provides opportunities for dialogue on near-term macroeconomic policies and medium-term growth and development challenges including the linkages between near-term and medium-term issues, current agendas as well as future challenges in Emerging Asian economies. The Centre will deepen the analysis of previous Outlooks in the areas of infrastructure, connectivity and skills and contribute expert analysis and policy advice to the member countries of the ASEAN Economic Community, including through the SEARP.

**Final Outputs**

- 2 editions of the *Economic Outlook for Southeast Asia, China and India* (in Q3/Q4) and 2 editions of the *Update of the Outlook* (in Q1/Q2) and 2 Outlook-launching events in the framework of the ASEAN/East Asia Summit
- 2 editions of *Revenue Statistics in Asia*
- Contribution to the OECD Southeast Asia Regional Programme (SEARP)
- Expert analysis and policy advice on infrastructure and connectivity in ASEAN

**Intermediary Outputs**

- up to 6 thematic/area studies in preparation of the Outlooks e.g. on well-being indicators for Asia, additional country coverage in Revenue Statistics, pilots of the New Rural Development Paradigm in selected countries) [subject to VCs]
- 2 Asian Regional Roundtable on Macroeconomic and Structural Policy Challenges
- 8 editions of *This Quarter in Asia* (quarterly bulletin) [subject to VCs]
- 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 for Asia, revenue statistics in Asia, etc.

**Collaboration**

103. The Centre will pursue its engagement with both national and regional institutions. The Centre will leverage further its relationship with the ASEAN Secretariat, UNESCAP, ERIA and the Asian Productivity Organisation (APO) in the framework of the Outlook and other activities of the Asia Desk. *Revenue Statistics* in Asia is carried out in collaboration with the OECD’s CTPA. The Annual Asian Regional Roundtable, a regional network of senior officials in charge of macroeconomic policies, development and economic planning, will be organised jointly with AMRO, ADB, ADBI and ERIA.
D3. LATIN AMERICA AND THE CARIBBEAN

104. The *Latin American Economic Outlook* (DEV, CAF, ECLAC) will support countries in the region facing a less benign outlook, following a period of rapid economic growth. The Outlook has been identified as a key component of the OECD Latin America and the Caribbean Regional Programme. It will support reforms to boost strong and inclusive development by:

- **Addressing productivity challenges and the middle-income trap in a shifting wealth world.** While the centre of gravity of the global economy shifts towards emerging economies, Latin America’s economic structure has moved towards a commodity-exporting model, focusing on low value-added activities with low levels of sophistication and shifting away from more productive sectors. For a sustainable and more dynamic pattern of growth, the region needs to diversify its productive structure away from low-value sectors and to increase productivity levels to be able to compete and add more value in higher segments of the global value chains. This implies adopting a series of reforms in areas like infrastructure and logistics, education and skills, financial development and domestic resource mobilisation, including sound fiscal policy. In addition to these domestic policies, the region needs to advance in its integration agenda by moving beyond individual bilateral efforts and furthering regional efforts upon such existing platforms as CARICOM, Central American Common Market, Mercosur and the Pacific Alliance.

- **Building middle-class economies and fostering more inclusive development and effective institutions.** The Latin American emerging middle class is a game-changer in economic and political terms. Raising their well-being by responding effectively to their demands – having a formal job and benefitting from high-quality healthcare, education and transport services – require sound effective institutions and public policies, backed by stable and sustainable sources of public financing (taxes) and private financing (access to equitable financial markets).

- **Understanding the impact of the global rebalancing on Latin America, from the rise of new emerging economies, to the global re-composition of production.** Latin America is strengthening links with emerging partners in the region, in particular China, and it aims to capitalise on new channels, including the growing financial links and the increasingly important co-operation schemes. The region can build a framework that takes into account this transformation, strengthens its own regulatory agenda and draws on the experience of these actors to overcome common challenges, in particular the middle-income trap.

105. The Outlook’s thematic focus in 2017-18 might result from discussions with Latin American countries. Given the expertise of the Centre and the topics covered in the past, two areas to be proposed to policy makers are:

- **Building XXI Century Cities:** Latin America is the most urbanised region in the world. Ensuring inclusive growth demands a multi-dimensional intervention, from better infrastructures (energy, transport) to labour policies, from key public policies (security, education and skills, health) to a fair and efficient regional financing scheme.

