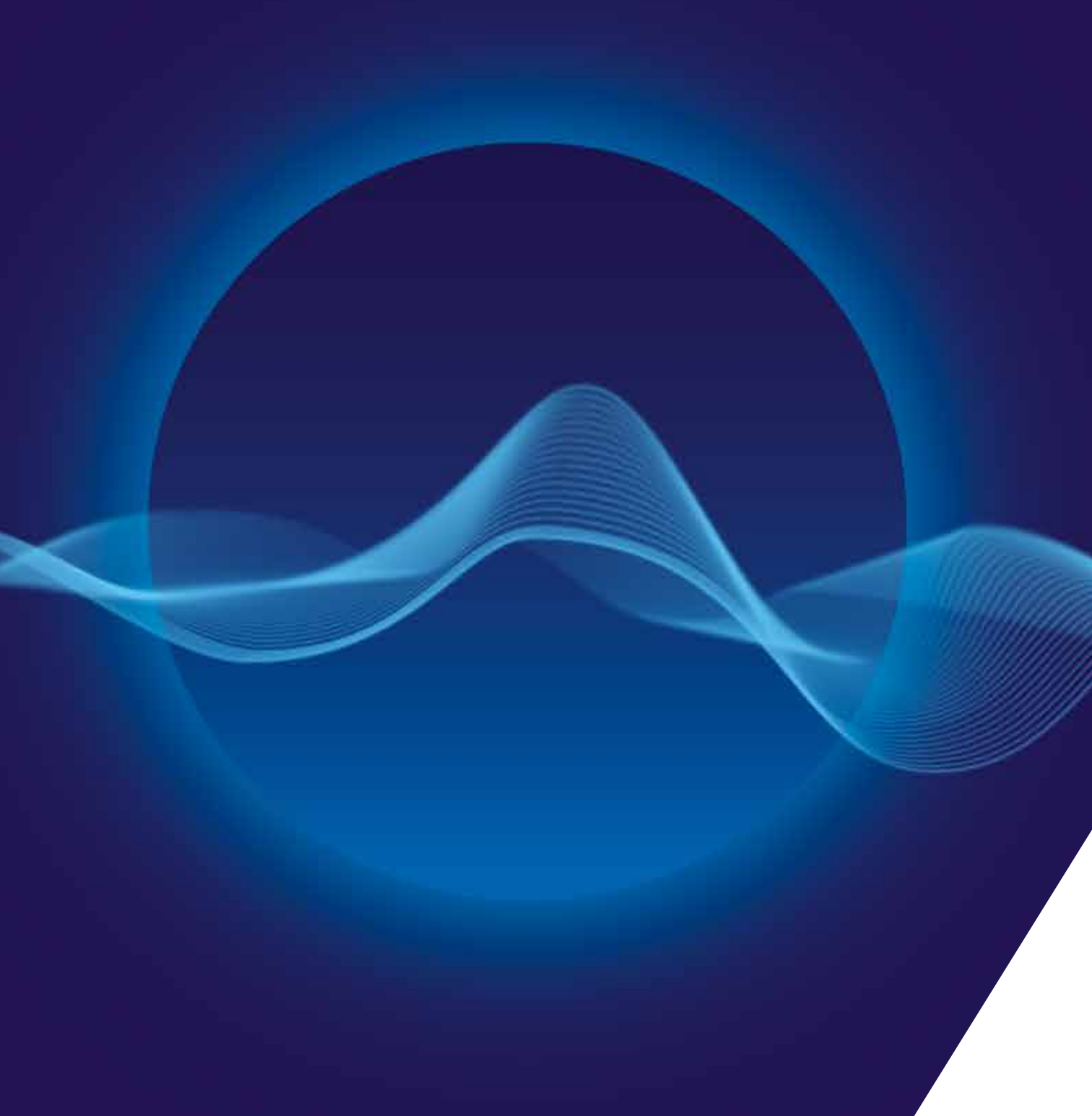


SECRETARY-GENERAL'S REPORT TO MINISTERS 2019

OECD

BETTER POLICIES FOR BETTER LIVES



OECD Secretary-General Angel Gurría presents the *OECD Economic Outlook* at the 2018 OECD Forum, Paris, 30 May 2018.

Photo: OECD/Hervé Cortinat



Secretary-General's Report to Ministers 2019

OECD

BETTER POLICIES FOR BETTER LIVES

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Abbreviations and acronyms

ADIMA	Analytical Database on Individual Multinationals and their Affiliates
AEOI	Automatic Exchange of Financial Account Information
AFL-CIO	American Federation of Labor and Congress of Industrial Organizations
AML	Anti-money laundering
APEC	Asia-Pacific Economic Cooperation
ASEAN	Association of Southeast Asian Nations
AU	African Union
B20	Business20 (G20 engagement group for business)
B4IG	Business for Inclusive Growth Platform
BEPS	Base erosion and profit shifting
BIAC	Business at OECD (previously Business and Industry Advisory Committee)
BIS	Bank for International Settlements
C20	Civil20 (G20 engagement group for civil society organisations)
CERI	Centre for Educational Research and Innovation (OECD)
CES	Council and Executive Committee Secretariat (OECD)
CFE	Centre for Entrepreneurship, SMEs, Regions and Cities (OECD)
CFT	Counter-terrorist financing
COP24	24th Conference of the Parties to the UN Framework Convention on Climate Change
COPE	OECD Centre for Opportunity and Equality
CSC	Confederation of Christian Trade Unions (Belgium)
CTPA	Centre for Tax Policy and Administration (OECD)
DAC	Development Assistance Committee (OECD)
DAF	Directorate for Financial and Enterprise Affairs (OECD)
DCD	Development Co-operation Directorate (OECD)
DEV	OECD Development Centre
DevCom	Development Communication Network
EC	European Commission
ECLAC	Economic Commission for Latin America and the Caribbean (United Nations)
ECO	Economics Department (OECD)
EDGE	Economic Dividends for Gender Equality
EDU	Directorate for Education and Skills (OECD)
ELS	Directorate for Employment, Labour and Social Affairs (OECD)
ELSAC	Employment, Labour and Social Affairs Committee (OECD)
ENV	Environment Directorate (OECD)
EPOC	Environment Policy Committee (OECD)
EQA	External Quality Assessment
EU	European Union
EXD	Executive Directorate (OECD)
FAO	Food and Agriculture Organization of the United Nations
FATF	Financial Action Task Force
FH	Danish Trade Union Confederation
GDP	Gross domestic product
GFSEC	Global Forum on Steel Excess Capacity
GOV	Directorate for Public Governance (OECD)
GPN	Global Parliamentary Network
GRS	Global Relations Secretariat (OECD)
GSG	Global Strategy Group (OECD)
GVC	Global value chain
HH	His/Her/Their Highness
HM	His/Her/Their Majesty
HRH	His/Her Royal Highness
IA	Internal Audit (OECD)
IAOS	International Association for Official Statistics
ICT	Information and communication technology
IEA	International Energy Association
IFF	Illicit financial flow
IFRS	International Financial Reporting Standards Foundation
IIASA	International Institute for Applied Systems Analysis
ILO	International Labour Organization
IMF	International Monetary Fund
IO	International organisation
IOM	International Organization for Migration
IoT	Internet of things
ISIL	Islamic State of Iraq and the Levant

ITF	International Transport Forum
LAC	Latin America and the Caribbean
LEG	Directorate for Legal Affairs (OECD)
MCM	Ministerial Council Meeting
MENA	Middle East and North Africa
MLI	Multilateral Instrument (Multilateral Convention to Implement Tax Treaty Related Measures to Prevent BEPS)
MNE	Multinational enterprise
MOPAN	Multilateral Organisation Performance Assessment Network
NAEC	New Approaches to Economic Challenges
NCPs	National Contact Points
NEA	Nuclear Energy Association
NEST	Nuclear Education, Skills and Technology
NGO	Non-governmental organisation
NOEIS	Network for Open Economies and Inclusive Societies
ODA	Official development assistance
OECD	Organisation for Economic Co-operation and Development
OIE	World Organisation for Animal Health
OSG	Office of the Secretary-General (OECD)
OsloMet	Oslo Metropolitan University
PAC	Public Affairs and Communications Directorate (OECD)
PARIS21	Partnership in Statistics for Development in the 21st Century
PIAAC	Programme for the International Assessment of Adult Competencies
PISA	Programme for International Student Assessment
PRESS	Partner Report on Support to Statistics
R&D	Research & Development
RENGO	Japanese Trade Union Confederation
RPCA	Food Crisis Prevention Network
SAI	Supreme Audit Institution
SDD	Statistics and Data Directorate (OECD)
SDGs	Sustainable Development Goals
SEA	Southeast Asia
SEE	South East Europe
SGE	General Secretariat (OECD)
SIGI	Social Institutions and Gender Index
SIGMA	Support for Improvement in Governance and Management
SKC	OECD Centre for Skills
SMEs	Small and medium-sized enterprises
SOE	State-owned enterprise
SRSS	Structural Reform Support Service (European Commission)
STEM	Science, technology, engineering and mathematics
STI	Directorate for Science, Technology and Innovation (OECD)
STIP	Science, technology and innovation policies
STRI	Services Trade Restrictiveness Index
SWAC	Sahel and West Africa Club
T20	Think20 (G20 engagement group for think tanks)
TAD	Trade and Agriculture Directorate (OECD)
TALIS	Teaching and Learning International Survey
TOSSD	Total Official Support for Sustainable Development initiative
TUAC	Trade Union Advisory Committee
UN	United Nations
UNDP	United Nations Development Programme
UNFCCC	UN Framework Convention on Climate Change
UNGA	United Nations General Assembly
UNHCR	United Nations High Commissioner for Refugees
VAT/GST	Value-added tax / Goods and services tax
VET	Vocational education and training
W20	Women20 (G20 engagement group for women)
WBG	World Bank Group
WHO	World Health Organization
WP6	OECD Council Working Party on Shipbuilding
WTO	World Trade Organization
Y20	Youth20 (G20 engagement group for youth)

Letter from the Secretary-General

In 2018, the OECD faced many challenges that pushed us to strive even harder to deliver better policies for better lives. It was a year in which geopolitical tensions were increasingly acute, nationalism and populism were on the rise, and citizens' discontent was blatant. This erosion of trust is putting at risk everything we have built in the past 70 years, at a time when the international community is confronted with global challenges that, albeit not new, manifest themselves with unprecedented urgency: weak economic growth, rising inequalities, unemployment and low-quality jobs, climate change and responding to the digital revolution.

Against this background, our Organisation's commitment and dedication to openness, solidarity and co-operation was even stronger. At the **2018 Ministerial Council Meeting (MCM)**, chaired by France, we put the need to reshape multilateralism at the centre of our agenda, making it more responsible, effective and inclusive. As President Macron said in his MCM opening speech: "Multilateralism is not just a collection of bilateralisms. It's a dialogue with several voices, a chorus for action and thought, and we need to work together to build this chorus, to reinvent it and make it fair and efficient for the world we are in." It is our duty to draw attention to the many benefits that countries can derive from multilateralism and to the dangers of retreating within national borders. We need more, not less,



From left: Emmanuel Macron, President of France; Dalia Grybauskaitė, President of Lithuania; Juan Manuel Santos, President of Colombia; and Angel Gurría, OECD Secretary-General, during the Signing Ceremony of Accession of Lithuania and Colombia, Paris, 30 May 2018.
Photo: OECD/Julien Daniel

multilateralism. At the same time, we need to make it better. At the OECD, we are fully engaged to make multilateralism fit for purpose in the 21st century.

Despite the challenging context, we held landmark Ministerial Meetings in 2018 that made a difference in key areas for the global economy: in February, the Small and Medium-sized Enterprises (SMEs) Ministerial in Mexico, where we adopted the ambitious **OECD Declaration on SMEs**, and the Ministerial on Social Policy in Montreal in May. Both meetings called for embracing shared prosperity through better public policies, based on citizens' perception of social and economic risks, like that provided by the new *Risks that Matter* survey. We also took positive steps to strengthen international co-operation at the Ministerial Meeting, last September here in Paris, of the Global Forum on Steel Excess Capacity (GFSEC). At the **OECD World Forum on the Future of Well-being**, held in November in Korea, we reaffirmed our commitment to a paradigm shift in the way we measure progress by putting inclusive growth and people's lives at the core of our policies and collective action. Several other high-level meetings, ranging from education and skills, to the environment, development, or integrity and anti-corruption, showed the ability of our Organisation to continue leading in all of these policy areas.

Besides our own ministerial meetings, global fora and key summits, we continue to contribute evidence to other international efforts. In the context of the **G20** and **G7**, we worked very closely with the Argentinian and Canadian Presidencies, respectively, to help them deliver on their key priorities. Once again, we were a valued partner in advancing their agenda on issues such as promoting stronger, inclusive and more sustainable growth; the future of work; tax challenges; the digital revolution; ensuring due diligence and responsible business conduct; and the transition to low-carbon and circular economies to tackle the challenges of climate change and biodiversity loss. The Framework for Policy Action on Inclusive Growth is promoting a people-centred growth model, with



From left: Gabriela Ramos, OECD Chief of Staff and Sherpa; Angel Gurría, OECD Secretary-General; Ingrid Brocková, Ambassador of the Slovak Republic to the OECD, and Peter Pellegrini, Prime Minister of the Slovak Republic at the OECD, Going Digital Summit, Paris, 11 March 2019.
Photo: OECD/Victor Tonelli

better measurement of what really matters to citizens, and policies that will address the plight of the people, regions and firms left behind. This is a message that we also took to other international summits in which we participated during the past year, such as the **Paris Peace Forum**, the **United Nations (UN) Intergovernmental Conference on the Global Compact for Migration** in Marrakech, and the **COP24** (24th Conference of the Parties to the UN Framework Convention on Climate Change) in Katowice.

Every output of the OECD demonstrates not only the high quality of its work, but also what international co-operation can achieve, the well-being it can unlock and the opportunities it can create. Beyond international co-operation, we continue to support our members and partners with targeted policy advice. Our analysis, comparable data and policy expertise help countries as they embark on the reforms needed to meet new demands, contributing to a better understanding of different policy options and the spillover effects across multiple dimensions. The OECD's increasing collaboration with the European Commission's Structural Reform Support Service (SRSS) in this area illustrates the OECD's added value.

The significance of the OECD continues to grow. Few things symbolise this better than the six countries that have formally expressed their interest to join our Organisation, to which we owe an answer soon. Over the past 12 months, we welcomed Lithuania as a new Member. Colombia has been invited to become a Member and accession discussions with Costa Rica are ongoing. We also increased our Organisation's global relevance through our regional and country programmes, as well as working very closely with our key partners to continue their gradual adherence to OECD instruments and tools, as well as their growing participation in our committees and bodies.



Angel Gurría, OECD Secretary-General, welcomes Katrín Jakobsdóttir, Prime Minister of Iceland, at the OECD Global Anti-Corruption and Integrity Forum, Paris, 27 March 2018.
Photo: OECD/Andrew Wheeler



Emmanuel Macron, President of France, and Angel Gurría, OECD Secretary-General, during the OECD Ministerial Council Meeting, Paris, 31 May 2018.
Photo: OECD/Victor Tonelli

2018 was also a year in which we emphasised the need to focus more on the transformative effect of digitalisation and new technologies, leading to our forthcoming Ministerial Council Meeting focused precisely on this theme. The **interim report of the Going Digital** project and the Going Digital Summit laid the groundwork for the fundamental contribution that the OECD can make in this field, shaping the future of our economies, societies and lives. The OECD Blockchain Policy Forum, held last September, is a good example of our Organisation's potential for unique contributions in this field. It was the first major international conference to take stock of this emerging technology's impacts across the full range of government activities and public priorities. In addition, the **New Approaches to Economic Challenges' (NAEC) Innovation LAB** is allowing us to increasingly engage with digital innovation and experiment with new analytical tools and techniques to open up new sources of evidence.

Although the past year confronted us with a more complex environment to advance multilateral solutions, we delivered. And we will continue to deliver. As we look ahead, we will uphold the common values that define the OECD: global openness, international co-operation, economic integration, mutual respect and cultural tolerance. These values will enhance access to digital technologies, increase its effective use, unleash innovation, ensure jobs, promote social prosperity, address tax challenges and foster trust and fair competition. In a nutshell: we will continue to advance a more inclusive and sustainable growth model that responds to people's needs. We will be guided by our determination to help our members and partners design, develop and deliver better policies for better lives. ■



Angel Gurría



Angel Gurría, OECD Secretary-General, and António Guterres, UN Secretary-General, at the 73rd session of the UN General Assembly, New York, 24 September 2018.
Photo: OECD

2018 Year in review



23-26 January
OECD Secretary-General attends the World Economic Forum in Davos

11-13 February
OECD Secretary-General attends the World Government Summit on SDGs in Action in Dubai

22-23 February
OECD Ministerial Conference on SMEs in Mexico City

26 April
OECD hosts No Money for Terror Conference



14 May
OECD Policy Forum and Ministerial Meeting on Social Policy in Montreal

JANUARY | FEBRUARY | MARCH | APRIL | MAY

22 January
International Diversity Forum in Paris

8 March
OECD's March on Gender on International Women's Day



21 March
OECD Secretary-General awarded the King Hassan II Great World Water Prize for his contribution to water policies in Brasilia





OECD WEEK

29-30 May
OECD Forum 2018: What Brings Us Together

30-31 May
French President Emmanuel Macron chairs the OECD Ministerial Council Meeting in Paris



8-9 June
OECD Secretary-General participates in the G7 Leaders' Summit in Charlevoix

4-5 September
OECD Blockchain Policy Forum

23-26 September
OECD Secretary-General attends the 73rd session of the UN General Assembly in New York

6 November
Chinese Premier Li Keqiang hosts the "1+6" Roundtable in Beijing with heads of international organisations



27-29 November
OECD World Forum on Statistics, Knowledge and Policy in Incheon



4 December
High-Level Policy Forum on the new OECD Jobs Strategy

JUNE | JULY | SEPTEMBER | OCTOBER | NOVEMBER | DECEMBER

28 June
OECD Skills Summit in Porto

13-14 September
OECD NAEC hosts a conference on ten years after the financial crisis

11-13 November
OECD actively participates in the first Paris Peace Forum

30 November-1 December
OECD Secretary-General in the G20 Leaders' Summit in Buenos Aires

2-14 December
OECD participates in the COP24 UN Climate Change Conference in Katowice





Secretary-General's activity in 2018

OVERVIEW

In 2018, the OECD Secretary-General had an intense agenda of official engagements, both in Paris and abroad. Through these activities, he was able to advance the relevance, impact and visibility of the Organisation through continuing to provide support and timely and targeted policy advice to OECD member and partner countries in their reform efforts, as well as carrying out his regular management of the OECD Secretariat and governance of the Organisation.

In Paris, the Secretary-General chaired Council sessions, participated in several OECD events and meetings and hosted many high-level interlocutors in Paris. Over the course of the year, he hosted over 20 heads of state or government at the Organisation through the Leaders' Programme, including French President Emmanuel Macron, and participated in several international conferences held at our premises. The OECD Secretariat and delegations have also benefited from these visits 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 also made 45 trips abroad, where he engaged in hundreds of formal and informal meetings with many leaders and key stakeholders. These trips included his participation in the main international summits that took place throughout the year, such as the G7 Leaders' Summit in Charlevoix, the G20 Leaders' Summit in Buenos Aires, the Opening of the United Nations (UN) General Assembly in New York and COP24 (UN Climate Change Conference) in Katowice.

In total, the Secretary-General attended over 560 formal bilateral meetings over the course of the year. These included 57 formal meetings with heads of state or government, 21 meetings with heads of international organisations and 153 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

Since 2007, the Secretary-General completed almost 600 trips abroad (593).

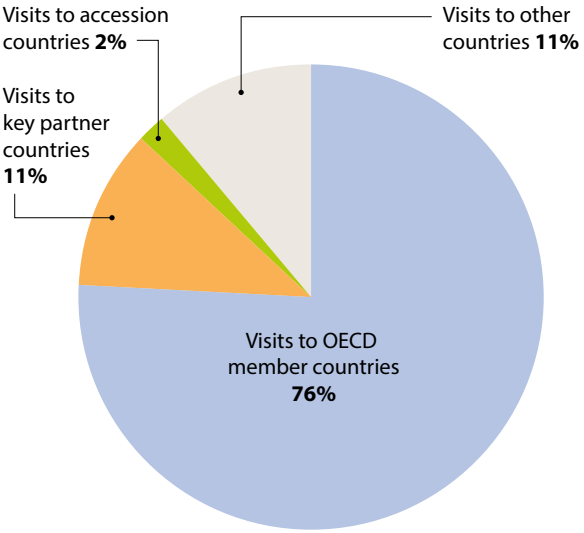
In 2018, 34 of his 45 visits abroad (76%) were to OECD member countries. Five were to key partner countries and six were to accession and other non-member countries:

- Thirty-four trips to 22 of the 36 OECD member countries: Austria (3 visits), Belgium (1), Canada (3), Chile (1), Czech Republic (1), Germany (1), Greece (1), Ireland (1), Italy (1), Japan (1), Korea (1), Latvia (1), Lithuania (1), Mexico (4), the Netherlands (1), Poland (1), Portugal (1), Slovakia (1), Spain (3), Switzerland (2), the United Kingdom (1) and the United States (3).

- Five visits to key partner countries: Brazil (1), Indonesia (1) and the People's Republic of China (3). The Chief of Staff and the Deputy Secretaries-General also visited key partner countries on a number of occasions to support the Secretary-General's activities.

- Six visits to accession and other non-member countries: Argentina (3), Bulgaria (1), Costa Rica (1) and the United Arab Emirates (1).

Figure 1: Secretary-General's visits abroad, 2018



The main purposes of most of these trips were to advance the OECD's advisory role in the respective countries, present relevant OECD work linked to the country's reform agenda and increase the Organisation's profile. During every visit, the Secretary-General met with leaders and key members of the government. He presented seven OECD Better Policies series reports, produced by his Cabinet, during his visits abroad and in meetings with leaders.

Occasionally, the visits related to participation in major fora or events. 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 International Monetary Fund and World Bank meetings in Washington, the G7 Leaders' Summit in Charlevoix, the G20 Leaders' Summit in Buenos Aires, the Heads of International Organisations' meeting in Berlin and the COP24 in Katowice. He also participated in important OECD ministerial meetings and conferences abroad, such as the Small and Medium-Sized Enterprises (SME) Ministerial Conference in Mexico City, the Social Policy Forum and Ministerial Meeting in Montreal, the Skills Summit in Porto and the World Forum on Statistics, Knowledge and Policy in Incheon.

The Secretary-General met with key ministers and leaders of every country visited. These included: Afghan Chief Executive Dr. Abdullah Abdullah and Vice President Mohammad Sarwar Danish, Argentinian Vice President Gabriela Michetti, Belgian Prime Minister Charles Michel, Bermudian Premier Edward David Burt, Brazilian President Michel Temer, Bulgarian President Rumen Radev and Prime Minister Boyko Borissov, Canadian Prime Minister Justin Trudeau, Chilean President Sebastián Piñera, Chinese Premier Li Keqiang, Colombian Presidents Iván Duque Márquez and Juan Manuel Santos, Costa Rican Presidents Carlos Alvarado Quesada and Luis Guillermo Solís, HRH Crown Princess Mary Elizabeth of Denmark, French President Emmanuel Macron, German Chancellor Angela Merkel, Ghanaian President Nana Akufo-Addo, Greek Prime Minister Alexis Tsipras, Icelandic Prime Minister Katrín Jakobsdóttir, Indian Prime Minister Narendra Modi, Irish Taoiseach Leo Varadkar, Japanese Prime Minister Shinzō Abe, Latvian President Raimonds Vējonis and Prime Minister Māris Kučinskis, Lithuanian President Dalia Grybauskaitė, Luxembourg Prime Minister Xavier Bettel, Mauritian Prime Minister Pravind Kumar Jugnauth, Mexican President Enrique Peña Nieto, HM Queen Máxima of the Netherlands and Dutch Prime Minister Mark Rutte, Norwegian Prime Minister Erna Solberg, Panamanian President Juan Carlos Varela, Peruvian Prime Minister Mercedes Aráoz, Polish Prime Minister Mateusz Morawiecki, Portuguese Prime Minister António Costa, Serbian Prime Minister Ana Brnabić, HM King Felipe VI of Spain, Swedish Prime Minister Stefan Löfven, Swiss President Alain Berset, United Arab Emirates Vice President and Prime Minister HH Sheikh Mohammed bin Rashid Al Maktoum and Zimbabwean President Emmerson Mnangagwa.

The Secretary-General met regularly with members of parliament in the countries he visited and addressed congresses in some of his visits. He also

met with representatives from the private sector, trade unions and civil society during his trips abroad. Most of his visits 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 2018, the OECD further strengthened its ties with the G20. The Secretary-General was invited to participate in all high-level G20 meetings under the Argentinian Presidency. These included several thematic meetings, such as those with the finance ministers and central bank governors in Argentina in the spring and Indonesia in the fall, in addition to the G20 Summit in Buenos Aires at the end of the year. He also attended major meetings of the G7 in Canada and the UN General Assembly in New York in September.

