OECD SECRETARY-GENERAL'S REPORT TO MINISTERS 2021

OECD
BETTER POLICIES FOR BETTER LIVES

Mr Ángel Gurría, OECD Secretary-General, OECD at the G20 Leaders Summit, 21 November 2020.

Photo: OECD

OECD Secretary-General's Report to Ministers 2021

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Foreword

The past year has been highlighted by one of the most severe economic and health crises in living memory. As the COVID-19 pandemic spread around the globe, it created unprecedented challenges for our economies and societies. To this day, it continues to transform the way we live, the way we work and the way we communicate. Despite this bleak outlook however, 2020 was also a year of opportunities, a year to begin building back better and to focus on a stronger, more inclusive, resilient and green recovery.

As the OECD Commemorated the 60th Anniversary of the signature of its Convention in December 2020, it was also a time to reflect on the main developments and achievements of the organisation over the past twelve months. This edition of the *OECD Secretary-General's Report to Ministers* provides a brief outline of those achievements during one of the most challenging years in the Organisation's history.

Responding to the challenges of the pandemic and helping our Members and partners to build forward better became a rapid priority and the strong focus of our activities in 2020. Among many others, they included our OECD Ministerial Council Meeting (MCM) on "The Path to Recovery: Strong, Resilient Green and Inclusive"; the launch of our Digital Content Hub on coronavirus: "Tackling coronavirus (COVID-19): Contributing to a global effort"; three Ministerial Council Roundtables focusing on the challenges of the pandemic and on the recovery; and country-specific sessions with member countries to explore different aspects of the crisis and to share best practices in policy responses.

At the same time, we continued to deliver on our 2020 commitments: providing support to global fora like the G7, G20 and APEC; setting standards and supporting policy reforms; advancing critical agreements such as on taxation and the digital economy; delivering on our single most important intergenerational responsibility, the protection of the planet; supporting the 2030 Agenda; further developing our systemic thinking and analysis on interconnected challenges; championing multilateralism; and ultimately putting people's well-being at the front and centre of our agendas.

As the world continues to tackle the pandemic, as it grapples with the existential threat of climate change, and as it navigates through fast-paced megatrends such as digitalisation, ageing and migration, the OECD will continue to deliver on its core mission – to promote policies that will improve the economic and social well-being of people around the world.

Photo: OECD/Maud Bernos

Letter from the Secretary-General

The year 2020 was unique in the history of the OECD. As the Organisation commemorated the 60th Anniversary of the signing of the OECD Convention, the COVID-19 crisis had unveiled the worst health, economic and social crisis since the Second World War, and spurred an unprecedented policy response from our Members and partners.

It was also a unique year for me personally, as I worked to prepare the Organisation for its future vision and new leadership. I therefore take this occasion to focus not only on the accomplishments and challenges of the Organisation over the last year, but also on a broader account of the transformation of the OECD, and its unique role in making the case for collective action and multilateralism in the post-COVID world.

As it did a decade ago in response to the global economic and financial crisis, the OECD has risen to the challenge of the COVID-19 crisis. The Organisation not only coped, it excelled through this stress test, demonstrating agility, flexibility and adaptation capacity. When the world needed the OECD the most, the Organisation was there to support Members and partners in responding to the pandemic, protecting both lives and livelihoods and preparing for a transformative recovery to "build forward better". No later than 20 March 2020, the OECD launched the **COVID-19 Digital Hub**, which, as of May 2021, contained 200 policy briefs and had received over 3 million visitors, providing the real-time evidence and policy advice our Members

Mr Ángel Gurría, OECD Secretary-General, at "The Global Role of the OECD and the Case for Collective Action and Multilateralism in the Post-COVID World - Stakeholders' Panel", 15 December 2020. Photo: OECD

and partners needed. Our 2020 Ministerial Council Meeting (MCM), chaired by Spain and with Chile, Japan and New Zealand as Vice Chairs, and the three preparatory Ministerial Council Roundtables mobilised an unprecedented number of ministers and senior officials and created a platform for dialogue and exchanges on the crisis and the recovery. The first fully-agreed MCM Statement in four years recorded our Members' shared objective of a strong, resilient, inclusive and sustainable recovery from the COVID-19 crisis. And the Commemoration of the 60th Anniversary of the signing of the OECD Convention convened leaders and key stakeholders to celebrate the achievements and key transformations of the Organisation, reinforcing its role as pathfinder, policy advisor, 'do' tank and standard setter on a global scale.

The OECD invested substantially to help Members and partners navigate the uncertainty introduced by the pandemic. **Economic Outlooks** and interim updates have been a source of projections in times of high uncertainty, and have delivered policy guidance on the response to the crisis and the design and implementation of recovery policies. NAEC's work on systems thinking and resilience as well as our foresight capacity provided ahead-of-the-curve analyses helping the OECD community and beyond prevent and better prepare for future crises.

Despite the challenging context, the OECD has continued to make substantial progress across major policy areas over the last year, demonstrating our whole-of-government support capacity and enhancing our collective ability to "Build Forward Better". Our work on the **digital transformation** gained further relevance as part of a wider effort for a digitally-enabled recovery. The adoption of the Going Digital Integrated Framework, ground-breaking developments in the field of AI such as the Global Partnership on AI, and continued progress in measuring data and digital trade, digital security, platforms and solutions to bridge digital divides are just some examples of the progress we have made.

From left to right: Mr Charles Michel, President of the European Council, Mr Emmanuel Macron, President of France, Mr Ángel Gurría, OECD Secretary-General, Mr Pedro Sánchez, Prime Minister of Spain, and M. Audrey Azoulay, Director-General of UNESCO at the 60th Anniversary of the signing of the OECD Convention, 14 December 2020.
Photo: OECD

International taxation remains a top priority for the Organisation and provides a key example of the OECD's effectiveness in delivering global solutions to global problems, showing the value of a multilateral system that we need to preserve and continue to strengthen. The OECD's work on Automatic Exchange of Information resulted in the exchange of 84 million offshore accounts, with a total value of around EUR 10 trillion, in 2019. These results add to the over EUR 107 billion in additional revenues identified through voluntary compliance programmes and offshore investigations over the past decade. I am confident that our current efforts and tireless work in the G20/OECD Inclusive Framework on BEPS will produce a consensus-based agreement on the tax challenges of digitalisation by the deadline of mid-2021.

The OECD's work on **climate and the environment** will make a decisive contribution to the important milestones scheduled for 2021. Climate change is, without a doubt, the next looming crisis and our greatest intergenerational responsibility. Other environmental crises concerning air and water pollution, biodiversity degradation and oceans also demand bold and ambitious action, as well as a holistic agenda to protect our planet. Over the past months, we have been laying the foundations for the **International Programme for Action on Climate** (IPAC), as a flagship OECD initiative to develop evidence, data and policy recommendations to help Members and partners elevate climate ambition and deliver on the targets laid down in the Paris Agreement. We are also making a major contribution to the COP15 of the Convention of Biological Diversity, particularly in the areas of global biodiversity finance. Our work on climate finance and on aligning development co-operation with the climate agenda are also supporting sustainable development and a global green transition.

Mr Ángel Gurría, OECD Secretary-General, and Ms Angela Merkel, Chancellor of Germany, January 2020.
Photo: OECD

As the COVID-19 crisis exposed pre-existing vulnerabilities and inequalities in our societies, last year marked a milestone for consolidating the OECD's position as **leading organisation on inclusiveness and well-being**, through the establishment of the Centre for Well-Being, Inclusion, Sustainability and Equal Opportunity (WISE). We continue to strengthen our trail-blazing work on inclusive growth and productivity, supporting Members in their health, labour market and social policy responses to the crisis and their efforts to build fairer, more inclusive and more cohesive societies and economies. Building on the mandate received from Members in the 2020 MCM to develop a set of high-level indicators monitoring progress towards a strong, inclusive, green and resilient recovery, WISE is leading development of the **OECD COVID-19 Recovery Dashboard** to guide recovery efforts while advancing the measurement agenda to complement GDP and better integrate economic, social and environmental dimensions in our daily work.

Another example of our response capacity to tackle new challenges is the ongoing work on safe international mobility in the context of the COVID-19 pandemic. As vaccination progresses, governments will be looking at ways to gradually reopen economies and borders while preserving public health. The OECD is keen to support these efforts through greater convergence in testing and vaccination requirements, using flexible and voluntary approaches, as well as through the exchange of experiences and best practices.

Alongside working with Members to support national policy and recovery responses, the OECD continued to strengthen relations with partner countries and provide substantive support to key global fora. Over the past decade, the OECD's role as a **true partner of the G20 and its increasing support to the G7 and APEC** have opened up game-changing opportunities for the Organisation. The OECD has shaped the global agenda for the benefit of its Members and beyond, helping to deliver global solutions and foster an international level playing field. Through this engagement, the OECD played a central role in overhauling the international tax architecture, with the global forum on tax transparency and the BEPS project, and ensuring the uptake of key OECD standards such as the OECD AI Principles, the OECD Anti-Bribery Convention and the G20-OECD Principles on Corporate Governance. Moreover, OECD analyses have shaped the G20's agenda on structural reform for sustainable and inclusive growth that now underpins the world's recovery from the COVID-19 crisis. Important discussions on the **strategic enlargement of the Organisation** continued throughout 2020, and culminated in Colombia's accession on 28 April 2020 and Council's decision to invite Costa Rica to accede to the OECD Convention on 15 May 2020. Members, however, after more than four years, have not yet come to an agreement on starting the accession process of Argentina, Brazil, Bulgaria, Croatia, Peru and Romania.

This past year's achievements would not have been possible without the broader transformations the OECD has accomplished over the last decade, sharpening its strengths while remaining faithful to its *raison d'être:* better policies for better lives. We have built an Organisation that puts **people at the centre of the growth agenda**, demonstrating – with sound evidence – that more socially oriented and environmentally friendly economic policies can lead to greater prosperity for all. This has required **multidisciplinary, open-minded and cutting-edge thinking**, breaking policy and organisational silos to respond to cross-cutting policy challenges, such as inclusive growth, the transition to a low carbon economy, ageing, the digital transformation, sustainable infrastructure or housing.

We did not know it at the time, but the OECD was in fact preparing for the COVID-19 crisis, which, almost overnight, redoubled governments' need for holistic, interconnected policy advice. Today, the OECD is uniquely placed to deepen and broaden its **whole-of-government support to domestic reform agendas**. Building on our evidence-based, comparative policy

analysis, our efforts to "Go National" over the last decade have helped our Members strengthen the timing, sequencing and impact of national reforMs In support of Members' recovery plans, the Organisation has identified no less than 117 potential recovery support measures that the OECD can help design and implement to advance the green and digital transitions, boost job creation and growth potential, and strengthen economic and social resilience.

The OECD's **best-practice international standards** provide the vital counterpart to demand-driven and tailored policy advice. They provide the 'mould' and raise the bar for a rules-based international economy, fostering responsible, effective and inclusive multilateralism. OECD standards are also dynamic – they continue to evolve to respond to new demands, and the OECD's multi-year and far-reaching Standard Setting Review is guiding this evolution.

The OECD is about better policies for better lives. Yet, policies have true impact only when they are owned and driven by strong political will. The past decade has seen the OECD vigorously step up **engagement with our Members at the highest political level,** through our global fora, the Leaders' programme, MCM Statements and sectorial Ministerials. This has made the Organisation more aware of and sensitive to priorities at the top, allowing us to better target our work. Complementing the bottom-up, expert work of the Committees, this political backing has also allowed the OECD to forge difficult consensus, and has been key to generating the most relevant mandates for the Organisation.

In parallel, we have broadened our global reach and relevance through open and inclusive **engagement with the rest of the world**. Seven new Members have joined the Organisation (with one more in the process of accession) during the last decade, and six more have knocked on our door and are awaiting an answer. In addition, the Organisation has significantly strengthened its ties with key partners and other partner countries. Our regional and country

Mr Ángel Gurría, OECD Secretary-General, and Mr John Kerry, United States Special Presidential Envoy for Climate, 11 March 2021.
Photo: OECD

programmes, the work of our Development Cluster, and our engagement with more than 100 countries around the world have provided new data, experience and insights. The OECD has established itself as a trusted advisor for the G20 and G7, spearheading global progress on sensitive agendas. We have also helped advance key UN agendas, including the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda on Financing for Development, the renewed Beijing +25 Declaration and Platform for Action, and the Paris Agreement.

Our **communications and stakeholder engagement** have experienced a significant upgrade, with broadened and deepened outreach to business and labour, including through our traditional partners, Business at OECD and TUAC, and stepped up engagement with foundations and civil society. Our improved communications and outreach tools have enabled the Organisation to better take the temperature of public opinion. Adherence to OECD standards by non-Members has multiplied in the last decade, for the benefit of adhering countries and Members alike. Our scaled up strategic partnerships, such as with the European Commission's DG REFORM, have multiplied the impacts of our policy advice at national levels. Our global engagements have also helped to catalyse "OECD-style" policy reforms in non-member countries. While we do not have, or aspire to, a universal membership, we are an organisation with a truly global outlook and impact.

These transformations have been accompanied by thorough organisational self-reflection and evolution. Through a culture of continued improvement and reforms, our decision-making and working methods, as well as governance and management systems, are fit for purpose, and are underpinned by transparency and accountability. The OECD is a truly **results-based organisation delivering value for money** to its Members. Members' contributions to the OECD budget continue to represent a tiny fraction of the tangible economic benefits they derive from the Organisation's work.

Looking ahead, the OECD must remain a best practice policy compass. We must hold the course **integrating growth, productivity and economic efficiency with inclusiveness, resilience and sustainability**. The COVID-19 recovery represents a tall order for the global community, and there will be moments of temptation to slide back into business as usual and siloed policy approaches. But we must not forget the lessons of the Global Financial Crisis: unless recovery policies benefit all societies and individuals, particularly those furthest behind, we will not succeed in restoring a **strong social contract** with current and future generations. The global community's efforts will be in vain unless people trust governments' capacity to design and implement recovery plans that are fair, trustworthy, and open to scrutiny.

With crisis comes opportunity. As the Organisation celebrates its 60th Anniversary, it is a good time to draw inspiration from history. The OECD's roots lie in reconstruction, and in this trying context of reconstruction at a global scale, the OECD is better equipped than ever for success. **The OECD serves as not only a pathfinder for new narratives and new initiatives at the global level, but also as a 'do' tank, ready to support Members and partners with our data, standards and evidence-based policy advice**. This past year, the many important meetings at highest levels have shown convergence amongst Members that, as an organisation, we must look forward, be ambitious and have a clear sense of mission for the next decade. My successor, Mathias Cormann, not only brings his outstanding qualifications and leadership vision, but also has at his disposal a top-notch organisation fit to deliver. Together, these make the ingredients for success, and I am both humbled and proud to have made my contribution to this collective journey. ■

2020 Year in review

Mr Ángel Gurría, OECD Secretary-General, and Mr Klaus Schwab, Executive Chairman of the World Economic Forum, January 2020. Photo: OECD

The Secretary-General and Ms Ursula von der Leyen, President of the European Commission, January 2020. Photo: OECD

The Secretary-General at Bloomberg Live Interview in Davos, January 2020. Photo: OECD

21-24 January
OECD Secretary-General speaks at the World Economic Forum in Davos

24-25 February
Global Parliamentary Network

20 May
Yearly meeting of Chancellor Merkel with the Heads of IOs (virtual)

28 May
UN High-Level Event on Financing for Development in the Era of COVID-19 and Beyond (virtual) counts with an intervention of the Secretary-General

JANUARY | FEBRUARY | MARCH | APRIL | MAY | JUNE

14-15 February
Secretary-General represents the OECD at Munich Security Conference

10 March
Official visit to Spain of the Secretary-General

26 March
OECD @ Extraordinary G20 Summit (virtual)

28 April
Colombia formally becomes an OECD Member

10 June
Launch of OECD Economic Outlook

10 June
OECD Ministerial Council Roundtable: The path to recovery: Alternative scenarios and macroeconomic policies (virtual)

The Secretary-General, Mr Bruno Le Maire, Minister of the Economy, Finance and Recovery of France, and Mr Stephen Mnuchin, Secretary of the Treasury of the United States, January 2020 Photo: OECD

The Secretary-General, and Ms Sanna Marin, Prime Minister of Finland, January 2020. Photo: OECD

The Secretary-General and Mr Pedro Sánchez, Prime Minister of Spain, and their teams in Madrid, 10 March 2020. Photo: OECD

The Secretary-General, Mr Emmanuel Macron, President of France, and Mr Pedro Sánchez, Prime Minister of Spain, unveil the plaque at the 60th Anniversary of the signing of the OECD Convention, 14 December 2020. Photo: OECD

14 September
Ministerial Council Roundtable: Making the Green Recovery Work for Jobs, Income and Growth (virtual)

12 November
The OECD joins the 3rd edition of the Paris Peace Forum

21-22 November
OECD @ G20 Summit (virtual)

25 November
Official launch of OECD WISE Centre

JULY | AUGUST | SEPTEMBER | OCTOBER | NOVEMBER

7 July
OECD Ministerial Council Roundtable: Inclusion and Employment Policies for the Recovery (virtual)

13 July
OECD-LAC Virtual Social Inclusion Ministerial Summit: Informality and Social Inclusion in the times of COVID-19 (virtual)

6-9 October
7th OECD Forum on Green Finance and Investment (virtual)

26-29 October
OECD Ministerial Council Meeting] (virtual)

8 December
OECD Global Forum on Productivity

7-10 December
OECD Global Forum on Competition

9 December
OECD Global Forum on Transparency and Exchange of Information for Tax Purposes

14 December
Commemoration of the 60th Anniversary of the Signing of the OECD Convention

From left to right: Mr Charles Michel, President of the European Council, Mr Iván Duque, President of Colombia, Mr Emmanuel Macron, President of France, Ms Jacinda Ardern, Prime Minister of New Zealand, Mr Ángel Gurría, OECD Secretary-General, Ms Ursula von der Leyen, President of the European Commission, and Mr Pedro Sánchez, Prime Minister of Spain, at the Leaders Panel, 60th Anniversary of the Signing of the OECD Convention, 14 December 2020. Photo: OECD

Secretary-General's activity in 2020

OVERVIEW

In 2020, the OECD Secretary-General had an intense agenda of official engagements, mostly virtually, due to the COVID-19 pandemic. Through these activities, he was able to advance the relevance, impact and visibility of the Organisation. He provided support and timely and targeted policy advice to OECD member and partner countries in their pandemic response, recovery plans and reform efforts. He carried out his regular management of the OECD Secretariat and governance of the Organisation, and managed the impacts of the pandemic in the OECD way of working.

The Secretary-General chaired 25 Council sessions, participated in several OECD events and meetings and hosted virtually many high-level interlocutors, some on-site in Paris. Over the course of the year, he hosted Stefan Löfven, Prime Minister of Sweden, at the Organisation through the Leaders' Programme, and participated in several international conferences held in digital format or at OECD premises. The OECD Secretariat and delegations have also benefited from these conferences through a programme of public lectures, featuring leading thinkers and innovators who participated in the New Approaches to Economic Challenges seminars and the Coffees of the Secretary-General series.

The Secretary-General made 7 trips abroad, in the first quarter of the year, where he engaged in numerous formal and informal meetings with many leaders and key stakeholders. These trips included visits to Belgium, Germany, Italy, Mexico, Spain, Switzerland and United Arab Emirates. Through the rest of the year, he participated virtually in the main international summits, such as the G20 Leaders' Summit and the United Nations (UN) General Assembly. In December 2020, the Secretary-General co-hosted with President of France, Emmanuel Macron, and Prime Minister of Spain, Pedro Sánchez, the Commemoration of the 60th Anniversary of the signing of the OECD Convention. The event, held at the OECD headquarters and virtually, benefited from the participation of Charles Michel, President of the European Council, and Audrey Azoulay, Director-General of UNESCO. Up to 11 Heads of State and Government from OECD Countries joined live and 30 other OECD Leaders sent video messages.

In total, the Secretary-General attended over 600 formal bilateral meetings over the course of the year. These included 35 formal physical or virtual meetings with Heads of State or Government, 28 meetings with Heads of international organisations and 106 meetings with Ministers, as well as numerous informal interactions with high-level officials and senior stakeholders.

The Organisation's media presence and coverage also remained consistently high.

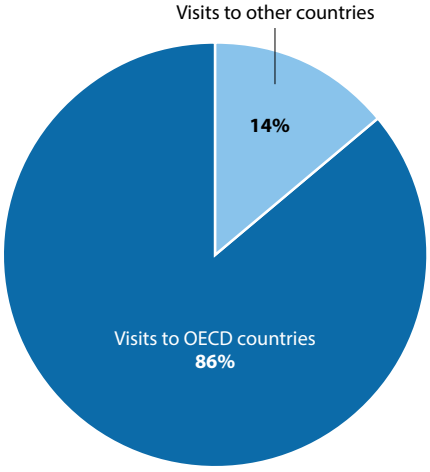
ACTIVITY ABROAD AND VIRTUAL HIGH-LEVEL ACTIVITY

Over the course of his mandate, the Secretary-General has completed almost 650 trips abroad.

In 2020, all but one of his 7 visits abroad were to OECD member countries. One was to a non-member country.

The main purposes of most of the virtual meetings were to present OECD policy advice to the respective countries, or to respond to the many requests for the participation of the Secretary-General in specific events from member and partner countries. He presented relevant OECD work linked to the country's reform and OECD's support for post-COVID recovery agendas and increased the Organisation's

Figure 1: Secretary-General's visits abroad



profile. Throughout the year, he presented **31 Outlooks, flagship publications and reports**, including: *The Heavy Burden of Obesity: The Economics of Prevention*; *The Geography of Conflict in North and West Africa*; *OECD Capital Market Review of Italy*; *Volume II of the TALIS 2018 Results*; *OECD Competition Trends*; *Systemic Thinking for Policy Making: The Potential of Systems Analysis for Addressing Global Policy Challenges in the 21st Century*; *OECD Interim Economic Outlook 2020*; *How's Life? 2020 – Measuring Well-Being*; *Financing SMEs and Entrepreneurs 2020: An OECD Scoreboard*; *OECD Economic Outlook 2020*; *Policy Actions for Affordable Housing in Latvia*; OECD Economic Survey 2020 of Belgium, Brazil, Costa Rica, Czech Republic, Germany, Lithuania, Poland, Slovenia, United States; *International Migration Outlook 2020*; *Education at a Glance 2020*; *Sustainable Oceans for All*; *Employment Outlook 2020*; *Latin-American Economic Outlook 2020*; *Global Deal Flagship Report 2020*; *Governance for Youth, Trust and Intergenerational Justice: Fit for all generations*; *Multilateral Development Finance Report*; *Development Co-operation Report*; *OECD Pensions Outlook 2020*; *Promoting an Age-Inclusive Workforce* (with AARP and WEF).

The Secretary-General represented the OECD and presented the Organisation's latest work at important international events, including: the annual World Economic Forum in Davos, the virtual International Monetary Fund and World Bank meetings, the virtual G20 Leaders' Summit, the virtual United Nations General Assembly, the Heads of State Meeting on Financing the 2030 Agenda for Sustainable Development, and the 38th session of the Economic Commission for Latin America and the Caribbean.

He also participated in the three OECD virtual Ministerial Council Roundtables on "The Path to Recovery: Alternative Scenarios and Macroeconomic Policies", "Making the Green Recovery Work for Jobs, Incomes and Growth" and "Inclusion and Employment Policies for the Recovery".

The Secretary-General met physically and virtually with key Ministers and Leaders throughout the year. These included, from member countries: Sophie Wilmès, Prime Minister of Belgium; Justin Trudeau, Prime Minister of Canada; Iván Duque, President of Colombia; Charles Michel, President of the Council of Europe; Kersti Kaljulaid, President of Estonia; Ursula von der Leyen, President of the European Commission; Emmanuel Macron, President of France; Angela Merkel, Federal Chancellor of Germany; Kyriákos Mitsotákis, Prime Minister of Greece; Katrín Jakobsdóttir, Prime Minister of Iceland; Giuseppe Conte, Prime Minister of Italy; Emperor Naruhito of Japan; Egils Levits, President of Latvia; Gitanas Nausėda, President of Lithuania; Mark Rutte, Prime Minister of the Netherlands; Jacinda Ardern, Prime Minister of New Zealand; Pedro Sánchez, Prime Minister of Spain; Stefan Löfven, Prime Minister of Sweden. From accession countries: Carlos Alvarado, President of Costa Rica; Andrej Plenković, Prime Minister of Croatia. From other countries: Lenín Moreno Garcés, President of Ecuador; Abdel Fattah Al-Sisi, President of Egypt; Kassym-Jomart Tokayev, President of Kazakhstan.

The Secretary-General met regularly with Members of parliament and addressed congresses in some occasions. He also met with representatives from the private sector, trade unions and civil society

along the year. Most of his visits and virtual high-level events featured public events in which he had the opportunity to address a broader audience and share the OECD's messages with the public, including at universities and leading think tanks.

In 2020, the OECD further strengthened its ties with the G20. The Secretary-General was invited to participate in all high-level G20 meetings under the Saudi Arabian Presidency. These included the G20 Leaders' Summit and the G20 Finance Ministers Meeting. He also attended the Extraordinary meetings of the G20, held by the Saudi Arabian Presidency due to the pandemic.

In 2020, the Secretary-General hosted physically or virtually Leaders at OECD high-level meetings. During the virtual 2020 Ministerial Council Meeting (MCM) on "*The Path to Recovery: Strong, Resilient Green and Inclusive*" only, he received 4 Heads of State or Government (Spain, Chile, Japan and Estonia), 7 Vice-Presidents and Deputy Prime Ministers, almost 60 Ministers and Deputy Ministers, 3 Heads and representatives from International Organisations.

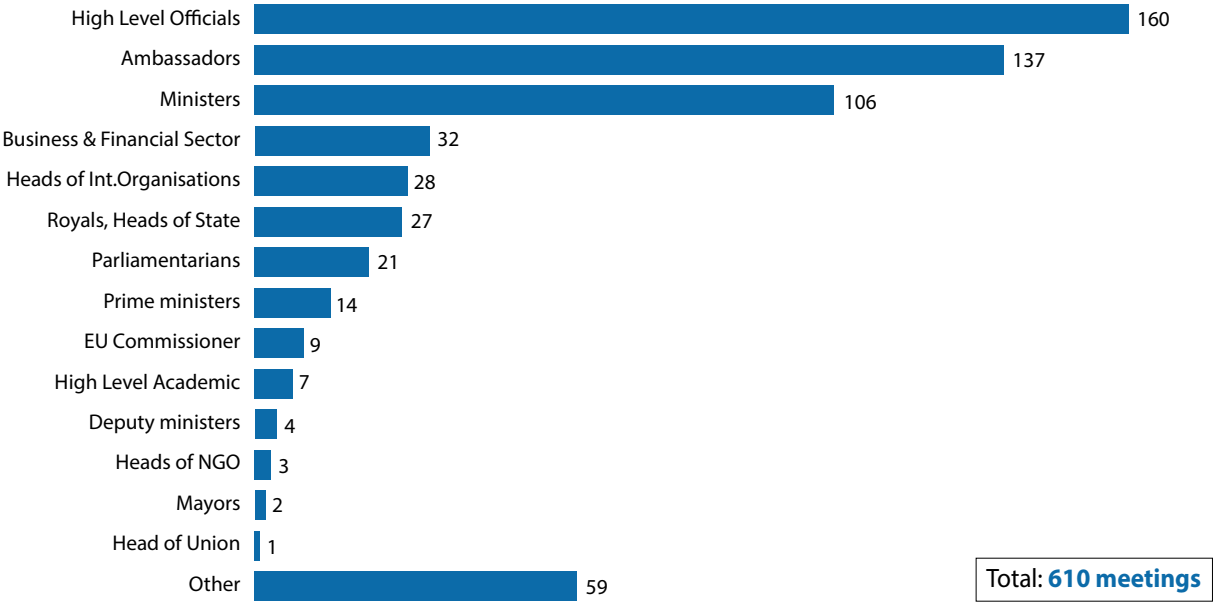
In 2020, the Secretary-General also devoted a large portion of his time to the regular exercise of his management duties, as well as his chairing of the OECD Council and interaction with delegations. In total, he held 55 bilateral meetings with OECD Ambassadors and chaired 25 sessions of the OECD Council, 1 heads of delegation meeting, 8 meetings of the MCM Bureau, 15 regular meetings with Chairs of Standing Committees and 23 meetings of the Group of Directors. He also held 50 preparatory meetings on substance and activities with different units of the Organisation, 68 regular meetings with OECD directors and 76 regular senior management meetings, as well as hundreds of management meetings on OECD housekeeping issues.