- **Fiscal policy 2.0:** Trust in governments all over Latin America has been decreasing along with the economic slowdown, damaging an already weak social contract between citizens and the state. It is key to design modern expenditure policies to foster growth and reduce inequality, backed by simple, efficient and fair tax systems.

106. The Centre will develop the *How’s Life in Latin America*, a joint initiative with STD. Launched at the 5th World Forum on Statistics, Knowledge and Policy (Guadalajara, Mexico, October 2015), this
initiative will contribute to the analysis and peer-learning amongst participating countries. With the support of national experts, the initiative will produce a set of well-being indicators adapted to the context and realities of Latin American countries in a periodic and systematic manner. These indicators will be included in the *Latin American Economic Outlook* and the first results of the initiative will be presented at the XXV Ibero-American Summit of Heads of State and Government in 2016 in Colombia.

**Final Outputs**

- 2 editions of the Latin American Economic Outlook and 2 launching events in the context of the Ibero-American Summit and potentially in the EU-CELAC Summit
- 2 editions of “Revenue Statistics in Latin America and the Caribbean”
- Contribution to the OECD Latin America & the Caribbean Regional Programme

**Intermediary Outputs**

- 6 thematic/area studies in preparation of the Outlooks e.g. on well-being indicators for Latin America, additional country coverage in Revenue Statistics, pilots of the New Rural Development Paradigm in selected countries [subject to VCs]
- Governing Board’s Informal Consultation Group meetings in preparation of the Latin American Economic Outlook (experts’ meeting and other meetings) as well as policy dialogues on rural development/rural-urban linkages, well-being indicators for Latin America and the Caribbean, revenue
- Revenue Statistics in Latin America and the Caribbean.

**Collaboration**

107. The Centre will leverage further its relationship with UN ECLAC and CAF (both co-producing the Latin American Economic Outlook), with the IDB (co-organising the International Economic Forum on Latin America and the Caribbean and a recent supporter of the Latin American Economic Outlook), with other regional organisations (e.g. SEGIB, OAS, The Inter-American Dialogue), and with other OECD Directorates (including ECO, EDU, ELS, STD, CTP, TAD, DAF, GOV, STI, ITF, PAC/MEX and ENV) to analyse the binding constraints to productivity, effective institutions and social inclusion in the region. This analysis will fuel the policy dialogue with the main stakeholders of the reform agenda, notably within the OECD Latin America and the Caribbean Regional Programme. Revenue Statistics are carried out jointly with CTPA and in co-operation with regional organisations (ECLAC, IDB and CIAT). Co-operation with sub-regional organisations (e.g. CARICOM), national authorities and research centres will be deepened, inter alia to explore possible activities focused on Central America and the Caribbean.

**D4. CONTRIBUTIONS TO OTHER REGIONAL INITIATIVES**

108. The Centre will explore how to build on its country-level 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, 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. The Centre will involve more systematically countries from these regions in its thematic work (e.g. migration, social cohesion, gender), explore their interest to undertake *Multi-Dimensional Country Reviews* and pilot other reviews such as skills, rural development and social cohesion. Depending on interest and availability of resources, the Centre might also explore whether to promote a regional policy dialogue and report on topics of interest, such as social cohesion and inclusive growth.
The Centre, in co-operation with other OECD Directorates and bodies, will deepen its engagement with knowledge-sharing initiatives such as SiLKS Network of Thinks Tanks and China’s Centre for International Knowledge on Development (CIKD).

**Final Outputs**

- 2 Policy dialogue events with governments from South Eastern Europe, Central Asia and the Black Sea Economic Co-operation region [subject to VCs]
- Greater participation of governments from South Eastern Europe, Central Asia and the Black Sea Economic Co-operation region in the Centre’s thematic activities
- Contribution to the implementation of the SiLKS and CKID

**Intermediary Outputs**

- 4 thematic/area studies [subject to VCs]

**Collaboration**

The Centre will seek cooperation with national and regional institutions in South Eastern Europe, Central Asia and the Black Sea Economic Co-operation region and collaborate with relevant OECD’s Directorates (e.g. DAF, ELS, GRS).