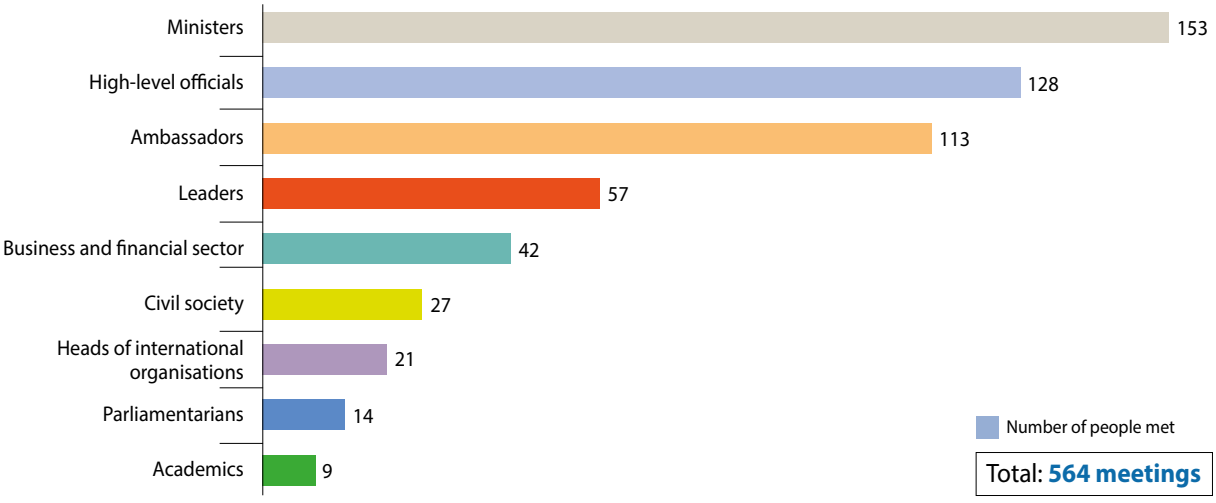
ACTIVITY IN PARIS

In 2018, the Secretary-General received 20 leaders in Paris. During the OECD Week alone, 4 heads of state or government (Colombia, France, Latvia and Lithuania), 6 deputy prime ministers or vice-presidents (Belgium, Costa Rica, Korea, Poland, Slovenia and Turkey), 59 ministers, 24 vice-ministers and hundreds of other high-level officials visited the Organisation. The Secretary-General also participated in the annual meeting of the OECD Global Strategy Group on 19-20 November.

The Secretary-General also delivered keynote remarks and participated in other important events hosted at the OECD. These included conferences, global fora and high-level committee meetings, such as the OECD Centre for Opportunity and Equality (COPE) International Diversity Forum, the OECD Global Parliamentary Network Meeting, the OECD Global Anti-Corruption and Integrity Forum, the OECD Global Forum on Development, the "No Money for Terror" conference, the OECD International Economic Forum on Latin America and the Caribbean, the Committee Chairs' Lunch ahead of the MCM, the Ministerial Meeting of the OECD's Environment Policy Committee, the Global Forum on Responsible Business Conduct, the G20 Global Forum on Steel Excess Capacity Ministerial Meeting, and the Conference of Paris.

In 2018, 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.

Figure 2: Secretary-General's bilateral meetings at OECD headquarters and abroad, 2018



In total, he held 59 bilateral meetings with OECD ambassadors and chaired 24 sessions of the OECD Council, 10 heads of delegation meetings, 8 meetings of the MCM Bureau, 13 regular meetings with chairs of standing committees and 9 meetings of the Group of Directors. He also held 51 preparatory meetings on substance and activities with different units of the Organisation, 71 regular meetings with OECD directors and 90 regular senior management meetings, as well as hundreds of management meetings on OECD housekeeping issues.

COMMUNICATION AND VISIBILITY

During 2018, 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 114 sit-down interviews while on mission and 36 in Paris from the OECD studio, in addition to many *ad hoc* interviews and press points. He launched 37 Outlooks, flagship publications and reports in 18 different countries (Australia, Brazil, Canada, Chile, Costa Rica, Czech Republic, Finland, Germany, Greece, Indonesia, Ireland, Korea, Lithuania, the Netherlands, Poland, Spain, Tunisia and the United States) and in the European Union.

During the year, the Secretary-General delivered 342 speeches and was quoted 4 823 times in the media and in 869 original articles. He authored 4 op-eds in different media outlets as well as several other articles and pieces translated into 13 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 speeches, 2014-18

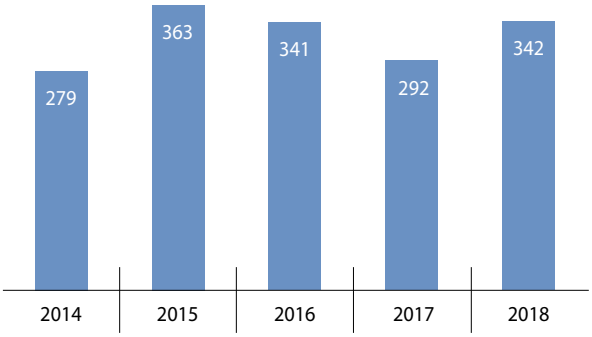


Figure 4: Number of quotes in articles, 2014-18

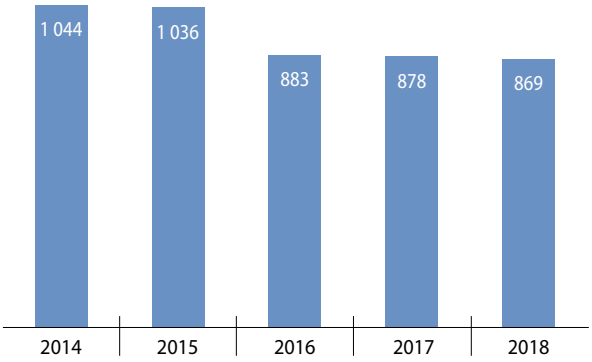
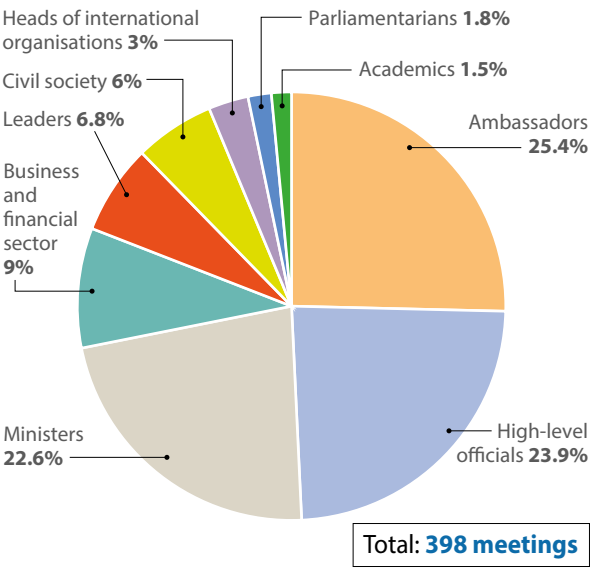


Figure 5: Breakdown of meetings at OECD headquarters, 2018





About the OECD



The OECD at a glance

www.oecd.org/aboutoecd

The OECD provides a forum in which governments work together to seek solutions to common problems, share experiences and identify best practices to promote better policies for better lives.

For close to 60 years, the OECD has helped forge global standards in areas such as governance, the fight against bribery and corruption, corporate responsibility, development, international investment, taxes, and the environment, to mention a few. Co-operation, dialogue, consensus and peer review drive the OECD as it seeks to fulfil its vision of a stronger, cleaner, fairer world economy and society.

The OECD supports policy makers in identifying challenges and addressing them through appropriate policies. It is also a source of advice on almost all areas of policy making and implementation, and one of the world's largest and most trusted sources of comparable statistical data on economics, trade, employment, education, health, social issues, migration, the environment and many other fields. It carries out its mission thanks to more than 200 committees and working groups of national experts and decision makers, and a high-quality permanent Secretariat.

The OECD includes 36 member countries. Colombia has been invited to become a Member and accession discussions with Costa Rica are ongoing.[1] Brazil, the People's Republic of China, India, Indonesia and South Africa are OECD key partners. The OECD also collaborates with more than 100 other countries, many of which participate in its committees and have adhered to its standards. Additionally, the OECD hosts the secretariat of several international programmes.

1. Since March 2014, the activities related to the accession process of the Russian Federation to the OECD have been postponed for the time being.



OECD office, Boulogne-Billancourt, near Paris. 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	His Excellency Mr Jean-Joël Schittecatte	1961
Canada	Ms Sharon Armstrong *(Chargée d'Affaires ad interim)*	1961
Chile	His Excellency Mr Felipe Morande	2010
Czech Republic	His Excellency Mr Petr Gandalovič	1995
Denmark	His Excellency Mr Carsten Staur	1961
Estonia	His Excellency Mr Alar Streimann	2010
Finland	His Excellency Mr Tuomas Tapio	1969
France	Her Excellency Ms Catherine Colonna	1961
Germany	His Excellency Mr Martin Hanz	1961
Greece	Her Excellency Ms Rania Antonopoulou	1961
Hungary	His Excellency Mr László Turóczy	1996
Iceland	His Excellency Mr Kristján Andri Stefánsson	1961
Ireland	His Excellency Mr Dermot Nolan	1961
Israel	His Excellency Mr Eli Emanuel Lev	2010
Italy	His Excellency Mr Alessandro Busacca	1962
Japan	His Excellency Mr Hiroshi Oe	1964
Korea	His Excellency Mr Hyoung Kwon Ko	1996
Latvia	Her Excellency Ms Ivita Burmistre	2016
Lithuania	Ms Lina Ramanauskaitė *(Chargée d'Affaires ad interim)*	2018
Luxembourg	Her Excellency Ms Martine Schommer	1961
Mexico	Mr Victor Manuel Uribe *(Chargé d'Affaires ad interim)*	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	Her Excellency Ms Ingrid Brocková	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 Erdem Başçı	1961
United Kingdom	His Excellency Mr Christopher Sharrock	1961
United States	Mr Andrew Haviland *(Chargé d'Affaires ad interim)*	1961
	***	
European Union	His Excellency Mr Rupert Schlegelmilch	1961

Candidates for accession

www.oecd.org/about/enlargement.htm

Colombia[b]
Costa Rica
Russian Federation[c]

Key Partners

www.oecd.org/about/membersandpartners

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

a. As of 26 April 2019.

b. On 25 May 2018, the OECD Council invited Colombia to become a Member. The date of membership will be the date of the deposit of Colombia's instrument of accession to the OECD Convention.

c. Since March 2014, the activities related to the accession process of the Russian Federation to the OECD have been postponed for the time being.

Secretary-General's Cabinet



ANGEL GURRÍA – Secretary-General
@A_Gurria

As Secretary-General of the OECD since 2006, Mr Angel Gurría has led the transformation of the OECD into the "go to" institution for policy advice and reforms. He has 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. Under his watch, the OECD has become a trusted partner for the G20 and G7, the Asia-Pacific Economic Cooperation (APEC), the Pacific Alliance and many other international fora.

He has led the Organisation in the delivery of important structural reform agendas and has overseen major results in the areas of inclusive growth, gender equality, governance, tax, anti-corruption, green growth, water, migration, education, health, innovation and trade, to name but a few. He has driven the effort to put people and their well-being at the centre of policy and growth.

He has 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 and the Sustainable Development Goals.

He has 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 which have joined under his leadership: Chile, Colombia[1], Estonia, Israel, Latvia, Lithuania and Slovenia.

1. On 25 May 2018, the OECD Council invited Colombia to become a Member. The date of membership will be the date of the deposit of Colombia's instrument of accession to the OECD Convention.



GABRIELA RAMOS – Chief of Staff and Sherpa
@gabramosp

Ms Gabriela Ramos is the Chief of Staff and Sherpa. She has played a key role in advancing the Secretary-General's strategic transformation agenda of the OECD and has led initiatives to provide targeted policy advice to countries. She ensures coherence and effective delivery across the Organisation and oversees the Secretary-General's Office. As Sherpa, she is responsible for the OECD's contributions to the G20/G7 and for the implementation of the OECD's Global Strategy. She leads the Inclusive Growth Initiative, the OECD's work on gender equality, children and anti-corruption, and oversees the Directorate for Employment, Labour and Social Affairs. She launched and still runs the initiative on New Approaches to Economic Challenges. She also co-ordinates the Annual Ministerial Meeting of the Council. She was previously Head of the OECD Mexico Centre for Latin America and launched the OECD Forum in Mexico.

In 2018, Ms Ramos was included in Apolitical's *Gender Equality Top 100: The Most Influential People In Global Policy.* She was also awarded the Forbes Prize for Entrepreneurial Excellence in 2017, and was decorated with *L'ordre national du Mérite* by the French President in 2013.



Office of the Secretary-General, OECD, Paris, 4 April 2019. Photo: OECD



MASAMICHI KONO – Deputy Secretary-General

Mr Masamichi Kono was appointed Deputy Secretary-General in August 2017. His portfolio includes the strategic direction of OECD policy on environment, green growth and financial and enterprise affairs. He also represents the OECD at the Financial Stability Board meetings. His extensive experience in banking regulation has been instrumental in engaging with the Directorate for Financial and Enterprise Affairs and the financial market sphere.

Mr Kono has had a long career in financial supervision and the regulation of financial services, in Japan and globally. He was the Vice Minister for International Affairs of the Japanese Financial Services Agency (JFSA) and President of the Asian Financial Partnership Center of the JFSA.

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 IFRS Foundation Monitoring Board (February 2013-June 2016).

He was also Secretary to the World Trade Organization's Financial Services Committee(1994-99).



LUDGER SCHUKNECHT – Deputy Secretary-General

Mr Ludger Schuknecht took up his duties as Deputy Secretary-General in September 2018. He employs 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 is responsible for the strategic oversight of the OECD's work on statistics and data, 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 co-ordinating 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.



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, trade and agriculture as well as entrepreneurship, SMEs, regions and cities. Jointly with the Secretary-General, Mr Knudsen transformed the OECD Executive Committee in Special Session into the Global Strategy Group to have a strategic forum to discuss issues of global relevance and to engage with key partners. He chaired the Global Strategy Group from 2013 to 2017.

Until the end of 2018, Mr Knudsen was Permanent Secretary of State at the Ministry of Foreign Affairs in Denmark. Prior to this, he served as Sherpa and Chief Diplomatic Advisor to two Danish Prime Ministers on Security Policy and on EU and Foreign Affairs in the Prime Minister's Office. Mr Knudsen served as Ambassador to the OECD and UNESCO in Paris (2008-09). Besides his diplomatic career, which includes postings in London (2003-04), Washington (1998-2000) and Moscow (1997), he briefly served as Group Director for International Policy at Vodafone in London (2013).



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 OECD policy on public governance and development, as well as horizontal projects on anti-corruption. In addition, he is responsible for overseeing the Sahel and West Africa Club and the Development Assistance Committee.

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 in 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.

Organisation chart as of May 2019

www.oecd.org/about/list-of-departments-and-special-bodies.htm

General Secretariat

SECRETARY-GENERAL

Angel Gurría

DEPUTY SECRETARIES-GENERAL

Masamichi Kono
Environment
Green growth
Financial and enterprise affairs
Financial Stability Board

Ulrik Vestergaard Knudsen
Science, technology and innovation
Trade and agriculture
Entrepreneurship, SMEs, regions and cities

Ludger Schuknecht
Statistics and data
Tax policy and administration
Education and skills
G20 Compact with Africa initiative

Jeffrey Schlagenhauf
Anti-corruption
Development cluster
Public governance

OFFICE OF THE SECRETARY-GENERAL

Gabriela Ramos, Chief of Staff and Sherpa
Overseeing G20/G7, Inclusive Growth, New Approaches to Economic Growth (NAEC), Gender, and the Employment, Labour and Social Affairs Committee (ELSAC)

Council and Executive Committee Secretariat
Lucy Elliott, Director

Global Relations Secretariat
Andreas Schaal, Director

Internal Audit
Inanc Yazar, Director

Directorate for Legal Affairs
Nicola Bonucci, Director for Legal Affairs and Accession Co-ordinator

Public Affairs and Communications Directorate
Anthony Gooch, Director

Strategic Foresight
Duncan Cass-Beggs, Counsellor for Strategic Foresight

Special Bodies

OECD Development Centre

Mario Pezzini
Director and Special Advisor to the OECD Secretary-General on Development

International Energy Agency

Fatih Birol
Executive Director

Nuclear Energy Agency

William D. Magwood, IV
Director-General

International Transport Forum

Young Tae Kim
Secretary-General

Directorates

Development Co-operation Directorate

Jorge Moreira da Silva
Director

Economics Department

Laurence Boone
Chief Economist
Head of Department
G20 Finance Deputy

Álvaro S. Pereira
Director of Country Studies Branch

Luiz de Mello
Director of Policy Studies Branch

Directorate for Education and Skills

Andreas Schleicher
Director and Special Advisor on Education Policy to the Secretary-General

Directorate for Employment, Labour and Social Affairs

Stefano Scarpetta
Director

Centre for Entrepreneurship, SMEs, Regions and Cities

Lamia Kamal-Chaoui
Director

Environment Directorate

Rodolfo Lacy
Director

Executive Directorate

Josée Touchette
Director

Directorate for Financial and Enterprise Affairs

Greg Medcraft
Director

Directorate for Public Governance

Marcos Bonturi
Director

Directorate for Science, Technology and Innovation

Andrew Wyckoff
Director

Statistics and Data Directorate

Martine Durand
Director and Chief Statistician

Centre for Tax Policy and Administration

Pascal Saint-Amans
Director

Trade and Agriculture Directorate

Ken Ash
Director

Special Entities

Financial Action Task Force

David Lewis
Executive Secretary

Multilateral Organisation Performance Assessment Network

Suzanne Steensen
Head of MOPAN Secretariat

Partnership in Statistics for Development in the 21st Century

Johannes Jütting
Secretariat Manager

Sahel and West Africa Club Secretariat

Laurent Bossard
Director

OECD Centre for Skills

Montserrat Gomendio
Head

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 budget for 2019 is EUR 386 million. The budgetary resources of the Organisation are supplemented by voluntary contributions, equivalent to around half of the budget. 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 2019

All member countries contribute to the outputs funded by "Part I" of the budget, which accounts for 53% of the overall budget of the Organisation (compared to 54% in 2018). 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 27% 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 office, Boulogne-Billancourt, near Paris. Photo: OECD







Ministerial Council Meeting



2018 Strategic Orientations of the Secretary-General

Connectedness, Impact, Engagement: An OECD that Delivers Effective Multilateralism

Signs of frustration with multilateralism should not eclipse the many benefits that governments and people have derived from the system of international co-operation established since the end of World War II. Multilateral co-operation provides venues to resolve differences peacefully; platforms to agree on common rules of the game; mechanisms to better manage international flows of people, capital, goods and services; channels for exchanging ideas, data, experiences and practices so that countries can learn from each other. Global co-operation and integration has been critical to the impressive expansion of well-being and opportunities that we have witnessed over the past 70 years.

However, today multilateralism is at a crossroads. Its ability to deliver effective collective action that provides solutions to global challenges is increasingly being put to the test, and it has to meet higher demands for better globalisation outcomes for people. This creates an environment where some governments would prefer to advance their policy goals through national or ad hoc responses, rather than through multilateral ones. The fact that many people and communities feel left behind



Justin Trudeau, Prime Minister of Canada, with Angel Gurría, OECD Secretary-General, during a bilateral meeting in Paris, 16 April 2018.
Photo: OECD/Hervé Cortinat

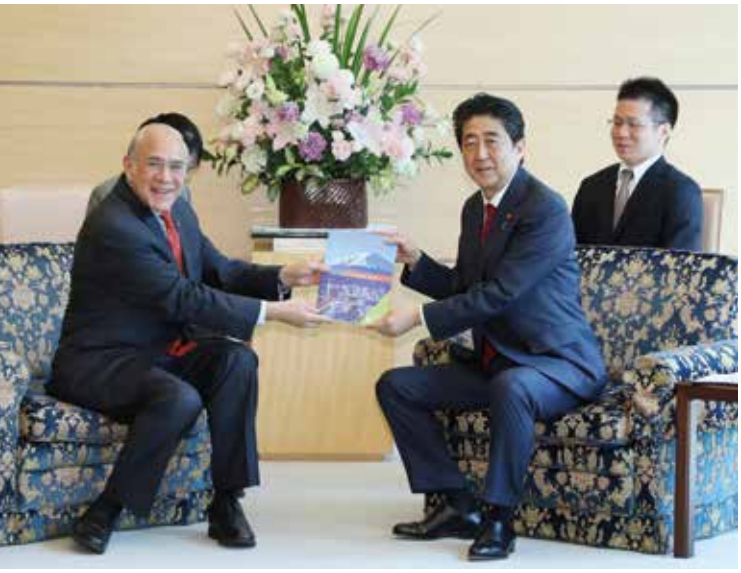


Angel Gurría, OECD Secretary-General, with the OECD Intern Circle, Paris, 29 January 2019. Photo: OECD/Hervé Cortinat

by globalisation and excluded from the benefits generated by greater interconnectedness and collaboration across borders is contributing to this dynamic, as we discussed at last year's Ministerial Council Meeting. Populist and protectionist trends are a source of concern, as is the proliferation of fake news: these call into question the role of organisations like our own, which stand for openness and international co-operation and which base their policy recommendations on solid analysis rooted in facts, evidence and rigorous indicators.

Despite its achievements, it is evident that the multilateral system needs to adapt to new demands and a rapidly changing context characterised by new geometries in geopolitics and the international economy, including the growing importance of emerging economies, increased interconnections across countries and between people, as well as the anxiety caused by the pace at which digitalisation, demographic trends and new technologies are transforming our economies, our societies and our lives. Multilateralism should also help provide answers to those left behind by the globalisation process. Indeed, in many areas our policy responses are trailing behind: the financial and economic crisis that started in 2008, the growth of inequalities of income and opportunities, cross-border competition distortions, the perception of fiscal unfairness, the risk of climate change and natural resource depletion and the dark side of growing interconnectedness (illicit flows, cybersecurity threats, terrorism financing, etc.) have created a sense that we have failed to keep pace with the globalisation of economic activity. This has led to a questioning of multilateralism itself. And failing to react to this increasing uneasiness runs the risk of a reversal in international co-operation, with serious consequences for peace, progress and well-being around the world.

The ability to move forward and adapt multilateralism to the times we live in depends on the readiness of sovereign countries to do so. Multilateralism is not an end in itself, nor is it the only tool that countries have at their disposal. But in many areas it remains the most concrete and effective way countries have to design, develop and deliver the right policies for improving people's lives. The growing cross-border flows of people, goods, services, assets, data and knowledge have considerably expanded the range



Angel Gurría, OECD Secretary-General, with Shinzō Abe, Prime Minister of Japan, holding the Better Policies report on Japan, Tokyo, 12 April 2018. Photo: Government of Japan



Angel Gurría, OECD Secretary-General; Esteban Moctezuma Barragán, Minister of Education of Mexico, and Gabriela Ramos, OECD Chief of Staff and Sherpa, present *The Future of Mexican Higher Education: Promoting Quality and Equity* and *Higher Education in Mexico: Labour Market Relevance and Outcomes*, Mexico D.F., 10 January 2019. Photo: OECD/Luis Silva

of global policy challenges that cannot be handled by any one country alone. This interconnectedness also means that different countries are increasingly confronting related domestic policy challenges at the same time. While national circumstances are different, countries can benefit from sharing best practices and learning from each other's experiences in addressing similar issues. This can lead to greater international co-operation and, eventually, to more effective forms of collective action. As such, the key question for an institution like the OECD is how to continue distilling best practices and providing the evidence on the benefits and outcomes from working together, in order to ensure that countries display the necessary level of ambition and harness their power to jointly address the challenges faced by our people and our planet. This is the best response that we can give today to all those who are disillusioned with the current multilateral system and tempted to disengage from it.

The OECD was born out of the need of like-minded governments to find common responses to shared challenges. Through its working methods, statistics, research, policy recommendations, instruments, standards and sharing of best practices, our Organisation has been an active contributor to the multilateral system for over half a century, providing leadership and support in several areas including economic growth, productivity, migration, employment, development, taxation, education, health, climate change, trade and investment, to name just a few. The OECD, as a leading standard setter and "do-tank", can actively support our Members and Partners in their efforts to tackle the challenges of our time by helping make multilateralism more agile and effective. We offer a unique combination of reliability and flexibility that can be particularly suited to the current transitional phase of multilateralism. As the Organisation approaches its 60th anniversary in 2021, and our Members seek to reshape multilateralism in a way that better addresses their demands, the Secretary-General's Strategic Orientations for 2018 focus on 3 principles targeted at maximising the value added that we can provide:

- **Connectedness:** How can the OECD be most useful in helping countries understand the effects of interconnectedness between people, economies and systems and reap the benefits through multilateral co-operation?

- **Impact:** What are the specific policy areas on which the OECD should focus given both its greater value added and skills set?

- **Engagement:** What are the transformations that the OECD needs to undertake to deliver at its best?

Linking all these pieces together, the OECD can produce the best analysis to explain current megatrends, and can support its countries in how to respond to them.

CONNECTEDNESS: How can the OECD be most useful in helping countries understand the effects of greater interconnectedness between people, economies and systems and reap the benefits through multilateral co-operation?

In the 2011 OECD Vision Statement, coinciding with the 50th anniversary of the OECD, Members underscored their resolve to make the OECD a more effective and inclusive global policy network to ensure its continued influence improving the well-being of people in a rapidly changing world. Seven years later, in a context characterised by a rising backlash against globalisation and rapid erosion of the trust in the multilateral system and the institutions underpinning it, the OECD has an important role to play as our countries rethink the contours of a new multilateralism that responds to today's needs.