COMMUNICATION AND VISIBILITY

During 2020, the OECD continued consolidating its impact and visibility. Outreach and communication activities by the Secretary-General took centre stage and played a critical role in achieving this goal.

The Secretary-General gave 85 sit-down interviews while on mission and 23 in Paris from the OECD studio,

Figure 2: Meetings (Including on Missions)



in addition to many ad hoc interviews and press points. He launched 32 Outlooks, flagship publications and reports in 17 different countries (Belgium, Colombia, Germany, Greece, Iceland, Italy, Japan, Latvia, Luxembourg, Mexico, Poland, Portugal, Slovak Republic, Sweden, Switzerland, United Arab Emirates, and the United States), and in the European Union.

During the year, the Secretary-General delivered 305 speeches and was quoted 7 789 times in the media and in 705 original articles. He authored three op-eds in different media outlets as well as several other articles and pieces translated into several languages. Social media use and presence jumped, allowing the Organisation to reach broader audiences and join global conversations on key issues. The Secretary-General's Twitter account and contributions on various social media platforms provided the opportunity to use innovative approaches to promote the work of the Organisation.

Figure 3: Number of Quotes in the Media

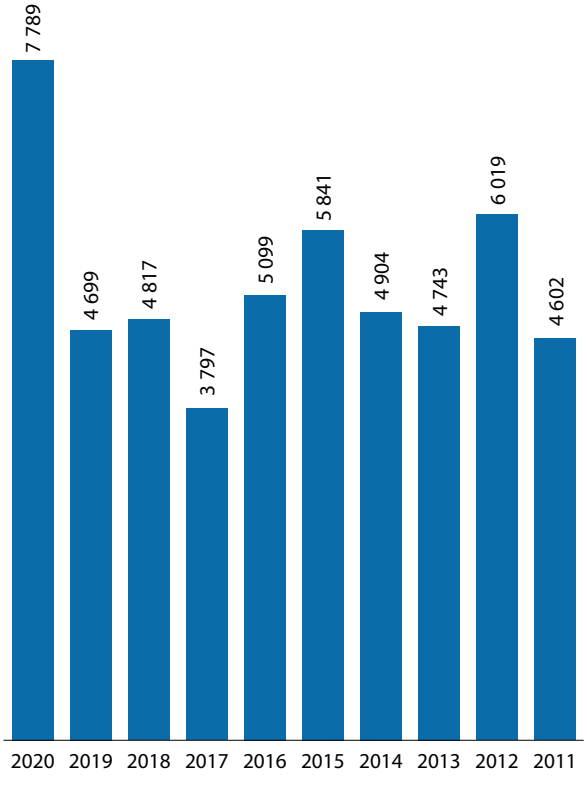
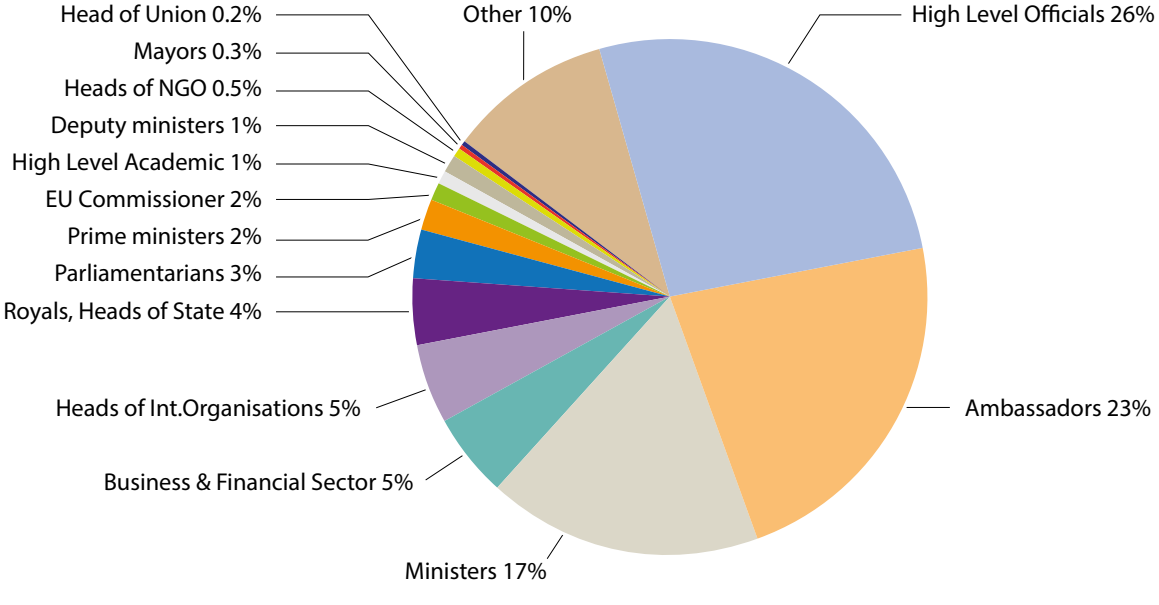


Figure 4: People met at the OECD or virtually, in %



Deputy Secretaries-Generals' Activity in 2020

OVERVIEW

In 2020, the OECD Deputy Secretaries-General held numerous official engagements, including missions, activities in Paris and virtually. Through these activities, they supported and complemented the Secretaries-Generals' efforts to advance the relevance, impact and visibility of the Organisation.

DSG Kono

In 2020, **DSG Kono** had a very large number of official engagements representing the OECD at various international fora, events and meetings. He also participated actively in the work of the Financial Stability Board (FSB), providing input from OECD work on the policy responses to COVID, ESG finance and crypto-assets including stablecoins. Responsible for providing strategic direction for OECD policies on environment, trade and agriculture, tax policy and administration, as well as financial and enterprise affairs, he ensured horizontal coordination of the work of the Directorates under his oversight. He led the horizontal project on sustainable infrastructure investment that produced major outputs such as the *OECD Compendium of Policy Good Practices for Quality Infrastructure Investment* and the *Implementation Handbook for Quality Infrastructure Investment*, and contributed to the launch of the horizontal project Building climate and economic resilience in the transition to a low-carbon economy, which he currently oversees.

DSG Knudsen

In 2020, **DSG Knudsen** led the creation of the new OECD Centre for Well-Being, Inclusion, Sustainability and Equal Opportunity (WISE), which he now oversees. Responsible for the OECD's horizontal work on Going Digital, he launched the OECD AI Policy Observatory in Paris and Berlin, designed to shape and share artificial intelligence policies across the globe. DSG Knudsen launched nine OECD publications in 2020, including the inaugural report *Over the Rainbow? The Road to LGBTI Inclusion*. He delivered 89 speeches to promote the OECD's work across health, digitalisation, sustainability, tourism, education, and more, including at the G20 Tourism

DSG Masamichi Kono launching the joint EC/OECD-INFE project to develop a financial competence framework in the EU.
Photo: OECD

DSG Jeffrey Schlagenhauf during the 6th edition of the ROME MED Mediterranean Dialogues (June 2020).
Photo: OECD

DSG Ulrik Knudsen launching the OECD Artificial Intelligence Policy Observatory (February 2020). Photo: OECD

DSG Ludger Schuknecht in Bratislava at the launch of the OECD Skills Strategy of Slovakia alongside Martina Lubyová, Minister of Education, Science, Research and Sport (January 2020). Photo: OECD

Ministerial Meeting and the Skills Summit 2020. DSG Knudsen also represented the Secretary-General at several international events throughout the year.

DSG Schlagenhauf

In 2020, **DSG Schlagenhauf** led the work on the joint Development Cluster document for the MCM (which was a first). His leadership fostered greater collaboration across the Cluster and amongst Directorates, and he oversaw the successful SDG Council. Responsible for the Anti-Corruption agenda, he contributed to the strategic direction of the Global Anti-Corruption & Integrity Forum as well as leading anti-corruption and integrity horizontal initiatives. Among other events, he was Co-Chair of joint OECD-World Economic Forum panel

on Agile Governance in the Post-Pandemic World, and participated in the Rome MED-Mediterranean Dialogues. He also launched the *Global Outlook on Financing for Sustainable Development 2021* and participated actively in UN Financing meetings.

DSG Schuknecht

In 2020, **DSG Schuknecht** contributed to the OECD response to the COVID-19 pandemic, helping to coordinate a horizontal effort to ensure a coherent and timely organisation-wide response. He continued to champion the OECD's contribution to the G20 Compact with Africa (CwA), aimed at encouraging CwA countries to align with OECD investment standards. As part of his role in overseeing the Centre for Tax Policy, he provided strategic guidance on the OECD's work in addressing the tax challenges of the digital transformation, and he travelled to Tirana to welcome Albania to the Inclusive Framework on BEPS. He also helped coordinate organisation-wide efforts to strengthen the evidence base on carbon taxes and trade-related challenges associated with addressing carbon leakage. In the area of education, he worked to create greater momentum in understanding efficiencies and value for money in education. Among other events, he launched the *OECD Skills Strategy: Slovak Republic* in Bratislava as well as a study on Unlocking the potential of migrants through vocational training in Berlin.

About the OECD

Photo: OECD/Luisa Constanza

The OECD at a glance

www.oecd.org/about

The Organisation for Economic Co-operation and Development (OECD) is an international organisation that works to build better policies for better lives. Our goal is to shape policies that foster prosperity, equality, opportunity and well-being for all. We draw on 60 years of experience and insights to better prepare the world of tomorrow.

Together with governments, policy makers and citizens, we establish evidence-based international standards and find solutions to a range of social, economic and environmental challenges. From improving economic performance and creating jobs to fostering strong education and fighting international tax evasion, we provide a unique forum and knowledge hub for data and analysis, exchange of experiences, best-practice sharing, and advice on public policies. Through our standard-setting, programmes and initiatives, we help drive and anchor reform in more than 100 countries around the world, building on our collective wisdom and shared values.

Our 37 member countries span the globe, from North and South America to Europe and Asia-Pacific. The most recent country to join the OECD was Colombia, in April 2020. In April 2015, accession discussions began with Costa Rica, and in May 2020, the Council invited Costa Rica to become a Member of the OECD.

The OECD also works with some of the world's largest economies: Brazil, China, India, Indonesia, and South Africa, who are OECD Key Partners. They participate in the OECD's daily work, bringing useful perspectives and increasing the relevance of policy debates.

Photo: OECD/Victor Tonelli

OECD member countries: Ambassadors[a] and year of accession

www.oecd.org/about/Membersandpartners

Australia	His Excellency Mr Alexander Robert William Robson	1971
Austria	His Excellency Mr Thomas Schnöll	1961
Belgium	Her Excellency Ms Régine Vandriessche	1961
Canada	Her Excellency Ms Madeleine Chenette	1961
Chile	His Excellency Mr Felipe Morandé	2010
Colombia	His Excellency Mr Jaime Castro	2020
Costa Rica	His Excellency Mr Manuel Tovar	2021
Czech Republic	His Excellency Mr Petr Gandalovič	1995
Denmark	His Excellency Mr Carsten Staur	1961
Estonia	His Excellency Mr Clyde Kull	2010
Finland	His Excellency Mr Tuomas Tapio	1969
France	Her Excellency Ms Muriel Pénicaud	1961
Germany	Her Excellency Ms Michaela Spaeth	1961
Greece	Her Excellency Mr Georges Prevelakis	1961
Hungary	His Excellency Mr László Turóczy	1996
Iceland	Her Excellency Ms Unnur Orradóttir Ramette	1961
Ireland	His Excellency Mr Dermot Nolan	1961
Israel	His Excellency Mr Haim Assaraf	2010
Italy	His Excellency Mr Antonio Bernardini	1962
Japan	His Excellency Mr Yoshifumi Okamura	1964
Korea	His Excellency Mr Hyoung Kwon Ko	1996
Latvia	His Excellency Mr Indulis Ābelis	2016
Lithuania	Her Excellency Ms Lina Viltrakiene	2018
Luxembourg	Her Excellency Ms Martine Schommer	1961
Mexico	Her Excellency Ms Sybel Galván Gómez	1994
Netherlands	His Excellency Mr Guido Biessen	1961
New Zealand	Her Excellency Ms Jane Coombs	1973
Norway	His Excellency Mr Per Egil Selvaag	1961
Poland	His Excellency Mr Aleksander Surdej	1996
Portugal	His Excellency Mr Bernardo Lucena	1961
Slovak Republic	His Excellency Mr František Ružička	2000
Slovenia	Her Excellency Ms Irena Sodin	2010
Spain	His Excellency Mr Manuel Escudero	1961
Sweden	Her Excellency Ms Anna Brandt	1961
Switzerland	His Excellency Mr Giancarlo Kessler	1961
Turkey	His Excellency Mr Kerem Alkin	1961
United Kingdom	His Excellency Mr Christopher Sharrock	1961
United States	Ms Whitney Baird *(Chargée d'Affaires ad interim)*	1961
	***	
European Union	His Excellency Mr Didier Lenoir	1961

Key Partners

www.oecd.org/about/members-and-partners

Brazil
China, People's Republic of
India
Indonesia
South Africa

Prospective Members

www.oecd.org/about/enlargement.htm

Argentina
Brazil
Bulgaria
Croatia
Peru
Romania

a. As of 15 May 2021.

Secretary-General's Cabinet

ÁNGEL GURRÍA – Secretary-General *@A_Gurria*

As Secretary-General of the OECD from 2006 to 2021, Mr Ángel Gurría led the transformation of the OECD into the "go to" institution for policy advice and reforMs He made the OECD count as a global "house of best practices", providing targeted support to member and partner countries in addressing current challenges and in designing, delivering and implementing better policies for better lives. Throughout 2020, he led specific support and policy recommendations in recovery plans to face the COVID-19 crisis.

Over one and a half decades, he led the Organisation in the delivery of important structural reform agendas, making the OECD the evidence-based policy reforms global leader. Furthermore, he oversaw major results in the areas of inequalities, inclusive growth, gender, governance, the revamping of the international taxation regime for transparency and fairness, anti-corruption, green growth, water, migration, education, health, innovation and trade, to name but a few. He strived to put people and their well-being at the centre of policy and growth efforts.

He scaled up the OECD contribution to the global agenda and to key multilateral agreements, including the important inputs made by the Organisation to the Paris Agreement on Climate Change, Biodiversity and the Sustainable Development Goals. Along his mandate as Secretary-General of the OECD, Ángel Gurría led the Organisation through two major global crises, taking the opportunity to recover, reshape and reinvent itself as an engine for international co-operation and effective multilateralism. Under his watch, the OECD became a trusted partner for the G20 and G7, the Asia-Pacific Economic Cooperation (APEC), the Pacific Alliance and many other international fora.

He increased the Organisation's outreach and relevance, strengthening its links with key emerging economies and steering the accession process for new Members, including the seven countries that joined under his leadership: Chile, Colombia, Estonia, Israel, Latvia, Lithuania and Slovenia. Costa Rica[1] is expected to join imminently and six other countries, Argentina, Brazil, Bulgaria, Croatia, Peru and Romania, have requested to join and are being considered by Members.

1. On 15 May 2020, the OECD Council invited Costa Rica to become a member. The date of membership will be the date of the deposit of Costa Rica's instrument of accession to the OECD Convention.

MASAMICHI KONO – Deputy Secretary-General

Mr Masamichi Kono was appointed Deputy Secretary-General in August 2017. His portfolio includes the strategic direction of the OECD policy on environment, financial and enterprise affairs, tax, trade and agriculture. He oversaw the horizontal project on Sustainable Infrastructure Investment and currently oversees the horizontal project on Climate and Economic Resilience. He also represents the OECD at the Financial Stability Board.

Mr Kono has had a long career in financial supervision and the regulation of financial services, in Japan and globally. He was Vice-Minister for International Affairs of the Japanese Financial Services Agency (JFSA) prior to his appointment at the OECD. He served as Chairman of the International Organization of Securities Commissions (IOSCO) Technical Committee (April 2011-May 2012), and thereafter as Chairman of the IOSCO Board (until March 2013). He was also the Co-Chair of the Financial Stability Board Regional Consultative Group for Asia (July 2013-June 2015), and Chairman of the International Financial Reporting Standards (IFRS) Foundation Monitoring Board (February 2013-June 2016). Previously, he was Secretary to the World Trade Organization's Trade in Financial Services Committee (1995-99).

ULRIK VESTERGAARD KNUDSEN – Deputy Secretary-General

Mr Ulrik Vestergaard Knudsen took up his duties as Deputy Secretary-General in January 2019. His portfolio includes the strategic direction of OECD policy on science, technology and innovation; employment, labour and social affairs, migration, health; education; and entrepreneurship, SMEs, regions and cities. He also oversees the OECD Centre for Skills and the newly established Well-Being, Inclusion, Sustainability and Equal Opportunity Centre (WISE). Additionally, he is responsible for overseeing horizontal work on Going Digital Phase II and III. Jointly with the Secretary-General, Mr Knudsen created the Global Strategy Group (GSG), a strategic forum to discuss issues of global relevance and engage with key partners. He chaired the GSG from 2013 to 2017.

Previously, Mr Knudsen was Permanent Secretary of State at the Ministry of Foreign Affairs in Denmark. He also served as Sherpa and Chief Diplomatic Advisor to two Danish Prime Ministers on Security Policy, EU and Foreign Affairs. Mr Knudsen was Ambassador to the OECD and UNESCO in 2008-09. Prior diplomatic postings included London, Washington and Moscow. He also briefly served as Group Director for International Policy at Vodafone in London.

JEFFREY SCHLAGENHAUF – Deputy Secretary-General

Mr Jeffrey Schlagenhauf took up his duties as Deputy Secretary-General in May 2019. His portfolio includes the strategic direction of the OECD policy on public governance and the Development Cluster, which includes the Development Cooperation Directorate, the Development Centre and the Sahel and West Africa Club (SWAC). He also oversees the Statistics and Data Directorate. In addition, he is responsible for overseeing horizontal work on anti-corruption and integrity, and the Sustainable Development Goals.

Prior to joining the OECD, Mr Schlagenhauf served as the Associate Director for Economic Policy at the White House Office of Management and Budget (OMB), where he implemented evidence-based policies across the federal government of the United States. During the 2016 American presidential campaign, he demonstrated extensive experience in public policy as an Economic Policy Advisor. His career also led him to become the Executive Director for the Congressional Joint Economic Committee and Chief of Staff to a member of the US House of Representatives.

LUDGER SCHUKNECHT – Deputy Secretary-General

Mr Ludger Schuknecht was Deputy Secretary-General between September 2018 and September 2020. In this position, he employed his extensive experience in international economic policy and decision making to promote the OECD's efforts on sustainable growth and "better policies for better lives". He was responsible for the strategic oversight of the OECD's work on trade and agriculture, tax policy and administration, education and skills, as well as the OECD's engagement with the G20 Compact with Africa initiative.

Previously, Mr Schuknecht worked at the German Federal Ministry of Finance as Chief Economist and as the German G20 Finance Deputy. In this position, he was responsible for coordinating the finance track during the German G20 Presidency and played a key role in launching the G20 work on digital taxation and the G20 Compact with Africa. His career in international organisations also includes the European Central Bank, the World Trade Organization and the International Monetary Fund.

JUAN YERMO – Chief of Staff

Mr Juan Yermo supports the Secretary General as Chief of Staff since July 2020, after serving as the Deputy Chief of Staff for six years. He leads the Office of the Secretary General (OSG) and oversees cross-disciplinary policy units (New Approaches to Economic Challenges [NAEC] and Strategic Foresight) and strategic partnerships, as well as promoting OECD work on gender equality and diversity. Before joining the Cabinet, he held key positions in the Directorate for Financial and Enterprise Affairs. His career in international organisations and finance includes the World Bank, Bankers Trust, and UBS.

GABRIELA RAMOS – Chief of Staff and Sherpa *@gabramosp*

Between 2006 and 2020, in her role as Chief of Staff and Sherpa, Ms Gabriela Ramos contributed to the transformation of the OECD into a high-impact institution. Appointed OECD Sherpa in 2009, she was responsible for the contributions of the OECD to the global agenda (G20, G7, APEC), and oversaw the Global Relations Secretariat. She led OECD work on inclusive growth, the gender strategy, well-being and children. She launched the Business for Inclusive Growth (B4IG) initiative and led the OECD's New Approaches to Economic Challenges (NAEC).

Organisation chart as of February 2021

This list is subject to changes, for the latest organiation chart please consult:
www.oecd.org/about/list-of-departments-and-special-bodies.htm

I. OECD Secretariat

SECRETARY-GENERAL

Ángel Gurría

DEPUTY SECRETARIES-GENERAL

Masamichi Kono
Ulrik Vestergaard Knudsen
Jeff Schlagenhauf

Corporate Directorates

GENERAL SECRETARIAT

Data Protection: **Michael Donohue**

Ethics Officer: **Ursula Wellen**

Office of the Secretary-General
Juan Yermo
Chief of Staff

Sherpa Office and Global Governance
Nicolas Pinaud
Sherpa to the G20 and the G7

Council and Executive Committee Secretariat
Silvia Da Rin Pagnetto

Directorate for Legal Affairs
Josée Fecteau

Global Relations Secretariat
Andreas Schaal

Evaluation and Internal Audit
Inanc Yazar

Public Affairs and Communications Directorate
Anthony Gooch

Executive Directorate
Josée Touchette

- Conference, Security and Infrastructure Service — **Gerlando Taibi**
- Digital, Knowledge and Information Service — **Simone Sergi**
- Human Resource Management — **Ingrid Barnsley**
- Programme, Budget and Financial Management — **Ana Jose Varela**

Substantive Directorates

Centre for Entrepreneurship, SMEs, Regions and Cities **Lamia Kamal-Chaoui**	Centre for Tax Policy and Administration **Pascal Saint-Amans**	Centre on Well-being, Inclusion, Sustainability and Equal Opportunity **Romina Boarini**	Development Centre **Mario Pezzini**	Development Co-operation Directorate **Jorge Moreira Da Silva**
Directorate for Education and Skills **Andreas Schleicher**	Directorate for Employment, Labour and Social Affairs **Stefano Scarpetta**	Directorate for Financial and Enterprise Affairs **Greg Medcraft**	Directorate for Science,Technology and Innovation **Andrew Wyckoff**	Economics Department **Laurence Boone**
Environment Directorate **Rodolfo Lacy**	Directorate for Public Governance **Elsa Pilichowski**	Statistics and Data Directorate **Paul Schreyer**	Trade and Agriculture Directorate **Marion Jansen**	

II. Secretariats of entities within the OECD Family*

Financial Action Task Force (FATF) **David Lewis**	International Energy Agency (IEA) **Fatih Birol**	International Transport Forum (ITF) **Young Tae Kim**	Multilateral Organisation Performance Assessment Network (MOPAN)** **Suzanne Steensen**
Nuclear Energy Agency (NEA) **William D. Magwood, IV**	Partnership in Statistics for Development in the 21st Century (PARIS21)** **Johannes Jütting**	Sahel and West Africa Club Secretariat (SWAC) **Laurent Bossard**	

* The list is non-exhaustive.
** The Secretariat of this entity is integrated in a substantive directorate.

Financing the OECD

PBF.Info@oecd.org

The OECD takes a results-based approach to planning, budgeting and financial management. It identifies the priority policy impacts its Members are seeking, deploys resources flexibly to achieve the desired outcomes through the evolving work programme and evaluates performance after implementation. The OECD budget and the content of its work programme are established every two years by the Organisation's governing body, the Council, based on recommendations from the Secretary-General. The total budget for 2021 is EUR 398 million (Part I, Part II and Annex budgets). The budgetary resources of the Organisation are supplemented by voluntary contributions (VC), equivalent to around half of the Part I and Part II budgets. These voluntary contributions are provided mainly by governmental bodies and institutions from member countries. The OECD's financial statements are prepared in accordance with International Public Sector Accounting Standards and are audited by external auditors selected from OECD member countries' Supreme Audit Institutions. The Organisation's financial statements are published on the OECD website.

MEMBERS' ASSESSED CONTRIBUTIONS FOR 2021

All member countries contribute to the outputs funded by "Part I" of the budget, which accounts for 52% of the overall budget of the Organisation (same as in 2020). The contributions for Part I include an equal share for each member, as well as an additional amount based on a scale reflecting the relative size of the member country's economy (national income). "Part II" outputs are of interest to a more limited number of Members or relate to special policy sectors not covered by Part I; they account for 28% of the total budget. Part II programmes are funded according to scales of contributions or other arrangements agreed among the countries providing the funding. Other budget items, including pensions and special budgets, make up the remaining 20%.

For more information see: *www.oecd.org/budget.*

OECD Headquarters, Boulogne-Billancourt. Photo: OECD/Hervé Cortinat

OECD Ministerial Council Meeting

Family photo at the Meeting of the OECD Council at Ministerial Level (MCM), 28 October 2020. Photo: OECD.

2020 Strategic Orientations of the OECD Secretary-General

Designing, Developing and Delivering Policies for Inclusive, Resilient and Sustainable Growth

Family photo at the Meeting of the OECD Council at Ministerial Level (MCM), 28 October 2020. Photo: OECD.

INTRODUCTION

As we approach the 60th Anniversary of the OECD, the time is ripe to reflect on our past achievements and future directions. My 2020 Strategic Orientations – which build on previous annual editions, as well as my Guidance for the 2021-22 OECD Programme of Work and Budget (PWB) and the Ambassadors' Informal Convergence Paper – are framed in this context. Balancing realism and ambition, they take into account both the challenges that we confront, and the opportunities that we must seize, to expand the OECD's reach, relevance and impact.

In recent years, the OECD has changed and evolved, sharpening its strengths while remaining faithful to its *raison d'être*: better policies for better lives. We have become more dynamic and agile, equipping our Members and Partners with the data, evidence, policies and tools needed to build stronger, fairer, cleaner and more inclusive economies and societies. Our crosscutting work on inclusive growth, productivity, wellbeing and sustainability has provided the building blocks for a strong, peoplecentred growth narrative that supports better policy design, development and delivery. Similarly, many of our standards, including those on international tax, digitalisation, Responsible Business Conduct, and anti-corruption have become landmarks for shaping the global playing field. The unique communication channels we have opened with emerging economies through our work with the G20, our relationships with Key Partners, and our regional and country programmes, have facilitated the dissemination of such standards.

The 'whole-of-OECD' response to the COVID-19 pandemic confirms our ability to adapt to rapidly changing environments and Members' needs. OECD's effectiveness lies in its multidisciplinarity and horizontality, and in its ability to bring diverse policy communities together to deliver an integrated, evidence-based policy framework that can address urgent economic, social, environmental and institutional challenges. The OECD brings a unique value proposition to our Members and Partners. Our awareness of the latest megatrends affecting national and global development; our understanding of their implications for each policy area; our openness to innovation and to new approaches in our analytical toolbox; our ability to compare, distil and learn from best practices; and, ultimately, our capacity to turn all this knowledge into concrete policy actions that can help improve people's lives, is unparalleled. These strengths are reinforced by our governance model, which includes bottom-up work with experts in committees, complemented with top-down, highlevel guidance provided by Leaders, Ministers, the Council – including the Ministerial Council Meeting (MCM) – the annual Global Strategy Group (GSG), sectoral ministerials and other high-level meetings and fora.

As the COVID-19 crisis continues to unfold, we must remain alert and continue to focus our efforts on best supporting our Members, advancing the evidence gathering and policy work in the OECD COVID-19 Digital Hub (which already comprises more than 160 policy briefs and statements), and advising individual countries as requested to tackle the ongoing crisis and strengthen the subsequent recovery. We will continue to provide analysis and recommendations on measures to support jobs and businesses during this challenging period and address the side-effects of these measures, including on competition and indebtedness. As part of this work, we need to step up our calls for structural reforms to support productivity growth, business dynamism and employment, for open markets, for strong trade and investment that avoids protectionist measures, and for policies that will help countries leverage the opportunities from digitalisation. At the same time, we have an opportunity to chart a new policy course, building on a new growth narrative that prioritises improvements in well-being, in line with the 2030 Agenda for Sustainable Development and its 17 Goals.