**Expected Outcomes**

Activities in the whole regional 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, promoting a more informed policy dialogue between DEV and OECD Members and countries from the Region and greater coordination of messages among International Organisations;
- Greater impact of the OECD Regional Programmes and Initiatives, notably by better identifying key challenges and country demand within each region;
- Greater awareness of the importance of structural reforms, competitiveness policies (e.g. human capital development) and regional integration efforts as a way forward to achieving more balanced, inclusive and sustainable development in the region;
- Governments in the region design and implement a better policies and find effective ways of promoting reforms that steer economic transformation, promote entrepreneurship and spur growth paths that are economically, socially and environmentally sustainable; and
- Improved quality and comparability of national statistics, especially revenues statistics, to help governments assess their revenue sources and implement better fiscal policies.
D5. INTERNATIONAL ECONOMIC FORA

112. The organisation of annual fora dedicated to specific regions provides an opportunity to engage relevant stakeholders from the regions to discuss the specific challenges their countries face, share knowledge and experience between OECD and non-OECD countries and contribute to shaping international and regional co-operation. The Centre’s two International Economic Fora on (i) Latin America and the Caribbean and (ii) on Africa bring to the OECD every year high-level policymakers and representatives of the private sector, academia, foundations and civil society organisations. The Centre also will launch an International Economic Forum on Asia, exploring possible collaboration with regional organisations (e.g. several editions of this forum were organised with the ADB in the 1990s to early 2000s). Also, the possibility of hosting one of the regional Forums in a Member country will be considered to maximise impact (e.g. raise the visibility of the Centre’s work, contributing to major international processes hosted by the country, etc.).

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<tr>
<td>- 2 International Economic Fora on Africa</td>
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<td>- 2 International Economic Fora on Latin America and the Caribbean</td>
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<td>- 2 International Economic Fora on Asia</td>
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Collaboration

113. The regional fora are organised in co-operation with relevant international and regional organisations (e.g. UNDP, AfDB, ECA, AUC; Aid, ECLAC, CAF; ADB/ADBI, ASEAN, ERIA, ESCAP). The Centre will engage with other partners to increase impact and relevance. The Centre will continue its collaboration with GRS and OSG in the organisation of the fora.

Expected Outcomes

114. The regional fora will allow high-level stakeholders to exchange experiences on relevant policy issues and share solutions. They will provide opportunities for members of the Development Centre and of the OECD to interact with key representatives, informing the Centre’s and the OECD’s relationships and cooperation with each region. They also will provide opportunities to enhance the visibility of the Development Centre’s work on these regions and to identify and launch possible co-operation projects with governments and institutions from the regions.

D6. MULTI-DIMENSIONAL COUNTRY REVIEWS

115. The uncertain international economic environment brings to the fore the challenges of transition from old to new drivers of progress faced by many countries. The need for transition imposes itself whenever a given combination of capabilities, institutions, regulations, social fabric and external factors keeps a country from being able to address its most imminent social and economic challenges. For example, lower commodity prices bring the challenges of transition to the fore in many resource-rich developing countries that have not developed alternative engines of growth during the years of high prices.

116. Traditional analysis does not address fully the complex and interconnected nature of the underlying constraints that impede successful transitions. Traditional analysis of transition challenges highlights productivity constraints and the need to invest in innovation and to develop economic sectors with higher technology content. This correctly describes a need in most cases. However, social and governance challenges are equally important and often underlie the productivity problem.
117. The Centre will implement, on a demand basis, Multi-Dimensional Country Reviews (MDCR) to support countries in the design of their national strategies and policies for sustainable development. The reviews are “multi-dimensional” in several respects. They target multiple policy objectives: not just the rate of growth, but also its sustainability and equity as well as non-income dimensions of well-being. They address cross-cutting issues covering a broad spectrum of policy areas, rather than having a strictly sectoral focus (in so doing, they help to understand the underlying relationships between competing challenges). And they consider the compatibilities and complementarities between policies.

118. Building on the lessons learned from the first wave of MDCRs, the Centre also will further develop the MDCR methodology and their mutual reviewing process. The objective of this methodology is three-fold:

- Deliver timely and multi-disciplinary policy advice for the design and implementation of reforms by better proposing advice for countries’ important shortcomings (in capabilities, institutions, regulations, social fabric and external factors, and resource constraints) and strengthening the analysis of growth policies that positively impact people’s well-being. Specific attention may be given to governance issues and to the specific challenges of countries in fragile situations, as well as analysing how countries can best harness different sources of financing for development (domestic resource mobilisation, ODA, remittances, investment, etc.).

- Identify how best to serve as a multi-disciplinary tool for countries when implementing the SDGs, and promote the sharing of experiences on governments’ plans to implement the SDGs (bringing together emerging economies and developing countries).