Greater interconnectedness between the world's economies and societies does not in itself offer a way forward. But rather than disconnecting or withdrawing behind national borders, countries need to agree on the need to fix and improve a system that has served us well but now needs to deliver better. For the OECD, six proposed pathways would be instrumental in our efforts to support countries at a moment when multilateralism is being questioned and when we need to join forces to show that it remains the best tool to address the many challenges that we face. These proposals are based on the reflections of the Secretary-General. To move them forward, he will consult with Members on their value and possibilities.

Six proposals

1. **Increased coherent approach to the international policy agenda**
2. **Cross-committee connectedness**
3. **Incubation of standards and effective implementation**
4. **Increased IO coordination**
5. **OECD regional networks**
6. **High-level Advisory Group to the Secretary-General on effective and agile multilateralism**



Angel Gurría, OECD Secretary-General, with Mauricio Macri, President of Argentina, at the G20 Leaders Summit, Buenos Aires, 30 November 2018.
Photo: G20 Argentina



Meeting of the OECD Council at Ministerial Level, OECD, Paris, 30 May 2018. Photo: OECD/Hervé Cortinat

1. Increased coherent approach to the international policy agenda: Helping inform and advance the agenda on international co-operation remains a top-priority for the OECD. This implies being sometimes the 'best supporting actor', especially with regards to UN-led processes like the 2030 Sustainable Development and Paris Agreement Agendas. We can assist countries in implementing the SDGs, helping to measure their distance to targets, assisting with national strategies, and leveraging financing for development. The OECD has one of the most comprehensive databases on all policy-making areas, which has proven useful as Members advance their implementation of the SDGs. Likewise, based on our economic and financial perspective, we will continue to contribute to the fight against climate change and promote the alignment of policies for the transition to a low carbon economy, collaborating closely with UNFCCC, and working with the IEA, NEA and ITF in their respective areas of expertise. We will support governments to achieve their Nationally Determined Contributions set forth in the context of the Paris Agreement. We will help enhance policy coherence on adaptation and mitigation policies and we will



contribute to the mobilisation of resources for green finance. Our contribution to global agendas extends to other areas like international migration (where we have more than 40 years of experience tracking migration flows and policies) and disaster risk reduction. In other domains, like education and the international fight against tax avoidance and evasion, we should continue to lead by applying our expertise and comparative advantage. We will remain active in supporting the G20 and G7 Presidencies, as well as other international fora, and informing the policy agenda to which we contribute regularly. Our involvement in all these agendas and the strategic partnerships we are developing with several leading institutions on Systems Thinking, anticipation and resilience puts the OECD in a unique position to support greater innovation, effectiveness, coherence and consistency of policy efforts to address the critical global issues facing humanity.

- **What's next?** One of the main strengths of the OECD is its multidisciplinarity. We propose to continue leveraging this capacity to help monitor and establish interlinkages among different sectoral international agendas, so they can be better coordinated and rationalised, spill-over effects can be more closely accounted for, and synergies across areas can be more effectively leveraged and maximised. We can contribute to avoid a siloed approach. The OECD's active engagement in relevant processes, initiatives and fora championing such agendas provides a unique opportunity to foster a more coherent approach to global challenges by the international community. Further leveraging of the Inclusive Growth and New Approaches to Economic Challenges (NAEC) initiatives, our strategic foresight capacity and our environment work across the OECD will be instrumental in helping inform a more coherent and interconnected agenda to address global challenges and in anticipating emerging risks.

2. Cross-committee connectedness: The OECD's ultimate ability to help countries reshape the multilateral system will rely on continuing to provide well-founded and reliable expertise upon which Members and Partners can advance better policies for better lives. A top priority of our Organisation should be to continue providing the best statistics, along with evidence-based analysis and recommendations, anchored in the state-of-the-art research carried out by the Secretariat and the reality check and quality control provided by our committees. This is a unique combination that links to governments' priorities and enhances impact. The OECD's benchmarking and peer review mechanisms

allow the distillation of best practices that can help guide multilateral agendas. To do so, we need to build more and better bridges across policy communities, in order to better understand complexities and spill-over effects. This implies connecting more and better the work of our committees, in the same vein that we have done across directorates, by enhancing horizontality and linking the dots across policy areas.

- **What's next?** We propose to look at ways to foster the regular interaction and exchange among OECD committees and experts groups, focusing on creating venues, tools and institutional mechanisms to do so. A concrete step would be scaling up the annual effort to bring together the Chairs of Committees in the context of the MCM. A reinforced community of committee chairs and delegates can help the OECD identify areas where it can be most effective and useful to the international community, exploiting synergies and anticipating trends. We will work with committees to organise more joint meetings to advance cross-sectoral approaches, especially around the topics at the core of the global policy agenda (development, climate, digitalisation, migration, etc.).

3. Incubation of standards and effective implementation: Good research, analysis and best practices need ultimately to translate into better policies in order to benefit people's lives. We need a globalisation based on clearly defined and accepted rules that apply equally to everyone. We need a race-to-the-top in terms of appropriate and robust international norms and standards that level the playing field. The OECD is a reference in several areas ranging from corporate governance, anti-corruption and integrity, responsible business conduct and competition, to taxation and environmental practices. This expertise has helped countries advance international rules of the game in these different areas. While we complete the on-going review of our standards to ensure that they are fit for purpose and



Bilateral meeting of Angel Gurría, OECD Secretary-General, and Moon Jae-in, President of Korea, Seoul, 26 November 2018.

Photo: The Republic of Korea, Cheong Wa Dae

Dr Abdullah Abdullah, Chief Executive of Afghanistan, signs the guestbook with Angel Gurría, OECD Secretary-General, Paris, 21 November 2018.

Photo: OECD/Andrew Wheeler

maintain their relevance and impact, growing citizen discontent illustrates the pressing need to ensure broader coverage and effective implementation among member and partner countries alike, as well as to accelerate standard setting in critical areas underpinned by rapid technological change.

- **What's next?** We propose sharpening the reach and effective implementation of existing standards, and exploring areas where the OECD could play a useful role in helping develop further multilateral collaboration, especially those affected by new technologies. We need to redouble our efforts to get major non-OECD economies to join key OECD instruments. We will phase out standards that may no longer be needed. Most importantly, we need to explore synergies across international instruments and standards in order to contribute to a more coherent and effective multilateral legal framework that can help level the global playing field and ease off tensions on trade and foreign investment.

4. Increased IO coordination: International Organisations (IOs) are key actors in the current multilateral system, leveraging collective knowledge through their expertise. It is only natural that, respectful of each other's mandates and work, IOs mutually reinforce and improve their coordination in order to make multilateralism work and deliver better results. For the OECD, with its multidisciplinary expertise in many dimensions of public policy-making, ensuring complementarity and synergy with the work of other IOs is crucial. In particular with the UN system and Bretton Woods institutions, we promote this coordination on a regular basis, often in the context of mandates for collaboration on specific areas emanating from international fora like the G20 and G7. Several flagship reports and policy dialogue initiatives are jointly undertaken with other IOs, a co-operation that enhances the relevance and impact of our work and helps leverage the different angles with which we approach single issues. The OECD has also facilitated the setting up of an IO partnership on





From left: Vincent Fouchier, Chair, OECD Working Party on Urban Policy; Ulrik Vestergaard Knudsen, OECD Deputy Secretary-General; Lamia Kamal-Chaoui, Director, OECD Centre for Entrepreneurship, SMEs, Regions and Cities (CFE); Angel Gurría, OECD Secretary-General; Juliette Foster, TV and radio presenter; and Aziza Akhmouch, Head of the City, Urban Policy and Sustainable Development Division in CFE, 7th OECD Roundtable of Mayors and Ministers: Mayors, Ministers, Megatrends - Principles for Collective Action, Athens, 19 March 2019.
Photo: OECD

international regulatory co-operation. However, coordination among IOs can be further improved. Effective multilateralism demands closer coordination among us, so that we can better serve our member countries and support their global agendas.

- **What's next?** We propose to work with other IOs with a view to establish an annual stock-taking by the heads of the most relevant IOs to discuss how our institutions can better coordinate, exploit synergies, avoid unnecessary duplications and improve the alignment and synchronisation of our respective corporate strategies, to the benefit of our Members, their priorities, and the international community as a whole. Fully respectful to each Organisation's core activities and respective programmes of work, this stock-taking could improve coordination in a more regular, structured manner.

5. OECD regional networks: OECD membership is one of the most powerful mechanisms through which the OECD helps to enhance the effectiveness of multilateralism, as countries that undergo an accession process upgrade their policies to OECD standards and commit to an agreed set of international rules. The Organisation's global relations strategy acknowledges that the OECD does not aspire to universal membership. Key Partner, Country and Regional Programmes offer a valuable channel to bring non-members closer to OECD instruments, policies and practices, resulting in more widespread acceptance of our standards. The large membership of non-OECD countries in the Development Centre and the participation of non-members in different committees and working groups has also contributed to deepen engagement and enhance the global relevance of the Organisation. However, the current discussions on accession illustrate the special attractiveness

of OECD membership. There is a risk of eventual disengagement and distancing by countries that cannot be given this option by existing Members in the foreseeable future.

- **What's next?** We propose to strengthen the OECD's global relations strategy with a view to gradually consolidating stronger OECD networks in regions prone to move closer to OECD practices and standards. This could be a valid response to the Organisation's aspiration to make its standards and policies count on a global scale without becoming a universal Organisation. Building on the work and programmes already in place, these would be well-established, more ambitious mechanisms for regular dialogue, collaboration and exchange of experiences and would identify further areas of interest for Committees and Directorates to increase collaboration with Partners. South East Asia, Eurasia, South East Europe, MENA, Africa and Latin America are the basis for this reinforced co-operation. Key Partners, the beneficiaries of Country Programmes, OECD Development Centre Members and specific countries with a strong willingness to join the Organisation but whose aspiration for eventual OECD membership cannot presently be satisfied could be leaders in this endeavour.

6. High-Level Advisory Group to the Secretary-General on effective and agile multilateralism: The OECD can contribute to the reflection on how to improve the functioning of the existing multilateral system. Its particular value added and experience in developing solutions that have been effective in addressing global challenges can shed valuable light as Members consider how multilateralism needs to adapt to a new context and become more effective and agile. Our expertise on governance issues can also be particularly useful. We need to analyse the processes that have been successful in addressing global challenges and learn from them. The OECD can help facilitate the reflection and dialogue on the characteristics of the new multilateral system that our countries need, based on past experiences of success and failure.

- **What's next?** The Secretary-General will call a High-Level Advisory Group to help us reflect on the future of multilateralism. The group will take stock of current discussions on multilateralism, both at the OECD and in other international fora. It could provide a non-binding report to the MCM 2019 on how to make multilateralism more effective and agile, for consideration by Member countries.

IMPACT: What are the specific policy areas on which the OECD should focus given both its greater value added and skills set?

We propose 5 priorities that should help guide our activities in different policy domains in order to ensure the continued relevance of our Organisation. These substantive priorities are the result of two interplays. On the one hand, there is the interplay between the spheres of domestic and international policies, increasingly interlinked and mutually affecting each other. On the other hand, we see



Angel Gurría, OECD Secretary-General, welcomes Carlos Alvarado, President of Costa Rica, at the OECD, Paris, 13 November 2018.
Photo: OECD/Victor Tonelli





Ludger Schuknecht, OECD Deputy Secretary-General, and Hendrik Hoppenstedt, Minister of State to the Chancellor of Germany, Berlin, 6 November 2018. Photo: OECD

HM Felipe VI of Spain and Angel Gurría, OECD Secretary-General, at the World Economic Forum, Davos, 25 January 2018. Photo: OECD

the interaction between the 3 "Ps": the individual (people), the socioeconomic system (prosperity) and the larger ecosystem (planet). These 5 substantive priorities are duly aligned with my most recent Strategic Orientations and the *21 x 21 Agenda*. They also reflect the priorities expressed by Members in recent exchanges related to the preparation of the 2019-2020 Programme of Work and Budget, including the Ambassador's Informal Convergence Paper.

Five substantive priorities

1. **Measuring and promoting well-being, sustainability and inclusiveness**
2. **Renewing the social contract**
3. **Harnessing productivity and competitiveness**
4. **Preparing for digital transformation**
5. **Levelling the playing field**

1. Measuring and promoting well-being, sustainability and inclusiveness: The OECD's mission is to promote better policies for better lives, and in order to do so we need to further consolidate our transformation from an Organisation focused mostly on measuring and encouraging traditional economic growth to one that also concentrates on improving people's well-being and the quality, equity and environmental effects of growth. The OECD's participation in this paradigm shift is indispensable. It implies building on the report *Towards a New Narrative*, developed by NAEC, and on our Inclusive Growth, Better Life and Green Growth initiatives, as well as on the new Jobs Strategy, ultimately delivering a new growth narrative that can help guide policy-making. The Economic Development and Review Committee provides a unique platform for peer reviewing by countries of their progress towards resilient, inclusive and sustainable growth. We will continue to review and upgrade our models, research and policy

analysis by incorporating a more comprehensive, multidisciplinary approach, including through the greater use of microdata, big data and new sources of information. We will build on our global leadership in measuring the access to and quality of public services, especially health and education, to focus more on the satisfaction of citizens with these services and outcomes, including through the PaRIS initiative. We will also pay greater attention to housing and other aspects related to well-being. The alignment of social policies with the concerns of citizens will determine the future work of the Organisation on this area. It is very important that we continue to go from research and analysis to supporting implementation, from words to action, from thinking to doing. This implies that in our communications we focus more evenly on the qualitative aspects of growth and well-being, as well as on quantitative ones. Ultimate policy impact is what counts.

- **What's next?** We need to weave the inclusive and sustainable growth agendas even more closely together. The continuing increase in inequalities of income and opportunities in many member countries makes this necessary. The completion of the policy framework on Inclusive Growth, with its multidimensional measurement of living standards, will contribute to advance policy solutions. Likewise, we will continue to broaden the scope and accuracy of our measurement tools, going beyond GDP. The 6th OECD World Forum on Statistics, Knowledge and Policy, which will take place next November in Incheon, Korea, will help add political momentum to this endeavour. Our efforts to measure, analyse and understand the transboundary spillover effects of domestic policies in the 2030 Agenda, including through data on development, as well as the micro-data we have collected on the contribution of MNEs and their behaviour within Global Value Chains, also have great potential for improving our frameworks. Ten years after the start of the financial crisis, the NAEC project on intergovernmental resilience being developed with several Members will help governments to manage, coordinate and better address threats that are international in scope, from financial contagion and ecological disasters to cyber-threats and disease epidemics. The establishment of a high-level advisory group on a new growth narrative in the context of NAEC will help us advance better solutions to build a more equitable and resilient circular economy, grounding it on solid theoretical bases. Our partnerships with Oxford University, the London School of Economics, the International Institute for Applied Systems Analysis and the Joint Research Centre of the European Commission will help in this regard.

2. Renewing the social contract: The OECD has an instrumental role to play as many of our countries explore the foundations of a renewed social contract that can improve citizens' trust in their governments, institutions, business sector and international institutions. Increasingly complex global trends – such as financial, currency and sovereign debt crises; the refugee crisis; and global threats like terrorism and climate change – make people question whether these challenges can be overcome and prosperity and well-being can be preserved. Globalisation and digitalisation, as well as demographic changes, are challenging the traditional approaches to social policy. Income and wealth inequality, which have been rising in many countries, risk fraying the fabric of societies and cast doubts on people's beliefs in theirs and their children's ability to move up the social ladder. Inclusion of historically disadvantaged groups, such as racial and ethnic minorities, migrants, people with disabilities, and LGBT people needs continued attention. Decisive policy action, starting at early ages and lasting throughout the life-course, is needed to prevent ageing unequally. And while some progress has been made to close gender gaps, large disparities between women and men still remain. We will not succeed as a society as long as half of our populations do not enjoy the same chances in life. Policies will need to provide security without stifling entrepreneurial dynamism

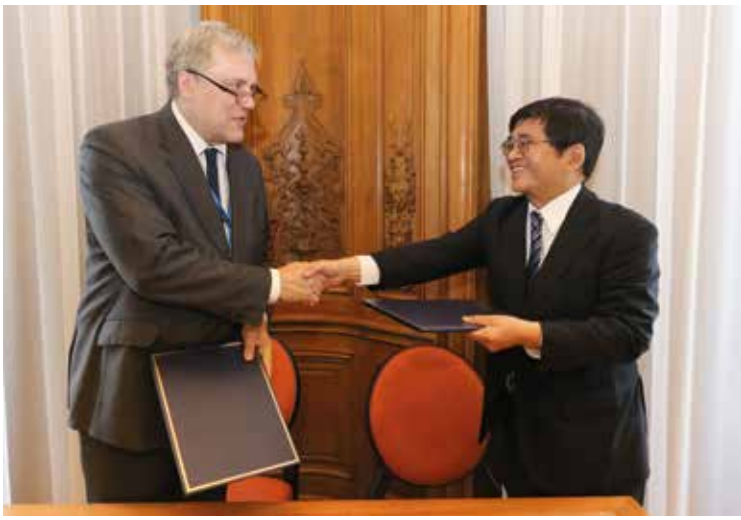
through high costs and burdensome bureaucracy. Drawing on its large body of work, the OECD can provide guidance and support policies that address these trends and correspond to the needs of all groups: older people, youth and children, the poor, the marginalised, and the middle class. With its expertise on good governance and best practices in terms of transparency, integrity and efficiency in the public sector, our Organisation can help governments meet citizens' expectations. The OECD can also contribute to prioritise work on the well-being of children, from early childhood education and care to the elimination of child labour in all forms, particularly the trafficking of children and abolition of modern slavery. Renewing the social contract also implies an intergenerational pact of solidarity that preserves biodiversity and prevents the depletion of our planet's resources. Analysing the social and behavioural foundations of both short and long-term co-operation (beyond political cycles) to develop a better understanding of the measures that can help rebuild trust within society will be key.

- **What's next?** The OECD can contribute to a reflection on a renewed social contract in which citizens feel they are an integral and active part of society. A narrative on how the state can act – on the one hand as an enabler to empower every citizen to fulfil his/her full potential, and on the other by contributing to a positive business environment – is becoming increasingly necessary. This is particularly true when providing opportunities for the bottom 40% in education, skills, jobs, housing and other aspects critical for people's well-being. Taking into account that each country faces a different reality, we can deliver key support to governments in redefining societies adapted to the 21st Century, in which the borders between domestic and global polices are increasingly blurred and the enabling role of the



Michaël Jeremiasz (third from left), Co-founder of the association *Comme les Autres* with members of the association, after speaking at the OECD as part of the Coffees of the Secretary-General series, Paris, 30 October 2018.
Photo: OECD/Maud Bernos

State needs to be reframed to take into account emerging challenges. Certainly, societal preferences and history will determine the shape and role of the State, as Members have very different views, but the reflection should be interesting and useful to them, without delivering "one size fits all" prescriptions. Drawing on the OECD's Inclusive Growth Initiative, the recommendations and implementation of the new Jobs Strategy and the Future of Work and Going Digital projects, the work on Gender Economic Empowerment and Leadership Positions, as well as international initiatives where the OECD plays a key role, such as the Global Deal, the Equal Pay International Coalition, and the Global Coalition to End Child Poverty, the OECD can leverage its cross-sectoral experience and contribute to design a reinvigorated, more inclusive social contract. The recently held OECD Social Policy Ministerial in Montreal and the mandate provided by Ministers offer a great platform for the Organisation and our countries to rethink social protection systems, update them and adapt them to a changing context. Likewise, ongoing work on public sector innovation, openness, transparency and civic participation is critical for this process, as will be the implementation of a comprehensive OECD Strategic Approach to Combating Corruption.



Alar Streimann, Ambassador, Permanent Representative of Estonia to the OECD, and Masamichi Kono, OECD Deputy Secretary-General, at the Signing Ceremony with Estonia for the Multilateral Convention to Implement Tax Treaty Related Measures to Prevent BEPS (MLI), Paris, 29 June 2018. Photo: OECD/Andrew Wheeler

3. Harnessing productivity and competitiveness: Some countries have expressed concerns that our inclusiveness and sustainability agenda may come at the expense of the OECD's traditional focus on promoting economic growth. We want to reiterate, once more, that this is not the case. Our research has shown that both inequality and environmental degradation can be detrimental to sustainable growth. At the same time, sustainable and responsible growth and wealth creation are key drivers of better lives, generating more opportunities. Therefore, one of our strategic priorities will remain to harness productivity improvements and increased competitiveness to support vigorous growth and jobs and wealth creation. The Global Forum on Productivity enables a rich dialogue on policies to boost productivity growth. We will continue focusing on the Productivity/Inclusiveness Nexus, supporting our Members in their efforts to foster both competition and competitiveness, as well as to harness existing resources to promote growth and well-being in the context of the digital economy, in particular by tapping the large pool of existing savings to invest in education and skills. We will promote investment in sustainable and quality infrastructure as a way to improve productivity and support continued prosperity, while minimising adverse environmental and social impacts. Besides improving the targeting and tailoring of our assistance to countries on their structural reforms, we need to get closer to the reality of specific communities for which generic policy recipes may not work, identifying how they can connect better with the opportunities offered by the global economy and the digital transformation. We will continue to strengthen the links between the competitive and inclusive growth agendas, as well as the green growth agenda, and advance our research on how the financial system can best contribute to the rest of the



Emmanuel Macron, President of France and Angel Gurría, OECD Secretary-General at the 2018 OECD Ministerial Council Meeting, Paris, 30 May 2018. Photo: OECD/Salomé Suárez

economy and on how future crises can be averted. We also need to work with other relevant actors to ensure that the Intellectual Property Rights system strikes the right balance between incentivising innovation and ensuring benefits for the wider society.

- **What's next?** The advancement of a consolidated agenda to provide more targeted support to countries to implement structural reforms is a key element in our productivity and competitiveness agenda; it should help bridge policy recommendations and encourage effective reforms. The work derived from the recent SME Ministerial will provide us with the basis to advance a meaningful agenda in this important policy area, including reforms, framework conditions and targeted policies to enhance the productivity and competitiveness of SMEs; we should continue enhancing our work with firm-level data. We should also refine our tools and analysis to help foster new businesses and to ensure that the most innovative firms find the resources needed to flourish, including through effective market regulations that enable competition, trade and the reallocation of resources. A greater closeness to countries' realities will also enhance the impact of our work at the local level, especially as we focus more on the local drivers of entrepreneurship and job creation. Addressing the geographies of discontent is also of utmost importance. As voiced by many Members, there are specific economic activities like tourism, where the OECD should ensure that their potential as engines for growth and local development is maximised. Through our new horizontal project on Strategic Policies for Sustainable Infrastructure, we should also sharpen the OECD's capacity to assist in mobilising long-term investment and more efficient capital allocation towards sustainable and quality infrastructure projects that improve people's well-being and reduce environmental degradation.

4. Preparing for the digital transformation: The completion of our Going Digital project is paramount. But it is only the beginning of an Organisation-wide effort that should translate into better policies for a fundamentally different world from the one that we have known until now; and all in an unprecedentedly short time span. Understanding the benefits and challenges that the digital transformation is bringing to our economies, societies and lives should help lay the foundation for a Herculean effort of anticipation and preparedness by governments. Extending our mandate to work in this area is a priority which should both maintain the momentum through continued coordination and help us develop new horizontal products like a "tool kit" of policies. Issues around the impact of automation in jobs, the tax challenges arising from the digitalisation of our economies, privacy and security in the digital age, the effect of digitalisation on competition, or the usage and regulation of artificial intelligence

and blockchain technologies underscore how rapid developments can quickly overtake the policy agenda. Artificial Intelligence, gene editing and several other technologies underpinned by the digital revolution are next in line. The OECD, along with policy-makers and other international organisations, must help streamline decision-making processes and international coordination to drive digital transformation toward growth and well-being and help facilitate agreement on how to tackle specific issues affecting our present and future. Our Organisation cannot be on the side-lines of such debates, and should continue to connect such transformation across different policy areas and provide policy-makers with new tools to harness them. We must also ensure that the digital economy serves all people and firms. To do so, we need to sharpen our capacity to deal with new risks, including those related to digital divides and security aspects related to the Internet of Things, while better understanding how to maximise the transformative power of the new economy. Our work needs to unleash the potential for innovation in our economies and societies, while addressing at the same time potential 'global bads' related to digitalisation, like cyber-attacks or new venues for crime and corruption.

- **What's next?** Besides remaining ahead of the curve on our measurement, research and analysis on innovation and how digitalisation is transforming our world, the adequate coordination and cross-fertilisation of our Jobs and Digital Strategies will be essential for the OECD to deliver at its best. The next steps will entail the implementation of these Strategies at the country level, in a similar way to what we have done with the Skills Strategy. Along these lines, we should continue to be a leading reference on how to equip people and firms with the education and skills they need to adapt and thrive in a rapidly changing world of work, through lifelong learning and the acquisition of the global, social and emotional competences necessary to live fulfilling lives. The development of a global competence framework and the emphasis on early childhood education will remain essential. Beyond more and different skills, the technological transformation will require us to reassess whether our labour market regulations and our social protection systems are still able to operate well or whether they need restructuring. The establishment of the NAEC Innovation Lab and an Observatory on Emerging Digital Technologies (including artificial intelligence and blockchain) will contribute to better understanding the complexity and interaction of our economic, financial, social and environmental systems. A greater focus on privacy and data protection will be key in order to build trust in digitalisation; similarly, we will continue focusing on how to foster digital infrastructure through financing and the role of the public sector. The deepening of our strategic foresight capacity and its integration and mainstreaming into all our streams of work remains a priority to make the OECD more useful and relevant in the digital era.