Urgent action is required along three main axes

First, when advising governments on their policy priorities to ensure a strong and quick recovery, we need to better integrate productivity and economic efficiency with inclusiveness, resilience and sustainability goals. Such goals should be at the core of public policy interventions and structural reforMs This will require rethinking some policies to make them more effective at addressing deficiencies such as: durable market power and concentration in both domestic markets and along international supply chains; insufficient investment in some essential goods and in research (as shown by the example of vaccines in the COVID-19 context); financial sector fragility; and political capture and corruption. At the same time, in view of the growing role and prerogatives of governments during the crisis, we must ensure that the rule of law and the right checks and balances are in place to safeguard accountability and good governance and secure a return to a wellfunctioning market economy.

Second, we need to help governments build a strong social contract with current and future generations. The growth of inequalities and shrinking opportunities for the middle class are tearing many societies apart and fuelling populism, protectionism and autocratic governments. Tackling inequalities ex-post via redistribution is less efficient and effective than doing so early on, in education systems, in health systems, in infrastructure, and in exposure to environmental risks. Many countries will also need to recover some of the progressivity lost in their tax systeMs

Third, we must urgently address the longterm crisis around the corner: climate change, biodiversity loss, and environmental degradation. Our own well-being and that of future generations depends on it. The COVID-19 crisis has vividly and dramatically demonstrated the links between environmental and human health. As we rebuild our economies, it will be essential that we transform production and consumption patterns in a way that will avoid the worst impacts of impending environmental crises. Indeed, as our work has proven – investing in climate is investing in growth!

These three actions will help restore the trust of citizens in their governments' ability to enhance their well-being. The stakes have never been higher. In many countries, the erosion of trust has been especially significant among young people, posing new risks to the legitimacy of public institutions in the future. The OECD can be a best practice policy compass in this time of unprecedented volatility, uncertainty, complexity and ambiguity.

Beyond our evidence, tools and guidance to help countries through this major crisis, we have an opportunity and an obligation to advance global solutions to global problems, from addressing the tax challenges of digitalisation and trade distortions to climate change and migration. Our standards, our growing links with partners, and our collaboration with the UN, the G20, the G7 and other global fora and international organisations are all at the core of the reinvigorated OECD of the last decade. They underpin the multilateral system that we need to preserve and continue to strengthen. The world today needs the OECD more than ever.

My Strategic Orientations are informed by the outcomes and mandates of previous MCMs and the new Ministerial Council Roundtables (MCRs) convened in the COVID-19 context, as well as the guidance provided by other high-level meetings and the invaluable work of our committees and subsidiary bodies. They have benefited from my regular conversations with Leaders, Ministers, Ambassadors, senior government officials, Business at OECD and TUAC representatives, and other key stakeholders from the private sector, civil society and academia. My Strategic Orientations are fully aligned with the current work and strategic priorities of the Organisation reflected in the 2019-20 PWB – including the policy pressures, priorities and questions emerging from the COVID-19 pandemic. They are also informed by key inputs to the 2021-22 PWB, including my PWB Guidance, as well as the priority themes – climate; digital; economic policy and structural reform, particularly around education, skills and the future of work; tax; and trade – and principles outlined in the Ambassadors' Informal Convergence Paper. Ultimately, they respond to the long-term priorities identified in my "21 for 21" Agenda to increase the OECD's relevance, responsiveness and impact, as well as to the Organisation's mandate outlined in our Convention. They are also intended to help guide discussions on a new OECD Vision Statement on its 60th Anniversary.

Mr Angel Gurría, Secretary-General of the OECD, and Mr Sebastian Kurz, Chancellor of Austria, Davos, January 2020. Photo: OECD

THE STAKES ARE HIGH

The context in which we are operating is deteriorating daybyday. We are in the midst of a onceinacentury global health crisis, with far-reaching economic and social consequences, that is affecting the whole of our societies and hitting the most vulnerable hardest. The crisis arrived at an already difficult time for the global economy, which was grappling with very high levels of corporate and public indebtedness (above the 2008 Global Financial Crisis); serious trade, investment and geopolitical tensions; and pressure on multilateral organisations. The broader context of persistent weak productivity growth, increasing inequalities, and the opening of major cleavages in societies, as well as climate change, biodiversity loss and environmental degradation, has made for an explosive cocktail; a perfect storm.

While the COVID-19 pandemic has triggered a systemic crisis unlike any we have had to face, we cannot claim that it was impossible to see it coming. The SARS crisis, for example, highlighted the dangers of global contagion, and many stakeholders have repeatedly called their attention to the lack of preparedness for a global pandemic. For several years now, the OECD's New Approaches to Economic Challenges (NAEC) Initiative has supported a view of the economy as a complex, adaptive system. As made clear during the 2019 NAEC Conference on 'Averting Systemic Collapse', the system needs to adapt, and transform, after each crisis. The COVID-19 crisis is thus unlikely to be a one-off aberration; rather, it represents a warning to expect future crises characterised by damage spilling over from one silo to another and cascading throughout economies and societies made less resilient by climate change and other emergencies.

Thus, our response to the systemic challenges we will face must also be systemic. This means shifting our thinking towards resilience and preparedness – where systems are designed to help people and organisations to persist, perhaps even thrive, amid unforeseeable disruptions. We need resilience to provide communities and institutions with the flexibility, intelligence and responsiveness they need in the context of social, economic and environmental change. The need for resilience in our systems, from health care and global supply chains to environmental quality, and the need to build the post COVID-19 world in an inclusive and sustainable manner, will become overarching OECD priorities.

Beyond the need to upgrade our understanding of the interconnectedness of systemic risks, and their cascading effects, the COVID-19 crisis has also exposed the many policy areas that were characterised either by market failures (investments in vaccines, antimicrobial resistance, and basic science more generally) or by government failures. Indeed, the immense human tragedy of the COVID-19 crisis has exposed weaknesses in the ability of our health systems to react to a large-scale epidemic. Nothing could so clearly demonstrate that health systems are not a cost: they are a critical investment in our economies and our well-being. Investments in health should be part of human capital formation in the growth and development process, as it is for education. Health coverage must be universal, with health care viewed as a global public good and as an investment, rather than a pure cost. But the consequences of the COVID-19 crisis go beyond our health systeMs The human, social, financial and economic consequences of the pandemic are without precedent. They are putting at risk people's social connectedness, their trust in governments and institutions, their children's education, and their jobs and incomes, in addition to fuelling general anxiety. The post-COVID-19 world will need to address these consequences, while fostering more sustainable and inclusive growth.

The COVID-19 pandemic is occurring in a context where high and widening inequalities of income, wealth and opportunities were already affecting the life prospects of the bottom 40% of our populations.

These inequalities are both vertical (among individuals and households), as well as horizontal (among groups defined by age, sex and their identity factors). As the OECD's work on inequalities has shown, disadvantages created by the unequal distribution of income affect people's chances to access good quality public services including health, education, infrastructure, jobs, justice, and broadband. Therefore, the COVID-19 crisis and the efforts to contain it are likely to disproportionately affect those at the lower end of the income distribution (low-paid workers in precarious jobs), as well as children and youth, migrants, the elderly, people with disabilities, and other vulnerable groups, thereby adding to social fragmentation, shrinking middle class prospects and a growing "geography of discontent". Women are more socially and economically affected by COVID-19: they represent 70% of the health workforce, continue to do the majority of unpaid care work in households, and face high risks of economic insecurity (both today and tomorrow) as well as increased risks of violence, exploitation, abuse and harassment. A "new social contract", underpinned by a strong multilateral system, is needed.

Widespread lockdowns have hit the labour market hard. Whilst the balance between open unemployment and reduced hours of work differs across countries, the combined impact of the demand and supply shocks on employment will remain long after the disease is brought under control. Structural weaknesses in the labour market may exacerbate the long-term damage to the quantity and quality of jobs. This is particularly true for the many in non-standard and often precarious forms of work, who tend to have limited access to social protection and skill development programmes. It is also the case for youth, who already faced a challenging employment situation. The new OECD Jobs Strategy, which was released in December 2018, is helping guide countries towards the most effective policy responses to these systemic challenges.

Across the world, the selfemployed, small and medium-sized enterprises (SMEs) and firms operating in certain sectors (e.g., travel and tourism, catering) are among the most impacted by the crisis. Many are at an immediate risk of being forced out of business due to a collapse in demand and severe liquidity shortages, despite all the efforts by governments. There is also a concentration of certain highly affected sectors in particular in cities or certain regions that could have devastating consequences for local economies.

Developing countries are among those hardest hit by the COVID-19 pandemic and their hardwon development gains risk being erased. They are facing COVID-19 with lower fiscal buffers than they had in 2008-09. More than twice as many developing countries have approached the IMF for short-term emergency assistance as in the immediate aftermath of the 2008 Global Financial Crisis. OECD governments and the broader international community need to unlock ambitious support to developing countries, to prevent the loss of lives, contain the risk of aftershocks, and invest in their sustainable recovery. Official development assistance should, to every extent possible, be protected and stepped up, while expanding support to global public goods.

As the need for urgent health care and economic stability measures subsides, governments will need to turn to the question of how to promote an effective, sustainable and inclusive economic recovery and how to better prepare the population for future shocks. The transition will be long, as a vaccine is not expected for at least 12-18 months. Given the reigning uncertainty and the resulting decline in the propensity to consume or invest, the key to the recovery will be the extent to which governments, nationally and collectively, can muster the necessary resources and conditions to support jobs and incomes. Governments will need to step up their social protection systems and increase their institutional capacity to invest, as well as to

support those in need by providing responsive and agile public services. They also need to safeguard financial consumers' interest, and support financial resilience and well-being, including through short and long-term financial education measures. Public goods such as scientific capacities and institutions are often neglected, although they are prerequisites for instilling resilience.

Public investment will be central for the recovery, and should be fully aligned with inclusive and green growth objectives. Such broad-based investment action would be akin to an enhanced Marshall Plan that will reinvigorate our economies and set us on a transformational path towards sustainable development. Meanwhile, policy reforms will need to be accelerated to provide the necessary flexibility for the private sector to recover and eventually thrive again, while following a more sustainable and socially inclusive model. An important but challenging task will be for governments to decide when and how to wind down emergency measures, including subsidies, loans and guarantees, and in some cases the equity stakes or even the nationalisation of firMs Managing increased levels of public and private indebtedness will also be a daunting task and will require greater international and regional collaboration, for lowincome countries, but also for middleincome countries.

The outbreak has amplified policy uncertainty, and continues to weigh on risk sentiment in financial markets. It has also overshadowed some positive developments over the past year, including the Phase 1 trade deal between China and the United States and the ratification of the United States-Mexico-Canada Agreement (USMCA), the reduction of a disorderly Brexit risk, and the stabilisation of selected indicators (e.g., export orders). As highlighted in the OECD's September *Interim Economic Outlook*, COVID-19 has exerted a substantial drag on global growth in 2020, and it will likely continue to affect the economic outlook in the 2021-22 biennium and beyond. This situation is taking place as many

Mr Angel Gurría, Secretary-General of the OECD, and Mr António Vitorino, Director General, International Organization for Migration, 16 January 2020.
Photo: OECD

countries still show deep scars from the 2008 Global Financial Crisis, which has resulted in more limited room for macroeconomic policy manoeuvre.

International co-operation will be key to delivering a comprehensive and coordinated response through this new phase of the crisis. The G7 and the G20 have convened "Extraordinary Virtual Ministerial and Leaders' Summits" to support the global response. International collaboration on vaccine research has been strengthened and further efforts are being made to ensure medical supplies are directed to areas with the greatest incidence of COVID-19. Likewise new platforms that improve and broaden collaboration on science and technology and exploit new data-driven methods are encouraging. However, much remains to be done, in a context where many of the old tools of international cooperation and support are not fit for purpose in terms of adaptation, flexibility and speed.

Through the work presented in the COVID-19 Digital Hub, the OECD is well-placed to inform and facilitate global efforts to tackle the outbreak; identify 'roll back' strategies to containment measures; ensure trade and investment continue; support reforms to revitalise business dynamism and job creation; and advise on short-term emergency economic and social support. We will also need to continue to support individual Members through this long transition to help them strengthen the economic recovery and ensure policy responses are coherent and uphold sustainable global development.

Alongside the COVID-19 outbreak, the world remains in the grip of worsening climate change, biodiversity losses and other environmental emergencies. Without substantial changes to our economic systems, the social and economic impacts of these crises could eclipse those of COVID-19. While energy-

Signing Ceremony of Memorandum of Understanding with SEGIB, Madrid, 10 March 2020. *Left to right:* Mr Juan Yermo, deputy Chief of Staff, Mrs Maria Salvadora Ortiz, Director External Relations, SEGIB, Mrs Rebeca Grynspan, Secretary-General, SEGIB, Mr Angel Gurría, Secretary-General, OECD, Mrs Gabriela Ramos, Chief of Staff, Mrs Silvia da Rin Pagnetto, Head of Management Unit, Cabinet of the Secretary-General. Photo: OECD

related carbon dioxide emissions did not increase in 2019, and have dipped in 2020 as a result of lockdowns and reduced economic activity caused by COVID-19, the underlying trend remains far from that needed to meet the Paris Agreement targets. Extreme weather events – devastating wildfires, intense and prolonged heatwaves, catastrophic flooding, droughts and typhoons – are becoming commonplace. Plastic pollution, ocean acidification and warming, overfishing and unsustainable industrial practices are driving rapid and dramatic changes in marine ecosysteMs Rising sea levels are threatening the livelihoods of millions of people, and of coastal cities. Biodiversity loss is accelerating, with nearly one million species threatened with extinction. Human interference in ecosystems, along with factory farming practices across the world, are the origin of many new zoonotic disease outbreaks. Air and water pollution have also contributed to the spread and health impacts of COVID-19.

Without bold and urgent climate action, global warming could reach 1.5 degrees above preindustrial levels by as early as 2030 and the ecosystems on which our economies and well-being rely could be irreversibly damaged. The clock is ticking and the window of opportunity to reverse course and avoid reaching more tipping points is quickly closing. The COVID-19 pandemic offers a chance to rethink many aspects of our economic strategies and processes, which we should leverage in our efforts to enhance environmental health and resilience, and to foster greener, more sustainable growth.

Meanwhile, megatrends – led by digitalisation, migration and ageing – are intensifying, albeit at different speeds. One key question is how public policies can contribute to sustainable growth and well-being, after a long-term downward trend in productivity growth, and how public governance can ensure inclusion and innovation in the ways countries anticipate and respond to these megatrends.

- The digital transformation is rapidly reshaping the way we learn, live and work, redefining interactions between economic, social and government actors, and creating new opportunities for growth and wellbeing. The COVID-19 crisis is accelerating the already fast pace of the digital transformation and underscoring the growing importance of digital technologies, such as Artificial Intelligence and blockchain, in our daily lives. Teleworking, telemedicine, online learning, digital public services, virtual leisure activities and remote conferencing are helping to ensure some normalcy as people, businesses and governments tackle the complexities and uncertainties of widespread lockdowns. The digital revolution can also contribute to reduce emissions and help boost productivity after a long-term decline. It is thus critical to step up efforts to bridge digital divides, particularly between younger and older generations, urban and rural populations, and developed and developing countries. Digitalisation is offering an opportunity for governments to fundamentally re-think their engagement and relationship with their citizens. At the same time, governments also need to tackle some of the challenges for the future of work, competition, digital security, data privacy, security and governance, and the increasing reliance on a few global platforms, among other issues.

- Until the COVID-19 crisis put a sudden stop to international mobility, cross border migration flows were at record highs, and the issue remains one of the most divisive in our societies today. Migrants and refugees may be more exposed to the risks of the COVID-19 outbreak as they may lack access to health services and, in refugee camps, have very limited options for physical distancing. The spread of COVID-19 in refugee camps may be another crisis in the making, and the need to think of forced displacement beyond humanitarian terms, and more in longer-term development and integration issues, is higher than

ever. At the same time, migrants may be a source of skills and labour much in need during and after the COVID-19 crisis.

- Across the OECD, societies are ageing, which raises many complex and interconnected challenges for intergenerational justice, both social and financial, as well as domestic and international. On the other hand, several developing countries are experiencing a boom in young populations entering employment age, with few job opportunities and increasing expectations.

Across the world, there is a feeling – reinforced by the COVID-19 pandemic – that the world has moved into a "new normal"; that progress will never be what it used to be, both in quantitative and qualitative terMs There is a resignation that we should get used to lower growth and/or secular stagnation. The nature of growth is also being questioned: who benefits from it? And at what cost for the planet and the future? As a result, doubts abound on whether our systems will be able to continue to deliver on people's demands, as they have done in the past. Corruption and elite/political capture – which are not new but have become more visible and acute in recent times – are further fuelling such doubts, and undermining public confidence and trust in institutions and governments, precisely when we need them most.

60th Anniversary of the signing of the OECD Convention, with Pedro Sánchez, Prime Minister of the Goverment of Spain, 14 December 2020.
Photo: OECD

Multilateralism remains at a crossroads, marked by growing confrontation and disagreement among previously like-minded countries. As some of its main pillars – the United Nations and the Bretton Woods institutions are turning 75, while the OECD turns 60 – governments are increasingly questioning the ability of multilateralism to deliver timely and effective responses to global challenges. There is a growing perception that the processes that drive multilateralism may not have adjusted to the pace of globalisation. Thus, many countries are moving to unilateral and/or bilateral actions and policies, casting a further shadow over the future of the multilateral system. The deteriorating geopolitical situation has also paralysed key OECD dossiers, including enlargement, for more than three years now. It has also affected our global relations strategy, including our engagement with Key Partners, whose greater proximity to OECD's work, standards and values is critical to help level the global playing field and maintain relevance and impact.

CHARTING A NEW COURSE FOR OUR ECONOMIES AND SOCIETIES

We now need to start preparing a new course for our economies in the post-COVID-19 era, once a vaccine has been found. It will be a challenging period until then, which will test the resilience of our institutions and political systeMs Our governments are stepping up support for the economy, but will soon be facing the consequences of rapid increases in public indebtedness. Applying the lessons from the 2008 Global Financial Crisis will be critical in restoring public finances. There is a major risk of a humanitarian emergency in developing countries, and of social and political upheaval across the world.

The OECD is well-placed to engage in this deep, multi-disciplinary, whole-of-government reflection of the changes needed in our economic systeMs Over the last six decades, we have built unique expertise and know-how as we have sought to support our Members to *"achieve the highest sustainable economic growth and employment and a rising standard of living in Member countries, while maintaining financial stability, and thus to contribute to the development of the world economy"*, in line with the OECD Convention (Article 1a). Our work on competition, trade, investment and regulation has been geared with these objectives in mind. We have developed world-reference indicators such as Product Market Regulation, Regulatory Policy and Governance (iREG), FDI Restrictiveness, TradeinValueAdded, Services Trade Restrictiveness, and state subsidies. We have helped countries advance structural reforms to promote growth. Such work must continue and be further developed. But when using such indicators, tools and modelling techniques for policy analysis and recommendations, or implementing OECD standards and best practices, we must also take account of other policy objectives, in particular inclusiveness and sustainability. We should also monitor the difficulties created by increasing market concentration and durable market power in certain markets and supply chains, by the rapid growth of debt and the emerging financial sector fragilities, and by deficient market incentives for productive investment, among other issues.

In addressing these trade-offs, governments need to create the conditions for policy analysis, evidence and evaluation to be effectively understood and used in decision-making processes. We can benefit, for example, by improving our knowledge of what governments should do to recover and maintain public trust. OECD work indicates that perception of public integrity and fairness are crucial determinants of trust in government. At the same time, restoring and maintaining trust depends on demonstrating the capacity of government to perform its principal functions in an innovative, transparent and participatory way. Upholding good regulatory practices and maintaining the rule of law are thus key.

We also need a deeper reflection on the underlying and chronic weaknesses of our economic systems, as well as on the social and the environmental systems on which all economic activity relies.

Eight years ago, we launched two major initiatives, both triggered by the 2008 Global Financial Crisis: one was NAEC, and the other was the Inclusive Growth and Well-Being Initiative. These initiatives were important then. They are critical today. NAEC is a vehicle to bring the concepts of resilience, complexity and systems thinking into our policy design and recommendations. Our work on Inclusive Growth and Well-Being underpins the integration of inclusiveness, intergenerational justice and sustainability considerations into our economic analysis. The Centre for Well-Being, Inclusion, Sustainability and Equal Opportunity has been created to coordinate better our whole-of-OECD work on these issues. We need to change the way we measure success, building on our wellbeing framework, to go beyond GDP. Success and challenges that countries encounter in applying well-being frameworks in many policy areas will also be central to our understanding of how to refine our metrics for inclusive growth and wellbeing. Some countries are leading the way by measuring well-being in specific policy areas, such as in public procurement. We need to mainstream, replicate, learn from and build on these initiatives. We also need to support the reform of financial accounting and reporting frameworks for business, to include the "externalities" and the social and environmental cost of production processes, as well as the positive impact of business actions to support workers and communities. And we should continue to engage directly with the business sector to foster a change in mindset, away from a sole focus on profit maximisation and shareholder benefit. Our engagement with companies through the Business for Inclusive Growth (B4IG) initiative and the Emerging Markets Network, along with work on standards and on Responsible Business Conduct, can help with this transformation, pushing for "business with purpose". Our Centre on Green

Mr Angel Gurría, Secretary-General of the OECD, at the opening of the OECD Istanbul Centre, 22 January 2021. Photo: OECD

Finance and Investment and related work across the OECD can help ensure that environmental risks and performance are assessed by public and private actors and clearly communicated to inform policy and markets. We have to step up this agenda and make our standards count on a global scale.

Over the coming months and into the next biennium, our work on the social and environmental agenda will be of utmost priority. We will advance analysis on social policies and help countries reform their education, health, and infrastructure systems to make them more inclusive and resilient. We need to bring the success of PISA in education to other social indicators, particularly health. We should continue to advance the gender mainstreaming agenda across all policies, while redoubling our efforts to tackle entrenched gender gaps and promote women's empowerment, including by tackling discriminatory social norms and institutions through our Social Institutions and Gender Index (SIGI). We also need to delve deeper into policies to foster child well-being. Our work to support the design and implementation of country-specific housing policy strategies, targeting all levels of government, will continue, and we will take a closer look at the links between housing policies and inclusiveness, housing finance, spatial planning and prices, and productivity and environmental sustainability. We will also intensify our important work on tax policy design, helping countries recover some of the progressivity lost in their tax systems in recent decades, and aligning it with environmental goals, including through carbon taxes. We will, more broadly, put the environment and the transition towards a lowcarbon future at the centre of our work, as a core part of our people-centred agenda.

It is high time to reconcile all these parallel agendas. We need to bring efficiency, inclusiveness, resilience and sustainability together. While we have made some progress in this direction, more work remains to be done. We need to develop an integrated growth narrative that will underpin all our major flagships, in particular the Economic Outlook, Going for Growth, Regional Outlooks on Africa, Asia and Latin America, countryspecific Economic Surveys and Multi-Dimensional Country Reviews. This narrative responds to a longstanding mandate from Members – agreed at the 1998 MCM – in which the term 'sustainable growth' in Article 1a of the OECD Convention was reinterpreted as 'integrating economic, environment and social policies to enhance welfare' (1998 MCM statement).

Such a transformation in our economic models, toolkits and indicators will also be essential to help governments respond to the major underlying megatrends we are facing, in particular digitalisation, migration and ageing.

PRESERVING AND STRENGTHENING THE SEVEN PILLARS OF OECD SUCCESS TO BEST SUPPORT OUR MEMBERS AND PARTNERS

Our core operational and functional strengths – building on solid comparable data, applying highquality analysis, distilling best international practices, developing actionable policy solutions and global standards – position the OECD well to help Members and Partners respond to the extraordinary demands of our time and help them chart a new course. Seen in perspective, the OECD has undergone a crucial, irreversible transformation that will allow it to face successfully the challenges of an uncertain future for the benefit of its Members and Partners. This transformation is based on seven pillars:

Putting people at the centre. All our policy work should be geared to supporting inclusive, sustainable growth that delivers greater well-being. In recent years, we have succeeded in better integrating productivity, inclusiveness and sustainability considerations in our analysis, but much remains to be done. Our flagship work on well-being and on the inequalities of income and opportunities (middle class, social mobility, the resilience and well-being of children and youth, gender, and discriminatory practices), and the policy framework developed

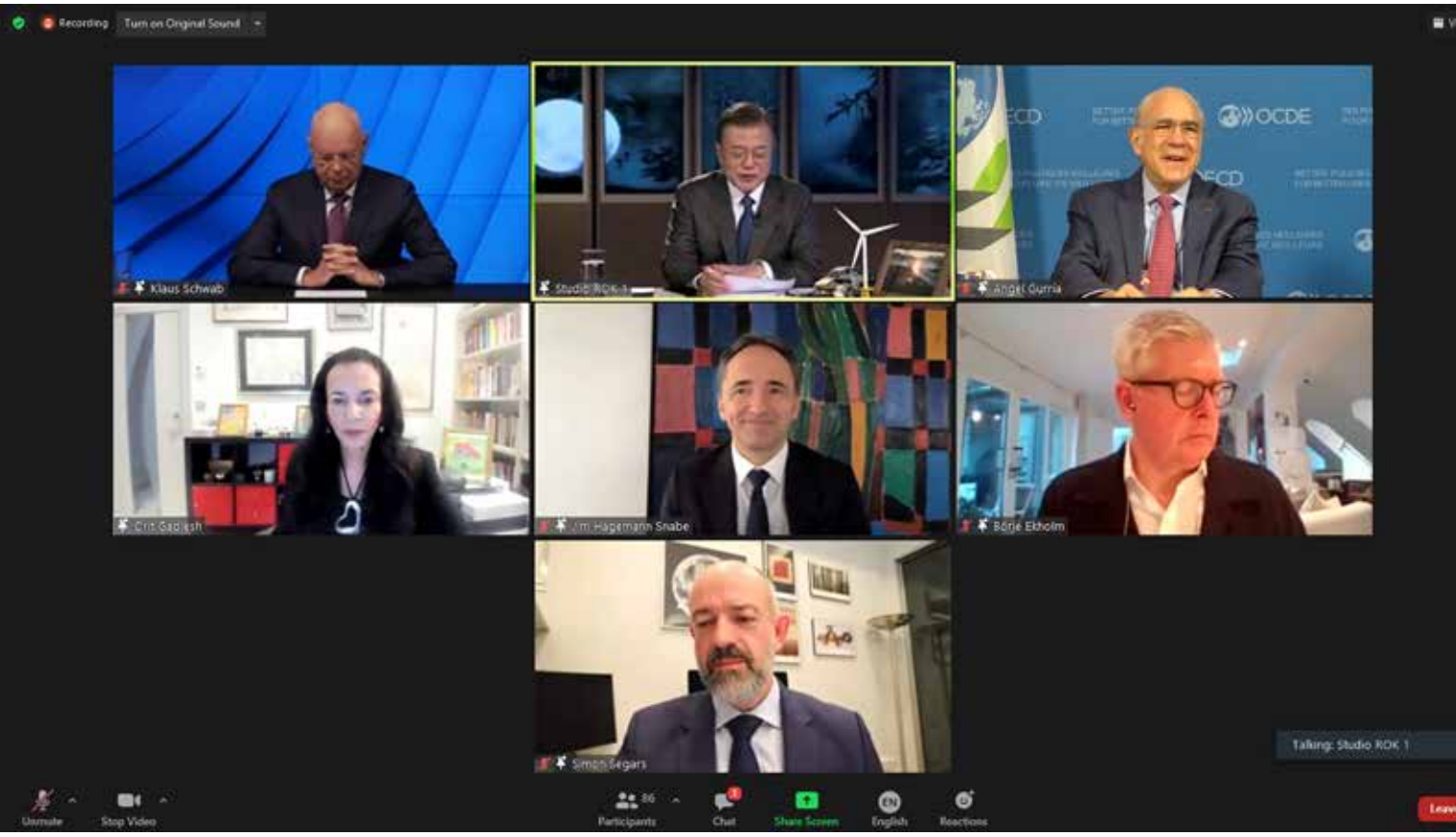
through the Inclusive Growth Initiative, have helped to put these issues high on the international policy agenda. We have led other stakeholders to join the fight against inequality, as evidenced in 2019 with the successful launch of our Business for Inclusive Growth (B4IG) Initiative in the context of the G7 in Biarritz. We have also shown how more socially-oriented economic policies can lead to more inclusive and sustainable forms of growth. Looking ahead, we will need to focus our work on the most vulnerable groups in society, including the poor, ethnic minorities, migrants, children and youth. We should also intensify gender mainstreaming across the Organisation, particularly in relation to the environment, to trade and investment, and to help countries end violence against women. We will help countries redesign their public services to make them more responsive, innovative and people-centred.