- Contribute to the New Approaches to Economic Challenges (NAEC) mainstreaming and the Inclusive Growth Initiative by using existing OECD tools (such as the well-being indicators) and contributing innovative tools (such as the Development Centre’s foresight work).

**Final Outputs**

- MDCRs: 3-4 initiated per year [subject to VCs]
- Further development of the MDCR methodology and lessons learned from implementation through a mutual learning group amongst DEV Members and countries undertaking MDCRs
- Expert group for MDCRs to further fine-tune them to the SDGs

**Intermediary Outputs**

- MDCR monitoring and peer learning partnership (MPP): 1-3 MPPs initiated following a MDCR [subject to VCs]
- Experts’ meetings and consultations in preparation of the MDCRs [subject to VCs]

**Collaboration**

119. Collaboration with other parts of the OECD is at the heart of MDCRs. Standing collaborations with ECO and STD will continue as well as collaborations with a large number of other directorates on a project basis. In the PWB 2015/16 period this included working with CTP, DAF, EDU, ENV and ITF. External collaboration is twofold: with partners on the ground for a given country review and for collaboration on the MDCR instrument as a whole. For country-based collaboration, regional and local partners for each country will continue to be sought. So far, such partners have included CAF, UN ESCAP and UN ECLAC as well as various bilateral organisations. Concerning collaboration on the MDCR
instrument as a whole, DEV is developing collaborations with research institutions and other international agencies on multi-dimensional analysis.

**Expected Outcomes**

120. MDCRs aim to achieve the following outcomes in the Centre’s Results Framework:
   - Identify and frame issues critical to the development dialogue: MDCRs aims to shape how national and international actors conceptualise analytical approaches to the SDGs;
   - Influence analysis and evidence base and mobilise and translate global and OECD expertise to support non-OECD decision makers: MDCRs adapt relevant OECD and other international expertise and tools to the local context and develop recommendations that positively influence policy making to deliver better well-being and growth;
   - Mobilise development knowledge to influence OECD thinking: Both the MDCR methodology, as well as lessons learned from applying OECD expertise in a given country context, will feed back into the development of tools and adaptation instruments that will apply also to OECD countries.
### PRELIMINARY ESTIMATED BUDGET\(^5\) 2017-2018 in EUR (Total Estimated Costs)

<table>
<thead>
<tr>
<th>Results Framework Pillar</th>
<th>RF Workstreams (PWB 2017-18)</th>
<th>Core</th>
<th>VC</th>
<th>Total 2017</th>
<th>Core</th>
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### TOTAL ESTIMATED COSTS

\(\text{Core}: 7,092,388 + 7,283,297 = 14,375,685\)

\(\text{VC}: 7,092,388 + 7,283,297 = 14,375,685\)

\(\text{Total Estimated Costs}: 28,753,983\)

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\(^5\) Preliminary Budget estimated assuming Zero Nominal Growth (ZNG) is applied to the part of the Budget to be financed by Members’ assessed contributions (Core budget).
SECRETARIAT's RESULTS FRAMEWORK

**GOAL**
Improved well-being through sustainable, inclusive growth and poverty reduction in developing and emerging economies

**OUTCOMES**
- Shaping the terms of the development debate and discourse
- Informing development policy and practice

**OBJECTIVES**
- Identify & frame issues critical to the development dialogue
- influential analysis & evidence base
- Mobilise & translate OECD & global expertise to support non-OECD decision-makers
- Mobilise development knowledge to influence OECD thinking

**WORK STREAMS**
- Inclusive societies
  - Social cohesion
  - Social protection
  - Youth inclusion
  - Gender
  - International migration
- Competitive economies
  - Competitiveness & structural change
  - Education & skills
  - PD - NR4D
  - PD - GVCs
- New perspectives for development
  - PGD
  - Global Views & Global fora
  - NetFWD
  - EmNet
  - Strategic Corporate Priorities
- Regional & National Analysis
  - AEO + statistics
  - LA EO + statistics
  - EG SEA + statistics
  - Regional Economic fora
  - MDCRs

**RESOURCES & CAPABILITIES**
- Policy dialogue & knowledge sharing
- Networking
- Multi-dimensional analysis
- Governing Board
- Partnerships
  - Staff
  - Financial resources
  - Physical resources
  - Access to OECD & global expertise
  - Space to challenge (OECD) orthodoxy