5. Levelling the playing field: A fair and inclusive globalisation is one in which all actors abide by the same rules in a principled playing field. We need to understand the frustration of countries and firms when they feel that competition is unfair, as well as that of citizens when they perceive the system sometimes may benefit specific groups. In the current context, the OECD's role in supporting efforts to level the playing field is more important than ever. Multilateral standards, as strong and universal as possible, are the best possible solution, and the OECD remains a privileged setting that can help support and broker them, drawing on its expertise, its convening power, and its existing instruments to build widespread consensus. Better understanding how business conditions and targeted policies impact firms, in particular SMEs, can help governments ensure that all businesses operate on an equal footing in a globalised economy. But levelling the playing field relates not only to the fair competition between countries and companies; it also applies

to the duty that businesses, like individual citizens, have towards societies: as tax payers, as responsible actors and as models of conduct. By consolidating and complementing its existing work and instruments on anti-corruption, competition, SOEs, corporate governance, due diligence in supply chains and responsible business conduct, as well as on the "dark side" of the economy (illicit trade, cybersecurity, economic and financial crimes, other illicit financial flows), the OECD can help redefine the role of business in the global economy, and its responsibility towards society at large.

- **What's next?** The next few years will be critical to ensure that different approaches to cross-border trade and investment can be addressed through multilateral channels, in order to avoid a loss of wealth and opportunities for progress. Thus, our efforts should focus on strengthening existing mechanisms to resolve disputes and address imbalances rooted in unfair competition, including harmful subsidies or state interference. Addressing the issue of excess steel capacity through the Global Forum and extending this mechanism and the lessons learned to other sectors facing a similar challenge should remain a priority. The adoption and implementation of the OECD guidelines on SOEs by more countries, as well as our guidance and recommendations on how to ensure competitive neutrality between public and private businesses, are also paramount. We should strengthen the National Contacts Points under the OECD MNE Guidelines. We should redouble our efforts to improve the level playing field for international trade and investment and its fairness, highlighting the role of trade-distorting support across a number of sectors and working with governments to find solutions in line with our work on the Global Forum on Steel Excess Capacity. A freer, fairer and more open rules-based international system, coupled with domestic policies that promote competition, innovation, opportunity and, overall, more inclusive growth, is critical to build public support for multilateralism. Advancing transparency on



OECD Global Forum on Development: The Power of 4 Billion, Paris, 5 April 2018. Photo: OECD/Andrew Wheeler



Laurence Boone, OECD Chief Economist, at the presentation of the *OECD Interim Economic Outlook* in Paris, 20 September 2018. Photo: OECD/Hervé Cortinat

beneficial ownership across jurisdictions will complement the contribution that our Organisation is making through Automatic Exchange of Financial Account Information (AEOI) and Base Erosion and Profit Shifting (BEPS) to level the playing field among tax payers, both individuals and businesses. The recently created OECD Global Forum on Digital Security and Prosperity and future work on the Anti-Bribery Convention, illicit trade and illicit financial flows will also be instrumental. The advancement of an SME agenda will also provide governments with a platform for coherent action on SMEs and a menu of policy tools to level the playing field for firms.

ENGAGEMENT: What are the transformations that the OECD needs to undertake to deliver at its best?

The OECD can contribute to improve multilateralism both through its substantive work and its underpinning of institutional arrangements and processes to make international co-operation more agile and effective. But ultimately, it will be the transformation of the Organisation itself, adapting to new needs, that will determine its ability to deliver for our countries. The key word here should be engagement, and four principles should guide this OECD transformation going forward:

Four principles

1. More engagement with Members
2. More engagement with Partners
3. More engagement with stakeholders
4. More engagement within the Organisation

1. More engagement with Members: The OECD is at the service of its Members and we need to ensure that our work is of the utmost relevance and usefulness to them. Working for Members and with Members and listening to their needs and requirements will continue to be our priority. More than 80 percent of the travel and missions undertaken by the Secretary-General is to Member countries. We will focus on reinforcing the regular exchange with delegations, and further capitalise on their role not only as representatives of their governments at the OECD, but also as spokespersons for the Organisation in their respective countries. Members have given guidance on the need for the Organisation to sharpen its effectiveness, and we will continue our efforts to deliver value for money while safeguarding the financial ability to respond to increasing demands with the quality and credibility that characterises our work. It is vital to the future of the Organisation that we proceed with the ambitious external independent Evaluation of the OECD in which we have embarked, reviewing in detail the efficiency and effectiveness of our governance, priority setting mechanisms, oversight systems and working methods. We will work closely with Members in this endeavour and implement recommendations that will further assist in improving the OECD.

2. More engagement with Partners: The constant upgrade and refinement of the OECD's global relations remains a key driver in advancing our Organisation's relevance in an increasingly interconnected world. Besides my proposal to further leverage the OECD's transformative power by consolidating regional hubs, completing the accession processes of Colombia, Costa Rica and Lithuania, and providing a clear answer to the 6 countries that have requested OECD membership remains our short-term priority. Recent developments also open up a new window of opportunity with the four remaining Key Partners —China, India, Indonesia and South Africa — involving increasingly ambitious programmes of work "with a view to possible membership". In light of the successful implementation of the first wave of Country Programmes, new Country Programmes should also be considered when possible with a view to enhancing the reach and impact of our standards. It will also be important to leverage the capacity of the Development Centre to expand our substantive engagement with developing and emerging economies.

3. More engagement with stakeholders: Enhancing our outreach and dialogue with key stakeholders beyond national governments is one of the pending areas in which we should concentrate further, based on our regional and local community work. We need to redouble our efforts to talk more to other branches and levels of government, to social actors (businesses, unions, NGOs, foundations, philanthropies and others) and, even more importantly, to citizens at large, especially those who feel left behind. In our communication with stakeholders and citizens, we need to prescribe less and listen more, using simpler and non-technical language and reflecting their personal stories in our work. We need to review the effectiveness of the existing institutional channels to bring different voices to the OECD, and further capitalise on technology and new platforms and formats to engage in mutually enriching conversations. Building on the experience in some substantive committees, we should explore the options for eventually establishing a civil society advisory committee to the OECD. Besides the "who", we need to thoroughly review the "what" and the "how" we communicate, and carry out a considerable effort to streamline and reduce our outputs, improving our ability to weave narratives together as part of comprehensive and cohesive campaigns. We also need to consider the "where", recognising that in improving our engagement and the resonance of our messages beyond traditional audiences, we may need to venture beyond capitals, responding to the "geography of discontent". Equally, while the OECD has undergone an enormous transformation in the past decade, its perception among the larger public is still anchored in old preconceptions. Thus, engaging in an active effort to update the image of the OECD to better reflect the current reality of the Organisation — focused on people's well-being and open to new narratives on progress — should be one of our priorities. We will continue upgrading our communication tools and platforms, especially digital ones, while giving priority to the measurement of real impact.



Angel Gurría, OECD Secretary-General, speaks at the launch of the Business for Inclusive Growth (B4IG) platform with Jeffrey Sachs, Director, UN Sustainable Development Solutions Network; Gabriela Ramos, OECD Chief of Staff and Sherpa; and Emmanuel Faber, Chairman & Chief Executive Officer, Danone. Paris Peace Forum, 12 November 2018.
Photo: OECD/Maud Bernos

4. More engagement within the Organisation: The call for further engagement also applies within the OECD Secretariat, where enhancing horizontality, reinforcing common objectives and dismantling policy silos will help us make the most of our multidisciplinary expertise, improve our ability to tackle interconnected issues and ultimately deliver policy impact. Only by doing so can we support governments in breaking their own internal policy silos and better account for the growing complexity and interconnectedness in their economies and societies. Fostering incentives for horizontal activities, favouring joint postings between directorates and harnessing technology for cross-directorate project management and data sharing will be very important. We will also continue leveraging the flexibility that thematic centres can bring to spur new areas of work that tap into our multidimensional expertise. Completing our internal digital strategy and several initiatives to further improve the security, quality and sustainability of our tangible and intangible assets will be paramount.



© Angel Gurría, OECD Secretary-General (right), welcomes Kailash Satyarthi, Nobel Peace Prize laureate and Founder of the Kailash Satyarthi Children's Foundation, as part of the Coffees with the Secretary-General series. OECD, Paris, 12 March 2019. Photo: OECD/Victor Tonelli

We will also ensure that the OECD remains a reference of open, transparent and fair management, continuously updating our administrative and financial systems, human resources policies and packages and oversight frameworks. Focusing on the effective and efficient running of the Organisation, our ability to attract and retain talent and fostering diversity and inclusion is the best way to ensure that we continue delivering for our countries.

* * *

The growing disaffection towards multilateralism is a corollary of the dissatisfaction with the outcomes of globalisation that we discussed at last year's MCM. In both cases, rejecting criticisms and reiterating the many benefits that globalisation and multilateralism have brought will not be enough. Instead, we must take these challenges seriously and respond to them. At this critical juncture, the OECD must be part of a broader effort to bring about a revitalised multilateral system. We have an important role to play in restoring trust in multilateral organisations and processes, ensuring that the benefits derived from their activity are tangible and widely shared. Few institutions are better placed than the OECD to advance proposals that can help make globalisation work for all. Sluggish growth in household incomes, an inadequate volume of quality jobs, persistent inequalities, the entrenchment of relative deprivation across generations, damaging financial crises, environmental degradation, the poor integration of migrants – all these problems (and others) can be addressed in part through improved multilateral co-operation, and all are within the remit of the OECD. The OECD is ready to work hand in hand with its Members, Partners and the wider international community to show that a new, reinvigorated multilateralism can bring about better policies for better lives. ■

2018 Ministerial Council: Chair's statement

On 30 and 31 May 2018, the 2018 OECD Ministerial Council Meeting (MCM) met under the Chairmanship of France and the Vice-Chairmanships of Latvia and New Zealand to discuss "Reshaping the foundations of multilateralism for more responsible, effective and inclusive outcomes".

All Members congratulated Colombia and Lithuania for the successful conclusion of their accession process and the signature of their accession agreements to the OECD. They looked forward to welcoming them as full Members of the OECD.

It is the understanding of the Chair that a consensus minus one among Members was reached on the following statement:

– They recognise the importance of multilateralism as a factor for shared peace and prosperity by enhancing dialogue and international cooperation. It has recently paved the way for concrete advances in different areas and in institutional settings: the Paris Agreement, the adoption of the 2030 Agenda and the Sustainable Development Goals (SDGs), the WTO Agreement on Trade Facilitation, the



OECD headquarters in Paris. Photo: OECD/Christian Moutarde

results of the G20 in many areas, and with the OECD, the reforms of the international tax system, such as the Inclusive Framework on Base Erosion and Profit Shifting (BEPS), and the Global Forum on Steel Excess Capacity.

– They share the conviction that multilateralism is the most effective mode of international cooperation to address global issues, preserve public goods, level the international playing field and contribute to the search for common, sustainable and ambitious solutions to today's challenges.

– Nevertheless, they also recognise the need to remedy some of its limitations and shortcomings with a view to make it more effective and responsive. Today's global economic, social, labour and environmental challenges call for a renewal of the ambitions, methods and instruments of multilateral action.

– In this "reshaping of the foundations of multilateralism", they reaffirm that the OECD must play its part. They are confident in the role of the Organisation to contribute to the development of the world economy, as mentioned in the OECD Convention, which expresses Members' collective determination to promote the highest sustainable growth and improve the economic and social well-being of their people by cooperation and consultation. Today, the Organisation's evidence-based analysis, peer learning and peer review approaches, coupled with its links with other global fora, can help Members and Partners build a better multilateralism, with targeted, effective, pragmatic and innovative solutions to global challenges. They call on the OECD to step up its engagement to: (i) produce evidence-based policy recommendations; (ii) promote a level playing field including through high-quality standards and spreading best practices; and (iii) support multilateral fora to deliver practical results.

1. FOSTERING MORE INCLUSIVE GROWTH AND ADDRESSING INEQUALITIES WITHIN COUNTRIES

– They are convinced that increased productivity, continued economic growth and providing fair opportunities for all are the most effective means to raise prosperity and well-being. This growth should be strong, sustainable, balanced and inclusive. Further structural reforms, supportive macroeconomic policies, along with open markets and increased trade are key engines for growth and job creation, but may not be sufficient to create good quality jobs and enable well-being for all.

– They support further efforts to address the growing inequalities in many countries, and to work towards ensuring that globalisation leaves no-one behind. They recognise the role that multilateral action and cooperation play to help promote inclusive growth and sustainable development and improve national public policies. They wish to make progress in advancing productivity and inclusiveness simultaneously, along three pillars of action: (i) promoting opportunities that foster economic and social mobility, including for the most vulnerable; (ii) efficient and fair tax and transfer systems that incentivise and drive growth that benefits all; (iii) open and efficient markets that also encourage responsible business conduct and enable growth that works for all.

– They welcome the OECD new Framework for Policy Action on Inclusive Growth and its application through relevant cross-disciplinary analysis and country-specific studies in interested countries. They ask the OECD to provide recommendations that promote inclusive growth at the global and domestic levels. They ask the OECD to continue efforts in evaluating the private sector's contribution to inclusive growth, and if appropriate to design new indicators in this respect, as well as to research the effect of business practices on inclusive growth.

– They welcome the outcomes of the OECD Ministerial Conference on Social Policy, and the ambitious future work that Ministers invited the OECD to consider carrying out in this area. Faced with globalisation, technological progress, population ageing, increasing inequalities in many countries, changes in the world of work and in the household structures, many social protection systems will need to be modernised and provide people with the necessary support.

– They welcome the OECD's New Jobs Strategy, which provides a framework and recommendations to assist countries in addressing growing income inequalities and low productivity growth as well as in achieving stronger labour market performance for both men and women, in the context of the digital transformation, globalisation and demographic changes. They support the Strategy's call for monitoring progress in implementation.

– They recognise that social dialogue lies at the heart of these transformations, and note the importance for some of their countries of the Global Deal initiative, carried out in cooperation with ILO. They take note of the recommendations set out in the Statements by the BIAC and TUAC for this MCM.

– They welcome the OECD Ministerial Conference on SMEs which marked an important moment for sharing good practices across countries and in informing a forward-looking, global policy agenda on SMEs and entrepreneurship. They welcome its Declaration on Strengthening SMEs and Entrepreneurship for Productivity and Inclusive Growth.

– With a view to promoting the highest sustainable growth and employment, they encourage the OECD to continue deepening its work on productivity to support Members in accelerating productivity growth and to place the economic and social well-being of people at the centre of its work. They recognise that the OECD provides an important platform for multilateral discussions in the following areas that have not yet received sufficient attention:

- Even though major progress has been made in regulating the financial sector since the 2008 crisis, they ask the OECD to develop its analysis of public policies that could encourage further development of the financial system in ways that promote inclusive growth.

- Children's well-being is a key element of inclusive growth. Almost one child in seven faces poverty in OECD member countries. They therefore welcome the OECD's work on preventing inequalities in early childhood, including through education and care, and encourage it to continue to study this theme in collaboration with other international organisations.

- Education and training policies must equip citizens with the knowledge and skills they need to live in a society undergoing digital transformation and changing nature of work. They encourage the OECD to continue its PISA and Program for the International Assessment of Adult Competencies (PIAAC) assessments, to develop its analysis of the high-level cognitive skills that are most in demand in the international competition for skills and talent, to strengthen its work on financial education and digital skills and to continue its work on lifelong learning as well as on the future of education and skills. They also call on the OECD to pursue work on learning performance in developing countries, including through PISA for Development. In this context, they recognise that providing girls with access to quality education and learning is crucial to promoting gender equality and inclusive growth.

- They recognise that progress towards universal access to preventive and quality health care is important in reducing inequalities and they

support a One Health inter-sectorial approach. They encourage the OECD to develop its work on sustainable access to quality healthcare and innovative therapies, as well as on person-centred and value-based care and health systems and the socio-economic impact of physical activities and healthy nutrition.

- They recognise that access to affordable, sustainable and quality housing is essential to promote inclusive and sustainable growth. They encourage the OECD to strengthen its work in this area with a view to developing a comprehensive approach on housing markets and policies.

- They acknowledge the crucial role played by quality infrastructure with open and fair access in achieving inclusive and sustainable growth. They support the OECD in its project aimed at identifying policies for promoting investment in such infrastructure, especially focusing on sustainability, including policies to create an adequate, regulatory, tax and competitive environment that also ensure integrity in investment.

– They await with interest the findings of the Horizontal Project "Ensuring the Effective Integration of Vulnerable Migrant Groups" and they encourage the OECD to continue its work on monitoring migration movements and promoting effective integration policies.

– They reaffirm that gender equality is first and foremost a human right, but it is also an engine for economic development as well as a driver of socio-economic participation and social cohesion. They welcome the report "The Pursuit of Gender Equality, An Uphill Battle" and encourage the OECD to integrate gender perspectives in all its work, including, for instance, by providing gender-disaggregated data throughout its statistical system. They acknowledge that slow and/or



OECD Forum "Meet the author" session with Tarah Wheeler on her book *Women in Tech: Take Your Career to the Next Level with Practical Advice and Inspiring Stories,* Paris, 29 May 2018.
Photo: OECD/Andrew Wheeler

uneven progress has been made at the global level in narrowing the gaps between men and women, which in some countries have even grown wider. They therefore commit to reinforce their efforts to address persistent inequalities, including by adopting comprehensive plans and measures to mainstream and improve gender equality in line with the OECD Gender Recommendations.

2. THE OPPORTUNITIES AND CHALLENGES OF THE DIGITAL ECONOMY

– They agree that the digital transformation is bringing about fundamental and rapid changes which are a source of opportunities and challenges for all countries. They encourage the OECD to assess the impacts of this transformation and provide policy recommendations to help ensure broadly-shared productivity gains. They welcome the interim report on the Horizontal Project "Going Digital: Making the Transformation Work for Growth and Well-being" and ask the OECD to leverage its analysis and recommendations in follow-up work and activities during 2019 and 2020.



From left: Gabriela Ramos, OECD Chief of Staff and Sherpa; Jacinda Ardern, Prime Minister of New Zealand; and Angel Gurría, OECD Secretary-General, at the World Economic Forum, Davos, 23 January 2019. Photo: OECD

– They recognise that the digital economy brings enormous benefits for consumers, through innovative new products and increased choice and competition. However, the benefits will not be fully realised unless governments take account of aspects of digital activities which can also create barriers to entry to, or reduce competition in, the digital economy. Increased relevance of network effects and economies of scale in digital sectors grant in some cases strong market power to a limited number of firms. Competition authorities need the right tools to intervene if there is evidence of these firms abusing their dominant position or restricting competition. In particular, they recognise that the digital transformation creates new issues for the interpretation and application of competition law and that these laws may need to be adapted. Given the intrinsically cross-border nature of the digital economy, they also recognise the need for close cooperation between competition authorities. They commend the efforts made by the OECD to promote such cooperation.

– They agree that increased cooperation to share analyses and best practices, provide guidance, develop standards, build trust and confidence in the online environment and minimise barriers to digital trade will help to ensure an open digital economy. In light of the incoming November report, they urge the OECD to pursue multistakeholder discussions on the possible development of principles that should underpin the development and ethical application of artificial intelligence in the service of people. They also ask the OECD to examine the possibility of designing principles to support open innovation in convergent technologies and in particular its application to neurotechnologies.

– Furthermore, they encourage the OECD to step up its work on blockchain and related technologies, particularly with regard to non-crypto-assets applications, which can enhance the efficiency of transactions, identify the ownership of digital services and physical goods, and therefore help ensure, for example, the responsible conduct of firms in their supply chain. This work could include consideration of the uses of blockchain to improve government policies and programmes, questions concerning blockchain products and blockchain systems, including building trust in that technology, and the treatment of blockchain financial products in coordination with other international organisations currently working on this issue. This begins by research, fact finding and analysis, with a view to reaching commonly-agreed policy guidance, as appropriate, to support innovation while minimising major risk factors.

– They recognise that the sharing and use of data, including its cross-border flow, is fuelling the digital transformation, international trade and economic growth, and increasingly driving countries' research, science and innovation systems. Data flows and free and open access to the internet are of major importance for the future of trade and for competitiveness, growth and job creation. They welcome work currently being pursued by the OECD to consolidate existing instruments and consider the further development of an instrument on access to data, which is adapted to the opportunities and challenges of today's data-driven economy, and welcome ongoing OECD's work on cross-border data flows. They support the free flow of information while respecting applicable legal frameworks for privacy, data protection and intellectual property rights, including against illegitimate source code disclosure. They recognise that these issues require further research, analysis and sharing of experiences by the OECD with a view to providing mutually-agreed solutions in the future.

– Lastly, threats to digital security and malicious cyber activity are becoming increasingly common, with serious implications for Governments, individuals and private organisations. Strengthening the stability of the digital environment is a major and common issue for achieving prosperity and economic and social development. It is important to strengthen digital security measures for the entire supply chain, including taking into account the progress of Internet of Things (IoT). They intend to make additional efforts to reduce risks to digital security and to ensure confidence in the global digital ecosystem. To this end, they are committed to developing policies responsive to the changes in the digital world and consistent with the potential specific responsibilities of some actors from the private sector. They therefore call for the OECD to examine how to best devise public policies to improve digital security, as well as the roles and responsibilities of different actors in digital security and to share best practices with a view to devising possible recommendations that cover issues such as codes of conduct developed by and for companies. They welcome the recent establishment of the Global Forum on Digital Security for Prosperity, look forward to its inaugural meeting and follow up work and would welcome further coordination between the Global Forum and key partners, such as in the G20.

3. ACTING TO COMBAT ILLICIT FLOWS AND CORRUPTION

– They are aware that the interconnectedness of the global economy calls for enhanced multilateral action to combat corruption as well as organised criminal networks, illicit trafficking and illicit financial flows which relate to illegal activities. They support the work of existing OECD networks and other international organisations which lead on this issue which bring together enforcement authorities to combat corruption and organised crime at the international level. They welcome

the work of the OECD Task Force on Tax Crimes and Other Crimes which encourages inter-agency cooperation on these matters and is continuing to strengthen and expand capacity building programmes in Partner economies. They further acknowledge the important role of the OECD International Academy for Tax Crime Investigation in Italy in this regard. They also acknowledge the importance of the project of the Africa Academy on Tax and Financial Crime Investigation in Kenya.

– Acknowledging the Financial Action Task Force's (FATF) leading role in combatting illicit finance, and its role as the global standard setting body for anti-money laundering and combatting the financing of terrorism (AML/CFT), they recognise that illicit financial flows (IFFs) also reduce the resources available for domestic investment and sustainable development. They welcome the report on "Illicit Financial Flows: The Economy of Illicit Trade in West Africa". They call upon the OECD to further cooperate with the FATF to ensure meaningful and mutually supportive work to the shared challenges posed by illicit finance.

– They welcome the work of the OECD Task Force on Countering Illicit Trade, and encourage the finalisation of guidelines to promote transparency in free trade zones. They invite the Task Force to step up efforts to combat illicit trade and to reduce the potential scope of action of criminal networks involved in human trafficking, as well as the smuggling of migrants, the trafficking of protected species, counterfeit goods and cultural heritage.

– The fight against corruption plays an essential role in ensuring fairer globalisation. They underline the importance of promoting full implementation of the OECD Anti-Bribery Convention, and enforcement by all of its Parties of their foreign bribery laws implementing the Convention in order to ensure transparency and a level playing field. They recognise the importance of convincing non-Parties who are major exporters and foreign investors to join the Working group on Bribery and adhere to the Convention. They look forward to the completion of the review of the 2009 Recommendation on bribery with a view to strengthening the implementation of the Convention.

– The OECD must adopt a more comprehensive approach to fighting corruption, mobilising all relevant instruments, including for public procurement, and public policy bodies, including authorities for tax, public governance, competition, development aid, trade and financial markets while reinforcing synergies with other international organisations. It is with this in mind that they welcome the development – with the support of the United Kingdom and Australia – and application, in line with existing mandates, of the strategic approach to fighting corruption and promoting integrity, which answers the call on the OECD in 2016 to adopt a more coherent approach to its work in combating corruption. These efforts may usefully be complemented through the development by the OECD of improved statistics and data to measure of corruption.

4. FAIRER INTERNATIONAL TAXATION

– They recognise the essential role played by the OECD in promoting an effective multilateral approach based on cooperation in the field of taxation. Work on exchanging information and on preventing Base Erosion and Profit Shifting (BEPS) has helped jurisdictions to address large-scale tax avoidance and evasion.

– They welcome the broad adoption of international instruments developed and established by the OECD, such as the Convention on Mutual Administrative Assistance in Tax Matters, and the new and ground-breaking Multilateral Convention to Implement Tax Treaty Related Measures to Prevent BEPS, which shall enter into force on July 1st, 2018. This has been an inclusive effort, with a

new institutional organisation currently bringing together on an equal footing 150 jurisdictions in the Global Forum on Transparency and Exchange of Information for Tax Purposes, and 116 jurisdictions in the Inclusive Framework on BEPS. They encourage intensifying the inclusion of developing countries in the tax transparency and BEPS Agenda, so they can participate on an equal footing in efforts to tackle international tax avoidance and evasion. The inclusion of many developing countries in the OECD's work on revenue statistics, now covering over 80 countries in total, is important for providing objective and comparable data to effectively mobilise and use domestic resources and to help achieve the SDGs.