Leading the promotion of a rules-based international economy. Our best practice international standards – on tax; public governance and investment; anti-corruption and integrity; corporate governance; responsible business conduct; infrastructure; financial education and financial consumer protection; digital economy (including AI); and ending sexual exploitation, abuse, and harassment in development co-operation and humanitarian assistance, among others – remain the backbone of our efforts to level the global playing field and foster responsible, effective and inclusive multilateralism. Even though the majority of OECD standards are not legally binding, political commitment to their implementation – coupled with the OECD's hallmark peer review mechanisms and other tools to support their dissemination and compliance – have made them a powerful means to level the playing field, save costs, promote international co-operation and disseminate best practices both across and beyond our membership. Our standards serve to level the playing field, to promote international cooperation and to save costs as well as to inspire better domestic policymaking for the benefit of citizens. To reinforce this capacity, we are presently engaged in a multi-year Standard-Setting Review exercise, to update and strengthen these standards, as well as to identify areas where new or revised standards may be needed. This Review will lay the foundations for regular stocktaking, to maintain the continued impact and relevance of OECD standards, and to ensure that we remain responsive and agile to face the policy challenges that lie ahead. Advancing our successful work on tax policies will remain central to promoting a rules based international economy. We will continue strengthening the global tax architecture by advancing agreements and their implementation, in particular the key initiative on the tax challenges arising from the digitalisation of the economy. We need to devote special attention to better understanding the links between international trade and investment, ensuring fair global rules and lack of discrimination. We also need to advance our measurement work on GVCs, the monitoring and analysis of trade distortions, and to strengthen the implementation of our standards on responsible business conduct. Further focus is needed to adapt competition, enforcement policy and regulatory frameworks to modern industrial structures and strategies that rely on intangible capital, network effects and digital platforms that can reshape competition.

Supporting Members' domestic reform agendas. Growing requests for collaboration on domestic reforms sends a strong, positive signal about Members' trust in the quality and relevance of OECD work. Building on our evidence-based, comparative policy analysis, our efforts to "Go National" have helped our Members strengthen the timing, sequencing and impact of national reforms, through a wholeofgovernment approach that takes account of cross-sectoral synergies and spillovers. This work has become even more relevant in the context of the COVID-19 crisis. Going forward, we will continue to improve our targeted advice to countries' on reform design and implementation, coordination and strategic planning, with a focus on timeliness, sequencing, monitoring and impact

evaluation, as well as analysing the trade-offs and spill over effects of the different reforMs This will involve refining our framework to quantify the benefits of structural reforms in labour and product markets, and extending its application to the sectoral level. With the goal of providing more "whole-of-government" support, we will beef up our Centres of Government network and our work on policy coherence for sustainable development to help countries achieve their SDG plans and monitor their progress. This will also allow countries to leverage innovation effectively to build capacity to adapt, anticipate change and build resilience in the face of systemic threats, including climate change. We will explore ways of ensuring more articulated, and bettercoordinated support to Members, to avoid fragmentation of our work.

Reinforcing multidisciplinarity and openness to new research. We have increasingly connected the dots across policy areas through our Horizontal Projects and initiatives that have gradually broken longstanding silos. Our NAEC Initiative has opened up the Organisation to cutting-edge research, theories and methodologies in every field, attracting leading thinkers to help advance our work. This has allowed us to understand better the increasing complexity that characterises our societies. This effort has been bolstered by the OECD-IIASA Task Force on Systems Thinking, Anticipation and Resilience. The NAEC Innovation LAB will continue to help the Organisation and Members to adopt the new tools and techniques required to do this, including agent-based modelling and networks, machine learning, and big data. The continued sharpening and



Mr Angel Gurría, Secretary-General of the OECD, at the Special address by Mr Moon Jae-in, President of Korea, Davos, 27 January 2021. Photo: OECD

mainstreaming of our strategic foresight capacity in all key policy areas facing rapid change and a high degree of uncertainty also remains critical, particularly as we grapple with the complexities of a world transformed by COVID-19. Only by continually exploring and preparing for a variety of plausible developments, can we design effective, innovative, and future-ready policies. We also have to continue to reinforce and update our statistical capacity and our ability to measure what matters to people. Solid data and measurement is at the foundation of everything we do. We therefore need to advance our new Smart Data Strategy that can provide us with the integrated measurement tools connecting the economic, social and environmental spheres, the quality frameworks, and the skills needed to modernise our existing data-gathering capacity, draw on new sources and techniques to meet the policy demand for new, more granular and timely data. We also need to get better at more closely linking data on the OECD Better Life Initiative with our broader work on wellbeing, social policy, and inclusive, green growth.

Providing high-level guidance and a platform to forge consensus. In the past decade, the OECD has increased its engagement and presence at the highest political levels, advising Leaders and serving the most influential global fora, particularly the G20 and G7. This has made the Organisation more aware of and sensitive to priorities at the top, allowing us to better target our work. Through our substantive contributions and efforts to advance common understandings and facilitate agreements and new standards, we have spearheaded progress on systemic global issues, including inequality, digitalisation, excess capacity, gender, migration, the Future of Work, and taxation. We have also helped advance key UN agendas, including the 2030 Agenda for Sustainable Development; the Addis Ababa Action Agenda on Financing for Development; the UN BAPA+40 Conference on South-South Cooperation; the renewed Beijing + 25 Declaration and Platform for Action; the Paris Agreement; the Convention on Biological Diversity; the Strategic Approach to International Chemicals Management; as well as efforts to preserve the oceans, better manage migration flows, foster digital inclusion, and promote peace and security through better economic outcomes. Going forward, we will reinforce our contribution to multilateralism and international fora, in particular the G20, G7 and APEC, with a view to strengthening rules-based globalisation. We will put special emphasis in supporting forthcoming presidencies of these fora through our analysis and policy advice, including through greater collaboration with other international organisations to exploit synergies.

Enhancing our global reach and relevance. Today's OECD is more open to the world than ever, while maintaining its technical rigour, its responsiveness and its main focus on Members. Our work has been enriched through strengthened cooperation with our Key Partners – Brazil, China, India, Indonesia and South Africa – and our regional and country programmes, which have provided new data, experience and insights. Since 2010, seven new Members have joined the OECD, and we look forward to welcoming Costa Rica soon. Openness has enabled our tools, practices and standards to be increasingly implemented worldwide and enhanced their influence and relevance for the benefit of all Members. It has also helped to catalyse "OECD-style" policy reforms in non-Member countries. We should continue to pursue selective engagement, starting with the six countries that have been waiting for a response to their request to join the Organisation (Argentina, Brazil, Bulgaria, Croatia, Peru and Romania) for more than three years. We also need to deepen our engagement with South East Asia, Latin America, MENA, Eurasia, Southeast Europe and Africa. We will continue to promote and leverage the work of the OECD's "Development Cluster", and its diverse membership and mandates, to enhance our work on global development and increase dialogue and knowledge exchange with nonMembers. We will continue drawing on the OECD Development Centre,

as well as the Sahel Club and the DAC, as inclusive platforms for policy dialogue on development.

Strengthened communications and stakeholder engagement. Our communications tools have been developed to tap better into social media and take the temperature of public opinion. We have also engaged in a closer outreach to business and civil society, through our traditional partners, Business at OECD and TUAC, as well as direct engagement with business and civil society leaders. The launch of the Observatory of Civic Space will allow us to support better an enabling environment for a thriving civil society. Our committees are establishing a range of formal mechanisms and fora for regular and meaningful consultation with civil society and business. Going forward, communications and stakeholder engagement will remain the very meaningful "other half" of what we do. We will listen more and better to all stakeholders. We will also reinforce longstanding mechanisms that bring their voices to the OECD, like Business at OECD and TUAC, while reaching out to other communities. We will promote a more structured and effective engagement with civil society, including NGOs, foundations, philanthropic organisations and academic and expert communities.

These seven pillars have been underpinned by a culture of continued improvement in our management, administrative, and financial systeMs The OECD has become an enormous source of net revenue for our Members, rather than a budget cost, providing either income or savings worth hundreds of times the size of our budget. The 2008 Financial Reform established a new financing scheme for the Part I Budget that put the Organisation on a sound financial footing and achieved the objective of rebalancing contributions between larger and smaller economies. Internally, the Secretariat has gradually adapted its structure, staff, working methods and tools to gain agility, transparency and efficiency.

Mr Angel Gurría, Secretary-General of the OECD, at the signing ceremony with Colombia, 14 December 2020.
Photo: OECD

The decade-long process of reviewing and upgrading our decision-making and working methods has modernised our ways of working and consolidated the Organisation's core strengths. The benefits of these forward-looking efforts were demonstrated during the COVID-19 crisis, as the OECD moved swiftly to full teleworking, and designed and implemented the "Consolidated Framework for Council and Standing Committees Remote Working Methods During the Coronavirus Outbreak" to ensure continuity in the functioning of the highest bodies of the Organisation.

The Secretary-General and Mrs Michelle Bachelet, United Nations High Commissioner for Human Rights at The Global Role of the OECD and the Case for Collective Action and Multilateralism in the Post-COVID World Stakeholders' Panel, 15 December 2020. Photo: OECD

Unfortunately, the Secretariat's efforts have been constrained – and the OECD put under instability and uncertainty – by Members' decision to move to a Zero Nominal Growth budget for the 2019-20 biennium. Things have only gotten worse by the further erosion of the OECD's financial position, following Members' decision to have the Organisation absorb the increased costs of Members' pension contributions in 2019-20 and 2021-22, further reducing OECD's capacity to deliver, and increasing the materialisation of critical risks, such as the security and sustainability of our digital platforMs We even missed a onetime opportunity to prefund the long-term repair and investment needs for our infrastructure, with money that had been generated thanks to the effective management of the Organisation's Office Space Strategy.

To deliver on the OECD's ambitious agenda, we will continue to improve and enhance our management practices, to conduct system upgrades, and to modernise our policies and contracts, to maintain the robustness of our Integrated Management System. Securing value-for-money (V4M) for our Members – as documented in our regular V4M reports – as well as the implementation of Members' decisions on ethics and whistleblowing, are ongoing priorities. We will continue advancing V4M plans in all areas, encouraging forwardlooking initiatives for improving the V4M of OECD outputs (i.e., leveraging digital platforms; implementing more coordinated, strategic and coherent approaches; and achieving measurable savings in resource use to continue compensating at least a part of the ongoing budget pressures). The problem is that the pressures are around 6% of the budget and our ability to cut expenses without cutting substance has reached its limits. We will also continue improving our Voluntary Contribution (VC) management framework to ensure best practices in VC monitoring, reporting and risk management.

Through the design and implementation of our New Employment Package and additional efforts to attract and retain diverse and talented staff, we will

also modernise and develop our human resources policy to ensure a pleasant job environment in which all employees can thrive. This will encompass new initiatives to strengthen office well-being; the continued improvement of integrity, ethics and whistleblowing policies; the advancement of gender equality and equal opportunity measures; the promotion of cultural diversity among our staff; and ensuring zero tolerance on harassment. It will also imply redoubling our efforts to: ensure the proper and safe operation of buildings and the protection of financial assets; continue to foster diversity; advance gender equality; strengthen our technological infrastructure, including remote conferencing and big data analysis (critical in COVID-19 times); ensure digital security and data privacy; and make the Organisation carbon-neutral. We will also take a look at the lessons learned during the pandemic, which will shape OECD's future working methods, as well as helping us reduce our carbon footprint.

FOSTERING MEMBERS' SUPPORT AND CONSENSUS

Today, the OECD is a modern institution that is helping Members take informed action on the broader crosscutting and interconnected challenges they face. In the coming years, these seven pillars will remain central to the OECD's efforts to deliver bold, innovative, coordinated and effective policies at the multilateral, national, regional and local levels. My PWB Guidance on substantive priorities for the 2021-22 biennium sets out the main areas for future analysis, including proposals for horizontal initiatives, and incorporates the priorities contained in the Ambassadors' Informal Convergence Paper.

Last year's Strategic Orientations highlighted the importance of urgent action, greater ambition and stronger co-operation in all areas of our work. Those principles should continue to guide us as we work to break down policy silos further, and provide new perspectives, new evidence, new ideas, new analytical frameworks, and new tools that set our Members on a path towards resilient, sustainable and inclusive growth and development. The experience gained from working under the exceptional environment of the COVID-19 crisis should be leveraged to support the more efficient delivery of the Organisation's work, while preserving its quality and the engagement of Members and Partners.

Strong Members' support will be critical for the OECD to fulfil its mandates. However, it has become more time consuming and more complex to agree, and over the last few years it has not been possible to reach consensus on issues of strategic importance on the OECD agenda, including Ministerial Council Statements at the annual MCM, enlargement to new Members, adequate budgets, resourcing, and funding of pensions, and other important issues. We are finding it harder to operate, harder to advance, harder to focus on substantive agendas. For the consensus rule to work, it is important that Members want to agree and are willing to find common ground to do so.

I am very conscious of the difficult budgetary context for all our Members, and the need for all institutions, including ours, to make additional financial efforts to save costs for our taxpayers and ensure efficiencies. While we are, of course, committed to maintaining a lean, agile Organisation, our efforts to deliver efficiency savings have reached a natural limit. While Members have now reached consensus on a budget envelope for the 2021-22 biennium, reinforced by 11 commitments to strengthen the OECD's administrative, management, and financial systems, OECD's future work will depend crucially on an adequate budget.

A major goal for 2020 and beyond is thus to work with Members to strengthen trust among them and between Members and the Secretariat, as well as fostering convergence on the OECD's future role, so that the OECD remains useful and meaningful at a time when our economies and societies are facing unprecedented challenges.

We will do so by strengthening Members' direct engagement in, and ownership of, our seven pillars of success:

- We will use every policy tool at our disposal to provide Members and Partners with the evidence-based analysis and advice needed to underpin a strong, job-rich, inclusive recovery from the COVID-19 pandemic.

- We will continue to provide coordinated discussions with Leaders, Ministers, Ambassadors and policymakers in capitals, ensuring that our Organisation gets highlevel political guidance and clear mandates at the annual MCM, in sectoral Ministerial and High-Level meetings, in G7/G20 gatherings, and other relevant fora.

- We will improve and refine our "whole-of-government" support capacity, strengthening coordination with national policymakers to provide a holistic accompaniment to structural reforms in countries, at their request.

- We will ensure multidisciplinarity and openness to new ideas, which are necessary to ensure the continued relevance of the Organisation, and to meet the standards of quality and objectivity that characterise our work. Likewise, we will remain open to all viewpoints, particularly on issues in which the views of Members diverge, to try to find common ground to move forward.

- We will enhance our global reach in closer consultation with Members, ensuring that our global relations and our work with Partners advances the Organisation's goals.

- We will be more attuned to Members' priorities on global issues, so that our engagement in key global governance fora, our leadership on certain international agendas, and our support to the United Nations and other multilateral actors reflect their priorities.

- We will leverage further our efforts to level the global playing field and promote, through our inclusive standard-setting capacity, a rules-based international economy that reflects the principles and values of our Members, particularly in new areas where the OECD's lead can facilitate a gradual convergence towards global standards and best practices.

- We will continue to adapt our communications approaches and tools to the changing global context and to support our Members better in communicating OECD policy advice, and engaging with stakeholders in their countries.

- We will continue to evaluate the impact of OECD work on national policies, for learning and accountability, and to improve the relevance of our activities for our Members.

- We will also continue to adapt our management and functions to the rapidly changing context, reinforce our efforts to attract and retain diverse and talented staff, and implement internal reforms and changes that ensure the OECD remains at the cutting-edge on management and administrative issues.

CONCLUSIONS

The OECD is ready to continue to support Members navigate these complex and uncertain times. Over the past decade, our Organisation has transformed, and adapted. Based on the core mission stated in our Convention, we have strengthened the OECD's reach, relevance and impact to help our Members design, develop and deliver people-oriented, sustainable growth.

As the OECD turns 60, we have an opportunity to reflect on where we came from, where we are and where we want to go, as well as how we can do it. Reviewing and updating our 2011 Vision Statement in the coming months, as I advanced in my speech

of the "Vœux" last January, will facilitate such reflection. At a moment when the founding pillars and values of the multilateral order of the past 75 years are being questioned, the OECD can be a reference, a pathfinder, and an innovator. Our rigour and expertise should guide us when engaging in the cutting-edge, frontier conversations that will shape the future.

Building on the three Ministerial Council Roundtables held throughout the year, the 2020 MCM will focus on how to deliver a strong, resilient, green and inclusive recovery from the COVID-19 crisis. This will be a critical step in pursuit of a type of growth that creates, shares and sustains our collective well-being, and accounts for the radical transformations that are taking place in our economies and societies. In the coming years, the entire Organisation should align its efforts, across all policy areas, to this overarching framework.

Achieving the vision set out in these Strategic Orientations requires sound financing and adequate resourcing to carry out our mandates. In the coming years, Zero Real Growth as the OECD's budgetary baseline, and Members' agreement to continue to pay the OECD's cost of pensions in full, are critical to put the OECD back on a stable financial footing. The world is counting on our work. And the amounts are so modest, especially when compared to the benefits Members receive.

I look forward to working closely with our Members to rebuild the trust and convergence that can provide the solid foundations of an OECD that is fit for purpose for the next 60 years.

Mr Angel Gurría, Secretary-General of the OECD, at the Fifth "1+6" Roundtable hosted by Li Keqiang, Prime Minister of China. Photo: OECD

2020 OECD Ministerial Council statement

A strong, resilient, inclusive and sustainable recovery from COVID-19

On the occasion of the OECD's 2020 Ministerial Council Meeting (MCM), we* have assembled under the leadership of Spain as MCM Chair, and with Chile, Japan, and New Zealand as Vice Chairs, on 28-29 October 2020, to exchange views on our COVID-19 recovery plans and our expectations for international cooperation.

All countries have been affected by the COVID-19 pandemic, and the recovery of Member countries will require mutual cooperation. After the initial shock, and until vaccines and treatments are globally available and affordable, our countries are refining efforts to fight the virus and laying the foundations for a strong, resilient, inclusive and sustainable recovery.

1. Our priorities are to restart hard-hit economies, support jobs, promote clean technology development, and sustainable, quality infrastructure while increasing new opportunities for those adversely affected by the pandemic. Continued sustainable fiscal and monetary stimuli will be needed in the near term to underpin critical economic activity. Supportive fiscal measures should be tailored to the specific situation of the country, well targeted, and temporary. Ensuring debt sustainability should be taken into account at all times, but beginning fiscal consolidation too early could jeopardise the recovery.

2. The COVID-19 induced economic shock has accelerated the digital transition. We commit to working together to harness the transformative potential of the digital economy by data free flow with trust and to address its challenges, including data protection and privacy, digital security, disinformation and the digital divides. We believe that enhancing international cooperation in science and technology will be critical for a faster recovery. We will endeavour to improve the resilience and the response capacity of our healthcare systeMs

3. Promoting a jobs-rich recovery, we will emphasise education and effective active labour market policies, including reskilling and upskilling of workers towards new and sustainable activities in big firms and SMEs. We welcome the OECD updating its Youth Action Plan and continuing with the implementation of the OECD Jobs Strategy. We will make every effort to protect our workers with adequate social protection and to promote a recovery that does not leave the most vulnerable behind. We recognise the importance of working in cooperation with social partners in the recovery. We recognise that women are serving in vital roles in our economies and in the frontlines of this pandemic. We will empower women as key drivers of our economic recovery by striving to remove the legal, regulatory, and cultural barriers to their full economic participation, recognising the importance of gender equality as part of a broad-based recovery.

4. As we design and implement our policy responses and structural reforms, we invite the Secretariat to continue efforts, on the basis of Committee

* Ministers and Representatives of Australia, Austria, Belgium, Canada, Chile, Colombia, Costa Rica, the Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Israel, Italy, Japan, Korea, Latvia, Lithuania, Luxembourg, Mexico, the Netherlands, New Zealand, Norway, Poland, Portugal, the Slovak Republic, Slovenia, Spain, Sweden, Switzerland, Turkey, the United Kingdom, the United States and the European Union.

reviews, to develop an indicator dashboard that could potentially include both traditional economic factors such as GDP and employment as well as environmental and social dimensions related to sustainability, inclusion and well-being, in line with the Sustainable Development Goals.

5. Our recovery plans will boost growth, incomes and employment while promoting cleaner and more sustainable economies. Advancing towards circular, resource-efficient, sustainable materials management and safe and sustainable carbon-neutral economies are the lines of action planned by Member countries. The role of sustainable finance and infrastructure will be crucial. As we redesign our policies and implement our recovery plans, we acknowledge the determination of those signatories to the Paris Agreement who confirmed in Buenos Aires/Osaka, as well as other OECD Members that are not part of the G20, its irreversibility, to fully implement it, including by updating their Nationally Determined Contributions and communicating long-term plans**. All OECD countries seek to promote economic growth and energy access and security, while reducing their overall carbon footprint. We look forward to working towards a successful outcome at COP26 in Glasgow.

6. The COVID-19 pandemic has underscored the need for strong international cooperation and effective and transparent multilateral institutions to tackle the cross-border dimensions of the crisis. Free, fair and predictable trade and investment are important elements of the recovery for many OECD Members. We recognise the importance of keeping our markets open, achieving the necessary reform of the WTO and to ensuring a level playing field. The pandemic risks exacerbating structural imbalances caused by overcapacity in steel and other industry sectors. We will redouble our efforts to bring greater transparency and discipline to market-distorting support measures in these sectors. Regarding the supply of essential goods, we recognise the need to strengthen governments' capacity in planning and addressing possible shortages and the resilience of global value chains. We recognise, subject to measures to stop the spread of COVID-19, the importance of the cross-border movement of people necessary for the continuity of business and other key economic, social and cultural activities.

7. With respect to international cooperation on tax matters the OECD should continue facilitating solutions to the challenges we confront. We remain committed to reach a solution on the tax challenges of the digitalisation of the economy, to overcome remaining differences and reach a global and consensus-based solution by mid-2021.

8. We recognise the importance of international cooperation with developing countries including through official development assistance and further actions that may be needed to mitigate the impact of the pandemic.

9. We thank the OECD Secretariat for its valuable support in the response to the pandemic. We also appreciate the Organisation's role as a platform for the exchange of experiences and best practices as well as collaboration with Members to develop agreed recommendations and standards that help level the global playing field and its role in the G20, G7, APEC and other international fora. In this respect, we value the OECD´s global outreach and we welcome the mutually beneficial cooperation with committed non-Member countries. We welcome the OECD Compendium of Policy Good Practices for Quality Infrastructure Investment. We note the Progress Report on Standard Setting. We adopted the OECD Council Recommendation on Financial Literacy.

** The position of the Republic of Turkey in this regard is reflected in the Statement of the Chair of the 2020 Ministerial Council Meeting [C/MIN(2020)12/FINAL].

10. We acknowledge the role of the Secretary-General in proposing new initiatives, including in his Strategic Orientations, for further consideration by the Council. We acknowledge with appreciation, the Secretary General's role in leading the OECD since 2006 and his successful efforts to enhance the relevance and impact of the OECD. We welcome the accession of Colombia to the OECD this year and the invitation to Costa Rica to join the Organisation as its 38th Member. We commit the Organisation to continue to support our efforts towards a strong, resilient, sustainable and inclusive recovery and a member-led agenda.

Photo: OECD/Hervé Cortinat

2020 OECD Ministerial Council: Chair's statement

A strong, resilient, inclusive and sustainable recovery from COVID-19

This Statement reflects the position of the Republic of Turkey regarding paragraph numbered 5 of the Ministerial Statement of the 2020 Ministerial Council Meeting of the OECD [C/MIN(2020)7/FINAL]:

"Turkey emphasises its request to be identified as a Non-Annex 1 country as regards the UN Framework Convention on Climate Change (UNFCCC), based on the guiding principles of the climate regime which support equity, common but differentiated responsibilities and respective capabilities. Turkey also states that only by being a Non-Annex 1 country, Turkey will be able to maximise her efforts to contribute to global efforts on climate change."

Chair's Summary of the Ministerial Council Meeting 28-29 October 2020

The Path to Recovery: Strong, Resilient Green and Inclusive

On 28-29 October, Ministers of OECD Member countries came together virtually for the 2020 Ministerial Council Meeting (MCM) chaired by Spain, with Chile, Japan and New Zealand as Vice-chairs. The MCM's theme was "*The Path to Recovery: Strong, Resilient Green and Inclusive*."

Ministers discussed their priorities for domestic recovery plans and their expectations for international co-operation in support of a strong, resilient, inclusive and sustainable recovery from the COVID-19 crisis. Ministers exchanged perspectives on how to boost economic growth and employment while seizing the opportunities of the recovery to address pre-existing challenges and trends, including inequalities, climate change and other environmental emergencies. Ministers focused on the design and implementation of recovery plans and sustainable fiscal and monetary stimuli capable of jump-starting their economies; the importance of better mainstreaming economic, social and environmental dimensions as part of a more integrated approach to the recovery agenda (including the question of measurement); and the interplay between globalisation and the recovery, including the role of trade and investment and the need to enhance the resilience of global value chains as well as to foster international economic co-operation.

MCM discussions built on a series of preparatory events, including three Ministerial Council Roundtables (MCRs) held on 10 June, 7 July and 14 September 2020. These MCRs have allowed for an exchange of views and experiences regarding the COVID-19 crisis and the preparation of the recovery from three complementary perspectives regarding macroeconomic policies, employment and inclusion policies, and environmental policies.

Members adopted a substantive Ministerial Council Statement backed by consensus, the first in three years, which presents the common priorities of Member countries for a strong, resilient, inclusive and sustainable recovery from COVID-19. The 2020 MCM Statement outlines a comprehensive perspective of the recovery, including the role of and monetary policies, the transformative potential of the digital economy, the resilience and response capacity of healthcare systems, the need to promote a jobs-rich recovery, the role of gender equality as part of a broad-based recovery, efforts to improve the measurement of economic, environmental and social dimensions, the importance of promoting cleaner and more sustainable economies, trade and investment, the supply of essential goods, global value chain resilience, the tax challenges of digitalisation, development and official development assistance, or the OECD's global outreach, among others.

The MCM Statement provided important mandates to the organisation to guide its future work, including (a) updating its Youth Action Plan, (b) implementing the OECD Jobs Strategy, (c) continuing efforts, on the basis of Committee reviews, to develop an indicator dashboard that may incorporate traditional economic factors such as GDP and employment as well as environmental and social dimensions related to sustainability, inclusion and well-being and

(d) continuing facilitating solutions for international co-operation on tax matters.

In addition to the Statement, the MCM produced additional tangible outcomes. Ministers welcomed the OECD Compendium of Policy Good Practices for Quality Infrastructure Investment and adopted the Recommendation of the Council on Financial Literacy. The Secretary-General presented its Strategic Orientations and Ministers had an opportunity to react to them.

OPENING AND LEADERS' SESSION

In his introduction, the Secretary-General thanked the Chair and the Vice-chairs and welcomed the Ministers. He stated that the pandemic has accelerated several trends and transformations, including digitalisation, and has underscored pre-existing structural weaknesses, notably rising inequality and climate change. To ensure a strong, resilient, green and inclusive recovery, he stressed that fighting and containing the virus should remain our top short-term priority. He emphasised that governments must continue strengthening confidence and using fiscal tools to keep economies going, support companies, workers and protect the most vulnerable. The Secretary-General underlined that strong multilateral action must match the level of ambition of national responses. International co-operation was key to develop and distribute vaccines at large; to support poorer countries and regions; to foster resilience in global value chains, and to find a consensus-based solution to the tax challenges of digitalisation by mid-2021. He stressed that OECD Members and Partners must seek to "build forward better", ensuring the recovery is strong, inclusive, sustainable and resilient. He listed various work that the OECD is undertaking to address the multifaceted issues raised by COVID-19 through the COVID-19 Digital Hub; national briefings, either at Leaders or Ministerial levels; convening three Ministerial Council Roundtables; supporting the G20 and other global fora in

Family photo at the G20 Leaders' Summit, 11 November 2020. Photo: OECD

developing a collective response; and advancing work on resilience and innovative economic tools and methods, building on the New Approaches to Economic Challenges (NAEC) Initiative. The Secretary-General also stressed the need to reinforce efforts to reach consensus on crucial issues for the future of the Organisation, in particular enlargement and the budget of the Organisation.