– They welcome the interim report of the OECD/G20 Inclusive Framework on BEPS on the tax challenges arising from digitalisation. They note the OECD's analysis regarding interim measures. They are committed to work together to seek consensus-based solutions to uphold fairness in taxation and to avoid the risk of tax base erosion. They also note that the Inclusive Framework on BEPS would carry out this work with the goal of producing a final report in 2020, with an update to the G20 in 2019.



Angel Gurría, OECD Secretary-General, welcomes Iván Duque Márquez, President of Colombia, at the OECD, Paris, 12 November 2018.
Photo: OECD/Victor Tonelli

They encourage efforts to improve tax certainty, including through the practical tools for the prevention and efficient settlement of cross-border tax disputes. With respect to tax transparency, the OECD will develop recommendations on how to further strengthen the criteria for assessing jurisdictions' compliance with internationally agreed tax transparency standards, which are expected to be presented to the G20 Finance in July 2018.

– They welcome the OECD's role in and contribution to the work of the Platform for Collaboration on Tax. They note the Platform's first conference this year and its commitment to the G20 to develop a workplan by the Annual Meetings, and deliver a progress update by 2019. They support technical assistance on tax carried out by the OECD in developing countries, including through the Global Forum and Inclusive Framework and through the OECD/UNDP Tax Inspectors Without Borders Initiative, the aim of which is to help developing countries build capacity to audit effectively.

5. INTERNATIONAL TRADE AND INVESTMENT FOR STRONG AND INCLUSIVE GROWTH

It is the understanding of the Chair that:

– They are strongly attached to the benefits of open international trade and investment for growth, productivity, innovation, job creation and development, and the importance to promote a level playing field alongside with market openness and international economic cooperation to preserve and enhance those shared benefits.

– They agree on the crucial role of a rules-based, open, free, fair, transparent and inclusive multilateral trading system, with the WTO at its centre.

– They reaffirm their commitment to keep their markets open and continue to fight all forms of protectionism, while standing firm against all unfair trade practices, and the recognition of legitimate WTO-compliant trade defence instruments in this regard.

– They reaffirm the need for the international community to deliver on the WTO call for reciprocal and mutually advantageous arrangements directed to the substantial reduction of trade barriers and to the elimination of discriminatory treatment in international trade relations.

– They reaffirm their common determination to deepen cooperation within the OECD and with non-OECD countries to ensure the effective and timely enforcement of the multilateral trading system and to improve the functioning of the WTO with a view to strengthening its negotiating, monitoring and dispute settlement functions, notably by filling all current and future vacancies on the WTO Appellate Body.

– They recognise the importance of open trade and investment for economic growth, and, at the same time, that globalisation has not benefited everyone. They stress that they need to strengthen international economic cooperation to help level the international playing field and promote trade and investment. Accordingly, they welcome the call for an integrated policy approach in the OECD's 2017 report on *Making Trade Work For All*, with a more modern, comprehensive and coherent package of trade, domestic and international policies in order to make the whole system work better for more people, and encourage the OECD to continue work in this field. They also support the OECD's work on digital trade, which is of crucial importance in the years to come. They emphasise the importance of continuing to balance on-going efforts to provide an evidence-base to inform better trade policies in line with established priorities, while at the same time calling for new analysis, on an urgent basis, to address current trade policy concerns related to distortions in international markets that contribute to global over-capacity in some sectors.

– They share the view that severe excess capacity in key sectors such as steel and aluminium are serious concerns for the proper functioning of international trade, the creation of innovative technologies and the sustainable growth of the global economy. This is exacerbated by government-financed and supported capacity expansion, unfair competitive conditions caused by large market-distorting subsidies and state owned enterprises, forced technology transfer, and local content requirements and preferences. To address this critical concern, they agreed to enhance cooperation in the WTO and in other fora, as appropriate, to eliminate these and other unfair market distorting and protectionist practices.

– They call for the urgent elimination of steel excess capacity and the subsidies and other forms of direct and indirect government support that cause it. They welcome the role of the Global Forum on Steel Excess Capacity, mandated by G20 Leaders and facilitated by the OECD, as the primary forum for collective action on steel excess capacity. They call for the full and prompt implementation of the recommendations adopted at the Ministerial meeting of the Forum in Berlin on 30 November 2017, including the identification of government support measures which contribute to excess capacity and development of time-bound steps for their elimination by June 2018. They encourage the OECD to continue to facilitate the Forum's work and stress the urgent need to avoid excess capacity in other sectors such as aluminium and high technology.

– They agree on the need to develop more effective international rules to further address market-distorting subsidies and other forms of government support, including those provided to and by state

owned enterprises. They also urge the OECD to continue reviewing the range of government support policies that lead to market distortions, especially in the aluminium sector and to consider accelerating and expanding this work to other sectors, taking a value chain approach to identify the full range of support measures along the supply chains.

– They further encourage the OECD Working Party on Shipbuilding (WP6) to undertake the tasks agreed at its 126th session, among the WP6 Members and non-OECD major shipbuilding economies, to address market distortions in the shipbuilding sector.

– They encourage the OECD export credit bodies to continue their work in creating and maintaining a level playing field for official export credits and reiterate our support for the work of the International Working Group on Export Credits and call upon the Working group to accelerate this important work.

– They recognise that there are shortcomings in other areas which can affect the international playing field or weaken inclusive and sustainable growth. They ask the OECD to facilitate dialogue among Members and Partners and carry out analyses, which they may draw upon in designing trade agreements, on the links between trade policy and responsible business conduct, the environment, labour standards and women's economic empowerment. They call on the OECD to pursue its work on the cross-cutting integration of environmental issues, including in trade policies, so as to enhance the mutual supportiveness of trade and environment policies. In particular, they ask the OECD to pursue its analytical work on how to incorporate environmental objectives in relevant chapters and articles of trade agreements.

– They recognise the importance of fostering responsible business conduct throughout global supply chains, in order to contribute to sustainable development and to combat all forms of human exploitation, including child labour, forced labour and modern forms of slavery. They welcome the adoption of the OECD Due Diligence Guidance for Responsible Business Conduct. They undertake to actively promote the use of the OECD Guidelines for Multinational Enterprises and of the Due Diligence Guidance by firms operating in or out of our territories. They ask the OECD to continue its efforts to extend adherence to the Declaration on International Investment, which includes the Guidelines. They undertake to pursue work to promote the use of sector-specific OECD Guidance for Responsible Business Conduct in the fields of minerals, extractives, agriculture, garment and footwear as well as finance, and welcome the OECD's regular assessment of the awareness and implementation of these standards. They welcome continued efforts to strengthen the National Contact Points (NCPs) and they reiterate the 2017 commitment to having fully functioning and adequately resourced NCPs, and to undertake a peer learning, capacity building exercise or a peer review by 2021, with the aim of having all countries peer reviewed by 2023. They look forward to the report on progress made at the MCM in 2019.

– They reaffirm that international investment, which is an important source of inclusive economic growth, job creation and sustainable development, requires an open, transparent and conducive global policy environment. The OECD Code of Liberalisation of Capital Movements plays an essential role in this regard, and they welcome the requests from Partners meeting the requirements of the Code to adhere to the Code. They would also like the OECD to continue to promote sustainable international investment and to contribute to work and discussions on improving the international framework for protecting investment. In this context, they are concerned about government practices that force investors to transfer technology to local companies, and

government-driven strategic investments abroad. They recognize the need to address these issues to ensure a level playing field.

– They commend the work of the OECD to support competition authorities, identify good practices and to improve the tools of their cooperation in several areas, such as exchanges of information for investigations and the mutual recognition of decisions in some cases, all with the aim of ensuring that national competition laws are able to meet today's challenges.

– They acknowledge the importance of governments' efforts, including through relevant powers of national competition authorities, to ensure that government ownership and preferential treatment of firms does not cause market distortions. Given the growing international presence and market share of state-owned enterprises, they welcome the OECD's work on formulating better practices and recommendations in this area. In particular, they refer to the ongoing work to prepare a worldwide transparency standard for state-owned enterprises. They encourage continued work on drawing up guidelines on fighting corruption and on the integrity of state-owned enterprises. They recognise the essential role of the OECD in the field of corporate governance to promote sound corporate governance frameworks and capital markets. They encourage both Members and Partners to improve their corporate governance frameworks in line with the G20/OECD Principles of Corporate Governance.

6. CLIMATE AND THE ENVIRONMENT

– They underline the urgency and importance of addressing climate change, which calls for determined and concerted action. To this end, they underscore that it is vital that a robust set of rules is finalised at UNFCCC COP 24 in Poland to make



Global Anti-Corruption and Integrity Forum, OECD, Paris, 27-28 March 2018.
Photo: OECD

the Paris Agreement fully operational and note the significance of the Talanoa dialogue in 2018. They call for intensified action to achieve global peaking of greenhouse emissions as soon as possible and reduce rapidly emissions thereafter.

– In the context of the Paris Agreement, they welcome the OECD's work on assisting countries in their transition to a resilient low-carbon economy and to demonstrate the positive economic impact of investments in climate, in particular through the work on Investing in Climate, Investing in Growth and the longstanding work of the OECD/IEA Climate Change Expert Group.

– They underscore the importance of focusing on the fiscal and budgetary aspects of the transition through work on carbon pricing and the reform of inefficient fossil fuel subsidies that encourage wasteful consumption, as well as that of the work of the Paris Collaborative on Green Budgeting. They call on the OECD to continue to develop this work. They welcome the OECD's work on resilience, including on the distributional impacts of climate risks and the challenges of adapting to rising sea levels in coastal communities.

– They recognise the importance of mobilizing flows of both private and public financing to support the transition to a low-emissions economy including low-carbon efforts, climate-resilient development, sustainable use of water resources, and implementation of the 2030 Agenda for Sustainable Development. They support the important role of the OECD Centre on Green Finance and Investment. In order to speed up investment in key areas, they ask the OECD to undertake a review of efforts to develop harmonised definitions, standards and taxonomies for green assets and sustainable finance and to report back at the 2020 MCM, working in collaboration with the relevant stakeholders to harness synergies and avoid duplication. In the context of Article 2.1c of the Paris Agreement, they ask the OECD to undertake a review of policies and actions to accelerate flows of green finance.

– They recognise the importance of integrated and efficient water resources management and encourage the OECD to reinforce its work on financing water infrastructure, including through work on economic instruments, recognising the importance of water-use efficiency, water allocation among sectors and the use of alternative sources of water, as well as management of increased precipitation, preventing, reducing and managing water pollution. They recognise the supportive role the OECD Council Recommendation on Water can play in this context.

– They recognise that biodiversity is a cornerstone of natural capital and that its conservation, sustainable use and restoration, including via sustainable agriculture, fisheries and forestry, are essential. They also recognise that the loss of biodiversity and the degradation of ecosystems and their services must be addressed with urgency. Within the discussions on the global framework for post-2020 under the Convention on Biological Diversity, which they want to be transformational, they recognise the need to ensure that further-reaching and more effective policies are implemented, and that biodiversity finance is focused on the programmes which contribute most effectively to the achievement of biodiversity related goals. They welcome the work being undertaken by the OECD to: (i) enhance the measurability of the post-2020 biodiversity framework; (ii) track, monitor and assess policies, including economic instruments and the reform of subsidies harmful to biodiversity; (iii) better understand and communicate the cost of inaction in the field of biodiversity; and (iv) reflect the economic value of biodiversity and ecosystem services, including the potential contributions of ecosystems and nature-based solutions to climate change mitigation and adaptation.

– They welcome the efforts undertaken at national and international level towards circular economy and resource efficiency. They welcome the OECD's work on reaching the 2020 target for the environmentally sound management of chemicals and waste and they call for an ambitious framework beyond 2020.

– They recognise that plastics are part of modern life, but that their economies still have a long way to go before the design and use of plastics becomes sustainable. They underline the need to fully understand, prevent and reduce the impact of plastics waste and the chemicals used in their manufacturing on the environment, especially in the oceans, and human health, and to adopt a life-cycle approach for plastics management. Building on earlier OECD work on Extended Producer Responsibility, they ask the OECD to undertake new work on the value chain of plastics with a view to reducing their impacts and maximising economic effectiveness of policy responses, and to pursue in greater depth its work into assessing chemical-related risks. They also ask OECD to conduct policy and economic analyses into incentivising more environmentally sustainable choices of materials. They welcome efforts made by countries to phase out or reduce single-use plastics. They welcome the work undertaken by the OECD to study the ocean economy in the light of the implementation of SDGs.

– They note that the General Assembly of the United Nations adopted on May 14 the resolution 72/277, "Towards a Global Pact for the Environment", with the support of a large majority of members, including all of them.

7. DEVELOPMENT AND SUSTAINABLE DEVELOPMENT GOALS

– They welcome the OECD's contributions to major international multilateral outcomes, notably the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda as an integrated part of it. They are committed to their successful implementation, including the pledge to leave no one behind, facilitated by the continued progress in applying the OECD Action Plan on the Sustainable Development Goals, and the targeted on-demand support provided by the Organisation



Angel Gurría, OECD Secretary-General (right), and Angela Merkel, Chancellor of Germany, at a news conference, Berlin, 11 June 2018.
Photo: OECD/Hermann Bredehorst

for implementation of the Agenda at national level. They acknowledge the need to step up collective efforts to finance the SDGs. They commend the OECD's efforts to add greater detail to its data and analyses, especially on the transboundary effects of national policies. The OECD will continue to support the UN-led monitoring of the implementation of 2030 Agenda by leveraging OECD data and analysis. They also welcome further discussions on the Organisation's increased cooperation with the United Nations family of organisations.

– With regard to the implementation of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda, they welcome the OECD's sustained efforts to collect data and establish innovative new frameworks for statistical measurements, such as the proposed measure of Total Official Support for Sustainable Development (TOSSD), currently in discussion. They welcome the reform of the Development Assistance Committee (DAC), and especially the focus on the impact of development and the mobilisation of funding. They encourage it to finalise current efforts to modernise its measurement tools and to consider further appropriate work to contribute to the realisation of the 2030 agenda. They reaffirm our respective ODA commitments, including those of us who have endorsed the UN targets of 0.7% of GNI for ODA spend and 0.15-0.2% for ODA spend on the least developed countries. They note the slight decline in total ODA in 2017 and the positive increase of ODA to least developed countries. They acknowledge the need to step up collective efforts to provide more of total aid to least developed countries and other countries most in need. They reaffirm the contribution of ODA to sustainable development, and acknowledge the need to expand the catalytic use of ODA in mobilising and leveraging the impact of additional financial resources, including from the private sector. They are pleased to see the OECD continue its efforts to develop a cross-cutting approach to sustainable development financing, including on domestic resource mobilisation, and to continue to capitalise on its unique position regarding development finance. They recognise the role of the forthcoming Global Outlook on Financing for Development as well as the efforts to reach private sector partners and other non-governmental actors.

– The OECD, in particular through the DAC, the OECD Regional Programmes, and the OECD Development Centre, has maintained its commitment to developing countries in order to make further progress and help to establish pathways that promote poverty reduction and sustainable growth. They ask the OECD to continue to support ongoing dialogue to ensure that the tools of international cooperation, including appropriate support, partnerships and working frameworks, are fit for purpose, and for the challenges and vulnerabilities faced by countries, particularly least developed countries, as they transition through different phases of development. They recognise that middle-income countries also continue to face particular development challenges in specific areas.

8. TOWARDS MORE RESPONSIVE, EFFECTIVE AND INCLUSIVE MULTILATERALISM

– They understand that the ability of Governments to act in an interconnected world is based, among other things, on their understanding of these connections and the concomitant benefits and challenges, and they invite the OECD to strengthen its leadership in this field. In this context, they ask the OECD to sharpen the measurement of flows of intangibles. They encourage the Organisation to take further its analytical and statistical evaluation of the role played by multinationals. They call on the OECD to give priority to the measurement of digital flows between and within countries and to gain a greater understanding of the role of data in our economies and societies.

– They remain committed to an Organisation that is open to new ideas and new partners. They welcome collaboration with all those countries interested in

sharing knowledge and expertise, promoting reform, and contributing and adhering to OECD standards. Against this background, they underline the importance of the OECD's global relations, including its relations with Key Partners (Brazil, China, India, Indonesia and South Africa), regional programmes (EURASIA, LAC, MENA, SEA, SEE) and the country programmes (Kazakhstan, Morocco) that all play an important role in disseminating the OECD standards, good practices and recommendations. They note that the OECD accession process can be a powerful instrument for promoting domestic reforms. They welcome the launch of the Country Programme for Thailand, as well as a deepening of the strategic relationship with Southeast Asia, the strengthening of the relationship with Key Partners, based on the principle of mutual benefit, and the further progress of regional programmes. They encourage further progress in the OECD's engagement with Sub-Saharan Africa.

– They welcome the OECD's efforts, particularly to spread its standards through G20, G7, APEC, ASEAN, the Pacific Alliance, and other global and regional fora and to advance in these fora discussions on issues of global relevance, including taxation, excess capacity, trade and investment, structural reforms, jobs and gender.

– They encourage the OECD to increase its engagement with local authorities and civil society, especially the private sector, research institutions, business organisations, trade unions, youth organisations, and think tanks. Drawing further on outside expertise could enhance the quality of OECD analysis and policy recommendations. They encourage the OECD to consider appropriate ways to achieve this, based on the experience of its committees and its other practices, and to report to the 2019 MCM on this.

– As multilateralism moves forward, it must do so in step with regional and local territories, their local authorities, development actors and the local population. They wish to see this new approach helping regions to both reap greater rewards from and contribute more to the economic flows facilitated by multilateralism. They therefore welcome the Champion Mayors for Inclusive Growth initiative and the establishment of the Platform of Business for Inclusive Growth. They



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Photo: OECD/Marco Illuminati

commend the OECD for its contribution to the Habitat III conference and to the work behind the new urban agenda. They support the idea underlined by the OECD that cities and regions are important actors in driving the success of international outcomes such as the Sustainable Development Goals, the Sendai Framework for Disaster Risk Reduction 2015-2030 and the Paris Agreement. On this regard, they welcome the OECD work currently underway promoting a whole-of-government approach to tourism.

– They recognise the importance of sharing best practices, peer reviews and international standards for the functioning of an increasingly interdependent world and they commend the OECD for its role in this. They look forward to the implementation of the second phase of the standard setting review. They call on the OECD to continue examining its existing standards in key fields, assessing existing gaps in coverage or implementation, and proposing to its Members new areas for standards development when necessary.

– In order to make multilateral action more effective and to meet cross-cutting global challenges and build more inclusive and sustainable growth, they encourage the OECD to take a more cross-disciplinary approach to its work, including in its standard-setting. They encourage the OECD, in collaboration with other international organisations, to continue to identify good practice for effective regulatory cooperation at bilateral, regional and multilateral level. They also encourage it to consolidate its role as a reference organisation for the creation of standards relating to business integrity and responsible business conduct and for increasing the awareness and understanding of these standards by businesses.

– In order to improve the effectiveness of its work, notably in order to establish a level playing field, they encourage the OECD to continue promoting adherence to OECD standards beyond OECD Members, as appropriate, and developing its work on better policies and best practices that benefit economies beyond its membership.

– While they acknowledge the success of the mechanisms used by the OECD for the implementation of its standards, especially the peer review mechanisms, they call on the OECD to reflect on ways to step up the monitoring of OECD standards' implementation by Members and Partners and to suggest possible improvements in this field. In this context, they ask the OECD to consider concrete action plans to improve the implementation of those standards considered central to the establishment of a level playing field, for example in the fields of corporate governance, the liberalisation of capital flows, anti-corruption, and responsible business conduct.

9. MANAGEMENT AND LEADERSHIP

– They welcome the Secretary-General's efforts to manage the Organisation most effectively, including by increasing staff diversity and gender balance, and the recent advancements on evaluation, value-for-money, audit and horizontal projects. They encourage the Secretary-General to maintain the drive towards continuous improvements in the transparency, management and operations of the Organisation so that the OECD is recognized as being at the leading edge in these fields.

– They acknowledge the role of the Secretary-General in proposing new initiatives, including in his Strategic Orientations, for further consideration by the Council. They commend the Secretary-General on his efforts to enhance the relevance and impact of the OECD, and look forward to continuing our work together on delivering "Better Policies for Better Lives".

– They welcome the designation of Slovakia as the Chair of the MCM 2019.

2018 Global Strategy Group: Chair's summary

19-20 November 2018, OECD, Paris

Participants from 43 countries, as well as, for the first time, representatives of civil society (during the plenary in Session 2), engaged actively in this sixth meeting of the Global Strategy Group (GSG), which was organised around the theme of "Promoting Innovation and its Dissemination to Shape the World of Tomorrow: From Local to Global Opportunities and Challenges". The GSG was preceded by an event with a small group of representatives from civil society relating to the theme of the first day of the GSG, "fostering innovation for productivity, sustainability and inclusiveness". Participants agreed that this topic, touching on nearly all of the OECD's work streams, was of great relevance to the international policy agenda and the mission of the organisation. The exchanges and conclusions of this GSG will be a valuable input into the next Ministerial Council Meeting in 2019.

The Chair opened the meeting by recalling that innovation-led growth is key to addressing the challenges of our times. Indeed, there is a positive correlation between innovation performance and the development of an economy. She also underlined that expenditure in research and development is increasing worldwide. Furthermore, she recalled that both large and small countries can score high in terms of innovation if they have the right policies in place. She stressed that the future of work, including an adequate qualification of the workforce, is a tremendous challenge for all countries as well as the need to foster diffusion of innovation especially at the local level. She highlighted the essential role of the OECD on all the issues.

In his opening remarks, the Secretary-General started by highlighting that innovation and technological progress are essential for improving well-being and making our economic systems more sustainable and inclusive. He stressed the role of policy-makers in nurturing innovation and ensuring that it benefits all our citizens. He underlined that paradoxically, our period of perhaps unprecedentedly rapid innovation has coincided with a slowdown in productivity growth, a loss of business dynamism in many OECD economies, and widening divides between leaders and laggards among both firms and regions. He observed that part of the problem is that innovation is increasingly concentrated in a small number of firms that lead on profits and productivity growth as well as R&D and other investment. He stressed that for innovation to continue delivering on its promise of growth and well-being, framework conditions that foster investment in innovation and favour openness to trade, robust competition and collaboration between firms, universities and research institutions, as well as strengthened skills and labour market policies remain valid. He also underlined that the new innovation reality requires new policy choices to address greater firm concentration due to winner-take-most dynamics, the growing importance of data for innovation and the new business models it creates, raising also privacy and ethical issues, especially related to Artificial Intelligence. He concluded on the need to act on spreading the benefits of innovation wider

for more inclusive growth, unblocking diffusion channels, maintaining effective competition, within and across borders.

The launch of the 2018 OECD Science, Technology and Innovation Outlook also provided a wealth of facts and policy insights that enriched the discussions. One key finding concerned the rise of new players in R&D such as the Nordic countries, and more recently China and Korea. The Outlook also provided evidence on how the role of government in R&D and basic science in OECD economies has declined with decreased direct public funding of R&D, while a relatively small number of digital multinationals have become increasingly important. Data have also become a production input, and artificial intelligence, is advancing swiftly, particularly led by big players in the private sector. The new role of data in innovation with large economic and societal impacts, and the fast paced innovation makes appropriate oversight by policymakers difficult, so the Outlook calls for more anticipatory assessments, more collaborative engagement such as forming codes of conduct and creating public-private test beds and regulatory sandboxes.

Participants commented on the many opportunities arising from innovation and in particular the ongoing digitalisation. They also underlined the different funding models for innovation and the importance of setting conducive policy frameworks. They highlighted the need for more research and 'data on data', and a reassessment of the risks borne by different segments of society. They insisted on the challenges of digitalisation for traditional SMEs, and the need to maintain market entry. They also emphasised the importance of maintaining competition and the need to bring in new actors and reach out beyond traditional silos, invest in better skills and infrastructure, including broadband access.



Meeting of the Global Strategy Group, OECD, Paris, 11 December 2018. Photo: OECD/Hervé Cortinat



José Graziano da Silva, UN FAO Director-General, and Angel Gurría, OECD Secretary-General, at the launch of the *OECD-FAO Agricultural Outlook,* Paris, 3 July 2018. Photo: OECD/Hervé Cortinat

The OECD, with its multi-disciplinary expertise, has an important role to play in many of these areas: as a forum to discuss best practices, a source of reliable cross-country statistics and a provider of analysis and policy recommendations.

1. FOSTERING INNOVATION FOR PRODUCTIVITY, SUSTAINABILITY AND INCLUSIVENESS

Discussions in this part of the meeting highlighted how innovation can drive productivity, sustainability and inclusiveness, while confronting a number of downsides of this particular wave of innovation.

The opening and dinner presentations by invited experts, the Secretariat and representatives from civil society emphasised the need for the framework conditions for innovation to ensure that it is inclusive and that has positive impacts for all income groups. They agreed that it can be nurtured through quality education and research, and through open and reproducible science. As one of the experts, Professor Vetterli highlighted the importance of international openness, the autonomy of researchers and the cooperation with the private sector. As representative of the research sector, he also shared some challenges regarding digitalisation, thereby mentioning in particular access to data and the recruitment of suitable talents.