In his keynote address, the President of the Government of Spain, Mr Pedro Sánchez, highlighted that the importance of greater international co-operation and strong multilateral institutions to deal with the global challenges the world is facing. He stressed that governments must not also forget the lasting global challenges as climate change, the fight against poverty and the conservation of biodiversity. He advocated a change in productive model and of progress, with policies designed to guarantee a sound recovery leading to the creation of more and better jobs, and inclusive social protection and job market measures that are well aligned with the recovery plans to protect the most vulnerable groups. President Sánchez called for greater international co-operation and co-ordination in the fiscal and monetary response to enhance the resilience of global value chains and in addressing the tax challenges of the digital economy posed by the digital economy. In this context, he acknowledged the important work that the OECD is doing to support governments in the response and recovery efforts. He emphasised that the recovery presents an opportunity to make progress towards a growth pattern that is more resistant, ecological, digital and inclusive. In addition, he urged the inclusion of developing countries and a commitment to a gender perspective to ensure a more fair society. President Sánchez highlighted Spain's National Investment and Reform Plan, based on four cross-cutting pillars: green transition, digital transformation, social and territorial cohesion and the closure of the gender gap. The President and 2020 MCM Chair thanked the OECD for its work and encouraged the Organisation to continue its efforts towards the development of the indicator that includes, together with GDP, other important dimensions of progress and standards of living related to sustainability, inclusion and well-being.

The Vice-Chairs, Chile, Japan and New Zealand, delivered inaugural remarks. Chile's remarks were delivered by President Sebastián Piñera, Japan's by Prime Minister Yoshihide Suga and New Zealand's by Minister David Parker on behalf of Prime Minister Jacinda Ardern. The Vice-Chairs stressed the importance of looking beyond the immediate impact with a view of ensuring sustainable results. The Vice-Chairs emphasised the importance of multilateral co-operation to rebuild the economy through measures focusing on a people-centred approach, ensuring open markets and resilient supply chains, tackling climate change and biodiversity loss, addressing the tax challenges in the digital economy, among others. They emphasised engagement with the OECD as a key priority for governments to share knowledge and best practices for a broad-based recovery.

In his remarks, the UN Secretary-General, António Guterres, called for support towards developing countries, particularly in the area of debt relief. He emphasised the need to build a future that guarantees equal rights and opportunities, accelerate the response to the climate crisis and ensure a world of net zero emissions, invest in green jobs, and build a better relationship between sciences and policy-making for effective international technology co-operation. The UN Secretary-General concluded by stating that we must emerge from the pandemic on a path of true and lasting sustainable transformation with renewed global solidarity.

BREAKOUT SESSION 1

Chaired by Ms Nadia Calviño, Third Vice-President of the Spanish Government and Minister of Economic Affairs and the Digital Agenda, the breakout session on "Recovery Plans: Pursuing

Sustainable Fiscal and Monetary Stimuli; Integrating Social and Environmental Dimensions for a More Sustainable, Resilient and Inclusive Future" focused on the recovery and on the way ahead. While the interventions highlighted a number of differences in circumstances, perspectives and approaches, there was agreement on many points. In particular, there was a broad consensus on the priority of sustainable and inclusive growth as well as on the need to coordinate efforts internationally to meet the global challenges generated by the crisis. In this respect, Ministers stressed that the OECD is ideally placed to help its Members and Partners come through the crisis and "build forward better".

Speakers agreed that this unprecedented crisis has been met with an unprecedented response: governments have taken bold action to cushion the economic and social effects of COVID-19. In particular, monetary and fiscal policies have been loosened to mitigate the drop in activity and incomes, and fiscal measures were used both to direct additional resources to health sectors and to protect those hit hardest by the pandemic and measures taken to contain it. This has prevented the pandemic from triggering a much larger economic slump that would have entailed more widespread and greater hardship.

Speakers stressed that although the initial success of the economic policy response is evident, it is less clear what should be done next. We are still learning about the virus and cannot be sure how it will spread and how best to contain and eradicate it, or when that will happen. There is therefore great uncertainty about how long exceptional policy support will be needed. Similarly, there is uncertainty about how much reallocation of resources will be required. What is known, however, is that the initial monetary

The Secretary-General and Mr Wilbur Ross, Secretary of Commerce of the United States, January 2020. Photo: OECD

The Secretary-General meets Ms Mari Pangestu, Managing Director of the World Bank, 20 January 2020. Photo: OECD

and fiscal policy responses cannot be sustained indefinitely. Governments are therefore faced with the challenge of continuing to sustain demand while maintaining the sustainability of the public finances and facilitating the reallocation of resources that will be required by the crisis, all the while confronted by huge uncertainty. One principle articulated by many Ministers was that there was no trade-off between fighting the pandemic and supporting the economy; a failure to defeat the virus would mean greater and more long-lasting economic fallout.

The interventions from Ministers showed that circumstances vary widely across countries. One particular issue is that, while governments in many OECD countries are able to borrow freely at historically low interest rates, many other countries have seen their already limited market access curtailed since the onset of the pandemic. The result is that we are likely to see debt crises, especially among developing and emerging economies. Addressing this problem is just one area where we will need more international co-operation and multilateral approaches. The need for global, co-operative solutions to the global problems generated by the pandemic was another common thread to the interventions.

Relatedly, a number of speakers referred to the crisis response at the level of the European Union (EU). The comprehensive Recovery and Resilience Facility agreed in June was seen as instrumental to the stabilisation of financial markets, and the ability to adapt and respond quickly and with solidarity was considered to have greatly improved the prospects of recovery across the Union. Moreover, a number of speakers from EU countries expressed alignment with the main priorities of the EU recovery plan, notably the need to ensure a resilient recovery that supports the green and digital transition. Many noted that the EU's recovery funds should be channelled to the projects that are likely to have the most productive impact.

Another main point on which there was a broad consensus was that governments should seize the opportunity to make our economies more inclusive, sustainable and resilient. This crisis should be remembered by future generations as the catalyst that enabled our societies to advance on critical climate and environmental goals and implement the digital transition in an inclusive matter. Likewise, some participants mentioned inequalities and the need to support the most vulnerable in the response to the crisis and the recovery. This is likely to require new indicators to monitor progress towards the broader objectives that we seek, and more evidence about how policies are related to these multi-dimensional objectives.

Many speakers called for the OECD to build on the good work that it has already carried out, both in the general economic policy area and on multi-dimensional well-being and its major components, including inclusiveness, environmental sustainability and resilience. Advice on growth-supporting policies that facilitate a green transition and support greater well-being was suggested as an important future focus for OECD analysis. Ministers saw the Organisation as having an important role to play in developing and getting broad acceptance for the indicators and analytical approaches that will be needed to build forward better. The OECD Indicator Dashboard was highlighted as an important tool in this regard. There were also numerous calls for the OECD to continue to support countries as they undertake the digital transformation, in particular as regards the implementation of digital technologies in education systems, as well as support to digitalisation in the area of employment and labour markets. The OECD's important role in addressing the tax challenges of digitalisation through the OECD/G20 Inclusive Framework on BEPS was also underlined with a view to reaching a consensus-based solution by mid-2021.

More generally, many Ministers underlined that they continue to count on the OECD to provide its

Members with the relevant data and evidence-based advice and to be a standard-setter and a forum for policy discussion, allowing countries to learn from each other.

BREAKOUT SESSION 2

This breakout session on "Globalisation and the Recovery: The Role of Trade and Investment; Enhancing Resilience in Global Value Chains; Fostering International Economic Co-operation" addressed the need for global co-operation to support the recovery focusing on the potential of globalisation, international trade and investment as engines of growth to support a broad-based recovery. It was chaired by Ms Reyes Maroto Illera, Minister of Industry, Trade and Tourism of Spain.

Participants acknowledged that COVID-19 has placed unprecedented stress on the global economy and trade, intensifying pre-existing vulnerabilities, and has led to a rise in protectionism and unilateralism. Ministers issued a call against harmful trade practices and protectionism noting that any emerging trade measures should be temporary, proportional, and transparent. They exchanged views on how to recover pre-COVID-19 levels of trade and investment while strengthening the resilience of global value chains through greater diversification and international economic co-operation. Reference was made to the important benefits brought by free, fair and predictable trade and investment, open markets and new trade agreements, especially during times of a global crisis, paving the way for economic recovery.

Participants recognised that no country can fight the pandemic on its own and underlined the need for strong international co-operation in order to ensure that trade and investment boost broad-based and resilient growth, but also to help level the playing field. As trade patterns continue to change, there is a need for greater multilateral co-operation to ensure that we "build forward better" and more inclusive. They also noted the importance of a stable, predictable rules-based international trading system in underpinning a strong, sustainable recovery. Calls were made to safeguard, modernise and improve the WTO which is indispensable for strengthening the rules-based, multilateral trading system.

Many countries underlined the importance of seizing this opportunity to put investment in the environment, low-carbon transition and climate change at the centre of green recovery strategies and also promote trade agreements that are aligned with climate and the environmental objectives, such as the trade agreement with environmental goals and services and the recent Agreement on Climate Change, Trade and Sustainability. FDI and GVCs have an important role to play in achieving an inclusive, resilient and green recovery. The urgency and the importance of multilateral rules on cross-border data flows, as well as providing conditions necessary to take advantage of digital trade, including enforcing WTO trade disciplines on e-commerce, was also highlighted in order to ensure trust in the digital economy and enable it to deliver on its potential benefits. Ministers also stressed the need to bolster trust in the international trading system and to ensure coherence between trade and other policies.

Calls were made to reduce policy uncertainty through regulatory transparency, by updating WTO rules for digital trade, and by ensuring the open and well-functioning global markets that will help create opportunities for supplier diversification, in particular the role played by SMEs in the recovery will be crucial.

As the current crisis has also put a strain on domestic and global supply chains, Ministers discussed the role of international markets and governments in securing the supply of essential goods, especially medical ones, and ensuring that global goods and services keep flowing. Likewise, participants recognised the important role that the

private sector can play to strengthen the resilience of domestic and global value chains and reduce uncertainty. Some countries recognised that the pandemic could also be seen as an opportunity for governments to provide an environment that supports firms – small and big- in building more resilient and robust GVCs. Moreover, adequate competition policy is important including by identifying anti-competitive practice, strengthening co-operation between competition authorities and harmonising procedural practices. GVCs, in turn, can be an important part of building resilience, help recover trust in global trade and can speed up the recovery.

Ministers welcomed OECD work, its role in sharing good practices and producing well-structured analysis and data, as well as its COVID-19 dedicated digital hub. They noted the OECD plays a central role in supporting, and providing fact- and evidence-based advice to countries in their recovery plans, and in promoting a resilient, robust and rules-based trade environment. Participants highlighted that the OECD has the necessary tools to evaluate the effectiveness of measures adopted in relation to trade and investment, and to monitor and assess the impact of trade distorting measures. The OECD can also study ways to foster resilience in GVCs, create a space to define the role of governments in relation to essential goods and integrate sustainability and RBC in trade agreements. The OECD also provides a policy platform for multilateral dialogue, peer-learning and capacity building to help policymakers develop policies and common solutions and standards

The Secretary-General, at the OECD High-Level Policy Forum on Migration, 16 January 2020. Photo: OECD

to promote open and fair trade and investment. Countries also called for the OECD to deepen its work on data privacy and data governance, including by developing new standards; measuring cross-border data; services trade; goods and services flows; contribute to the reform of rules-based system; trade and gender; trade and climate; the role of SMEs in trade; and disseminate OECD's expertise and standards in global and regional fora, such as G20, G7 and APEC. They also called for greater and stronger implementation of RBC principles and the OECD MNE Guidelines.

PLENARY SESSION AND CLOSING SESSION

The Plenary session of the 2020 OECD MCM focused on the role of national policies and international co-operation in securing a strong, resilient, green and inclusive recovery. The session was chaired by Ms Arancha González Laya, Spain's Minister of Foreign Affairs, European Union and Cooperation. The plenary also featured remarks by Ms Teresa Ribera, Fourth Vice-president of the Government of Spain and Minister for the Ecological Transition and Demographic Challenge, who presented the outcomes of the third MCM on the environment and presented the green recovery not only as an opportunity for decisive environmental and climate action but also as an engine of growth, jobs and investment.

The Secretary-General presented its Strategic Orientations. In his remarks, he presented the OECD's work to support countries with the recovery from COVID-19 to boost growth, promote resilience and inclusion and address climate change and other environmental crises. He also discussed various corporate priorities, including the organisation's budget and the enlargement process. Lastly he underlined what he identified as the key pillars that have underpinned the OECD's transformation and success in recent years. These pillars include: 1) putting people at the centre, 2) leading the promotion of a rules-based international economy; 3) supporting Members' domestic reform agendas, 4) reinforcing multidisciplinary and openness to new research; 5) providing high-level guidance and a platform to forge consensus; 6) enhancing our global reach and relevance; 7) and strengthened communication and stakeholder engagement.

The plenary also included presentations on development by Deputy Secretary-General Schlagenhauf, who co-ordinates the OECD's Development Cluster, and by Ms Mona Fortier, Minister of Middle Class Prosperity and Associate Minister of Finance of Canada on the gender dimension of the crisis and the recovery.

Interventions by Ministers focused on five key priorities. First, reigniting growth, activating fiscal and monetary support, and boosting competitiveness. Many Ministers also emphasised the importance of the OECD's efforts to reform the global tax architecture, including ongoing work to address the tax challenges of digitalisation.

Second, making trade and investment fairer, greener and more transparent. Many Ministers called for open trade and strengthened efforts to resist protectionism. The need to strengthen global supply chain resilience, particularly with respect to health goods central to the COVID-19 recovery (vaccines, technology, etc.) was a recurring theme.

Third, addressing structural inequalities to ensure no-one is left behind. Ministers highlighted the importance of OECD work to strengthen social protection systeMs They discussed the need for a jobs-rich recovery and the importance of accelerating investments in skilling, upskilling and reskilling to support workers and ensure their mobility in a digital world. Many Ministers called for specific measures to support women, including by providing targeted social support; fostering women's entrepreneurship through access to finance, networking, and expertise; and facilitating women's economic empowerment (e.g. through affordable, high-quality and inclusive

childcare). Additional support for developing countries, including through measures to boost domestic resource mobilisation, was also mentioned by some countries.

Fourth, securing a green recovery. Many Ministers provided examples of national measures to reduce emissions, address environmental degradation, foster sustainable ocean economies, and stop biodiversity loss. There was a general recognition that technology can help catalyse more sustainable consumption and production patterns.

Finally, redoubling our efforts to adapt, reform and strengthen multilateralism and the rules based global system given the interconnected challenges we face. Ministers expressed strong appreciation for the OECD's work on standards, including the ongoing Standard-Setting Review, the OECD Compendium of Policy Good Practices for Quality Infrastructure Investment, and the new Recommendation of the Council on Financial Literacy. The importance of making the OECD's standards count on a global scale was a recurring theme. Ministers noted that global efforts should be complemented by decisive action at regional, national and local levels.

Interventions also touched on a number of additional priorities, including addressing the challenges faced by SMEs, strengthening public sector innovation, and restoring public confidence and trust.

There was strong praise for the OECD's efforts to support the global COVID-19 response. In addition to the COVID-19 Digital Hub, and many expressions of satisfaction with the Ministerial Statement, Ministers commended the OECD's efforts to broaden conventional measurements of growth to reflect social cohesion, inclusion and environmental developments.

The Plenary session also included interventions from a number of prospective OECD Members (Brazil, Bulgaria, Croatia, Peru and Romania). Some Ministers urged the OECD to finalise the opening of the next round of accession as soon as possible, given that discussions have been stalled for more than three years.

In her concluding remarks, the Spanish Minister of Foreign Affairs, European Union and Cooperation summarised the discussions into five main pillars, known as the 5Gs pushing for a new model of growth; globalisation that is more fair and inclusive; a green, sustainable economy; not leaving any generation or group behind; and global governance, signifying a commitment to renewed and strengthened multilateralism. She stressed the importance of building for the future in the response to the crisis by placing the well-being of people at the very heart of the economic recovery.

The Secretary-General meets Ms Arancha González Laya, Minister of Foreign Affairs of Spain, in Madrid, 10 March 2020. Photo: OECD

Office of the Secretary-General

Photo: OECD/Hervé Cortinat

Office of the Secretary-General

www.oecd.org/about/secretary-general

The **Office of the Secretary-General (OSG)** supports the Secretary-General in his function and oversees a team of advisors that also support the DSGs on key thematic priorities (e.g. development, climate, anti-corruption). OSG is overseen by the Chief of Staff and the Deputy Chief of Staff and is structured in a number of teams providing advisory and management support (Counsellor, Advisors, Protocol and Resource Management, Speech-Writing and Intelligence, and Strategic Partnerships and Communications). OSG is part of the Secretary-General's cabinet which also hosts the Sherpa Office, the Ethics Officer and the Data Protection Officer, who advise and support the Secretary-General and staff across the Organisation in their respective capacities.

Substantive support for the Secretary-General

OSG supports the activities of the Secretary-General including his missions and meetings, decision-making in corporate management matters, his role as Chair of the Council (in coordination with the Council Secretariat – CES) and his regular engagement with OECD Ambassadors. OSG leads the preparation of the Secretary-General's *Strategic Orientations*, the annual *Conversation with the Heads of Delegation* and the annual *Report to Ministers*. OSG also coordinates the preparation of the annual *Management Report for the Council*, in collaboration with different corporate services. OSG supports the steering and coordination of key policy initiatives (e.g. currently, the International Programme for Action on Climate – IPAC, the COVID-free International Mobility Initiative, the OECD-wide COVID-19 policy response in the Digital Hub).

Managing high-level engagements and supporting OECD governance

OSG leads the preparation of the annual Ministerial Council Meetings (MCM), the Global Strategy Group (GSG) meetings and regular Council meetings, and works closely with the relevant services supporting the Standing Committees and Special Bodies. It also supports the Secretary-General in the delivery of his strategic agenda and high-level engagements, including meetings with heads of state, ministers and ambassadors. OSG also manages the *Leaders Programme*, in which heads of state visit the OECD to discuss their priorities and OECD engagement.

Enabling smooth and transparent operation of the Organisation

OSG coordinates closely with the corporate services (EXD), communications and public engagement (PAC), the Council and Executive Committee Secretariat (CES), Internal Audit (IA), Data Protection (DPO), Ethics, the Global Relations Secretariat (GRS) and the Legal Directorate (LEG). OSG facilitates a timely decision on the Programme of Work and Budget (PWB), including on horizontal projects and Central Priorities Fund (CPF) allocations. OSG also coordinates with HRM to advance a range of initiatives to strengthen the Organisation's diversity and inclusion in line with the Secretary-General's commitment to Members, in particular on gender and nationality. In the COVID-19 context, together with EXD, OSG leads the post-COVID-19 work environment to produce a roadmap for the future of work and supports the Crisis Management Committee to ensure safety of all staff.

DON'T MISS · **TACKLING CORONAVIRUS (COVID-19)** · Contributing to a global effort at *https://www.oecd.org/coronavirus*

Fostering strategic partnerships and effective communications

OSG facilitates horizontal collaboration over various projects and initiatives among Directorates. The Chief of Staff acts as the "focal point" for the voluntary contributions received by the Organisation. OSG coordinates projects with the EU's DGs, and spearheads partnerships with international organisations, and with non-state partners, in particular private foundations. OSG coordinates tailored support for Members and partner countries, including by preparing the Better Policy Series Brochures and by supporting countries in the design and implementation of their recovery plans from the COVID-19 crisis. OSG also supports the Secretary-General in his communication with staff, Members and the general public.

Steering and consolidating gender mainstreaming

OSG ensures that gender considerations are integrated into policy discussions and internalised in the OECD's work and procedures, in line with global gender equality efforts and with the support of the Friends of Gender Equality Plus, co-chaired by the Canadian and Swedish Ambassadors and the Chief of Staff. In the COVID-19 context, OSG led the development of the COVID-19 Policy Brief *Women at the core of the fight against COVID-19 crisis* and the 2020 MCM Background paper *Empowering Women as Drivers of the COVID-19 Recovery*, as well as coordinated the Conference and Call to Action on *Ending Violence Against Women*.

New Approaches to Economic Challenges (NAEC)

WILLIAM HYNES
Head of Unit

www.oecd.org/naec

"The big question now is whether the essential systems that keep our societies running are adequately resilient. The answer is no. This is the sort of question the OECD's New Approaches to Economic Challenges Unit has dared to address. Inevitably, it has created much controversy. Yet it is admirable that an international organisation is daring to do so at all. The crisis has shown us why. We cannot afford complacency. We need to reassess the resilience of our economic, social and health arrangements".

Martin Wolf
The Financial Times,
28 April 2020

The NAEC initiative is guided by Members through the co-chairs of the Friends of NAEC supported by the Head of Unit, William Hynes. The NAEC initiative catalyses efforts across the OECD and beyond to update and upgrade analytical frameworks, narratives and policy advice. In 2020, the NAEC Group of Members, Committee Chairs and Directors has discussed prescient themes such as Averting Systemic Collapse and Confronting Planetary Emergencies with some of the world's leading economists. NAEC has developed options on a new set of goals and measures of economic and social progress; new frameworks of economic analysis; and new kinds of policies.

Through the year 2020, NAEC spearheaded work on the complexity of human systems, how they are designed, operated and can fail. The Task Force on Systems Thinking, Anticipation and Resilience with representatives of nine Directorates and the International Institute for Applied Systems Analysis (IIASA), strengthens the scientific basis of policy by applying complexity science to understanding the economy and its interaction with other systems such as the environment and society. NAEC has also reviewed concepts related to systemic threats as well as the analytical and governance approaches and strategies needed to contain them. It is now facilitating a debate on policy approaches to develop the resilience necessary for a *Systemic Recovery* from the Covid crisis.

NAEC's reach and influence on policy analysis and alternatives continues to expand and its inter-disciplinary analysis, involving engineers, scientists, neuroscientists, doctors and economists, has featured in renowned academic journals and has been profiled in the *Financial Times*, *The Atlantic*, and *Forbes*.

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AREAS OF FOCUS

- Promoting new policy narratives and paradigms
- Exit strategies and Lessons from COVID-19, *www.oecd.org/naec/exit-strategies-and-lessons-from-covid-19*
- Neuroscience-Inspired Policy Initiative, *www.oecd.org/naec/brain-capital*
- Building systemic resilience, *www.oecd.org/naec/projects/resilience*
- Developing and deploying new analytical tools and techniques, *www.oecd.org/naec/projects/naecinnovationlab*

KEY EVENTS

- Launch of the OECD-IIASA publication *Systemic Thinking for Policy Making*, *27 February 2020*
- NAEC Conference on Integrative Economics and Simulating Crisis Dynamics, *5-6 March 2020*
- Shock Proof: Building Resilient International Production Systems for the 21st Century, *23 April 2020*
- Discussion of "The Financial System and Covid" to launch *The Financial System*, *29 September 2020*
- NAEC Group Conference Confronting Planetary Emergencies, *9 October 2020*

KEY CONTENT

- *Beyond Growth: Towards a New Economic Approach*
- *The Financial System*
- *Systemic Thinking for Policy Making*
- *A Systemic Resilience Approach to Dealing with COVID-19 and Future Shocks*
- NAEC insights in leading scientific journals: "The Brain Economy", *RSA Journal*
- "Combine resilience and efficiency in post-COVID societies", *Nature*
- "A Brain Capital Grand Strategy: toward economic reimagination", *Molecular Psychiatry*

Strategic Foresight

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OECD Counsellor for Strategic Foresight

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"COVID-19 has been a wake-up call about the need for foresight in public policy. In the face of rapid change and high uncertainty, responsible policy-making requires preparing for the unexpected. The aim of foresight is not to predict the future, but to broaden our perspective on what is possible, and enable more forward-looking and future-ready policies."

The OECD Strategic Foresight Unit helps the OECD and governments to build the capacity to anticipate and prepare for uncertain, complex and turbulent futures. This involves working closely with OECD staff, government officials and leading foresight practitioners worldwide to explore disruptive changes that could occur in the future, and their implications for policy decisions today. The aim is to challenge prevailing assumptions and stimulate ongoing dialogue to find the most adaptive policies for a rapidly evolving and uncertain world.

The Unit's main area of focus is to build foresight capacity and strengthen foresight content across the OECD. The Unit works with OECD directorates and committees to identify possible future developments and disruptions and to explore potential implications for their policy areas and programs of work. It also leads longer term collaborative foresight processes on cross-cutting future issues of relevance to multiple policy areas. In 2020, the Unit held a number of processes to explore the multiple cascading changes and uncertainties generated by the COVID-19 crisis, while also conducting work on the longer-term considerations that should be taken into account in designing forward-looking and future-ready recovery strategies.

The Unit also helps to advance global collaboration on foresight and to bring a stronger future focus to global dialogue on key policy issues. In 2020, the annual meeting of the OECD's global Government Foresight Community brought together over 200 leading futurists and foresight practitioners from around the world to share best practices on foresight for public policy and identify areas of common concern. The Unit is also leading work on possible scenarios for the world in 2035 and implications for the future of global collaboration and the role of the OECD.

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Photo: OECD/Hervé Cortinat

AREAS OF FOCUS

- Emerging trends and possible future disruptive changes with implications for public policy
- Medium and long-term implications of COVID-19 crisis and the design of future-ready COVID-19 recovery strategies
- Alternative scenarios for the world in 2035 and implications for the future of global collaboration and the OECD
- Possible future transformations in the environment and economy – A toolkit for applying foresight to the design of strategies for net zero carbon emissions
- Best practices in applying strategic foresight to public policy and building anticipatory governance
- Global collaboration on strategic foresight in areas of common concern

KEY EVENT

- Annual Meeting of the Government Foresight Community, *12-14 October 2020*

KEY CONTENT

- *Strategic Foresight for the COVID-19 crisis and beyond: Using futures thinking to design better public policies*
- *OECD Government Foresight Community Annual Meeting Report 2020*
- *Making Migration and Integration Policies Future Ready*
- *Strategic Foresight for Better Policies: Building Effective Governance in the Face of Uncertain Futures*
- Scenarios for the future of Digital Transformation (in the review *Going Digital in Latvia)*

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Mr Nicolas Pinaud is responsible for the contributions of the OECD to the G20, G7, APEC and other multilateral fora. He provides strategic advice to the Secretary-General on G20, G7, APEC and other global governance issues, working closely with the Chief of Staff and the G20 Finance Deputy, and anticipates emerging global policy challenges, helping the Organisation to respond with cutting-edge policy analysis and outputs relevant to the global discussion.

Sherpa Office and Global Governance Unit

Under the supervision of OECD Sherpa, Nicolas Pinaud, the Sherpa Office provides strategic guidance and support to the OECD engagement with the G20, the G7 and APEC by leveraging its evidence-based analysis, policy recommendations, instruments and standards to shape the global agenda and address megatrends, level the playing field and support the strategic engagement with emerging economies.

In 2020, amidst challenging global governance dynamics and the outbreak of the COVID-19 pandemic, the OECD supported the Saudi Arabia G20 Presidency and G20 Members both in their **collective response to the COVID-19 crisis** as well as in **achieving important outcomes at the Riyadh Leaders' Summit**. As part of the crisis response, the OECD contributed to the *G20 Finance Ministers' and Central Bank Governors' (FMCBG) Action Plan* and provided analysis on structural policies to support a strong, sustainable, inclusive and resilient recovery. The OECD also reported to Leaders on the impact of the crisis on employment.

Beyond the crisis response, the OECD supported the G20 Saudi Presidency's 2020 objective of "Realising Opportunities of the 21st Century for All". This included an ambitious **digital economy agenda**, in particular on AI, data flows and smart mobility. The OECD's analysis underpinned the development of the **Youth Roadmap**, while on **gender and women's economic empowerment**, the OECD continued to report on progress towards the Brisbane "25 by 25" gender target and contributed to the EMPOWER Alliance work. The OECD also supported the design of the **Financing Sustainable Development Framework**, delivered its annual report to G20 Leaders on **international migration trends**. On anti-corruption, the OECD's efforts secured Saudi Arabia's intention to join the Working Group on Bribery with the view to adhere to the OECD Anti-Bribery Convention. Finally, the OECD continued to lead the efforts to address the **tax challenges of digitalisation** with a view to develop a consensus-based solution by mid-2021.

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In the fall of 2020, the OECD accelerated its engagement with **the upcoming Italian G20 Presidency** in supporting the framing of its G20 agenda – including by delivering a strategic paper on possible G20 priorities. The OECD also engaged with the **2021 UK Presidency of the G7 to agree on OECD support** on the areas of economic resilience, digitalisation and biodiversity.

Under Malaysia's 2020 host year, the OECD continued its active **engagement with APEC** and its member economies. The OECD notably supported the integration of responsible business conduct (RBC) into the Putrajaya Vision 2040, and presented analysis on, amongst others, well-being, trade and investment, financial markets and women's empowerment.

KEY EVENTS

- G20 Finance Ministers and Central Bank Governors Meetings, *February/March/April/July/October/November 2020*
- G20 Leaders' Summit, *March/November 2020*
- 27 G20 Ministerial Meetings (including extraordinary ones)

KEY CONTENT

- *OECD Secretary-General Tax Report to the G20 Leaders*
- *Reports on the Blueprints for Pillar 1 and Pillar 2 of the G20/OECD Inclusive Framework on Base Erosion and Profit Shifting (BEPS)*
- *New Horizons: Structural Policies for a Strong Recovery and a Sustainable, Inclusive and Resilient Future*
- *New Resilient Infrastructure Landscape,* Examples of National Policies for the Advancement of the G20 AI Principles
- G20 Smart Mobility Practices
- OECD report on Safe and seamless travel and improved traveller experience
- *Reports on G20 Trade and Investment Measures* (with WTO, UNCTAD)
- *Women at Work in G20 countries: Progress and policy action* (with ILO)
- *G20 International Migration and Forced Displacement Trends and Policies Report 2020* (with IOM, UNHCR)
- OECD Scoping Paper on International Co-operation dealing with Economic Crime, Offenders and Recovery of Stolen Assets

Directorates

Photo: OECD/Michael Dean

JORGE MOREIRA DA SILVA
Director

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"While the COVID-19 crisis has caused global devastation, it has cleaved along fault lines of inequality, and developing countries are fighting to respond without the recovery tools of advanced economies. There is no such thing as a partial global recovery, and development co-operation has a central role in ensuring no one is left behind as the world sets out to build forward better and more sustainably in 2021."

Development Co-operation Directorate

The **Development Co–operation Directorate (DCD)** supports implementation of the 2030 Agenda for Sustainable Development by promoting policy reform to increase impact on the ground, stimulating new co-operation modalities, adapting international measurement frameworks and ensuring that innovative approaches to financing sustainable development "leave no one behind". The DCD supports the OECD Development Assistance Committee (DAC).

Over the past year, the DCD supported a development co-operation system whose contribution to global prosperity is more crucial than ever as the world struggles with an unprecedented pandemic. We undertook the most far-reaching reform of the DAC peer review instrument in a decade to sharpen its focus on both learning and accountability. We produced detailed guidance on implementing the DAC Blended Finance Principles for Unlocking Commercial Finance for the SDGs. Among the new, innovative tools over the past year, the DCD led the production of new work entitled *Sustainable Ocean for All: Harnessing the Benefits of the Sustainable Ocean Economy for Developing Countries*. The DCD also collaborated with UNDP to develop a framework for aligning finance with the Sustainable Development Goals.

To support responses to COVID-19, we produced a series of thematic papers, most notably the *Development Co-operation Report 2020: Learning from Crises, Building Resilience*. The report suggests ways forward to build resilience, including stepping up collective action on global public goods such as health security and a stable climate.

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AREAS OF FOCUS

- Accountable and effective institutions, *www.oecd.org/dac/accountable-effective-institutions*
- Aid for trade, *www.oecd.org/dac/aft*
- Conflict, fragility and resilience, *www.oecd.org/dac/conflict-fragility-resilience*
- COVID-19 response, *www.oecd.org/coronavirus/en*
- DAC global relations, *www.oecd.org/dac/dac-global-relations*
- Effective development co-operation, *www.oecd.org/development/effectiveness*
- Environment and development, *www.oecd.org/dac/environment-development*
- Evaluation of development programmes, *www.oecd.org/development/evaluation*
- Financing for sustainable development, *www.oecd.org/dac/financing-sustainable-development*
- Gender equality and development, *www.oecd.org/dac/gender-development*
- Peer reviews of DAC members, *www.oecd.org/dac/peer-reviews/peer-reviews-of-dac-members.htm* and updated Peer Review Methodology *www.oecd.org/officialdocuments/publicdisplaydocumentpdf/?cote=DCD/DAC(2020)69/FINAL&docLanguage=En*
- Results in development co-operation, *www.oecd.org/dac/results-development*

KEY EVENTS

- Partnership for Peace: DAC-UN roundtable on the humanitarian-development-peace nexus, *6 October 2020*
- DAC High Level Meeting, *9-10 November 2020*
- Blended Finance and Impact Week, *1-4 February 2021*
- Launch of Development Co-operation Report: Vaccine equity and resilience-building, *8 February 2021*
- High-Level Roundtable on the OECD-DAC Recommendation on Ending SEAH in Development Co-operation and Humanitarian Assistance, *2 February 2021*

KEY CONTENT

- *Blended Finance Principles Guidance*
- *States of Fragility 2020*
- *Sustainable Ocean for All: Harnessing the Benefits of the Sustainable Ocean Economy for Developing Countries*
- *Development Co-operation Report 2020: Learning from Crisis, Building Resilience*
- *Supplement: Coronavirus (COVID-19) vaccines for developing countries: An equal shot at recovery*
- *Global Outlook on Financing for Sustainable Development 2021: A New Way to Invest for People and Planet*
- *Multilateral Development Finance Report 2020*
- *Total Official Support for Sustainable Development*

MARIO PEZZINI
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"In response to the protracted COVID-19 crisis, we need to support new sustainable development models that strengthen countries' and communities' resilience against systemic shocks. We also need a New Deal for Development that places investments in resilience and inclusion at its core, driven by principles of solidarity and co-responsibility among and between developed and developing countries."

OECD Development Centre

The **OECD Development Centre (DEV)** was established in 1962 as a platform for analysis, knowledge-sharing and evidence-based policy dialogue on development. Its members include 26 OECD countries, the European Union and 29 non-OECD countries; they interact on an equal footing to find innovative policy solutions to development challenges.

Since the outbreak of **COVID-19**, the Centre has responded to the crisis with a range of detailed regional analysis of the socio-economic implications for Africa, Asia, and Latin America and the Caribbean, brokering informed policy dialogue with its member countries on short and long–term policy responses. At their 6th High-Level Meeting in October, the members gave the Centre the mandate to support a **New Deal for development** over 2021-22, consisting in strategies and reforms that go beyond reconstruction and rebuilding, focusing instead on transforming globalisation to benefit the many rather than the few.

In 2020, we deepened our analysis of the **social gaps** exacerbated by the crisis, documenting gender discrimination globally, providing new data on social protection needs in the informal sector, and casting a new light on how donors help manage forced displacement in developing countries.

We continued to support countries' **economic transformation** with detailed analyses of current trends in digitalisation and quality infrastructure in our regional flagship reports. Together with the African Union Commission, we created a new *Platform on investment and productive transformation in Africa* for dialogue, mutual learning and exchange of best practices.

Our **networks** facilitated dialogue and analysis amongst communities of businesses (EMnet), philanthropic foundations (netFWD) and development communicators (DevCom).

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AREAS OF FOCUS

- Africa: *https://www.oecd.org/dev/africa/*
- Asia and Pacific: *https://www.oecd.org/dev/asia-pacific/*
- Latin America and the Caribbean: *https://www.oecd.org/dev/americas/*
- Multi-dimensional Country Reviews: *https://www.oecd.org/development/mdcr/*
- Development in Transition
- Gender and development: *https://www.oecd.org/development/gender-development/*
- Productive transformation: *https://www.oecd.org/dev/global-value-chains.htm*
- Quality infrastructure for development
- Migration and development: *https://www.oecd.org/development/migration-development/*
- Natural resources: *https://www.oecd.org/dev/natural-resources.htm*
- Social protection
- Youth
- Emerging Markets Network (EMnet)
- Foundations Working for Development (NetFWD)
- Development Communication (DevCom)
- OECD Centre on *Philanthropy*
- Social Institutions and Gender Index (SIGI), *www.genderindex.org*
- The SDG Communicator, *sdg-communicator.org*

KEY EVENTS

- High level online launch of Quality Infrastructure in 21st Century Africa, 9 July 2020
- 6th High Level Meeting of the Governing Board of the OECD Development Centre: A New Deal for Development – Laying the foundations for a resilient recovery and beyond, 6 October 2020
- Towards UN LDC5: Recovery from COVID-19, 21-23 October 2020
- Launch of Guiding principles for durable extractive contracts, 9 December 2020
- 12th LAC Forum 2020 – Rethinking the social contract in times of COVID-19, 12 December 2020

KEY CONTENT

- *Multi-dimensional Review of Viet Nam: Towards an Integrated, Transparent and Sustainable Economy*
- *Rural Development Strategy Review of Ethiopia: Reaping the Benefits of Urbanisation*
- *Social Institutions & Gender Index 2020: Latin America and the Caribbean*
- *Latin American Economic Outlook 2020: Digital Transformation for Building Back Better*
- *Economic Outlook for Southeast Asia, China and India 2020: Meeting the challenge of COVID-19*
- *Africa's Development Dynamics 2021: Digital Transformation for Quality Jobs*
- Revenue Statistics in Africa, Asia &the Pacific, Latin America & the Caribbean
- *Dev Talks*: online discussions on development
- *Development Matters*: OECD's blog on development

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"A policymaker's life is difficult: time is tight, the workload huge. Today, things are even tougher: the world has changed, with the COVID-19 pandemic leaving challenges that will linger for years. Recognising this, we provide a one-stop shop offering trusted advice: from short-term policy analysis to long-term visions for reform. Our broad scope means we can help countries respond to acute shocks and work with them to deliver strong, inclusive and sustainable growth."

Economics Department

The **Economics Department (ECO)** is unique, combining cross-country research with detailed national knowledge from our country desks. These links help in two ways. First, they give us a unique perspective: we get the breadth and benchmarking from an international angle, together with depth and detail from our country experts. Second, our work becomes a bridge between rigorous analysis and the real-world challenges of practical policy implementation. We set out a clear diagnosis and set of priority reforms for each country, while always striving to apply the latest research in a way that is helpful for policy-making. By linking up with specialised OECD directorates, we provide a unique economy-wide perspective

On 2 March 2020, Laurence Boone launched the *Interim Economic Outlook*, making the OECD first movers drawing attention to the economic impact of the crisis. ECO adapted its 2020 work programme to address COVID-19 issues and produced 13 COVID-19 related policy briefs, held numerous COVID-19 related webinars and developed a COVID policy tracker summarising countries' announcements of fiscal, monetary and policy responses. Over the last year, ECO released 19 country surveys, 2 *Economic Outlooks*, 2 *Interim Economic Outlooks*, a special COVID-19 recovery edition of *Going for Growth*, 57 working papers, and 4 policy action reports on Chile (pharmaceuticals, telecommunications, food markets and ports). ECO provided contributions and co-ordination on the report prepared for the 2021 UK presidency of the G7 on *Fostering Economic Resilience in a World of Open and Integrated Markets* and provided a report on structural policies to support the G20 Finance track.

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AREAS OF FOCUS

- Economy, *www.oecd.org/economy*
- Economic outlook, *www.oecd.org/economic-outlook*
- Country economic surveys, *www.oecd.org/economy/surveys*
- Cross-country structural policy analysis and advice, *www.oecd.org/economy/going-for-growth*
- Indicators of Product Market Regulation, *www.oecd.org/economy/reform/indicators-of-product-market-regulation*
- Productivity and long-term growth, *www.oecd.org/economy/growth*
- Public finance and fiscal policy, *www.oecd.org/economy/public-finance*
- Labour markets, human capital and inequality, *www.oecd.org/economy/labour*
- Economic policies to foster green growth, *www.oecd.org/economy/greeneco*
- Public Finance Portal, *https://publicfinance.oecd.org*

KEY EVENTS

- COVID-19 Webinar on exit scenarios and policy implications, *7 April 2020*
- Implications of COVID-19 for Public Health and the *SDGs – Event with SDSN, 27 April 2020*
- COVID-19 Webinar on Insolvency and Debt Restructuring, *28 April 2020*
- COVID-19 Webinar on Short-time work and job preservation schemes, *7 May 2020*
- COVID-19 Webinar on Impacts and Consequences of the Coronavirus Pandemic, *12 May 2020*
- Webinar: International Trade and Supply Chains in the Recovery and after COVID-19, *14 May 2020*
- Roundtable on Housing Policy Responses to the COVID-19 crisis, *14 May 2020*
- Corporate sector vulnerabilities during the COVID-19 outbreak: assessment and policy responses, *20 May 2020*
- Joint OECD-CEPR workshop on Macro-Finance Challenges of the Green, post-COVID Transition, *17 June 2020*
- 2020 Conference of the Global Forum on Productivity followed by GFP Week open webinar series, *30 November* and *2-3 December 2020*

KEY CONTENT

- OECD Ecoscope blog
- Economics Department Working Papers
- OECDeconomy podcasts
- COVID-19 Country Policy Tracker
- Weekly Tracker of GDP growth
- Indicators of Product Market Regulation
- Housing toolkit
- Long-term scenarios for the world economy
- Global Forum on Productivity (GFP)

COVID Policy briefs

- Evaluating the initial impact of COVID-19 containment measures on economic activity
- COVID –19 and the low-carbon transition. Impacts and possible policy responses
- Productivity gains from teleworking in the post COVID-19 era: How can public policies make it happen?
- The role of online platforms in weathering the COVID-19 shock

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"In these times, schools need to help students learn to be autonomous in their thinking and develop an identity that is aware of the pluralism of modern living. At work, at home and in the community, people will need a broad comprehension of how others live in different cultures and traditions and how others think, whether as scientists or as artists."

Directorate for Education and Skills

The **Directorate for Education and Skills (EDU)** helps individuals and nations identify and develop the knowledge, skills and values that drive better jobs and better lives, generate prosperity and promote social inclusion. It assists OECD and partner economies in planning and managing their education and skills systems so that citizens can develop the knowledge, skills and values they need throughout their lives.

The Directorate has been reframing the education narrative to build better complementarity between human and technological capabilities, and foster a culture of lifelong, life-wide learning. We are developing evidence to promote more equitable learning opportunities in educational institutions and at the workplace, and to facilitate school-to-work transitions in response to widening inequalities during the pandemic. The aim is to support countries in responding to the individual needs of all learners, to promote a growth mindset and strengthen their sense of belonging.

We have been leading a global effort to benchmark Artificial Intelligence (AI) and human capabilities to better align curriculum and instructional design with the future of work. To empower people and learning systems to embrace digital technologies, the Directorate is supporting countries with digitalisation in education and the use of smart data for learning and teaching. The aim is to enable policies to improve access to learning for learners of all ages; transform teaching and learning practices; expand individualised and adaptive instruction; complement work-based learning in Vocational Education and Training (VET); reduce instructional costs; facilitate the provision of alternative credentials; support the professional learning of educators; and improve decision-making in education. ■

DON'T MISS · TACKLING CORONAVIRUS (COVID-19) · Contributing to a global effort at *https://www.oecd.org/coronavirus*

AREAS OF FOCUS

- Programme for International Student Assessment (PISA), *www.pisa.oecd.org*
- Centre for Educational Research and Innovation (CERI), *www.oecd.org/edu/ceri*
- Education GPS (interactive data visualisation website), *http://gpseducation.oecd.org*
- Education 2030, *www.oecd.org/education/2030*
- Education at a Glance: OECD Indicators, *www.oecd.org/education/education-at-a-glance*
- Survey of Adult Skills (PIAAC), *www.oecd.org/skills/piaac*
- Teaching and Learning International Survey (TALIS), *www.oecd.org/education/talis*
- Global Teaching Insights, *www.oecd.org/education/school/global-teaching-insights.htm*
- Lessons for education from COVID-19, *www.oecd.org/education/lessons-for-education-from-covid-19-0a530888-en.htm*

KEY EVENTS

- International launch of Smart Data and Digital Technology, *June 2021*
- International launch of the Study on Social and Emotional Skills International Report, *June 2021*
- International launch of Education at a Glance: 2021 Indicators, *14 September 2021*

KEY CONTENT

- OECD Education and Skills Today blog
- *OECD Education & Skills TopClass podcasts*
- *Dream Jobs: Teenagers' Career Aspirations and the Future of Work*
- *PISA 2018 Results (Volume IV, V, VI)*
- *TALIS 2018 Results (Volume II): Teachers and School Leaders as Valued Professionals*
- *Education at a Glance 2020: OECD Indicators*
- *The Impact of Covid-19 on Education: Insights from Education at a Glance 2020*
- *Lessons for Education from COVID-19: A Policy Maker's Handbook for More Resilient Systems*
- Global Teaching InSights (website)
- Education continuity stories from the coronavirus crisis
- "A framework to guide an education response to the COVID-19 Pandemic of 2020"
- "Learning remotely when schools close: How well are students and schools prepared? Insights from PISA"
- "Trends Shaping Education Spotlight 21: Coronavirus special edition: Back to school"
- "Education and COVID-19: Focusing on the long-term impact of school closures"
- "Remote online exams in higher education during the COVID-19 crisis"
- "PISA in Focus 108: Were schools equipped to teach – and were students ready to learn – remotely?"
- "The impact of COVID-19 on student equity and inclusion: Supporting vulnerable students during school closures and school re-openings"

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"The coronavirus pandemic has caused major human suffering and economic costs. The rollout of several vaccines has set the recovery in our sight. Health, labour market and social policies have been central in handling the pandemic, and will be crucial in ensuring a strong recovery that benefits all. We stand ready to help countries as they continue to manage the consequences of the pandemic, and build ambitious recovery plans."

Directorate for Employment, Labour and Social Affairs

The **Directorate for Employment, Labour and Social Affairs (ELS)** leads OECD work on employment, health, social policies and international migration and together with the OECD Skills Centre (SKC), adult skills.

Since the outbreak of the COVID-19 pandemic, ELS and SKC have provided in-depth evidence and recommendations on addressing the health crisis and its socio-economic consequences (e.g., *Health at a Glance; Employment Outlook 2020)*. We have supported countries with some 30 targeted policy briefs – ranging from job retention schemes to the role of public employment services to the contributions of migrant doctors –, meetings with senior policy officials and ministerial discussions at the OECD Council and the G20.

We have also furthered our assessment of the future of work, with a focus on the impact of Artificial Intelligence in the workplace, employability at older age, adult learning systems and collective bargaining. We continued the implementation of the new *OECD Jobs Strategy* and carried out the second round of the Risks that Matter survey to assess the socio-economic risks faced by people in OECD countries during the pandemic. Work in ELS and in the Skills Centre has highlighted the increasing importance of developing adults' skills. Lifelong learning is key if individuals are to be able succeed in a changing world and adapt to sudden shocks such as the pandemic. We help countries implement better policies through *National Skills Strategies*; country reviews on VET and adult learning provide guidance on issues such as how to support training for low-skilled workers.

We started the implementation of the 2020 *Migration Ministerial* mandate to make migration and integration policies future ready. We advanced the Patient-Reported Indicators Survey (PaRIS) with 20 countries signed up, and delivered work on long-term care workers, primary care, waiting times in health-care, patient safety, and digital strategies to empower the health workforce.

DON'T MISS · TACKLING CORONAVIRUS (COVID-19) · Contributing to a global effort at *https://www.oecd.org/coronavirus*

AREAS OF FOCUS

- Health policies and data, *www.oecd.org/els/health-systems*
- Employment policies and data, *www.oecd.org/els/emp*; *www.oecdskillsforjobsdatabase.org*
- Social policies and data, *www.oecd.org/els/soc*
- International migration policies and data, *www.oecd.org/els/mig*
- *OECD Skills Centre, www.oecd.org/skills/centre-for-skills*

KEY EVENTS

- "Managing Covid-19 after the lockdown", Health Committee Seminar, *6 May 2020*
- OECD Ministerial Council Roundtable on Inclusion and Employment Policies for the Recovery, *10 June 2020*
- "The Long-term Care Sector - A Workforce and Safety Perspective", OECD/TUAC webinar, *22 June 2020*
- *"OECD Skills Summit: Skills Strategies for a world in recovery"*, meeting of ministers co-organised with Slovenia, 9 October 2020
- "Handling the Second Wave of COVID-19 infections", Health Committee Seminar, *25 November 2020*
- OECD-EC High-level Webinar on Supporting Jobs and Companies, *20 January 2021*
- Meeting of the OECD Health Committee and the Independent Panel for Pandemic Preparedness and Response, *25 January 2021*
- OECD International Conference on Artificial Intelligence: Work, Innovation, Productivity and Skills, *1-5 February 2021*
- "COVID-19 vaccines – the beginning of the end or the end of the beginning?", Health Committee seminar, *24 March 2021*

KEY CONTENT

- *Health at a Glance: Europe 2020*
- *Health at a Glance: Asia Pacific 2020*
- *OECD Employment Outlook 2020: Worker Security and the COVID-19 Crisis*
- *OECD International Migration Outlook 2020*
- *The Global Deal for Decent Work and Inclusive Growth Flagship Report 2020: Social dialogue, Skills and COVID-19*
- *Promoting an Age-Inclusive Workforce: Living, Learning and Earning Longer*
- *Who Cares? Attracting and Retaining Care Workers for the Elderly*
- *Getting Skills Right: Career Guidance for Adults in a Changing World of Work*
- *Improving evidence on VET*

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"Even before the current pandemic, there were significant disparities across people, places and firms. COVID-19 has widened these divides, whilst also accelerating transitions such as digitalisation, new forms of work, and environmental and climate imperatives. The CFE is at the heart of the OECD's people-centred mission, and is working to promote and provide policies that ensure that all people, all types of places, and businesses of all sizes can prosper from these transitions."

Centre for Entrepreneurship, SMEs, Regions and Cities

The **Centre for Entrepreneurship, SMEs, Regions and Cities (CFE)** works with national and local governments, the business community, and other stakeholders to develop targeted support for the design, development and implementation of policies, as well as capacity building, on entrepreneurship, small and medium-sized enterprises (SMEs), rural and urban areas, local employment, social economy and social innovation, tourism, culture and subnational finance.

The COVID-19 pandemic had disproportionate impacts across places, firms, sectors, and, in turn, people. Tourism, cultural and creative sectors, as well as SMEs and entrepreneurs, were hit hard, and it exploited specific but different vulnerabilities in urban and rural areas. To respond, much of the focus of CFE's work has been on monitoring policy responses, and building the evidence base to support a resilient, inclusive and sustainable recovery. CFE produced over ten dedicated COVID-19 policy notes across CFE core areas, that have been continuously updated as the crisis has unfolded and evolved, as well as special COVID-19 editions of flagship publications, including *Job Creation and Local Economic Development 2020: Rebuilding Better, Regions and Cities at a Glance 2020*, and "The impact of COVID-19 on SME financing: A special edition of the OECD Financing SMEs and Entrepreneurs Scoreboard". This year, 2021 editions of the *Regional Outlook* and the *SMEs and Entrepreneurship Outlook* will also focus on COVID-19.

DON'T MISS · TACKLING CORONAVIRUS (COVID-19) · Contributing to a global effort at *https://www.oecd.org/coronavirus*

AREAS OF FOCUS

- SMEs and entrepreneurship, *www.oecd.org/cfe/smes*
- Local employment, skills, culture and social economy, *www.oecd.org/employment/leed*
- Cities, urban policies and sustainable development, *www.oecd.org/cfe/cities*
- Regional and rural development, *www.oecd.org/regional*
- Tourism, *www.oecd.org/cfe/tourism*
- Regional statistics and indicators, *www.oecd.org/regional/regional-statistics*
- Multi-level governance, subnational finance and investment, *www.oecd.org/regional/multi-level-governance.htm*
- Water governance, *www.oecd.org/water/regional*

KEY EVENTS

- OECD High-level Event "Cities in the World – A New Perspective on Urbanisation", *19 June 2020*
- RDPC Symposium on place-based policies: Rationale, Implementation and Policy Evaluation, *19 October 2020*
- Second Roundtable on the OECD Digital for SMEs Global Initiative, *2-3 February 2021*
- OECD Champion Mayors for Inclusive Growth Week, *24-28 May 2021*

KEY CONTENT

- *Job Creation and Local Economic Development 2020 - Rebuilding Better*
- *Regions and Cities at a Glance 2020*
- "The impact of COVID-19 on SME financing: A special edition of the OECD Financing SMEs and Entrepreneurs Scoreboard"
- *International Compendium of Entrepreneurship Policies*
- *Rural Wellbeing: A Geography of Opportunities*
- Regions and Cities Statistical and Data Visualisation Atlas

Environment Directorate

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"Cleaner air quality, healthier water, effective waste management, and enhanced biodiversity protection not only reduce the vulnerability of communities to pandemics and improve resilience, but have the potential to boost economic activity, generate income, create quality jobs, and reduce inequalities. At the OECD Environment Directorate, we are supporting countries to deliver a green recovery in response to the COVID-19 crisis, which will be vital for tackling the urgent and interconnected challenges of climate change and biodiversity loss."

The **Environment Directorate (ENV)** helps countries design and implement effective policies to address environmental problems and sustainably manage natural resources. It examines the linkages between the environment and the economy in areas such as green growth, climate change, biodiversity, water, waste and the circular economy, the ocean, environmental taxes, chemical safety, genetically modified crop safety, transport, trade, green finance and investment, and development.

In 2020, responding to the COVID-19 crisis became a priority. Initial work focused on the immediate steps that governments could take to ensure that emergency response measures do not derail environmental efforts, and improve environmental health and societal resilience. Additional analysis emphasised "building back better" to ensure the alignment of stimulus packages with longer-term biodiversity and climate goals, and a database to track green recovery measures.

Supporting climate action remains a major focal point of ENV work. In 2021, the OECD launched the Horizontal Project "Building Climate and Economic Resilience in the Transition to a Low-Carbon Economy", which will provide guidance for governments on how to prepare for, recover from, and adapt to economic and social shocks related to climate change.

ENV will continue to contribute to the global biodiversity agenda through work on the post-2020 biodiversity framework, biodiversity finance and harmful subsidies. Circular economy and waste are another major focus with work underway on sustainable plastics design, single-use plastics, microplastics, pharmaceutical waste, and the costs of preventing ocean plastic pollution.

ENV continued to develop the Environment at a Glance web platform featuring country indicators on the environment. A new theme on ocean resources and indicators on environmental taxation were added in 2020. Country profiles will be featured in 2021.