They also emphasised how innovation and new technologies can be leveraged to benefit the disadvantaged and those with disabilities (e.g. smart cities). However, they also underlined that

innovation may increase inequalities through its effects on the job market and wages, and uneven access to technologies, also holding back productivity growth and contributing to the "Nexus' effect by which most productive firms can attract high skilled workers, have access to capital and technology, while laggard firms remain behind. Low-skilled workers have much less possibilities to be considered for further training, and often training programs are not pertinent to their work. The Secretariat underlined that these outcomes, on the one side with high dynamic innovations and speed, and, on the other, with high inequality of access and opportunities call for a review of policies to ensure more sustainable and inclusive outcomes. The gender digital divide was presented as a case in point, as in the majority of countries analysed, women have less access to mobile technology, less access to capital, and innovate less. In the digital world, they are underrepresented in the STEM and ICT disciplines, as well as in the ICT sector in general and in the managerial level in particular. The Secretariat also confirmed, through analysis prepared for the G20, that software packages downloaded and developed in the cloud were mainly produced by male only teams. If the development of artificial intelligence reproduces gender stereotypes and will contribute to the broader gender divide; given the complexity of the technologies, it will not be easy to address. All this calls for policies that foster digital inclusion through skills and education systems and the labour market and that define an ethical approach to algorithms to ensure that humans remain in control of emerging and potentially disruptive technologies. In addition, the Secretariat emphasised rising concentration in the economy and mark ups, particularly in the digital sector and the need to better diffuse technology across the economy. The platform economy and big data call for a rethink of competition policy as well as the urgent need to accelerate the deployment of existing technologies and move the next generation of green solutions from the lab to the market.

Participants welcomed the opportunity to hear from civil society representatives about how innovation was affecting the lives of different sections of society, including those at greatest risk of being left behind. There was agreement that the OECD should continue to expand its engagement with civil society groups to ensure that these perspectives can inform its policy analysis and recommendations.

With innovation processes evolving rapidly, participants saw a need to review innovation policies to ensure that they remain fit for purpose. They also observed that data comprise a core input for many sectors, and that artificial intelligence (AI) provides large potential owing to growing computational power. Nevertheless, data also raise key issues about access, privacy and protection, and property rights. All sectors are potentially affected, but many participants picked out the health sector as one area where innovation for inclusivity and sustainability is particularly important.

On productivity and inclusiveness, participants reiterated the importance of promoting broad-based innovation, in light of the growing productivity divide across firms that contributes to holding back aggregate productivity growth, with consequences also on inequality through the dispersion of wages across firms and sectors (Nexus effect). They highlighted the importance of firm concentration in all fields, but particularly in the digital world, and the increase of mark ups that may signal increasing market power. They highlighted the importance to ensure that all firms, particularly SMEs can benefit from technological change, and become more innovative. Many participants argued that public R&D spending should be increased substantially to help achieve the sustainable development goals (SDGs). Sharing knowledge between levels of government and promoting interdisciplinary and transdisciplinary research would further support these efforts.

Participants recalled that innovation disrupts labour markets and creates demand for new skills, and noted that those with low levels of education face the highest risk of losing their jobs to automation. There is therefore a need to innovate and adapt policies in a number of areas including activation, social protection, skills, adult learning and social dialogue, to ensure that innovation does not lead to labour market exclusion.

Concerning sustainability, participants recalled that green innovation is critical for overcoming environmental challenges, driving the transition to a low-carbon economy and delivering on the Paris Agreement. They also reflected on the decline in environmentally-friendly innovation efforts between 2010 and 2015. In this spirit, the need for a high and stable price on pollution and carbon to drive green innovation was emphasised, as well as the need to foster the strategic use of public procurement to help diffuse green innovations.

Discussions were also held regarding the possible need to better regulate artificial intelligence, to upgrade infrastructure, to give greater access to data, to foster greater cooperation between the public and private sectors as well as academia on innovation, to renovate competition policies in the light of increasing market power in some sectors innovating fast, and on the types of SMEs policies that are needed.

Many participants highlighted that international collaboration is key to make innovation work for people and the planet. Japan, for instance, indicated that collaborating on inclusive and sustainable innovation will be central to its G20 Presidency. The French G7 will be also have the digital transformation and AI core to their agenda. Participants also mentioned technology transfers among countries and between the private and public sectors as concrete co-operation mechanisms to share the benefits of innovation.



Angel Gurría, OECD Secretary-General, welcomes Nana Addo Dankwa Akufo-Addo, President of Ghana, OECD, Paris, 31 October 2018.
Photo: OECD/Andrew Wheeler

Overall, participants concluded that good innovation policies are critical to ensuring growth is made more sustainable and inclusive. Governments play a crucial role in setting conducive policy conditions that stimulate innovation, such as legal certainty, good infrastructure, an agile education system and adapted labour market. The digital transformation comes with immense opportunities for all countries, people and firms but governments' role is to ensure that innovation is made in the best public interest. This also involves collecting new data and building new indicators on digital trends and assessing how they affect prosperity and people's well-being, which are key areas for the OECD's engagement and support. This round of innovation will require new policies at domestic and international level on which the OECD will contribute. The OECD will further the overall agenda, and particularly the measurement agenda through the OECD's Going Digital Project, which will enter a second phase in 2019, and help develop complementary work on AI, blockchain, and the implications of new production and data

revolutions. Participants noted that they count on the OECD to provide tangible policy roadmaps to help policymakers seize the opportunities of the digital transformation and ensure it results in better lives for all. They highlighted also the role of the OECD in fostering cross-country dialogue and easing public-private dialogue on the topic of innovation, as well as helping reinforce international cooperation.

The Chair highlighted three conclusions in regards to this session. First, she recalled the importance of data, including its potential but also its challenges, as for example accessibility. Second, ensuring inclusiveness of innovation is important. In this regard, skills and the structure of the labour market are key elements. Third, she mentioned chances and opportunities in the future, and highlighted the importance of the upcoming results of the OECD Going Digital Project. However, open questions such as the measurement of productivity in the digital sector remain.

2. ADDRESSING THE GLOBAL CHALLENGES OF INNOVATION

A recurring theme in this part of the meeting was the need for more international cooperation in a number of areas, including taxation, trade, competition and development. In all these areas, participants saw a role for the OECD in furthering that cooperation.

In its opening presentation, the Secretariat highlighted greater interconnectivity across countries, with increased trade and financial linkages, but more recently with increased data flows across countries. The presentation suggested a strong need for greater data on data and for international cooperation as present innovation trends cut across border and alter the classic notions of location, distance and jurisdictions. The Secretariat highlighted rising mark ups and rising concentration in many sectors, which may correspond to economies of scale and network effects at the global level. The Secretariat highlighted that this trend will likely increase with the growing use of Big Data in the future.

The invited expert for the global challenges session evoked the potential of innovation to advance the SDGs and called for action based on cooperation, rather than competition and conflict. He also flagged some negative trends associated with the digital transformation, including growing inequality (both within and between countries), rising market and political power of certain large companies and the impact of digital technology in democratic outcomes. He called for policy action in a number of areas, including: making taxation more redistributive, reconsidering the definition of intellectual property, strengthening capacity-building in low-income countries, and boosting public-private partnerships in mobilising technologies (e.g. AI) for more sustainable progress in healthcare, remote sensing, environmental conservation or education.

Participants emphasised that innovation has consequences in a number of areas with cross-border ramifications. On trade, participants agreed that the digital transformation is creating opportunities for the diffusion of innovation, decreasing the price and increasing the variety of goods and services. They stressed the increased regulators' responsibility in this regard, the crucial need for more international coordination around the governance of global flows in data, goods and services, and addressing security and privacy concerns. They also emphasised the need for more data on digital trade including through the OECD digital STRI. On competition, some speakers noted the need for a better understanding of the causes and impact of concentration, and more international cooperation between regulators, including on competition, data protection and consumer protection authorities. The principles of transparency, proportionality and non-discrimination in regulation were also raised. On taxation, participants underlined the difficulty and

the urgency to address issues related to the taxation of the digital economy and the important role of the OECD project in this regard. They look forward to the OECD's results on taxation of the digital economy in 2019 and 2020.

Speakers saw a clear multi-dimensional role for the OECD to address the global challenges of innovation. To begin with, the OECD can help to improve the measurement of the cross-border gains and challenges arising from new digital technologies and services for well-being. The OECD can also contribute to advancing the understanding of digital trade and to identifying a global solution for overcoming the challenges of digital taxation and move forward with different actors on addressing the issue of concentration. Yet another role for the OECD is helping to develop international guidelines or



principles relating to the digital transformation and data, focusing on openness, privacy and security.

The Chair concluded this session with three key take-aways. First, she highlighted the need to ensure that the digital transformation produces inclusive outcomes, and that both big and small firms have opportunities in the digital market. Second, the Chair recalled that there remain challenges due to the rapid technological change and that domestic issues become increasingly global. Some of these issues remain open for future discussions. Third, she stressed the important role of the OECD in this context, which can contribute valuable research, policy advice in various areas including measurement of digital trade, ensuring competition and competitiveness, international taxation and fostering innovation to achieve the SDGs. ■



OECD Global Forum on Competition, Paris, 29 November 2018.
Photo: OECD/Victor Tonelli



Angel Gurría, OECD Secretary-General, and Dr Abdulrahman Al Hamidy, Director General and Chairman of the Board, Arab Monetary Fund. Paris, 4 September 2018.
Photo: OECD/Andrew Wheeler



Office of the Secretary-General





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"The Office of the Secretary-General supports the OECD's Strategic Agenda, providing leadership, guidance and co-ordination across the house, and ensuring that the Organisation performs at its best, delivering on 'Better Policies for Better Lives' for member countries and partner economies. It supervises the effective implementation of the '21 for 21' agenda, ensures that the OECD is at the forefront of policy challenges and solutions, supports countries in implementing their reform agendas, helps level the playing field, and contributes to a people-centred growth agenda."

Office of the Secretary-General

Under the supervision of the Chief of Staff, Gabriela Ramos, and the Deputy Chief of Staff, Juan Yermo, the **Office of the Secretary-General (OSG)** supports the Secretary-General's strategic vision for the transformation of the OECD, including his Strategic Orientations and his "21 for 21" agenda. Along with the Deputy Secretaries-General (DSGs), OSG co-ordinates work across the house to ensure consistency and impact. It keeps the OECD at the cutting edge of policy thinking, notably through the New Approaches to Economic Challenges and Inclusive Growth initiatives, and its contributions to the G20 and G7 via the Sherpa Office.

OSG prepares and co-ordinates all the Secretary-General's daily activities and helps to implement his decisions. It also ensures the delivery of timely and targeted policy advice to member countries and partner economies on their reform agendas, through the Better Policies series, country reviews, OECD flagships and the OECD Leaders Programme. OSG supports the co-ordination of senior management activities, including the DSGs' oversight of specific policy clusters. It ensures OECD representation at the highest level in international events. OSG is also in charge of co-ordinating the OECD's Annual Ministerial Council Meeting (MCM) and the Global Strategy Group (GSG).

OSG ensures the OECD is at the leading edge of good management and operations. This includes the oversight of corporate services (EXD), communications and public engagement (PAC), the Council and Executive Committee Secretariat (CES), Internal Audit (IA), the Global Relations Secretariat (GRS) and the Legal Directorate (LEG). OSG leads the Secretariat's work with the standing committees, supporting the Secretary-General's role as the Chairman of the Council and the regular interactions with OECD ambassadors. It also co-ordinates the voluntary contributions received by the Organisation, as well as specific initiatives supported by members, like the Global Deal and the Network for Open Economies and Inclusive Societies.

OSG comprises the Office Management and Communications unit, the Strategic Foresight unit, the Strategic Intelligence and Speech Writing unit, the OECD Representatives to the UN unit, and the Roundtable on Sustainable Development. A team of advisors supports the preparation of the daily activities and missions of senior management, as well as the co-ordination of different streams of work. The office also produces the Better Policies series and houses the Protocol function.

New Approaches to Economic Challenges (NAEC)

www.oecd.org/naec

Under the supervision of Gabriela Ramos, the NAEC initiative catalyses efforts across the OECD and beyond to update and upgrade analytical frameworks, approaches and policy advice. The NAEC Group of Committee chairs, ambassadors and directors oversees and reviews the initiative's activities. In 2018, NAEC worked with several OECD committees and hosted eminent thinkers including Nobel Laureate Angus Deaton, Dani Rodrik, Mariana Mazzucato, Andy Haldane, Erik Brynjolfsson and Olivier Blanchard.

NAEC marked the tenth anniversary of the start of the global financial crisis with a high-level conference on lessons learnt, co-organised with Partners for a New Economy. NAEC also launched a Task Force on Systems Thinking, Anticipation and Resilience with the International Institute for Applied Systems Analysis, to apply complexity science to understanding the economy and its interaction with other systems such as the environment and society. NAEC works with the United States Army Corps of Engineers and the European Commission's Joint Research Centre to strengthen inter-governmental approaches to resilience. Led by the OECD's Chief of Staff, Chief Economist and Chief Statistician, the NAEC Innovation LAB promotes experimentation with new analytical tools and techniques.

NAEC engaged a High-Level Advisory Board to the Secretary-General to develop a new narrative of growth. The board examines the meaning and purpose of growth and determines what issues the OECD needs to address.

Inclusive Growth

www.oecd.org/inclusive-growth

For over a decade, the OECD has been documenting the increase in inequality of income and opportunities across OECD member and partner countries. In 2012, the Inclusive Growth initiative was launched to develop concrete strategies to address this challenge. Under the supervision of Gabriela Ramos, it has contributed to advance an agenda for policy action and to develop the business case on why inequality hinders growth, bringing together work across the OECD.

In 2012-14, the OECD alerted to the disconnect between growth and well-being. It documented the rise in inequalities and formalised the notion of multi-dimensional living standards in a comprehensive measurement framework.

In 2014-16, the inclusive growth agenda evolved to include subnational and metropolitan areas, and the sectoral level. It further analysed the productivity-inclusiveness nexus, with cutting-edge reports such as *All on Board: Making Inclusive Growth Happen* and *The Productivity-Inclusiveness Nexus.* It established a Group of Friends of Inclusive Growth and the Champion Mayors platform.

In 2016-18, the analysis of the productivity-inclusiveness nexus was extended to fully reflect the digital transformation and growing interconnectedness of our economies. In 2018, the OECD launched the Framework for Policy Action on Inclusive Growth, supported by a dashboard of 24 indicators. The Framework provides governments with guidance on how to design and implement policies to sustain and more equitably share the benefits of growth. It is based on three pillars: (i) supporting business dynamism and inclusive labour markets; (ii) investing in people and places left behind, and providing equal opportunities; and (iii) building efficient and responsive governments.

The OECD is now applying the Framework through the Inclusive Growth Country Reviews to help countries diagnose and address key challenges in these areas. The Business for Inclusive Growth Platform (B4IG) complements the Framework by helping businesses navigate the transition to the digital economy in a sustainable and socially just manner. It has informed the G7 Charlevoix Summit and is feeding into the French G7 Presidency.

The initiative now seeks to deliver actionable solutions for improving inclusive growth outcomes in the long term. This requires special consideration of the inequality of opportunities for children and youth while taking megatrends like climate change and people's exposure to environmental risks into account. It is also supporting the Global Deal, focusing on quality social dialogue and making labour markets more inclusive.

Sherpa Office and Global Governance Unit

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www.oecd.org/g20

Nicolas Pinaud, Head of Unit

Under the supervision of Gabriela Ramos, the Sherpa Office provides strategic support for OECD engagement with the G20, the G7, APEC and theDeauville Partnership by leveraging its evidence-based analysis, policy recommendations and standards.

Amidst challenging global governance dynamics, the OECD supported the Argentinian G20 Presidency and G20 members in achieving important outcomes, and is currently supporting the Japanese G20 Presidency. To address the risks and opportunities of digitalisation, the OECD shared its analysis on the Future of Work, contributing to the advancement of policies endorsed by G20 Leaders as well as focusing on the future of skills and social protection. The first G20 Education Ministerial Meeting highlighted the OECD's important work on early childhood education and care, the future of skills, and international assessments.

To reduce steel excess capacity and promote an international level playing field, the OECD acted as facilitator of the Global Forum on Steel Excess Capacity (GFSEC), forging members' agreement to continue working on the implementation of the Hamburg and Hangzhou commitments and the Berlin and Paris ministerial recommendations. On anti-corruption, G20 Leaders called for all members to make progress towards adhering to the OECD Anti-Bribery Convention. Taking forward the tax agenda, the OECD helped address the challenges digitalisation poses with a view to develop a consensus-based solution by 2020.

In pursuit of an inclusive and sustainable economy, the G20 Presidency continued its long-standing work on the impact of structural reforms on growth. Following up on the *Roadmap for Digitalisation*, *Bridging the Digital Gender Divide* has become one of the Presidency's key deliverables. *Financing Climate Futures: Rethinking Infrastructure* explored the roles public and private actors can play in driving the low-carbon transition and resilient development. To address food security, the OECD provided inputs on responsible agricultural supply chains jointly with the Food and Agriculture Organization (FAO). The stocktake report with the World Bank Group (WBG) synthesised the work already developed in the G20 and other fora to further advance the *Roadmap to Infrastructure as an Asset Class*. The OECD jointly released the *G20 International Migration and Displacement Trends Report 2018*. Jointly with the International Monetary Fund (IMF), the OECD presented the "2-in-5 target" outcomes, which aimed at raising the level of the G20's combined GDP by over 2% by 2018.

The OECD also contributed to the Canadian G7 Presidency by promoting "Growth that benefits all" and Gender Budgeting. It supported digital transformation efforts by alerting the G7 on the need to address the impact of rapid innovation. The OECD engaged with regional fora, such as APEC, regarding infrastructure, financial inclusion, tax, and disaster risk financing and insurance. With the G7 Deauville Partnership, the OECD continued to support structural reforms in the Middle East and North Africa (MENA). Finally, the OECD contributed to other global initiatives including the Paris Collaborative on Green Budgeting and the first Paris Peace Forum.



Gabriela Ramos, OECD Chief of Staff and Sherpa, speaks at the G20 Sherpa Meeting, Buenos Aires, 9 October 2018. Photo: G20 Argentina

KEY EVENTS

- G20 Sherpa Meetings, *December 2017 and May/September/November 2018*
- G20 Finance Ministers and Central Bank Governors Meetings, *March/April/July 2018*
- G7 Finance Ministers and Central Bank Governors Meeting, *31 May-2 June 2018*
- G7 Leaders' Summit, *8-9 June 2018*
- G20 Energy Transitions Ministerial Meeting, *15 June 2018*
- G20 Agriculture Ministers Meeting, *28 July 2018*
- G20 Digital Economy Ministerial Meeting, *23-24 August 2018*
- G20 Joint Education and Employment Ministerial Meeting, *6 September 2018*
- G20 Trade and Investment Ministerial Meeting, *14 September 2018*
- Second Ministerial Meeting of the GFSEC, *20 September 2018*
- APEC Finance Ministers' Meeting, *17 October 2018*
- G20 Engagement Groups' Summits (W20, *October 2018*; B20, *October 2018*; T20, *September 2018*; C20, *August 2018*; Y20, *August 2018*)
- G20 Leaders' Summit, *30 November-1 December 2018*

KEY CONTENT

- *OECD Secretary-General Report to the G20 Leaders*
- *Stocktake of Tools and Instruments Related to Infrastructure as an Asset Class Progress Report* (with G20, WBG)
- *OECD Note on the Future of Skills for the G20 Education Working Group*
- *Bridging the Digital Gender Divide: Include, Upskill, Innovate*
- *Food Security and Nutrition: Challenges for Agriculture and the Hidden Potential of Soil – A Report to the G20 Agriculture Deputies* (with FAO)
- *Financing Climate Futures: Rethinking Infrastructure* (with UN Environment, WBG)
- *G20 International Migration and Displacement Trends Report 2018* (with ILO, IOM and UNHCR)

Strategic Foresight

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https://youtu.be/ej80SmMMhz0

The OECD Strategic Foresight unit helps governments, OECD directorates and the OECD as a whole build the capacity to anticipate and prepare for uncertain, complex and turbulent futures. This involves working closely with OECD staff, national 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 first set of key activities is focused on building foresight capacity and strengthening foresight content within the OECD. The primary goal is to ensure that emerging changes and critical uncertainties about the future are better reflected in OECD policy analysis and advice. This involves working with directorates to design and facilitate foresight workshops for their staff or their committees, as well as providing training and support across directorates on how to use foresight to strengthen policy making in key areas. The foresight unit also works with directorates on longer-term foresight projects, especially on cross-cutting issues with long-term uncertainty and high policy significance for governments.

Secondly, the unit strengthens foresight capacity in national governments by co-ordinating the Government Foresight Community, composed of over 100 experienced foresight professionals working in governments and international organisations around the world. This includes hosting a thematic workshop in the spring and an annual meeting in the autumn, as well as participating in other international strategic foresight fora. The unit works with individual governments to help them adopt best practices in anticipatory governance and build their public sector foresight capacity. Additionally, it helps them to design and deliver tailored strategic foresight processes to address key national priorities (such as developing future-ready strategies for achieving the Sustainable Development Goals or preparing for possible scenarios resulting from digital transformation). The foresight unit also works closely with OECD ambassadors and delegations to strengthen foresight in their national governments and at the OECD.

Finally, the unit helps to bring foresight process and content to bear on and inform high-level global dialogue on key issues. This includes preparing materials to support the OECD's annual Ministerial Council Meeting and Global Strategy Group, as well as designing and facilitating foresight workshops for senior-level discussion at the request of the OECD Secretary-General or Chief of Staff. ■


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POUR UNE VIE MEILLEURE



Directorates





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"We are fuelling an exciting transformation of development co-operation. We're shifting up gears – to focus sharply on the impact of investments and partnerships on the 2030 Agenda, rather than just on inputs. Are the lives of people in developing countries really improving? Is anyone being left behind? The resulting clarity on international development co-operation commitments will define, in concrete terms, its role in shaping 'the world we want' today, in 2030 and beyond."

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).

Throughout 2018, the DCD scaled up its efforts to improve the mobilisation, allocation and effective use of resources in support of the 2030 Agenda. We revised the reference guide for the DAC peer review mechanism to align it with the 2030 Agenda, thereby improving examinations of members' development systems and policies. We studied sector financing to help co-operation providers better grasp the implications of the 2030 Agenda for their sector strategies, and we conducted groundbreaking research on "transition finance" to understand the behaviour of external finance as countries transition across the development continuum.

With the Private Finance for Sustainable Development Week in January 2019, the DCD led a major international event with public and private sector stakeholders to discuss new approaches in using private finance to deliver the 2030 Agenda. *Social Impact Investment 2019: The Impact Imperative for Sustainable Development* provides new guidance on social impact investing.

States of Fragility 2018 offers more effective approaches to fragility, accounting for its multidimensionality. The *Development Co-operation Report 2018* helps clarify what the "leave no one behind" pledge means in practice. The *Global Outlook on Financing for Sustainable Development 2019* takes a fresh look at the inter-linkages between sustainable development finance and policy and identifies areas for reform.

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*
- DAC global relations, *www.oecd.org/dac/dac-global-relations*
- Effective development co-operation, *www.oecd.org/dac/effectiveness*
- Environment and development, *www.oecd.org/dac/environment-development*
- Evaluation of development programmes, *www.oecd.org/dac/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*
- Results in development co-operation, *www.oecd.org/dac/results-development*

KEY EVENTS

- Private Finance for Sustainable Development Week, 15-18 *January* 2019
- DAC Senior Level Meeting, *22 February* 2019

KEY CONTENT

- Development Matters blog
- *Multilateral Development Finance: Towards a New Pact on Multilateralism to Achieve the 2030 Agenda Together*
- *Global Outlook on Financing for Sustainable Development 2019: Time to Face the Challenge*
- *Development Co-operation Report 2018: Joining Forces to Leave No One Behind*
- *Sector Financing in the SDG Era*
- *Social Impact Investment 2019: The Impact Imperative for Sustainable Development*
- *States of Fragility 2018*











Economics Department



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"The Economics Department is at the forefront of making integrated assessments of countries' challenges and providing evidence-based recommendations on macroeconomic policies and reforms that benefit all, based on peer experience. In the current challenging context where global expansion is threatened by risks such as trade tensions, tightening financial conditions in some places, political risks and weakening of the international rule-based system, the Economics Department is well placed to provide relevant and impactful support to policy makers."

The **Economics Department (ECO)** carries out cross-country, country-specific, macroeconomic and structural policy surveillance and research on OECD member countries as well as accession and key partner countries and other strategic non-member countries.

ECO focuses its evidence-based policy analysis and advice on achieving stronger, more inclusive and sustainable growth through effective policy packages. Currently, the Department's analyses deal with, among other things, policies affecting labour and product market outcomes, regulatory reform, economic growth, inequality, long-term growth, as well as ageing populations.

Over the past 12 months, ECO published 21 country surveys and its first multi-dimensional economic survey of Thailand. ECO's flagship publications, *Economic Outlook* and *Going for Growth*, remain key inputs to policy discussions across the world. The Economics Department published 3 policy papers and 79 working papers in 2018.

The Directorate contributes to the G20 Framework Working Group on macroeconomic and structural policies, including monitoring implementation of G20 structural reforms.