DON'T MISS · TACKLING CORONAVIRUS (COVID-19) · Contributing to a global effort at *https://www.oecd.org/coronavirus*

AREAS OF FOCUS

- Climate change, *www.oecd.org/environment/cc*
- Biodiversity and ecosystems, *www.oecd.org/environment/resources/biodiversity*
- Environment in emerging and transition economies, *www.oecd.org/environment/outreach*
- Environmental modelling and outlooks, *www.oecd.org/environment/indicators-modelling-outlooks*
- OECD work on support for fossil fuels, *www.oecd.org/fossil-fuels*
- Green growth, *www.oecd.org/greengrowth*
- Ocean, *www.oecd.org/ocean*
- Safety of chemicals, pesticides, biotechnology and nanomaterials, *www.oecd.org/chemicalsafety*
- Resource productivity, waste and circular economy, *www.oecd.org/environment/waste*
- Water, *www.oecd.org/water*

KEY EVENTS

- Green Growth and Sustainable Development Forum: Lessons from COVID-19 response measures for a green recovery – Rethinking the built environment and transport for a resilient sustainable future, *16-17 November 2020*
- OECD Water Days, *22-26 March 2021*
- OECD Forum on Green Finance and Investment, *11-14 October 2021*

KEY CONTENT

- OECD Green Talks LIVE (webinar series)
- OECD Environment YouTube channel, videos on the environment
- *OECD Environmental Performance Reviews*: Belgium 2021, Ireland 2021, Finland 2021, Lithuania 2021
- *Climate Finance Provided and Mobilised by Developed Countries in 2013-18*
- *Green Infrastructure in the Decade for Delivery: Assessing Institutional Investment*
- *Environment at a Glance: OECD Indicators*
- *Non-exhaust Particulate Emissions from Road Transport*
- *Towards Sustainable Land Use: Aligning Biodiversity, Climate and Food Policies*
- "From containment to recovery: Environmental responses to the COVID-19 pandemic"
- "Environmental health and strengthening resilience to pandemic"
- "Building back better: A sustainable, resilient recovery after COVID-19"
- "COVID-19 and the low-carbon transition: Impacts and possible policy responses"
- "Making the green recovery work for jobs, income and growth"
- "Biodiversity and the pandemic response to COVID-19: Ensuring a green and resilient recovery"

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"Fair and efficient markets, and the companies that operate within them, are the foundations of wealth and prosperity across the OECD. Yet these benefits are not a given, particularly in the face of COVID-19's extraordinary disruption to business activities. In boom times or in crisis, markets need prudent oversight and governance which is evidence-based, leverages international best practice, and recognises global interconnectedness. DAF's mission is to help governments do exactly that."

Directorate for Financial and Enterprise Affairs

The **Directorate for Financial and Enterprise Affairs (DAF)** assists policy makers in fostering fair and efficient markets and good business conduct through research, standard setting, capacity building and providing platforms for co-operation. DAF focuses on policies and global rules covering anti-corruption, corporate governance, competition, investment, financial markets, consumer finance, insurance, private pensions and responsible business conduct.

Research, standard setting and implementation – DAF's policy instruments are continually evolving to meet new challenges. New OECD Recommendations on both Competitive Neutrality and Procedural Fairness in Competition Enforcement are slated for 2021. The update to the OECD Recommendation on Combatting Bribery will also be completed this year, along with ten country assessments of the implementation of the OECD's Anti-Bribery Convention.

Capacity building – OECD Regional Centres for Competition in Europe, Asia and Latin America work to lift the capabilities and connectivity of competition authorities worldwide. Training programmes on due diligence standards in supply chains are ongoing in Asia and Latin America, while a major new project of activities with our Anti-Corruption Network in Eastern Europe will launch in 2021.

Fora for co-operation and international dialogue – The scale and breadth of the third Global Blockchain Policy Forum in 2020 further strengthened the OECD's reputation as the leading venue for policy discussions on this emerging technology, and will continue this year. Other major annual fora, particularly on Responsible Business Conduct and Competition, are significant opportunities for governments to exchange information and collaborate on DAF's key policy areas, and are detailed below.

DON'T MISS · TACKLING CORONAVIRUS (COVID-19) · Contributing to a global effort at *https://www.oecd.org/coronavirus*

AREAS OF FOCUS

- Bribery in international business, *www.oecd.org/corruption/anti-bribery*
- Competition, *www.oecd.org/competition*
- Corporate governance and responsible business conduct, *www.oecd.org/corporate*
- Financial markets, insurance and pensions, *www.oecd.org/finance*
- International investment, *www.oecd.org/investment*

KEY EVENTS

- OECD Global Forum on Responsible Business Conduct, *19 May and 17 June 2020*
- OECD Global Blockchain Policy Forum, *16-20 November 2020*
- OECD Global Forum on Competition, *7-10 December 2020*
- OECD Forum on Responsible Garment and Footwear Supply Chains, *3-4 February 2021*
- OECD Competition Open Day, *24 February 2021*
- OECD Global Anti-Corruption and Integrity Forum, *23-25 March 2021*
- OECD Forum on Responsible Mineral Supply Chains, *27-28 April 2021*

KEY CONTENT

- *OECD Pensions Outlook*
- *Environmental, Social and Governance Investing*
- *Policy Good Practices for Quality Infrastructure Investment*
- *OECD Business and Finance Outlook*
- *OECD Sovereign Borrowing Outlook*
- *OECD Corporate Governance Factbook*
- *OECD Competition Trends*
- *OECD Investment Policy Reviews* – Thailand, Indonesia, Myanmar, Bulgaria, Georgia, Uruguay, Morocco, Egypt

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"The Global Relations Secretariat works with OECD members and directorates to make OECD standards and policies count on a global scale. The Organisation has developed effective tools to engage with its partners for strong, resilient, sustainable and inclusive growth as avenues out of the crisis. We assist key emerging economies in their aim to converge with the OECD's globally referenced standards and policies, thereby strengthening the global level playing field."

Global Relations Secretariat

The **Global Relations Secretariat (GRS)** aims to contribute to supporting an inclusive recovery post-COVID-19 through strengthening OECD's co-operation with partner countries and regions. Partnerships for policy reform and ensuring that everyone plays by the same rules are key to a mutually beneficial co-operation based on OECD values and shared interest.

Through structured co-operation approaches and contributions to the G20, it fosters collaboration with our key partners – Brazil, the People's Republic of China, India, Indonesia and South Africa – and their alignment with OECD standards and best practices. While not being universal, the Organisation makes its standards and policy recommendations relevant on a global scale via its Global Relations and Global Governance activities.

GRS helps advance reform agendas in emerging regions through co-operation programmes with Eurasia, Latin America and the Caribbean (LAC), the Middle East and North Africa (MENA), South East Europe (SEE) and Southeast Asia (SEA).

Country programmes in Egypt, Kazakhstan, Morocco, Peru, Thailand and Viet Nam help lock in national reform processes, involve countries in the work of OECD bodies and align them with OECD legal instruments. A new Joint Programme was also signed with Indonesia. Moreover, we continue to co-ordinate the Organisation's co-operation with countries that have requested OECD membership, including Argentina, Brazil, Bulgaria, Croatia, Peru, and Romania.

DON'T MISS · TACKLING CORONAVIRUS (COVID-19) · Contributing to a global effort at *https://www.oecd.org/coronavirus*

AREAS OF FOCUS

- Africa, *www.oecd.org/africa*
- Brazil, *www.oecd.org/brazil; www.oecd.org/latin-america/countries/brazil*
- China, *www.oecd.org/china*
- Eurasia, *www.oecd.org/eurasia*
- India, *www.oecd.org/india*
- Indonesia, *www.oecd.org/indonesia*
- Latin America and the Caribbean, *www.oecd.org/latin-america*
- Middle East and North Africa, *www.oecd.org/mena*
- South Africa, *www.oecd.org/southafrica*
- Southeast Asia, *www.oecd.org/southeast-asia*
- South East Europe, *www.oecd.org/south-east-europe*

KEY EVENTS

- Launch of the OECD Centre in Istanbul, *22 January 2021*
- MENA-OECD Ministerial Conference "Designing a Roadmap to Recovery in MENA", *1 April 2021*, and MENA-OECD Forum, *30-31 March 2021*
- Southeast Asia Regional Forum on "Human Capital Development", *20 May 2021*
- OECD High-Level Conference on South East Europe, back-to-back with the Western Balkans Summit of the Berlin Process, *summer 2021 (date to be confirmed)*
- OECD Eurasia Week 2021, *fall 2021 (date to be confirmed)*
- OECD-India Forum, *November 2021 (date to be confirmed)*
- OECD-Brazil Forum, *December 2021 (date to be confirmed)*

KEY CONTENT

- OECD Active with… Country and regional brochures
- *SME Policy Index series*
- *Competitiveness in South East Europe – A Policy Outlook 2021 (forthcoming)*
- Regional notes on COVID-19 crisis response in ASEAN, Central Asia, Eastern Partner Countries, Latin America and the Caribbean, the Middle East and North Africa, South East Europe

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"Effective communication is the connector that can help transform data and analysis into better policies for better lives. In an increasingly saturated, competitive and complex communications environment, it is more important than ever to listen to and understand our audiences and stakeholders so that we can respond where and when OECD expertise is needed, and convey our content and insights in the most appealing manner."

Public Affairs and Communications Directorate

The **Public Affairs and Communications Directorate (PAC)** enhances OECD engagement with policy shapers, experts and the public. It orchestrates external communications in line with the Secretary-General's strategic priorities, working closely with the OECD Senior Communications Board.

In 2020, corporate communications centred on supporting the OECD's response to the COVID-19 crisis. To this end, PAC developed the COVID-19 Digital Hub, a one-stop-shop rendering OECD data, analysis and evidence-based policy advice. PAC also reoriented corporate communications in view of this changed context.

Through its public outreach, PAC helped the OECD to become a key reference in the COVID-19 response. By the end of 2020, the COVID-19 Digital Hub had received over 2 million visitors. The OECD was the subject of 900 000 online media articles, nearly 1 000 front page features, and close to 3 million social media mentions. We also witnessed strong qualitative validation. In a survey of our stakeholder community, 86% of respondents considered that the OECD had been effective or very effective in providing COVID-19 guidance. In a new digital-first context, PAC adapted its events conducting virtual sessions of the Global Parliamentary Network, as well as a number of virtual OECD Forum events.

In 2021, we will build on this positive engagement to put forward the OECD's multidisciplinary strengths in support of a resilient, inclusive and sustainable recovery, engaging key stakeholders including young people. We will also accompany key organisational priorities such as an agreement on the taxation of the digital economy and the transition to net-zero emissions by 2050.

DON'T MISS · TACKLING CORONAVIRUS (COVID-19) · Contributing to a global effort at *https://www.oecd.org/coronavirus*

KEY EVENTS

- Meeting of the OECD Global Parliamentary Network, *24-26 February 2020*
- Schooling in times of COVID-19, *10 September 2020*
- A Green COVID Recovery: the role of Finance, *30 September 2020*
- Meeting of the OECD Global Parliamentary Network (online), *1-2 October 2020*
- Communicating on public health and vaccines in a climate of misinformation, *19 November 2020*
  International Co-operation and Vaccines, *24 November 2020*
- Meeting of the OECD Parliamentary Group on Artificial Intelligence (online), *2 December 2020*
  Healthcare in the Digital Age, *3 December 2020*
  Commemoration of the 60th Anniversary of the signing of the OECD Convention (*www.oecd.org/60-years*), *14 December 2020*
- COVID-19: The great digital acceleration, *15 December 2020*
- The benefits of a multigenerational workforce: Living, learning and earning longer, *16 December 2020*

KEY CHANNELS AND PRODUCTS

- *OECD.org*
- COVID-19 Digital Hub, *www.oecd.org/coronavirus*
- Civil society, *www.oecd.org/about/civil-society*
- OECD Global Parliamentary Network, *www.oecd.org/parliamentarians*
- OECD Centres abroad, *www.oecd.org/germany/oecdcentres.htm*
- Newsroom, *www.oecd.org/newsroom*
- Social media: *www.facebook.com/TheOECD*; *www.twitter.com/OECD*; *www.instagram.com/the_oecd*
- OECD Forum, *www.oecd.org/forum*
- The Forum Network, *www.oecd-forum.org*
- OECD iLibrary, *www.oecd-ilibrary.org*
- OECD Data portal, *data.oecd.org*
- Images and videos, *www.flickr.com/OECD*; *www.youtube.com/OECD*
- OECD Better Life Index, *www.oecdbetterlifeindex.org*
- I am the Future of Work, *https://futureofwork.oecd.org*
- Climate Action, *www.oecd.org/stories/climate-25-actions*

KEY CONTENT

- COVID-19 Digital Hub, *www.oecd.org/coronavirus*
- OECD Economic Outlook Digital Report, *www.oecd.org/economic-outlook*
- OECD Employment Outlook Digital Report, *www.oecd.org/employment-outlook/2020*
- OECD 60th Anniversary Timeline, *www.oecd.org/60-years/timeline*
- OECD 60th Anniversary website, *www.oecd.org/60-years*
- OECD 60th Anniversary video, *https://youtu.be/fpKAawTAXzQ*
- OECD Housing Getaway, *www.oecd.org/housing*

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"The COVID-19 pandemic has shone a spotlight on the crucial importance of strong public governance – not just for addressing a global health, economic and social crisis, but also for ensuring that, once the crisis is past, the policies, practices and institutions that underpin our democracies and societies are resilient, inclusive, effective and worthy of citizens' trust."

Directorate for Public Governance

The **Directorate for Public Governance (GOV)** goal is to support countries to ensure that the way they are governed and the way policies are designed and delivered supports democracy and fosters prosperity for all. It focusses on building solid and future-proof public administrations, effectively implementing reforms and driving better governance outcomes.

Over the past year, significant effort has been devoted to the public governance challenges exposed by the COVID-19 pandemic. The Directorate has provided advice in a range of areas, including on budgets and public management; digital government; public procurement and infrastructure governance; regulatory policy; international regulatory co-operation; corruption and bribery; public sector innovation; governance for gender equality; youth; public communication and disinformation; civic space and participation; and illicit trade.

Highlights include: building strategic capacity at the centre of government through the OECD Network of Centres of government; supporting budgeting in the Network of Senior Budget Officials; promoting resilience through integrated risk governance in the High-Level Risk Forum; strengthening integrity frameworks, including through the *Public integrity Handbook*; implementing the *Framework for the Governance of Infrastructure* through a new Recommendation of the Council; supporting the regulatory response to the COVID-19 crisis; promoting digital and data-driven government through the E-leaders Network; and promoting public governance in partner countries through regional dialogues.

As countries look towards the recovery, GOV will focus on strengthening governments' capacity to "spend better" and "decide better". Measuring trust in government and helping governments underpin recovery plans with strong public governance and accountability, while reinforcing democracy, will also be core to the work.

DON'T MISS · TACKLING CORONAVIRUS (COVID-19) · Contributing to a global effort at *https://www.oecd.org/coronavirus*

AREAS OF FOCUS

- Anti-corruption and integrity in the public sector, *www.oecd.org/gov/ethics*
- Budgeting and public expenditures (including green budgeting), *www.oecd.org/gov/budgeting*
- Digital government, *www.oecd.org/gov/digital-government*
- Gender mainstreaming, governance and leadership, *www.oecd.org/gov/gender-mainstreaming*
- Illicit trade, *www.oecd.org/gov/illicit-trade*
- Justice (access to), *www.oecd.org/governance/global-roundtables-access-to-justice*
- Open government, *www.oecd.org/gov/open-government*
- Observatory of Public Sector Innovation, *www.oecd-opsi.org*
- Policy coherence for sustainable development, *www.oecd.org/gov/pcsd*
- Public employment and management, *www.oecd.org/gov/pem*
- Public governance reform in the Middle East and North Africa, *www.oecd.org/mena/governance*
- Public procurement, *www.oecd.org/gov/public-procurement*
- Regulatory policy, *www.oecd.org/gov/regulatory-policy*
- Risk management, *www.oecd.org/gov/risk*
- Support for Improvement in Governance and Management (SIGMA), *www.sigmaweb.org*

KEY EVENTS

- Government After Shock, *17-18 November 2020*, *https://gov-after-shock.oecd-opsi.org*
- 2021 OECD Global Anti-Corruption & Integrity Forum, *23-25 March 2021*, *https://oecd-events.org/gacif2021*

KEY CONTENT

- *Government at a glance* (2019)
- Regulatory Policy Outlook (2018)
- *Innovative Citizen Participation and New Democratic Institutions: Catching the Deliberative Wave* (2020)
- *OECD Good Practices for Performance Budgeting* (2019)
- *Governance for Youth, Trust and Intergenerational Justice: Fit for All Generations?* (2020)
- *Trade in Counterfeit Pharmaceutical Products* (2020)
- Public governance responses to COVID-19
- *OECD Best Practice Principles: Reviewing the Stock of Regulation* (2020)
- *Integrating Responsible Business Conduct in Public Procurement* (2020)

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"Harnessing the power of science and technology is essential to overcoming the COVID-19 pandemic and tackling global challenges such as climate change. Through measurement, analysis and policy guidance on issues from neurotechnology and R&D, to firm-level productivity and digital technologies, STI helps countries shape a better collective future."

Directorate for Science, Technology and Innovation

The **Directorate for Science, Technology and Innovation (STI)** develops evidence-based policy advice on the contribution of science, technology and innovation to our economies and societies. This requires wide-ranging work: from business dynamics and productivity, to the digital economy and artificial intelligence (AI); from basic science and missions, to consumer protection and excess capacity in heavy industries.

In response to the COVID-19 crisis, STI delivered key data and analysis to help countries navigate towards recovery. The *Digital Economy Outlook 2020* shed light on how the pandemic has amplified opportunities and challenges arising from the digital transformation, while the *STI Outlook 2021* analysed how science and innovation systems have responded to COVID-19, and how they need to adapt to better prepare for future crises.

STI produced COVID-19 policy briefs across a wide range of areas, including the effects of the pandemic on start-ups, business dynamism and bankruptcy. STI's standard-setting work further reinforces countries' efforts to exit the crisis. The *Recommendation on Broadband Connectivity* aims to help eliminate digital divides, while the *Recommendation on Access to Research Data from Public Funding* supports sharing of scientific data.

Emerging technologies hold the key to an inclusive and sustainable future, but can have negative effects warranting policy intervention. STI spearheads work on mission-oriented innovation policies, technology diffusion across firms and R&D tax incentives, and jointly leads the OECD programme on AI in Work, Innovation, Productivity and Skills. The OECD AI Policy Observatory advances implementation of the OECD AI Principles, which embrace a human-centric approach to AI. These Principles also underpin the new Global Partnership on AI, whose Secretariat is hosted by the OECD. ■

DON'T MISS · TACKLING CORONAVIRUS (COVID-19) · Contributing to a global effort at *https://www.oecd.org/coronavirus*

AREAS OF FOCUS

- Going Digital, *www.oecd.org/going-digital*
- Trade in Value Added, *oe.cd/tiva*
- STIP Compass database of STI policies, *https://stip.oecd.org/stip.html*
- OECD Broadband Portal, *www.oecd.org/sti/broadband/broadband-statistics*
- OECD AI Policy Observatory, *https://oecd.ai*

KEY EVENTS

- Global Forum on Productivity, *8 December 2020*
- OECD international conference on Artificial Intelligence in Work, Innovation, Productivity and Skills (AI-WIPS), *1-5 February 2021*

KEY CONTENT

- Going Digital Toolkit
- OECD Principles on Artificial Intelligence
- OECD Recommendation on Consumer Product Safety
- OECD Recommendation on Broadband Connectivity
- OECD Recommendation on Access to Research Data from Public Funding
- *Sustainable Ocean for All: Harnessing the Benefits of Sustainable Ocean Economies for Developing Countries*
- "Current approaches to terrorist and violent extremist content among the global top 50 online content-sharing services"
- "Charting the digital transformation of science: Findings from the 2018 OECD International Survey of Scientific Authors (ISSA2)"
- *Going Digital in Brazil*
- *The effects of R&D tax incentives and their role in the innovation policy mix*
- "Space sustainability: The economics of space debris in perspective"
- "Laggard firms, technology diffusion and its structural and policy determinants"
- "CO2 emissions embodied in international trade and domestic final demand"

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"Providing high-quality statistics is not only key to the OECD's evidence-based analyses but also an important service to the public at large. This service has become only more valuable in light of the pandemic, with data taking the pulse of our economies and societies under COVID-19. SDD and the broader OECD statistics and data community have reacted quickly to these pressing needs to bring timely and granular data to the policy discussion."

Statistics and Data Directorate

The **Statistics and Data Directorate (SDD)** provides statistics, frameworks and methodologies on national accounts, trade, prices, productivity, businesses and employment, among others, for evidence-based policy making in traditional and emerging policy areas. SDD also supports the OECD statistical system, providing tools and "smart data" solutions, and tapping into non-conventional data sources.

In 2020, SDD maintained its provision of core evidence for policy analysis across the spectrum of economic and social accounts. In particular, steps have been taken to address the key measurement challenges of globalisation and digitalisation by developing methodologies, indicators and international guidance. New measurement strategies continue to be developed, including through the Analytical Database on Individual Multinationals and their Affiliates (ADIMA), through distributional information that is fully consistent with the national accounts, and through the first international set of national and subnational house price indices.

Contributing to the OECD's COVID-19 response, SDD launched a number of initiatives to provide countries with tools and evidence to help with urgent analysis. These included the development of a digital workspace for national statistical agencies to exchange innovative practices; analysis on the impact of COVID-19 on SMEs; and the monthly release of a Trade Pulse.

In the context of the Smart Data Strategy, the OECD statistics and data community, guided and supported by SDD, continues to modernise the data cycle and mainstream the usage of new data sources and techniques as well as enabling statisticians to acquire new data skills.

DON'T MISS · TACKLING CORONAVIRUS (COVID-19) · Contributing to a global effort at *https://www.oecd.org/coronavirus*

AREAS OF FOCUS

- Tackling coronavirus (COVID-19), *www.oecd.org/coronavirus*
- Composite leading indicators and business tendency surveys, *www.oecd.org/SDD/leading-indicators*
- International trade and balance of payments, *www.oecd.org/SDD/its*; *www.oecd.org/sdd/its/balanced-trade-statistics.htm*
- Inclusive growth, *https://doi.org/10.1787/5jrqppxjqhg4-en*
- Gender equality, *www.oecd.org/gender*
- Air emission accounts, *https://doi.org/10.1787/7d88dfdd-en*
- Entrepreneurship indicators and business statistics, *www.oecd.org/SDD/business-stats*
- Productivity statistics, *www.oecd.org/SDD/productivity-stats*
- Labour statistics, *www.oecd.org/SDD/labour-stats*
- National accounts and financial statistics, *www.oecd.org/sdd/na*; *www.oecd.org/SDD/fin-stats*
- Distributional results in line with national accounts, *www.oecd.org/sdd/na/household-distributional-results-in-line-with-national-accounts-experimental-statistics.htm*
- Prices and purchasing power parities, *www.oecd.org/SDD/prices-ppp*
- Regional house prices, *www.oecd.org/housing/data*
- Statistical Information System Collaboration Community (SIS-CC) and SDMX, *https://siscc.org*; *https://sdmx.org*
- OECD Smart Data Strategy, *www.oecd.org/SDD/smart-data.htm*

KEY EVENTS

- Gender and Well-being (Webinar), *March 2020*
- Launch of *How's Life* with SG and high-level panel of policy experts, *March 2020*
- The Statistical Information System Collaboration Community (SIS-CC) 10th Annual Workshop, *June/July 2020*
- Expert Group on Extended Supply and Use Tables, *October 2020*
- Special Webinar to celebrate World Statistics Day, *October 2020*
- Regional-Global TiVA Initiatives Workshop, *October 2020*
- Working Parties – Working Party on National Accounts (WPNA) and Working Party on Financial Statistics (WPFS), *2-6 November 2020*; Working Party on Trade in Goods and Services (WPTGS), *18-20 November 2020*
- Workshop on the Modernisation of Official Statistics, *November 2020*

KEY CONTENT

- *Analytical Database on Individual Multinationals and Affiliates (ADIMA)*
- *International Trade Pulse* (COVID-19 response – up to March 2021)
- *Future of Business Survey* (COVID-19 response – switched to a monthly schedule May-October)
- *Handbook on Measuring Digital Trade, Version 1*
- *How's Life? 2020: Measuring Well-being*
- *"Covid-19: Protecting people and societies" (Policy Brief)*
- *OECD Compendium of Productivity Indicators 2019*
- *OECD SME and Entrepreneurship Outlook 2019*
- *The OECD Statistics Newsletter*
- *Statistical Insights*

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"The COVID-19 pandemic has reinforced the critical role of taxation, and CTP has developed a wide variety of tax policy and administration tools to help countries and taxpayers through this challenging period. We are also actively working to address the most pressing tax challenges of our time, including reaching a multilateral solution on tax and digitalisation by mid-2021 and developing tax policy solutions to help tackle climate change."

Centre for Tax Policy and Administration

The **Centre for Tax Policy and Administration (CTP)** supports the work of the Committee on Fiscal Affairs (CFA) and its specialised fora, taskforces and working groups, as well as the Global Forum on Transparency and Exchange of Information for Tax Purposes (Global Forum). CTP develops international rules to address tax barriers to cross-border trade and investment while also tackling tax evasion and avoidance. CTP also focuses on providing comprehensive tax policy analyses and data to respond to global crises and facilitate cross-country and sector comparisons.

The OECD/G20 Inclusive Framework on Base Erosion and Profit Shifting (BEPS), comprised of over 135 member jurisdictions, is refining and implementing the BEPS measures to ensure that taxes are paid where value is created. The Inclusive Framework is also addressing the tax challenges arising from the digitalisation of the economy, a concern that has grown with the COVID-19 pandemic.

The Global Forum and its 160-plus members continue to demonstrate their commitment to fight tax evasion. In 2019, almost 100 countries carried out automatic exchange of financial account information, enabling their tax authorities to obtain data on 84 million financial accounts held offshore by their residents, covering total assets of EUR 10 trillion.

CTP is also increasing our capacity-building work in developing countries and reinforcing co-operation with other international organisations through the Platform for Collaboration on Tax, which aims at better co-ordinating support and services to developing countries, and through Tax Inspectors Without Borders, a joint OECD/UNDP initiative, which strengthens developing countries' auditing capacity and multinationals' compliance worldwide, as well as support to tackle tax crimes.

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AREAS OF FOCUS

- Base erosion and profit shifting (BEPS), *www.oecd.org/tax/beps*
- Tax transparency and exchange of information, *www.oecd.org/tax/transparency*
- Tax and crime, *www.oecd.org/tax/crime*
- Tax and development, *www.oecd.org/tax/tax-global/tax-and-development.htm*
- Tax administration, *www.oecd.org/tax/forum-on-tax-administration*
- Tax and the environment, *www.oecd.org/tax/tax-policy/tax-and-environment.htm*
- Tax policy and statistics, *www.oecd.org/tax/tax-policy*
- Tax treaties, *www.oecd.org/tax/treaties*
- Transfer pricing, *www.oecd.org/tax/transfer-pricing*

KEY EVENTS

- 11th meeting of the OECD/G20 Inclusive Framework on BEPS, *27-28 January 2021*
- Global Forum on Transparency and Exchange of Information for Tax Purposes plenary meeting, *9-11 December 2020*

KEY CONTENT

- Building fairer societies through global tax co-operation (video)
- Tax Transparency and Exchange of Information in Times of COVID-19 (video)
- Corporate Tax Statistics Database
- Inclusive Framework on BEPS Annual Report
- *Effective Carbon Rates 2021*
- Global Revenue Statistics Database
- *Model Tax Convention on Income and on Capital (Full Version)*
- OECD Tax Talks (webcasts)
- Tax Morale: What Drives People and Businesses to Pay Tax? (video)
- *Tax Inspectors Without Borders Annual Report 2020*
- OECD Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations

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"In this year of disruption, our work on transparency in agricultural markets has made a real contribution to the stability of global markets, and our outreach on value chains and border processes has helped to keep goods flowing across borders. The Trade and Agriculture Directorate remains a trusted partner for change."

Trade and Agriculture Directorate

The **Trade and Agriculture Directorate (TAD)** provides relevant and timely policy analysis and tools in support of governments' efforts to improve their trade, agriculture and fisheries policies at the domestic and international levels. We also serve as the Secretariat for intergovernmental agreements on officially supported export credits.

Our work contributes to transparency and levelling the playing field by providing flagship publications and databases on market-distorting government support in agriculture, fisheries and fossil fuels, like the OECD's Agricultural Policy Monitoring and Evaluation report, the OECD-FAO Agricultural Outlook and the Review of Fisheries. We are expanding this work to industrial sectors, with recent analysis on below-market finance.

In 2020, our work on policy interlinkages focused on the social, environmental and economic effects of food systems, on trade in wind turbines and the role of trade for the circular economy.

TAD also helps stakeholders to maximise the benefits of innovation and new technologies with work on digital trade, services policy liberalisation and innovation in agriculture. The role of digitalization in facilitating border processes has been particularly relevant during the COVID-19 pandemic. The OECD Trade Facilitation Indicators and our Services Trade Restrictiveness Index allow governments to benchmark their performance and prioritise reforms.

TAD works on enhancing global supply chains, and anticipating and managing change has been on the forefront in 2020, with work on the value chains of masks and vaccines being particularly relevant. Increased emphasis has been put on just-in-time analysis of policy scenarios, enabling governments to assess short, medium and long-term challenges.