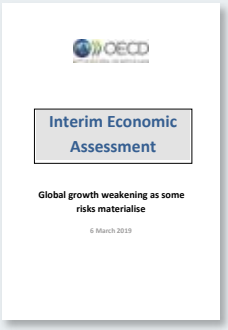
AREAS OF FOCUS

- Economy, *www.oecd.org/economy*
- Economic outlook, *www.oecd.org/eco/outlook/economic-outlook*
- Country economic surveys, *www.oecd.org/eco/surveys*
- Cross-country structural policy analysis and advice, *www.oecd.org/eco/goingforgrowth.htm*
- 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*
- Monetary and financial issues, *www.oecd.org/economy/monetary*
- Economics Department policy papers and working papers, *www.oecd.org/economy/policy-papers.htm*; *www.oecd.org/economy/economicsdepartmentworkingpapers.htm*

KEY CONTENT AND EVENTS

- OECD Ecoscope blog
- Compare your country: Economic Projections – OECD Economic Outlook
- *OECD Economic Outlook*, launched in Paris on 30 May and 21 November 2018; interim reports launched on 20 September 2018 and 7 March 2019
- *OECD Economic Surveys* (member countries and selected non-member economies)
- *Economic Policy Reforms 2018: Going for Growth Interim Report*, launched in Buenos Aires, Argentina, on 19 March 2018
- "Public finance structure and inclusive growth", launched at the Lisbon Council, Brussels, Belgium, on 17 December 2018
- "Tax policies for inclusive growth: Prescription versus practice"
- "The Long View: Scenarios for the World Economy to 2060"
- BIS-IMF-OECD Joint Conference – Weak Productivity: The Role of Financial Factors and Policies, *10-11 January 2018*
- 3rd Annual Conference of the OECD Global Forum on Productivity, *28-29 June 2018*













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"Schools now need to prepare students for more rapid change than ever before, to learn for jobs that have not been created, to tackle societal challenges that we can't yet imagine, and to use technologies that have not yet been invented. We need to prepare students for their future, not for our past."

Directorate for Education and Skills

The **Directorate for Education and Skills (EDU)** has three main objectives: assist OECD and partner economies in planning and managing their education systems so that their citizens can develop the knowledge, skills, attitudes and values they need throughout life; ensure that learners understand their own learning needs and have the opportunity and means to choose paths that help them develop; and ensure that educators have the knowledge and skills to improve their practices and have a positive impact on learning.

These objectives were reflected in the scope of the Directorate's work in 2018, ranging from reviews of how individual countries can most effectively use their education resources to international studies of teacher policies and practices. Equity in education was a key theme throughout the year, with reports on disadvantaged and immigrant students, and the first results from the PISA (Programme for International Student Assessment) for Development project. Studies on quality education spanned from early learning to higher education.

In 2019, the Directorate will release the latest results from its Teaching and Learning International Survey (TALIS) and open the conversation about educating for the future by unveiling the "Learning Compass" – a tool devised by the Education 2030 project to help students navigate towards well-being and "the future we want". The annual compendium of education statistics, *Education at a Glance*, will include a special focus on tertiary education. Results from PISA 2018 and the third round of the Programme for the International Assessment of Adult Competencies (PIAAC) will also be released in 2019. ■

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-19991487.htm*
- Survey of Adult Skills (PIAAC), *www.oecd.org/site/piaac*
- Teaching and Learning International Survey (TALIS), *www.oecd.org/education/talis*

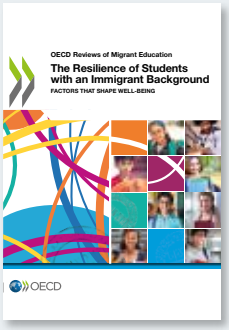
KEY EVENTS

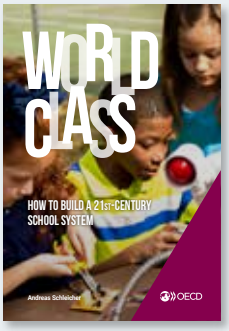
- International Summit of the Teaching Profession, *15 March 2019*
- International launch of the Teaching and Learning International Survey results 2018, *19 June 2019*
- International launch of *Education at a Glance: 2019 Indicators*, *10 September 2019*
- International launch of the 2018 PISA (Programme for International Student Assessment) results, *3 December 2019*

KEY CONTENT

- OECD Education and Skills Today blog
- OECD Education & Skills TopClass podcasts
- Compare your country: Education at a Glance 2018
- *Education at a Glance 2018: OECD Indicators*
- *Equity in Education: Breaking Down Barriers to Social Mobility*
- *PISA for Development: Results in Focus*
- *The Resilience of Students with an Immigrant Background: Factors that Shape Well-Being*
- *World Class: How to Build a 21st-Century School System*
- *Effective Teacher Policies: Insights from PISA*











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"No doubt, our economies are undergoing rapid and deep transformations driven by digitalisation, globalisation and demographic changes. These transformations can be managed to the benefits of all, and not only a few. The future is in our hands, and the OECD supports policy makers and stakeholders in taking action to craft a people-centred, inclusive future."

Directorate for Employment, Labour and Social Affairs

The **Directorate for Employment, Labour and Social Affairs (ELS)** leads OECD work on employment, social policies, international migration and health. It oversees work on inter-related policy areas to help countries promote quality jobs and skills matching. It also seeks to improve social welfare, migration and health outcomes in a context of rapidly changing economies and societies affected by digitalisation, globalisation and demographic changes.

On labour market policy, we focused on the future of work and its implications for skills, employment regulation, social dialogue and social protection, with the 2019 *Employment Outlook* and *Getting Skills Right: Future-Ready Adult Learning Systems*. We furthered our analysis of inequality with high-profile reports on social mobility and the middle class.

We started implementing the mandates of the 2018 Social Policy Ministerial, with the *Risks that Matter* survey, a Call for Innovation to identify best practices in stakeholder engagement and the forthcoming conference on Social Data for Tomorrow. We released innovative work on child well-being, pensions and *Society at a Glance 2019* with a focus on policies to promote a more diverse and inclusive society.

In health, we looked in depth at critical issues including dementia, access to innovative medicines and antimicrobial resistance with *Stemming the Superbug Tide: Just a Few Dollars More*.

We delivered new work on migration and the integration of migrants. We concluded the OECD horizontal project on the effective integration of vulnerable migrants with a conference and the launch of the *Ready to Help?* report. We released the 2018 *International Migration Outlook* and launched *Settling In 2018*, the most comprehensive account of integration outcomes and best practices.

AREAS OF FOCUS

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

KEY CONTENT AND EVENTS

- OECD Skills and Work blog
- *Good Jobs for All in a Changing World of Work: The OECD Jobs Strategy*, launched in Berlin at the High-Level Policy Forum on the New OECD Jobs Strategy
- *OECD Employment Outlook 2019: The Future of Work*, launched in Berlin at the Federal Ministry of Labour and Social Affairs, and *OECD Employment Outlook 2018*
- *OECD International Migration Outlook 2018*
- *Pharmaceutical Innovation and Access to Medicines*
- *Settling In 2018: Indicators of Immigrant Integration*
- *Ready to Help? Improving Resilience of Integration Systems for Refugees and other Vulnerable Migrants*
- *Stemming the Superbug Tide: Just a Few Dollars More*
- *Society at a Glance 2019: OECD Social Indicators*
- *Under Pressure: The Squeezed Middle Class*
- *A Broken Social Elevator? How to Promote Social Mobility*
- *Care Needed: Improving the Lives of People with Dementia*
- *Getting Skills Right: Future-Ready Adult Learning Systems*
- Inaugural Global Mental Health Summit, *9-10 October 2018*
- OECD Policy Workshop on Enhancing Child Well-being, *16 January 2019*
- Policy Dialogue on the Integration of Refugees and Other Vulnerable Migrants, *January 2019*













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"Not all people, firms and places experience a level playing field in today's global economy. Megatrends such as digitalisation, new forms of work, ageing, migration and environmental imperatives could further widen divides. The CFE is working to ensure that all people, and businesses of all sizes, can contribute to and benefit from inclusive growth, whether they are located in a capital city or in remote rural areas."

Centre for Entrepreneurship, SMEs, Regions and Cities

The **Centre for Entrepreneurship, SMEs, Regions and Cities (CFE)** provides comparative statistics, analysis and capacity building. It helps local and national actors work together to unleash the potential of entrepreneurs and small and medium-sized enterprises (SMEs), promote inclusive and sustainable regions and cities, boost local job creation, and support sound tourism policies.

As highlighted at the 2019 Regional Development Policy Ministerial meeting, we need to prepare regions, cities and rural areas for megatrends. The CFE unveiled new data on regional disparities, decentralisation and subnational finances in the *Regional Outlook 2019*, *Regions and Cities at a Glance 2018* and the handbook on *Making Decentralisation Work*. At their fourth meeting, Champion Mayors for Inclusive Growth committed to leverage social, public sector and technological innovations to fight inequalities.

Following the 2018 SME Ministerial Conference, CFE continues to strengthen the evidence base for SME policies with the Scoreboard on *Financing SMEs and Entrepreneurs 2019*. A new *SME and Entrepreneurship Outlook* has been developed, along with initiatives on Digitalisation for SMEs and Women's Entrepreneurship. Work has also begun on an OECD Strategy for SMEs.

The local dimension of the future of work was the focus of *Job Creation and Local Economic Development 2018* and the 14th Forum for Local Development Practitioners, Entrepreneurs, and Social Innovators, where innovative practices were identified to prepare workers for tomorrow.

The first OECD Conference on Culture and Local Development explored how to unleash the power of creative industries for economic growth and well-being. The 15th Global Forum on Tourism Statistics covered many themes, from big data to the SDGs. ■

AREAS OF FOCUS

- SMEs and entrepreneurship, *www.oecd.org/cfe/smes*
- Local economic and employment development, *www.oecd.org/cfe/leed/; http://www.oecd.org/cfe/leed/trentocentre.htm* (OECD Trento Centre, Italy)
- Regional development, *www.oecd.org/cfe/regional-policy*
- Urban development and inclusive and sustainable cities, *www.oecd.org/cfe/regional-policy/urban-development.htm*
- Rural development, *www.oecd.org/cfe/regional-policy/oecdworkonruraldevelopment.htm*
- Tourism, *www.oecd.org/cfe/tourism*
- Regional statistics and indicators, *www.oecd.org/cfe/regional-policy/regionalstatisticsandindicators.htm*
- Multi-level governance, subnational finance and investment, *www.oecd.org/cfe/regional-policy/multi-level-governance.htm*
- Water governance, *www.oecd.org/cfe/watergovernanceprogramme.htm*

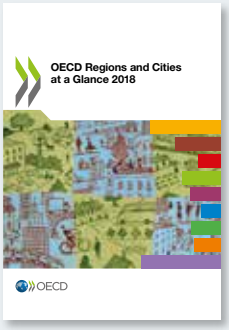
KEY EVENTS

- 4th OECD Regional Development Ministerial Meeting – Megatrends: Building Better Futures for Regions, Cities and Rural Areas, *19-20 March 2019*
- 7th OECD Roundtable of Mayors and Ministers, *19 March 2019*
- 4th Meeting of the OECD Champion Mayors for Inclusive Growth Initiative, *18 March 2019*
- OECD Conference on Culture and Local Development, *6-7 December 2018*
- 15th Global Forum on Tourism Statistics, *28-30 November 2018*
- 14th Forum for Local Development Practitioners, Entrepreneurs, and Social Innovators – A New World of Work: Global Trends and Local Actions, *18-19 September 2018*

KEY CONTENT

- Compare your country: Tourism in the economy (data visualisation)
- Cultivating successful entrepreneurs (video)
- *SME and Entrepreneurship Outlook 2019*
- *OECD Regional Outlook 2019: Leveraging Megatrends for Cities and Rural Areas*
- *OECD Regions and Cities at a Glance 2018*













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"We are at the eve of a decisive decade for the planet. This year gives our countries the opportunity to gain a head start on adopting transformational policies in anticipation of a reinvigorated Environment Agenda in 2020. The Environment Directorate continues to support member countries in forging sustainable development pathways to help avoid and mitigate global ecological and humanitarian disruptions."

Environment Directorate

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 economic, sectoral or social concerns in areas such as green growth, climate change, biodiversity, water, waste and the circular economy, the ocean, resource efficiency, environmental taxes, genetically modified crop safety, agriculture, transport, trade, investment and development.

In 2018, ENV led a major multilateral project to help countries move beyond an incremental approach to financing low-emission, resilient infrastructure towards the transformational agenda needed for decisive climate action. *Financing Climate Futures: Rethinking Infrastructure* highlights 6 transformative areas and 20 key actions to align financial flows with climate and development goals across planning, innovation, public budgeting, financial systems, development finance and cities.

ENV continues to focus on the social, environmental, economic and financial dimensions of the transition to low-carbon and resource-efficient economies, including exploring the role of green finance and investment, and the macroeconomic implications of the transition to a circular economy. The 2019 *Global Material Resources Outlook to 2060* was a first-of-its-kind, key report with global projections of materials use and their environmental consequences to 2060 at the global, sectoral and regional levels for 61 different materials (biomass resources, fossil fuels, metals and non-metallic minerals).

In 2019, ENV will continue its efforts to support countries in implementing the Paris Agreement, with a particular focus on tackling coastal risks, heightening mitigation ambitions and adopting a more circular economy. It will also further explore how to ensure a sustainable ocean economy.

AREAS OF FOCUS

- Climate change, *www.oecd.org/environment/action-on-climate-change*
- 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*
- Green growth, *www.oecd.org/greengrowth*
- Ocean, *oe.cd/ocean-brochure*
- Safety of chemicals, pesticides, biotechnology and nanomaterials, *www.oecd.org/chemicalsafety*
- Resource productivity and waste, *www.oecd.org/environment/waste*
- Resource efficiency and circular economy, *www.oecd.org/environment/waste/recircle.htm*
- Water, *www.oecd.org/water*

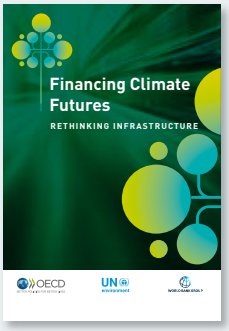
KEY EVENTS

- Forum on Green Finance and Investment, *29-30 October 2019*
- Green Growth and Sustainable Development Forum: Greening heavy and extractive industries – Innovation and fiscal sustainability, *26-27 November 2019*

KEY CONTENT

- OECD Green Talks LIVE (webinar series)
- OECD Environment YouTube channel, videos on the environment
- *OECD Environmental Performance Reviews: Czech Republic 2018; Hungary 2018; Australia 2019; Latvia 2019; Turkey 2019*
- *Global Material Resources Outlook to 2060: Economic Drivers and Environmental Consequences*
- *Cost-Benefit Analysis and the Environment: Further Developments and Policy Use*
- *Financing Climate Futures: Rethinking Infrastructure*
- *Saving Costs in Chemicals Management: How the OECD Ensures Benefits to Society*
- *Responding to Rising Seas: OECD Country Approaches to Tackling Coastal Risks*













GREG MEDCRAFT
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"Market dynamics are changing rapidly. Digitalisation is transforming the relationship between businesses and their customers, shifting economic power, creating new products and sources of value, and empowering the public to monitor and influence business behaviour. DAF is helping equip governments with the research, data and policy tools they need to ensure that fair and efficient markets continue to be the foundation of balanced growth and better lives."

Directorate for Financial and Enterprise Affairs

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

Standard setting and implementation: Updating policy standards is critical to ensuring they are fit for purpose and have impact, and in 2019, the OECD Recommendation on Combating Bribery, and Codes of Liberalisation of Capital Movements, will be both reviewed and revised after substantial consultation over the past year. Also, in 2018, Peru became the 44th country to join the OECD Anti-Bribery Convention, and the landmark OECD Due Diligence Guidance for Responsible Business Conduct was adopted.

Capacity building: In 2018, DAF helped Portugal to tackle constraints to competition in order to boost economic dynamism, and has similar ongoing projects ahead with Iceland, Tunisia and several ASEAN countries. Across DAF, national competition authorities, National Contact Points for Responsible Business Conduct and anti-bribery prosecutors conducted more than 200 training workshops and capacity-building sessions worldwide.

Fora for co-operation and international dialogue: The inaugural OECD Blockchain Policy Forum was the first major international conference to take stock of blockchain's impacts across the full range of government activities and public priorities, and this work will continue in 2019. Other major annual fora, which represent significant opportunities for governments to exchange information and collaborate on DAF's key policy areas, are listed opposite.

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 Blockchain Policy Forum, *4-5 September 2018*
- OECD Global Forum on Competition, *29-30 November 2018*
- OECD Forum on Responsible Garment and Footwear Supply Chains, *14-15 February 2019*
- OECD Global Anti-Corruption and Integrity Forum, *20-21 March 2019*
- OECD Forum on Responsible Mineral Supply Chains, *20-21 April 2019*
- OECD Global Forum on Responsible Business Conduct, *12-13 June 2019*

KEY CONTENT

- *OECD Business and Finance Outlook 2018*
- *OECD Pensions Outlook 2018*
- *OECD Sovereign Borrowing Outlook 2019*
- *OECD Corporate Governance Factbook 2017*
- *Corporate Bond Markets in a Time of Unconventional Monetary Policy*
- *OECD Competition Assessment Reviews: Mexico, Portugal*
- *OECD Investment Policy Reviews: Cambodia, Croatia, Egypt, Viet Nam*
- *OECD Due Diligence Guidance for Responsible Business Conduct*
- *Resolving Foreign Bribery Cases with Non-Trial Resolutions*













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"Making OECD standards and policies count on a global scale supports our strategic goal of contributing to levelling the playing field globally. The Organisation has developed effective tools to engage with its partners to foster strong, sustainable and inclusive growth in OECD member and partner countries in a mutually reinforcing way. We support key emerging economies to align themselves with the OECD's globally recognised standards and policies."

Global Relations Secretariat

The **Global Relations Secretariat (GRS)** strengthens the OECD's co-operation with partner countries and dynamic regions around the world and increases the impact of the OECD by supporting reform-minded governments across the globe.

With its Global Relations Strategy, the Organisation fosters co-operation with our key partners – Brazil, the People's Republic of China, India, Indonesia and South Africa – and their alignment with OECD best practices. The Organisation makes its standards and policies count on a global scale via the G20 and other fora of global governance.

GRS helps to advance reform agendas in the most important growing regions in the world through regional programmes in Eurasia and South East Europe (SEE), Latin America and the Caribbean (LAC), the Middle East and North Africa (MENA) and Southeast Asia.

Specific country programmes undertaken in Kazakhstan, Morocco, Peru and Thailand have helped lock in national reform processes, involve countries in the work of OECD bodies and align them with OECD legal instruments. New country programmes will be discussed with Egypt and Viet Nam.

Highlights of 2018-19 include the first ministerial meeting of the Southeast Asia Regional Programme, the ministerial meeting of the LAC Regional Programme on Integrity for Good Governance, the release of *Competitiveness in South East Europe: A Policy Outlook 2018*, the tenth anniversary of the Eurasia Competitiveness Programme celebrated during OECD Eurasia Week 2018 and the second Women's Economic Empowerment Forum of the MENA Programme.

AREAS OF FOCUS

- OECD Global Relations, *www.oecd.org/globalrelations*
- 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

- Forum of the Southeast Asia Regional Programme: Connecting Southeast Asia, *11 March 2019*
- SEE High-Level Conference: Assessment of the Western Balkans and Turkey's Implementation of the Small Business Act for Europe, *7 May 2019*
- Western Balkans Summit: Poland-OECD High-Level Conference – The Western Balkans in Global Markets, *4 July 2019*
- Central Asia Ministerial-Level Meeting on Competitiveness and the Legal Environment for Business, *November 2019*
- MENA-OECD Women's Economic Empowerment Forum, *27-28 November 2019*

KEY CONTENT

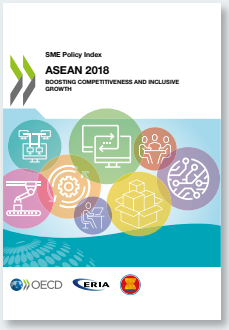
- OECD *Active with…* country and regional brochures
- *SME Policy Index series: Western Balkans and Turkey 2019; Latin America and the Caribbean 2019; ASEAN 2018; The Mediterranean Middle East and North Africa 2018*
- *Integrity for Good Governance in Latin America and the Caribbean: From Commitments to Action*













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"Communication lies at the heart of the OECD's ability to achieve real-world impact. But this is not a one-way process. If the OECD is to speak effectively and be heard, we must first be able to listen and engage – often outside our comfort zones. We must take the pulse of societal concerns and tensions, so that we can ensure that the OECD voice is present where and when it should be."

Public Affairs and Communications Directorate

The **Public Affairs and Communications Directorate (PAC)** enhances OECD dialogue and engagement with policy shapers, experts and the broader public. It orchestrates external communication and campaigns in line with the Secretary-General's strategic priorities. It leads the OECD Forum and sets standards and provides communication guidance for the Organisation, working closely with the OECD Senior Communications Board.

In 2018, OECD communications confronted tensions around globalisation and growing pressures on the multilateral system, coupled with a saturated and fragmented media landscape, where data and experts were often viewed with scepticism. In this context, PAC centred the OECD narrative around three priority campaign themes: international co-operation, digitalisation and inclusive growth, as highlighted at the 2018 OECD Forum: "What Brings Us Together".

We continued to expand engagement with key stakeholders through: the OECD Global Parliamentary Network (21% rise in attendance), the OECD Better Life Index (15 500 visitors, up 17%), and our social media presence (increased reach across all platforms, 140% rise on Instagram). We also drove engagement through: media channels (over 300 000 mentions in online media and a 16% increase of front-page articles), the OECD Data Portal (over 6 million users), OECD.org and iLibrary (nearly 8 million downloads in 2018). We engaged audiences using simple language, visual and easily shareable content. We reached out globally through OECD regional Centres in Washington, DC, Berlin, Tokyo and Mexico City.

In 2019, our communication strategy will build on this positive engagement, focusing on achieving real-world impact on people's lives, placing a greater emphasis on listening and grounding our communication in evidence and data. We will expand OECD's engagement with civil society organisations. These elements will underpin our key corporate communication campaign, "I Am the Future of Work". ■

KEY EVENTS

- OECD Forum 2018: What Brings Us Together, *29-30 May 2018*
- *Journées européennes du patrimoine*, *15-16 September 2018*
- OECD Parliamentary Days, *7-9 February 2018; 13-15 February 2019*
- OECD Forum 2019: World in EMotion, *20-21 May 2019*

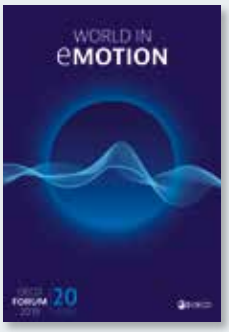
KEY CHANNELS AND PRODUCTS

- Better Life Index, *www.oecdbetterlifeindex.org*
- Civil society, *www.oecd.org/civilsociety*
- Compare your country, *https://www1.compareyourcountry.org/en*
- Images and videos, *www.flickr.com/OECD; www.youtube.com/OECD*
- Newsroom, *www.oecd.org/newsroom*
- OECD Centres abroad, *www.oecd.org/centres*
- OECD Data portal, *http://data.oecd.org*
- OECD Forum, *www.oecd.org/forum*
- OECD Global Parliamentary Network, *www.oecd.org/parliamentarians*
- OECD iLibrary, *www.oecd-ilibrary.org*
- OECD Insights series, *www.oecd.org/insights/*
- OECD Insights blog, *http://oecdinsights.org*
- OECD Observer (quarterly in print), *http://oecdobserver.org/*
- Social media: *www.facebook.com/TheOECD; www.twitter.com/OECD; www.instagram.com/the_oecd*
- The Forum Network, *www.oecd-forum.org*













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"The sweeping digital transformation of the private sector has not yet been fully mirrored in the public sector. Policies and practices to seize the opportunities of digitalisation, and safeguard against threats, have not kept pace with change. Now, more and more, governments are rethinking how they design and deliver public policies and services – moving towards an open, innovative and digital state, where collaborative and citizen-driven approaches are an integral part of every public institution."

Directorate for Public Governance

The **Directorate for Public Governance (GOV)** provides data, analysis and good practice to improve public policy making. Accountable public services, efficient regulations, strong institutions and effective integrity policies are essential to strengthen trust.

The past year heralded several new instruments on public governance. The OECD Council endorsed a recommendation on public service leadership and capability in 2018, and a Declaration on Public Sector Innovation is in its final stages. A Policy Framework on Sound Public Governance will be finalised in 2019 to provide a diagnostic and benchmarking guide for public governance reforms and effective policy making.

GOV produced nearly 100 publications in 2018, including the second edition of the *OECD Regulatory Policy Outlook* and the first Southeast Asian edition of *Government at a Glance*. Events included the OECD Integrity Forum, the Forum on the Governance of Infrastructure and the Public Sector Innovation conference.

The OECD will continue to explore the use of technologies such as artificial intelligence, blockchain, big data and open data to improve public services. It will also look at how governments can protect the public interest through effective regulation, risk management and strategic communications. The strategic use of budgets, procurement, regulations and other governance tools to achieve societal goals will be explored.

GOV will continue to emphasise inclusiveness, integrity and transparency in policy making, including innovative forms of citizen participation, gender and diversity mainstreaming in public policy, access to justice, and youth engagement. It will also support member and partner countries in implementing the 2030 Agenda.