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AREAS OF FOCUS

- Agricultural policies and support, *www.oecd.org/agriculture/topics/agricultural-policy-monitoring-and-evaluation*
- Agriculture and the environment, *www.oecd.org/agriculture/topics/agriculture-and-the-environment*
- Fisheries and aquaculture, *www.oecd.org/agriculture/topics/fisheries-and-aquaculture*
- Agricultural productivity and innovation, *www.oecd.org/agriculture/topics/agricultural-productivity-and-innovation*
- Agricultural trade, *www.oecd.org/agriculture/topics/agricultural-trade*
- Food systems, *www.oecd.org/food-systems*
- Levelling the playing field, *www.oecd.org/trade/topics/levelling-the-playing-field*
- Services trade, *www.oecd.org/trade/topics/services-trade*
- Trade facilitation, *www.oecd.org/trade/topics/trade-facilitation*
- Digital trade, *www.oecd.org/trade/topics/digital-trade*
- Export credits, *www.oecd.org/trade/topics/export-credits*

KEY CONTENT AND EVENTS

- *OECD-FAO Agricultural Outlook 2020-2029*
- *Agricultural Policy Monitoring and Evaluation 2020*
- *OECD Review of Fisheries 2020*
- *Services Trade Restrictiveness Index 2021*
- OECD Digital Services Trade Restrictiveness Index 2021
- Trade Facilitation Indicators 2019
- Trade in Value Added TiVA Database, Indicators and Extensions
- AMIS Policy Database Website
- Agri-environmental indicators 2021
- OECD Agricultural Codes and Schemes
- *Making Better Policies for Food Systems (2021)*
- *Strengthening Agricultural Resilience in the Face of Multiple Risks (2020)*
- *Trade as a channel for environmental technologies diffusion: The case of the wind turbine manufacturing industry (2021)*
- OECD COVID-19 Policy Briefs
- OECD Trade Policy Briefs
- OECD Food, Agriculture and Fisheries Briefs

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"There has never been a more urgent need than now for governments to put people and their well-being at the centre of policy. The creation of the WISE Centre reflects the OECD's ambition to deliver on this goal in a context where we face unprecedented challenges. By providing timely data and innovative analysis, WISE can support countries' efforts to develop policies that are economically sound, socially inclusive and environmentally sustainable."

Centre on Well-being, Inclusion, Sustainability and Equal Opportunity

The **Centre on Well-being, Inclusion, Sustainability and Equal Opportunity (WISE)** was established to strengthen the measurement of well-being, inequalities, inclusion and sustainability, and improve the analysis of the impact that policies and business actions have on people's lives today and on the sustainability of well-being over time. WISE aims to develop more integrated responses to the challenges raised by COVID-19 and ensure recovery strategies are aligned with long-term objectives, like the SDGs. To this end, COVID-19 Policy Briefs on *Protecting people and societies* and on *Combatting COVID-19's effect on children* were released.

Building on a longstanding OECD tradition, WISE develops tools and metrics that provide a more accurate and granular picture of the way in which the economy performs in the areas that matter to people. These "beyond GDP" metrics are inspiring governments and the private sector, for instance through WISE's support to the Business for Inclusive Growth and Inclusive Capitalism coalitions.

As well-being has gained traction as an instrument for guiding policy, WISE proposes a multi-dimensional and people-centred approach to assessing opportunities and challenges for economies and societies. The first *Inclusive Growth Review of Korea* reflects this approach.

Through the *Inequalities-Environment Nexus* report, WISE maps the links between inclusive and green policy packages, identifying solutions that can help countries achieve a fair green transition.

Finally, WISE's mission also consists in mainstreaming well-being and people-centred growth models across the OECD. This involves ensuring consistency in data and tools, promoting collaboration among directorates on this cross-cutting agenda and facilitating joint projects.

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AREAS OF FOCUS

- Inclusive growth, *www.oecd.org/inclusive-growth*
- OECD Better Life Initiative, *www.oecd.org/betterlifeinitiative*
- Measuring well-being and progress, *www.oecd.org/statistics/measuring-well-being-and-progress.htm*
- Child well-being, *www.oecd.org/social/child-well-being*
- Measuring the Distance to SGD, *www.oecd.org/development/measuring-distance-to-the-sdgs-targets.htm*
- Inequalities and poverty, *www.oecd.org/social/inequality-and-poverty.htm*
- Public acceptability of reforms, *www.oecd.org/economy/changing-political-economy-of-reform*
- Business for Inclusive Growth (B4IG), *www.oecd.org/inclusive-growth/businessforinclusivegrowth*

KEY EVENTS

- Webinar series on "Measuring people's perceptions, evaluations and experiences: Key issues and best practice from Latin America and the world", *22 September – 2 October 2020*
- Webinar on "Securing the Recovery, Ambition and Resilience for the Well-Being of Children in the post-COVID-19 decade", *13 October 2020*
- Inaugural Roundtable of the Inclusive Growth Financing Forum and Inclusive Growth Market Place Launch, *10-11 November 2020*
- WISE Centre Launch "Putting people's well-being at the top of the agenda: Ensuring that recovery and reconstruction strategies put people first", *25 November 2020*
- Webinar series on "COVID-19 and Inequalities", *March-May 2021*

KEY CONTENT

- Report on *Inequalities-Environment Nexus: Towards a People-Centred Green Transition*
- *COVID-19 Policy Brief: Protecting People and Societies*
- *COVID-19 Policy Brief: Combatting COVID-19's effect on children*
- *Inclusive Growth Review of Korea: Creating Opportunities for All*
- *How Was Life? Volume II: New Perspectives on Well-Being and Global Inequality since 1820*
- Compare Your Income online web-tool measuring people's perceptions of inequality, preferences for redistribution and policy priorities in OECD countries
- *How to measure distance to SDG targets anywhere*

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"The Council Secretariat (CES) provides an interface with members, supporting them in playing their role in OECD governance. In 2021, CES will continue to facilitate the decisions that will help countries promote policies to build forward better and achieve a sustainable and resilient recovery after the COVID-19 crisis. Through its strategic support to the Chair of the Council and members, it will also contribute to a smooth leadership transition."

Council and Executive Committee Secretariat

The **Council and Executive Committee Secretariat (CES)** serves the Council, the Executive Committee, the Heads of Delegation meetings, the Global Strategy Group and the Ministerial Council Meeting. CES provides a hub for members and the Secretary-General in support of smooth decision-making, good institutional governance and coordination.

CES delivers assistance and advice on institutional, policy and procedural aspects of the Council's activities and work programme to both members and the Secretariat. It provides a liaison among standing committees and between the Secretariat and member delegations. It builds and maintains good relationships with members and supports them in the governance process. CES provides strategic governing body support and digital project management, including the conception and design of platforms and databases both for meeting organisation and for the accurate processing and timely dissemination of documents.

In the context of the COVID-19 crisis, CES contributed to the continued efficient functioning of the Council, coordinating the shift from physical to virtual/hybrid meetings and supporting the organisation of a record number of meetings. In addition, CES contributed to the establishment of a new format of ministerial gatherings, with three virtual Ministerial Council Roundtables leading to the first-ever virtual OECD Ministerial Council Meeting.

CES also provided comprehensive support to the Secretary-General selection process, including through the organisation of dedicated Heads of Delegation meetings.

In this context, CES has strengthened its role as one of the main interfaces between members and the Secretariat and reinforced its relationship with members.

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Directorate for Legal Affairs

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"The Directorate for Legal Affairs contributes to the development, interpretation, implementation and understanding of the OECD's legal framework. It also plays an essential function in supporting work on OECD standards and ensuring their continued relevance and impact. This is an increasingly important role for the OECD in light of the global nature of the challenges we face today."

The **Directorate for Legal Affairs (LEG)** advises on legal, institutional and procedural aspects of OECD's activities and supports directorates and committees in developing their outputs. It represents the Organisation in legal proceedings and provides legal support on contracts, co-operation and financing agreements, intellectual property, and financial and human resources issues.

In 2020, the Directorate supported the governing bodies and substantive committees in adapting their working methods to the COVID-19 pandemic. It coordinated the Organisation-wide Standard-Setting Review aiming to ensure the relevance and impact of OECD standards, focussing on the development of innovative practices and the identification of emerging policy areas for standard-setting. It helped develop ten new or revised legal instruments on a range of issues such as financial literacy, consumer product safety, governance of infrastructure and environmental assessment of development assistance projects and programmes.

The Directorate continued to co-ordinate accession discussions with Costa Rica, seeing the process through to its successful completion in May 2020, and provided significant legal support for the participation of partner countries, international organisations and other relevant stakeholders in OECD activities, as well as for the participation of the Organisation in other international fora.

Finally, the Directorate supported actively the selection process of the new Secretary-General and several internal reform projects, including the employment framework, pension review and ethics framework. It also played a key role in the renegotiation of the financial framework partnership agreement with the European Union, and in the conclusion of hosting arrangements such as the Global Partnership on Artificial Intelligence.

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"We are the corporate stewards of OECD resources on behalf of the Secretary-General, delivering strategic advice, operational services and enabling the effective functioning and horizontal collaboration across the OECD. Our work is about better management for policies and better policies for better lives."

Executive Directorate

The **Executive Directorate (EXD)** plays a crucial role in enabling the OECD's mission, providing corporate stewardship of the Organisation's resources on behalf of the Secretary-General. We advise him on management policies and practices while delivering timely, high-quality and cost-effective corporate services to staff, members and delegates.

EXD services include financial and human resource management; digital knowledge and information management; conference, language, security and operations services. EXD provides the day-to-day operations as well as strategic management for the sustainability of the Organisation.

Since early 2020, EXD has been managing the organisational response to COVID-19, offering recommendations for action to the Secretary-General, based on expert advice, and implementing policies based on health and safety, capacity and business needs.

EXD has continued to deliver high-quality services despite budget cuts and additional pressures related to COVID-19.

EXD built transparency around these additional costs and worked closely with members on digital platforms. EXD also scaled up its crisis management capacities in 2019, which prepared the organisation for handling the pandemic. EXD implemented a new Risk Management Policy for improved strategic management, and informed Council. EXD also developed a Digital Security Policy Suite to consolidate and modernize our digital security policy.

The year 2020 saw progress on strategic areas, e.g. implementing e-signatures; achieving carbon neutrality; accelerating the review of the New Pension Scheme and finalizing the Digital Strategy 2.0. There is enhanced reporting for members on Voluntary Contributions, diversity and people management, and a new mission's indicators report. The New Employment Package advanced, and EXD commenced a renewed diversity and inclusion action plan.

EXD management will continue to pursue efficiencies and improvements in corporate services to contribute further to successful outputs for members.

Evaluation and Internal Audit

INANC YAZAR
Director

"Internal Audit and Evaluation play a key role in supporting the OECD's mission through forward-looking recommendations and identification of good practices. Internal Audit advises the Secretary-General on governance, risk management and controls. Evaluation assesses relevance, effectiveness and functioning of OECD substantive committees. The Audit Committee and the Evaluation Committee, both Ambassador-level, special bodies of the Council, oversee the independence and effectiveness of these functions. This reinforces accountability, transparency and performance."

The **Evaluation and Internal Audit** are objective appraisal functions, part of a comprehensive control and oversight architecture in the OECD. Effective 1st July 2020, the Director of Internal Audit assumed responsibility for the Evaluation function, formerly located in Council Secretariat. Expanding agendas of both functions and their growing linkages necessitated this move.

Evaluation supports the OECD's mission by analysing how the OECD supports better policies for better lives, by proposing recommendations and identifying good practices across the Organisation. Evaluation reinforces the OECD's transparency and accountability, and contributes to learning and improvement. In 2020, two In-depth Evaluations (IDEs) were presented to Council, five IDE Monitoring Reports were approved by Council, and seven IDEs were underway.

Internal Audit (IA) provides the Secretary-General with independent and objective assurance and advisory services designed to add value to and improve operations. In 2020, Internal Audit continued to build on its strong foundations by "auditing what matters". It remained focused on the substance of the OECD's work and provided assurance on cross-cutting issues. It issued reports on "Physical Security" and "The Internal Control Framework". It substantially advanced its work on "OECD Publications Quality Review Process" and "IT Cyber Security".

Internal Audit maintains a quality assurance programme, which is subject to an External Quality Assessment (EQA) every five years. In 2020, Internal Audit had its most recent EQA, performed by the Institute of Internal Audit, and received the highest overall rating as well as the highest rating for each of the individual Attribute and Performance Standard.

DON'T MISS · **TACKLING CORONAVIRUS (COVID-19)** · Contributing to a global effort at *https://www.oecd.org/coronavirus*

Secretariats of Entities within the OECD Family

Photo: OECD

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"Since the scale of the COVID-19 crisis began to emerge, the IEA has been leading the calls to put clean energy at the heart of the economic response to ensure a secure and sustainable recovery – and we will continue to deepen and strengthen our efforts to lead clean energy transitions globally."

International Energy Agency

The **International Energy Agency (IEA)** is at the heart of global dialogue on energy, providing authoritative analysis, data, policy recommendations, and real-world solutions to help countries ensure secure and sustainable energy for all. It covers the full energy spectrum, from renewables, energy efficiency and other clean energy technologies to oil, gas and coal – and much more.

In 2020, the IEA provided rapid and decisive support to governments in their responses to the unprecedented global crisis caused by the COVID-19 pandemic. It remained focused on clean energy transitions, energy security and global engagement:

- In a series of events throughout the year, the IEA repeatedly brought together energy ministers and other decision-makers from around the world to support efforts to craft effective responses to the pandemic's impact on energy security and clean energy transitions.
- In July 2020, the Agency held the first IEA Clean Energy Transitions Summit, where ministers from 40 countries representing over 80% of the global economy discussed how to bring about a sustainable and resilient recovery.
- Building on the successful integration of major emerging economies into the IEA family as Association countries, the Agency made significant progress in its discussions with the Government of India on moving beyond Association through a Framework for a Strategic Partnership.

Drawing on the IEA's extensive global energy data, key outputs in 2020 included:

- *Special Report on Sustainable Recovery* and a comprehensive range of reports analysing the pandemic's impact on global energy;
- *World Energy Outlook 2020* and revamped *Energy Technology Perspectives 2020*, providing long-term scenarios on pathways to reduce energy-related emissions, including special reports on *Clean Energy Innovation* and *Carbon Capture, Utilisation and Storage*.

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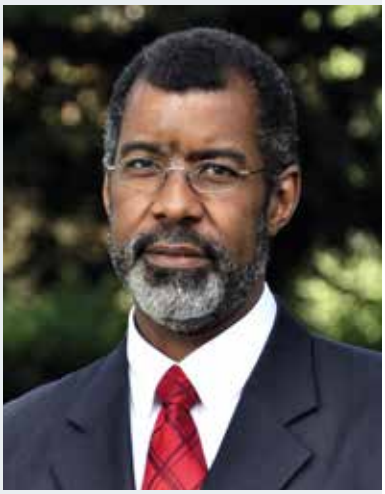

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"To successfully convince governments and publics around the world to take the real actions necessary to reduce CO2 emissions, we have to do it in a way that does not limit life, economic growth and freedom. Nuclear is a clean, dispatchable and stable energy source. And we have the ability to use this technology together with renewables to achieve a successful path towards a clean energy future around the world."

Nuclear Energy Agency

The **Nuclear Energy Agency (NEA)** assists its membership in maintaining and further developing the scientific, technological and legal bases required for the safe, environmentally sound and economical use of nuclear energy for peaceful purposes. The NEA's 34 member countries represent 80% of the world's installed capacity to generate nuclear electricity.

NEA activities cover nuclear safety and regulation, including human aspects such as safety culture; radioactive waste management; decommissioning and legacy management; radiological protection; nuclear science and data; nuclear technology development; economic analyses; and policy and legal matters. The NEA is the technical secretariat for the Multinational Design Evaluation Programme (MDEP), the International Framework for Nuclear Energy Cooperation (IFNEC) and the Generation IV International Forum (GIF). Twenty-six joint undertakings operate under NEA auspices.

In 2020, the NEA released reports on electricity costs, nuclear construction costs, nuclear data, and the management of high-level radioactive waste. Notable conferences and workshops included the Multi-sector Workshop on Innovative Regulation, A Global Nuclear Science and Engineering Commencement and the webinar series on the Role of Nuclear Energy During COVID-19 and Beyond. Other highlights in 2020 include the signature of a MoU with CANDU Owners Group and the 7th International Mentoring Workshop in Science and Engineering.

KEY CONTENT

- *Projected Costs of Generating Electricity - 2020 Edition*
- *Specifications for the Generalised Nuclear Database Structure (GNDS)*
- *Unlocking Reductions in the Construction Costs of Nuclear*
- *Management and Disposal of High-Level Radioactive Waste: Global Progress and Solutions*
- *The role of nuclear energy during COVID-19 and beyond*

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"Transport must not be a silo in which our ideas only reverberate in an echo chamber. Sectors such as tourism, trade, energy, environment, urban affairs and health are inextricably linked with transport policy."

International Transport Forum

The **International Transport Forum (ITF)** at the OECD is the only global body that covers all transport modes. An intergovernmental organisation with currently 62 member countries, it acts as a think tank for transport policy and organises the Annual Summit of transport ministers, the world's largest gathering of transport policy makers.

The work of ITF prioritises connectivity, digitalisation, decarbonisation, universal access, and safety security and health. The ITF strives to extend its outreach beyond transport to related sectors, notably energy, trade, tourism, and urbanism.

The ITF is a UN Climate Change (UNFCCC) transport focal point. Its Decarbonising Transport initiative supports effective national climate commitments. Projects in 2020 looked at ways to decarbonise transport in Europe, in Latin American cities and in emerging economies (Argentina, Azerbaijan, Morocco and India).

In reaction to the COVID-19 pandemic, the ITF created a web hub with transport policy responses, launched its *ITF Covid-19 Transport Briefs* and held a series of webinars for member countries. In 2020, ITF published the first-ever *ITF Impact Report*, documenting our work in 2018-20.

Publications in the past year included a report for the G20 on Smart Mobility (with CFE), an input study for Estonia's Mobility Masterplan, an assessment of the environmental performance of new mobility, a study on public transport reform, a review of standards and regulations for clean trucks, a report on the future of maritime trade flows, and two reports on urban road safety.

ITF's next Summit will be held virtually in May 2021 on the theme "Transport Innovation for Sustainable Development: Reshaping Transport in the Wake of Covid-19". ■

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Financial Action Task Force

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"Money fuels crime and terrorism. Effective implementation of the FATF Standards enables countries to follow the money and reduce the harm to people, the planet and their economies from crime and terrorism, including from drugs and human trafficking, to the illegal trade in wildlife and environmental crime."

The **Financial Action Task Force (FATF)** is the global money laundering and terrorist financing watchdog. The intergovernmental body sets standards for 205 countries and jurisdictions to help combat serious crime including drug smuggling, human trafficking and terrorism. The FATF also sets standards to prevent funding of weapons of mass destruction.

The FATF is the international money laundering watchdog and leads the global fight against financing for terrorism and weapons of mass destruction. Composed of 39 members, the FATF sets international standards for 205 jurisdictions, researches emerging risks, and works closely with the World Bank, the International Monetary Fund and other international organisations.

Supported by the G20, the FATF has led global initiatives to tackle money laundering linked to COVID-19-related crime and protect critical financial aid for people and businesses to survive. The FATF also produced guidance to help authorities disrupt the illegal wildlife trade, trade-based money laundering and the misuse of cryptocurrencies for money laundering.

The FATF continued ongoing work to crack down on terrorist financing, including for ISIL, Al-Qaeda and other terrorist groups. The FATF removed The Bahamas, Iceland, Mongolia, and Trinidad and Tobago from its so-called "grey list", which helps jurisdictions with serious deficiencies.

Under its German Presidency (June 2020 - June 2022), the FATF is examining the opportunities and risks of digital transformation to combat illicit finance. It is helping countries tackle environmental crime and identify and disrupt the funding of far-right terrorism.

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"Multilateral organisations are fundamental to response efforts and supporting socio-economic recovery during the COVID-19 pandemic. MOPAN is an important tool to ensure these institutions are effective and achieve results. By promoting accountability, enhancing learning, and providing information for the organisations and their shareholders, MOPAN ensures the multilateral system is agile, fit-for-purpose, and worthy of our trust in a time of crisis."

Multilateral Organisation Performance Assessment Network

The **Multilateral Organisation Performance Assessment Network (MOPAN)** helps set standards in the multilateral system. An independent network of 19 shareholder countries, MOPAN is a collective action mechanism that provides rigorous organisational assessments and performance information analysing systemic trends, to inform policy decisions and fulfil accountability and learning needs.

The year 2020 reinforced the importance of MOPAN's *raison d'être*: to drive effectiveness and raise performance benchmarks in the multilateral system.

Adapting to the virtual context, the Network delivered a comprehensive programme of assessments, and launched the MOPAN 3.1 methodology. This includes measures assessing organisations' progress in addressing Sexual Exploitation and Abuse and Sexual Harassment (SEA/SH), and the new methodology continues to be applied to a growing number of multilateral institutions.

Introducing specialised studies examining cross-cutting issues, common challenges and good practices in the multilateral system, alongside an innovative learning agenda, helped MOPAN maximise its value and impact. The Network also continued to expand its engagement efforts, and respond to the increased use of MOPAN's products by members, donors, and multilateral stakeholders.

The Network is supported by its hosting arrangement with the OECD, which continues to yield mutual benefits. By working together to exchange expertise, share knowledge and promote evidence-based policymaking, MOPAN and the OECD collaborate in the pursuit of a shared goal: improving the results of the multilateral system to meet the promises of the 2030 Agenda.

MOPAN invites all countries and stakeholders to join the Network and support efforts to help improve the effectiveness and results of the multilateral system.

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"The modern world relies on high quality, timely representative data for effective decision-making. PARIS21 is working to build partnerships for inclusive and sustainable data and statistical systems so that everyone can have access to the data that they need for better lives for all."

Partnership in Statistics for Development in the 21st Century

The **Partnership in Statistics for Development in the 21st Century (PARIS21)** has worked for over 20 years to promote the better production and use of data and statistics to support sustainable development. PARIS21 provides national statistical organisations, governments, and others with the tools and training to undertake long-term planning, and arms them with the knowledge to build robust statistical systems capable of producing high-quality data and analysis. PARIS21 also advocates for the continued relevance of national statistics and ensures that they become more prominent on the development agenda, catalysing greater funding for statistics.

PARIS21 works with partners to generate the consensus and momentum required to secure the funding commitments to double existing financing for data and statistics. The Partnership, in its capacity as Secretariat of the Bern Network, is currently developing The Clearinghouse for Financing Development Data, an innovative platform for smarter financing for development data, to be released in 2021. The Clearinghouse will make financing for development data more efficient and effective by providing information and functionalities to better match the supply and demand for statistical support. It will create a community of practice and support offline processes that bring together donors, recipients and stakeholders.

PARIS21 will continue providing support to developing countries, working directly with actors in the national statistical system, and aiding the design, implementation, and monitoring of National Strategies for the Development of Statistics. PARIS21 knowledge products – Capacity Development 4.0 Guidelines and PARIS21 Academy – help improve the coordination of data production and its dissemination.

KEY CONTENT

- 2020 Partner Report on Support to Statistics
- PARIS21 Academy – Communicating Gender Statistics Course
- Reusing Citizen-Generated Data for Official Reporting
- Trust Initiative
- Data Literacy in the Post-COVID World Primer

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"West Africa faces many development challenges: food insecurity, conflict, rapid urbanisation, widening inequalities and extreme climate events, to name but a few. Change is happening faster than policy processes are designed to cope with. Yet the region benefits from one of the most precious resources on the planet: an increasingly young, urban and mobile population."

Sahel and West Africa Club Secretariat

The **Sahel and West Africa Club Secretariat (SWAC)** strives to improve the regional governance of food and nutrition security and inform policy-making around structural transformations in the region. SWAC – the oldest partnership between Africa and the OECD – draws on the expertise of a network of researchers, practitioners and decision-makers to expand research through innovative and forward-looking analyses.

Policy dialogue

SWAC co-animates the Food Crisis Prevention Network (RPCA), bringing together a broad range of stakeholders, promoting dialogue and co-ordination, and building a shared understanding of the food and nutrition situation. In 2020, the RPCA sounded the alarm for action in order to avoid another major food crisis in 2021.

Evidence-based analysis

SWAC's report on *Africa's Urbanisation Dynamics 2020: Africapolis, Mapping a New Urban Geography* draws on the Africapolis geo-spatial database and provides analyses of African urbanisation dynamics – a vital resource for developing more inclusive and targeted policies for urban development.

Innovation

Using Dynamic Social Network Analysis, SWAC maps the evolution of political violence across North and West Africa via a new spatial indicator – an innovative and timely contribution to development and security strategies in the region.

Crosscutting issues

SWAC informs gender policies by building a better understanding of barriers to gender equality across various themes and dialogue initiatives.

KEY CONTENT

- Food Crisis Prevention Network
- Shaping Africa's Urban Future Together
- Conflict Networks in North and West Africa
- Women and Trade Networks in West Africa
- When a global virus meets local realities: Coronavirus (COVID-19) in West Africa
- Tackling coronavirus (COVID-19): West African perspectives

Photo: OECD/ Maud Bernos

OECD Social Partners

Photo: OECD

PHIL O'REILLY
Chair

HANNI ROSENBAUM
Executive Director

Business at OECD

Established in 1962, **Business at OECD (BIAC)** advocates for policies that enable businesses of all sizes to contribute to growth, broader economic development, and enhanced societal prosperity. Through our 59 national federations and 48 associate expert groups networks, we currently work with over 7 million companies in virtually all sectors.

Our work brings over 3 000 business experts per year to exchange with OECD committees and Paris-based delegations. At Committee level, our efforts since the onset of the COVID-19 crisis have focused on providing business recommendations to address the effects of the pandemic. We have also highlighted ways for the OECD to advance global solutions.

Our high-level engagement has focused on extoling the virtues of international collaboration to overcome the pandemic. Our three key messages to the 2020 Ministerial Council Meeting focused on: protecting people's health and their livelihoods while minimizing economic disruption; keep markets open and resistant to future crises; and favor policy integration, whole-of-government approaches, and public partnerships.

Our 2021 Annual Consultation with OECD leadership and Ambassadors focused on policy actions the Organisation can consider to tackle COVID-19, and also provided strategic recommendations as the OECD enters a new decade. We called on the OECD to develop further its foresight capabilities and its defense of open markets.

We are also engaged in international fora to demonstrate thought leadership. We facilitate dialogue between the B20 and G20, working closely in 2020 with the B20 Saudi Presidency and in 2021 with the B20 Italian Presidency.

For more information, see: *www.businessatoecd.org*;
Twitter: *@BusinessatOECD*.

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Trade Union Advisory Committee

RICHARD TRUMKA
President of TUAC and the AFL-CIO (USA)

PIERRE HABBARD
General Secretary

Vice Presidents: **Marc Leemans**, President of the Belgian Confederation of Christian Trade Unions (CSC); **Naoto Ohmi**, Executive Vice President of RENGO Japan; and **Lizette Risgaard**, President of the Danish Trade Union Confederation (FH)

The **Trade Union Advisory Committee (TUAC)** to the OECD brings the labour movement's voice to the OECD. TUAC's members consist of 59 affiliated trade union centres in OECD countries representing more than 58 million workers, with associate members in Brazil, Indonesia, the Russian Federation and South Africa.

Together with partners in the international trade union movement, TUAC promotes policy frameworks aimed at creating shared prosperity for working people, including vulnerable groups. It advocates for social dialogue and for strong labour market institutions – collective bargaining and minimum wage floors – and more broadly for regulated economies that ensure fair risk-sharing, fair wealth distribution within societies, enabling just transitions to low-carbon and digitalised world.

TUAC closely follows the OECD's work on employment policies, structural reforms, inclusive growth and inequalities, as well as on responsible business conduct (Guidelines for Multinational Enterprises). TUAC took an active part in shaping the OECD trade union response to the COVID-19 crisis through a series of regional and thematic webinars, papers and a mapping of union activities.

Outside the OECD, TUAC also contributes to the G20 and G7 forums.

For more information, see: *www.tuac.org;*
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