AREAS OF FOCUS

- Fighting public sector corruption, *www.oecd.org/gov/ethics*
- Open government, *www.oecd.org/gov/open-government.htm*
- Public employment and management, *www.oecd.org/gov/pem*
- Digital government, *www.oecd.org/gov/digital-government*
- Budgeting and public expenditures, *www.oecd.org/gov/budgeting*
- Risk management, *www.oecd.org/gov/risk*
- Support for Improvement in Governance and Management (SIGMA), *www.oecd.org/gov/sigma*
- Policy coherence for sustainable development, *www.oecd.org/gov/pcsd*
- Regulatory policy, *www.oecd.org/gov/regulatory-policy*
- Public governance reform in the Middle East and North Africa, *www.oecd.org/mena/governance*
- Gender mainstreaming, governance and leadership *www.oecd.org/gov/gender-mainstreaming*

KEY EVENTS

- OECD Global Anti-Corruption and Integrity Forum: Tech for Trust, 20-21 *March 2019*
- OECD Global Policy Roundtable on Equal Access to Justice, 27-28 *March 2019*

KEY CONTENT

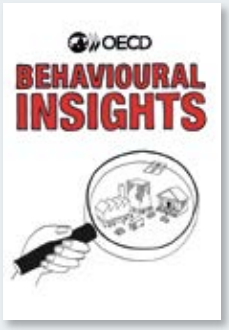
- OECD On the Level blog
- *OECD Regulatory Policy Outlook 2018*
- *Open Government Data Report: Enhancing Policy Maturity for Sustainable Impact*
- *OECD Behavioural Insights Toolkit and Ethical Framework*
- *Government at a Glance Southeast Asia 2019*
- *Budgeting and Public Expenditures in OECD Countries 2019*
- *Fast Forward to Gender Equality: Mainstreaming, Implementation and Leadership*













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"To better understand where our economies and societies are today, and where they are going in the future, we tackle topics at the boundaries of our scientific and technological understanding. This includes bio- and nanotechnology for altering modes of production, the granular view of productivity, and digital shifts like big data, the Internet of Things and artificial intelligence. STI analyses and measures how these are changing our world."

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; from how nanosatellites and innovation affect social challenges, to consumer protection and excess capacity in heavy industries.

The *OECD Science, Technology and Innovation Outlook* explored whether policies remain fit for purpose in driving sustainable growth and well-being, while the new *Oslo Manual* complemented it with tools to better measure innovation. A review of digital transformation in Sweden showcased the OECD's new integrated policy framework to help countries harness digital opportunities.

STI's relevance at the global level continued, supporting Argentina's G20 Presidency with a report on *Bridging the Digital Gender Divide* as well as co-ordinating a *Toolkit for Measuring the Digital Economy*, and facilitating the Global Forum on Steel Excess Capacity. The Canadian G7 Presidency leveraged STI's work on transformative technologies and called on the OECD to support multi-stakeholder dialogue on artificial intelligence. Co-operation with APEC and ASEAN is strengthening.

In 2018, STI hosted the Global Forum on Digital Security for Prosperity and, with OsloMet, brought together leading thinkers to discuss enhancing science and innovation processes with digital technologies. In 2019, two years of work on the digital transformation, involving ten parts of the OECD, was showcased at the Going Digital Summit. The changing landscape for science, technology and innovation will be the focus of a high-level roundtable.

AREAS OF FOCUS

- Digital transformation, *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*

KEY EVENTS

- Global Forum on Productivity, *28-29 June 2018*
- OECD Global Forum on Digital Security for Prosperity, *13-14 December 2018*
- OECD Going Digital Summit, *11-12 March 2019*

KEY CONTENT

- *OECD Science, Technology and Innovation Outlook 2018: Adapting to Technological and Societal Disruption*
- Going Digital Toolkit (data exploration and visualisation)
- *Going Digital: Shaping Policies, Improving Lives*
- *Measuring the Digital Transformation: A Roadmap for the Future*
- *Meeting Policy Challenges for a Sustainable Bioeconomy*
- *Oslo Manual 2018: Guidelines for Collecting, Reporting and Using Data on Innovation, 4th Edition*
- *Rethinking Innovation for a Sustainable Ocean Economy*
- *Bridging the Digital Gender Divide: Include, Upskill, Innovate*
- "Issues in neurotechnology governance"
- "Mark-ups in the digital era"
- "GVC centrality and productivity: Are hubs key to firm performance?"
- "Innovation policies in the digital age"
- "IoT measurement and applications"













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"Understanding the impact of the digital transformation on people's lives, supporting inclusive and sustainable growth, and restoring people's trust in institutions, require having better metrics truly reflecting people's conditions to inform policy decisions. SDD continues to work towards this goal with innovative research to advance the statistical agenda in areas like measuring trust, income and wealth inequalities, and the distance to SDG targets. SDD is also developing new accounting frameworks to better capture the nature and impacts of globalisation and digitalisation."

Statistics and Data Directorate

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

SDD is addressing the measurement challenges of globalisation and digitalisation by developing indicators and conceptual frameworks to account for their impact on measures of economic activity, productivity, inflation and material well-being. It places particular emphasis on the valuation of "free goods and services" and on the treatment of intellectual property flows and data. Central to these efforts is a push for more granular insights on the types of firms engaged in 21st century production, the types of products produced and the increasing role of consumers as producers. Innovative tools and smart data techniques are also being developed, including a new Analytical Database on Individual Multinationals and their Affiliates (ADIMA) and its early warning system to identify company restructurings likely to have an impact on measures of economic activity.

Continuing its leadership in measuring well-being, SDD held the sixth OECD World Forum that explored what trends will reshape people's well-being in the future. SDD also released *How's Life in the Digital Age?*, providing a comprehensive description of digital impacts on people's lives and underlining data gaps.

In the context of its new Smart Data Strategy, SDD also acts as the data steward for all OECD data used in developing high-quality statistics and evidence for policy.

AREAS OF FOCUS

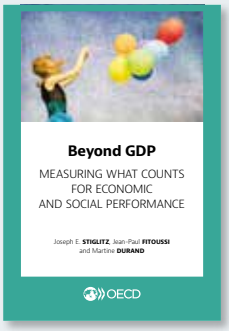
- Composite leading indicators and business tendency surveys, *www.oecd.org/SDD/leading-indicators*
- Entrepreneurship indicators and business statistics, *www.oecd.org/SDD/business-stats*
- Productivity statistics, *www.oecd.org/SDD/productivity-stats*
- OECD Better Life Initiative, *www.oecd.org/betterlifeinitiative*
- Measuring well-being and progress, *www.oecd.org/statistics/measuring-well-being-and-progress.htm*
- Inclusive growth, *www.oecd.org/SDD/inclusivegrowth-theoecdmeasurementframework.htm*
- Gender equality, *www.oecd.org/gender*
- Green growth, *www.oecd.org/greengrowth*
- Labour statistics, *www.oecd.org/SDD/labour-stats*
- International trade and balance of payments, *www.oecd.org/SDD/its*; *www.oecd.org/sdd/its/balanced-trade-in-services.htm*
- National accounts and financial statistics, *www.oecd.org/SDD/na*; *www.oecd.org/SDD/fin-stats*
- Prices and purchasing power parities, *www.oecd.org/SDD/prices-ppp*
- Statistical Information System Collaboration Community (SIS-CC), *https://siscc.org*

KEY EVENTS

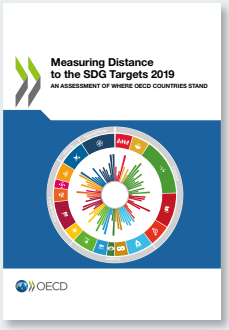
- OECD-IAOS Conference on Better Statistics for Better Lives, *19-21 September 2018*
- 6th OECD World Forum on Statistics, Knowledge and Policy: The Future of Well-being, *27-29 November 2018*
- OECD COPE-ATD Fourth World Conference on Addressing the Hidden Dimensions of Poverty, *10 May 2019*

KEY CONTENT

- *Beyond GDP: Measuring What Counts for Economic and Social Performance*
- *How's Life in the Digital Age? Opportunities and Risks of the Digital Transformation for People's Well-being*
- *Measuring the Distance to the SDG Targets 2019*
- *OECD Compendium of Productivity Indicators 2019*













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"The OECD has made major progress in 2018-19 in the implementation of internationally agreed tax standards and in discussing how to address the tax challenges of the digitalised economy. From the start of automatic exchange of information among 90 jurisdictions, to the ongoing implementation of the OECD/G20 Inclusive Framework on BEPS, tax evasion and avoidance are being tackled globally. Building on this success, we intend to continue promoting this unprecedented co-operation to reach a consensus-based solution on tax and digitalisation in 2020."

Centre for Tax Policy and Administration

The **Centre for Tax Policy and Administration (CTPA)** supports the Committee on Fiscal Affairs, covering international and domestic issues involving direct and indirect taxes. The OECD leads the development of international tax rules, addressing tax barriers to trade and investment while also tackling tax evasion and avoidance.

The OECD's Inclusive Framework on BEPS (base erosion and profit shifting), with over 125 member jurisdictions, is working to address the tax challenges arising from digitalisation. The members are developing a roadmap to guide their work towards a long-term solution that should be delivered in 2020. In addition to the ongoing implementation of the BEPS package through a peer review process, work is under way to provide policy makers with data and economic analysis of the impact and the effect of the BEPS measures. The Multilateral Convention to Implement Tax Treaty Related Measures to Prevent BEPS entered into force in July 2018 and now has almost 90 participating jurisdictions.

The Global Forum on Transparency and Exchange of Information for Tax Purposes and its 150-plus members continue to demonstrate their commitment to fight tax evasion. Automatic exchange of information is now under way among 90 jurisdictions, while new objective criteria have been agreed by the G20 to encourage further progress on tax transparency.

We are increasing our capacity-building work in developing countries and reinforcing co-operation with other international organisations through the Platform for Collaboration on Tax. Since 2012, Tax Inspectors Without Borders has generated close to USD 445 million of additional tax revenues. ■

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

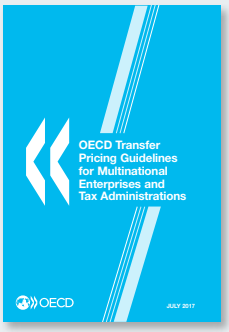
- Global Forum on Transparency and Exchange of Information for Tax Purposes, 20-22 *November* 2018
- Global Forum on VAT, 20-22 *March* 2019
- Forum on Tax Administration, 26-28 *March* 2019

KEY CONTENT

- Global Forum on Transparency and Exchange of Information for Tax Purposes (video)
- Tax Inspectors Without Borders: How it works; Tax Inspectors Without Borders: Leveling the Playing Field in Liberia (videos)
- Compare your country: Taxation
- "Digitalisation: 'The global tax rules are changing'", podcast with Pascal Saint-Amans
- Corporate Tax Statistics database 2018 (new) and 2019
- *Model Tax Convention on Income and on Capital: Full Version* 2019
- *Role of Digital Platforms in the Collection of VAT/GST on Online Sales*
- *Taxing Wages* 2019













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"International trade is not yet free, fair and open – it remains a work in progress. OECD analysis is identifying gaps in the international rule book, from market-distorting government support in agriculture, fisheries and industrial sectors, to regulations that restrict services trade. Our aim is to provide data and analysis to help governments, working together, ensure a global level playing field and maintain policies at home that allow trade to work better for more people."

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 inter-governmental agreements on officially supported export credits.

The OECD is working to identify the full range of policy measures, domestic as well as international, that can help make trade work for all, by increasing the benefits of trade and levelling the global playing field. We have expanded long-standing work that measures market-distorting government support in agriculture, fish and fossil fuels to industrial sectors with recent publications on the aluminium value chain and will continue to explore these and other sectors. We are also tackling new issues changing the trade policy landscape, with work on market openness in the digital era, including for services and cross-border data flows.

In addition, we provide tools to help governments make trading easier. Streamlining border procedures and removing regulatory restrictions on services trade can substantially reduce unnecessary costs on traders. The OECD Trade Facilitation Indicators and our Services Trade Restrictiveness Index allow governments to benchmark their performance and prioritise reforms.

OECD analysis and advice also help governments improve food, farm and fisheries policies, through our annual *Agricultural Policy Monitoring and Evaluation* report, *OECD-FAO Agricultural Outlook* and estimates of fisheries subsidies that can contribute to overfishing. The OECD *Inventory of Support Measures for Fossil Fuels* helps underpin national and international fossil-fuel subsidy reform initiatives.

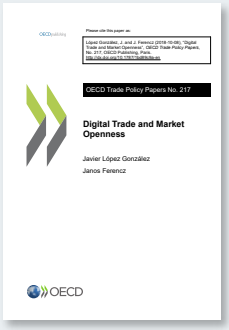
AREAS OF FOCUS

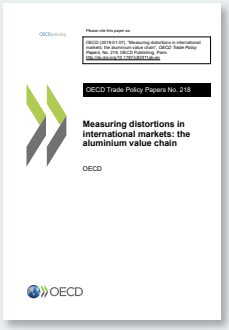
- Agricultural policies and support, *www.oecd.org/agriculture/topics/agricultural-policy-monitoring-and-evaluation*
- Agricultural productivity and innovation, *www.oecd.org/agriculture/topics/agricultural-productivity-and-innovation*
- Agricultural trade, *www.oecd.org/agriculture/topics/agricultural-trade*
- Benefits of trade liberalisation, *www.oecd.org/trade/understanding-the-global-trading-system/why-open-markets-matter*
- Digital trade, *www.oecd.org/trade/topics/digital-trade*
- Export credits, *www.oecd.org/trade/topics/export-credits*
- Fisheries and aquaculture, *www.oecd.org/agriculture/topics/fisheries-and-aquaculture*
- Global value chains and trade, *www.oecd.org/trade/topics/global-value-chains-and-trade*
- Services trade, *www.oecd.org/trade/topics/services-trade*
- Trade facilitation, *www.oecd.org/trade/topics/trade-facilitation*

KEY CONTENT AND EVENTS

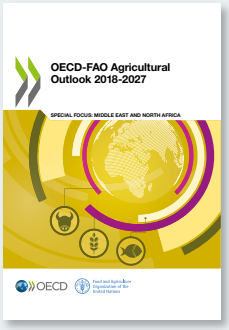
- Trade facilitation explained in 90 seconds (video)
- Compare your country: Agriculture and trade
- *OECD-FAO Agricultural Outlook 2018-2027*
- *Agricultural Policy Monitoring and Evaluation 2018*
- "Measuring distortions in international markets: The aluminium value chain"
- "Digital trade and market openness"
- "Trade and cross-border data flows"
- *OECD Services Trade Restrictiveness Index: Policy Trends up to 2019*
- OECD Global Forum on Trade: Trade in the Digital Era, *22 October 2018*
- OECD Global Forum on Agriculture: Global Food Systems, *14 May 2019*













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"Smooth and effective decision making and high-quality evaluation services are key to the OECD's impact and relevance. The Council Secretariat provides an interface with members, preparing the decisions that shape the future of the OECD and its ability to promote better policies for better lives. In 2019, CES will continue to support good institutional governance in a dynamic environment. Through evaluation services, it will contribute to and demonstrate the OECD's credibility as a learning organisation."

Council and Executive Committee Secretariat

The **Council Secretariat (CES)** serves the Council, the Executive Committee, heads of delegation meetings, the Global Strategy Group, the Ministerial Council Meeting and the Evaluation Committee. In-depth evaluations provide systematic and objective assessments of the relevance, effectiveness and efficiency of the OECD's substantive committees, among other things, to inform Council decisions on the appropriateness and renewal of their mandates.

CES provides a hub for members and the Secretary-General in support of smooth decision making, good institutional governance and co-ordination, and enhanced use of evaluation and monitoring.

CES delivers assistance and advice on institutional, policy and procedural aspects of the Council's activities and work programme. 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 for organising meetings and for the accurate processing and timely dissemination of documents. Throughout 2018, members worked on challenging issues, and governing bodies met many times. In this context, CES has strengthened its focus on relationships and information flows with OECD delegations in Paris.

In-depth evaluation plays a key role in supporting the OECD's mission, through forward-looking recommendations, identification of good practices, and advice on monitoring and evaluation. This helps to reinforce the OECD's transparency and accountability and contributes to learning and improvement within the Organisation. 2018 was an important year for in-depth evaluation. The second evaluation cycle ends, and the third begins, with enhanced methodology and increased scope.

Directorate for Legal Affairs



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"In a world of increasing tension between a globalised economy and legal frameworks that have remained largely territorial, the need for common rules is not only desirable, it is a must."

The **Directorate for Legal Affairs (LEG)** advises on legal, institutional and procedural aspects of the OECD's activities and supports directorates 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.

The Directorate supports the Organisation-wide standard-setting review designed to ensure the relevance and impact of OECD standards. This exercise involves devising tools to keep standards updated in light of the changing policy environment, to better measure standards' implementation and impact, and to extend their global reach.

In 2018, the Directorate also helped develop new standards on issues such as due diligence for responsible supply chains, sustainable lending and export credits, the strengthening of small and medium-sized enterprises and entrepreneurship, and global events and local development. It plays an ongoing role in representing the OECD on anti-corruption issues, including in the G20 Anti-Corruption Working Group.

The Directorate is the co-ordinator of accession discussions and in 2018 oversaw the successful conclusion of the accession processes of Colombia and Lithuania. Throughout 2018, it continued to co-ordinate accession discussions with Costa Rica and provided significant legal support on partners' adherence to OECD standards and participation in the Organisation's bodies.

Finally, the Directorate participates actively in a wide range of internal reform projects. These span from a new employment framework for officials to an enhanced protection of personal data across the OECD's activities.

Executive Directorate



JOSÉE TOUCHETTE
Executive Director

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

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 the Secretary-General on management policies and practices while delivering timely, high-quality and cost-effective corporate services to staff, members and delegates.

EXD services include human and financial resource management; digital knowledge and information management; and conference, language, security and operations services. They enable the Organisation to carry out its work efficiently and effectively. The OECD received the EDGE (Economic Dividends for Gender Equality) Certification.

EXD has focused on physical and digital security to keep OECD staff, over 130 000 visitors and our data safe. The new welcome pavilion (which opened in February 2019) increases entrance security. Guards also have been trained in the use of firearms. Amid increasing cyberthreats, the OECD's digital infrastructure has been kept secure.

The Secretary-General's adoption of the OECD's Risk Management Policy has consolidated the Organisation's risk management system into a policy that aligns with the Committee of Sponsoring Organizations of the Treadway Commission, the recognised world-class guidance-setting body for internal control and risk management.

EXD also further improves cost efficiencies and effective stewardship of OECD assets. The Value for Money Report shows estimated savings for the 2017-18 biennium greater than EUR 70 million and a 77% completion rate on initiatives submitted by directors in the two previous biennia. The funding needs for replacing long-term assets over the next 20 years have been met without asking members for additional contributions.

Internal Audit



INANC YAZAR
Director

"Internal Audit plays a key role in supporting the OECD's mission through its forward-looking recommendations and identification of good practices. It advises the Secretary-General on executive governance and on risk management and control. The Audit Committee, a special body of Council, oversees the independence and effectiveness of Internal and External Audit, reviews their work programmes and monitors management's implementation of the recommendations made. This contributes to reinforcing the OECD's leading-edge executive governance, as well as its accountability, transparency and performance."

Internal Audit (IA) provides the Secretary-General with independent and objective assurance and advisory services designed to add value to and improve the OECD's operations. It helps the Organisation achieve its objectives by bringing a systematic, disciplined approach to assessing and improving the effectiveness of executive governance, risk management and control processes.

In 2018, Internal Audit continued to build on its strong foundations. It focused on the substance of the OECD's work and provided assurance on cross-cutting issues. It substantially advanced its work on risk-related issues: information technology and cybersecurity, physical security and procurement.

Internal Audit continued to audit what matters. The audits of the "Executive governance, risk management and internal controls in the Nuclear Energy Agency" and the "Independent review of management's assessment of security measures over the OECD Common Transmission System platform" were the first audit reports to be issued following the Secretary-General's enhanced policy for disclosure of internal audit reports. The policy, which took effect in January 2018, extended the availability of detailed internal audit reports – in addition to the summary reports – to all OECD members.

As a measure of commitment to greater transparency and accountability, the elements comprising the "OECD Audit Architecture" have been compiled and made more visible publicly via the OECD website.

Internal Audit maintains a quality assurance programme, which is subject to an External Quality Assessment (EQA) every five years. Internal Audit's EQA in 2015 resulted in the highest rating, ratifying the previous ratings achieved in 2010 and 2005. ■



Special Bodies





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"The African Union's (AU) Agenda 2063 framework recognises the importance of sustainable industrialisation and economic transformation as a means to achieve equity and eradicate poverty. The OECD Development Centre remains committed to supporting this continental vision in the years to come in the context of its strong partnership with the AU by facilitating effective governmental learning underpinned by evidence."

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. DEV members include 27 OECD countries, the European Union and 27 non-OECD countries that interact on an equal footing to find innovative policy solutions to emerging development challenges.

Partnerships remain central to DEV's ability to provide robust analysis and policy advice to countries at all levels of development. *Africa's Development Dynamics*, published jointly with the African Union Commission, was the first annual economic report ever produced by the Commission. The release of the 2019 database and policy simulator of the Social Institutions and Gender Index (SIGI) paved the way for the *SIGI Global Report*.

In 2018, DEV stimulated new thinking on the future of international co-operation. It launched the regional facility for development in transition for Latin America and the Caribbean with the European Commission and UN ECLAC. In its *Perspectives on Global Development 2019*, DEV assessed the unprecedented challenges developing countries must face in terms of sustainable development and their implications for domestic policy and international co-operation efforts.

DEV´s expanded dialogue networks led to the report on *Private Philanthropy for Development*, co-produced with the Development Co-operation Directorate, providing the first set of globally comparable data on how foundations support development. Building on this research, DEV helped open a new OECD knowledge hub, the Centre on Philanthropy. The Development Communication Network (DevCom) launched its online platform, The SDG Communicator, for member and partner countries to engage citizens on sustainable development, marking DevCom's 30th anniversary.

For more information, see: the Development Centre website, *www.oecd.org/dev;* the Social Institutions and Gender Index, *www.genderindex.org*; Wikigender, *www.wikigender.org;* The SDG Communicator, *https://sdg-communicator.org*; and the OECD's blog on development, *https://oecd-development-matters.org.*

International Energy Agency



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Executive Director

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"The IEA family now accounts for almost 75% of global energy consumption and more than half of global energy production. By working closely with both our members and Association countries, we have a growing influence on global energy security and sustainability."

The **International Energy Agency (IEA)** is the global energy authority, providing data, analysis and solutions on all fuels and technologies and helping governments, industry and citizens make secure, affordable and sustainable energy choices. The IEA works on energy policies, holds trainings around the world and collaborates with over 6 000 experts from government, industry and research.

In 2018, the IEA expanded its work based on its three modernisation pillars of global engagement, energy security and clean energy technology:

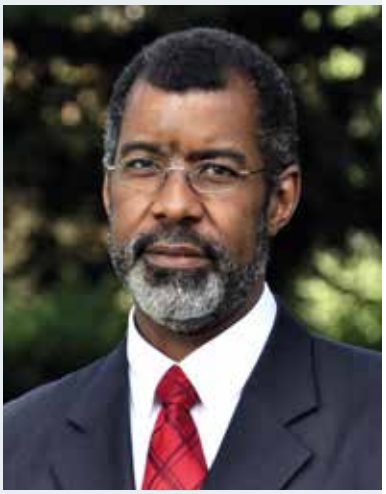
- **Global engagement:** South Africa became the eighth Association country, joining Brazil, China, India, Indonesia, Morocco, Singapore and Thailand. The IEA deepened its co-operation with these countries through joint work programmes.

- **Energy security:** The IEA continued its work on power system integration and electricity security and engaged in high-level oil diplomacy with both producers and importing countries.

- **Clean energy technology:** High-level ministerial summits brought together decision makers from government and industry to discuss various technologies including renewables; carbon capture, utilisation and storage; nuclear power; and energy efficiency. The IEA Clean Energy Transitions Programme began work across six thematic areas. And the IEA was invited to co-ordinate the Biofuture Platform.

Drawing on the IEA's extensive global energy data and partner relationships, key IEA outputs in 2018 included:

- *World Energy Outlook 2018*, with a special focus on electricity
- the IEA's first fully online publications: *Global Energy & CO_2 Status Report* and *Tracking Clean Energy Progress 2018*
- monthly *Oil Market Reports* and five Market Reports (oil, natural gas, coal, renewables and energy efficiency)
- dozens of special reports and web platforms including *World Energy Investment, Future of Cooling, Future of Petrochemicals* and *Offshore Energy Outlook*.



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"We have at our disposal technically mature, low-carbon alternatives – including solar and wind technology, hydroelectricity and nuclear power – to help countries reach their environmental and energy security goals. Reaching these goals will require us to use all of these low-carbon resources in an economically sound manner."

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. It provides authoritative assessments of and forges common understandings on key issues to support government decisions on nuclear technology, and on energy policies overall.

NEA activities cover nuclear safety and regulation, including human aspects such as safety culture, radioactive waste management, decommissioning, 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, the International Framework for Nuclear Energy Co-operation and the Generation IV International Forum. Over 20 joint undertakings operate under NEA auspices.

In 2018, the NEA celebrated its 60th anniversary. Other highlights included a first regional ministerial meeting on nuclear co-operation, held in Romania; the advent of the Committee on Decommissioning of Nuclear Installations and Legacy Management; and the first Country-Specific Safety Culture Forum, held in Sweden. Notable publications included *The Full Costs of Electricity Provision* and *Towards an All-Hazards Approach to Emergency Preparedness and Response*. The latter was a horizontal project with the Environment and Public Governance directorates and the EC Joint Research Centre.

The NEA continues work on the Nuclear Innovation 2050 project to identify global priorities for future R&D, establish frameworks for innovation and accelerate implementation of new technologies. It also continues to implement the Nuclear Education, Skills and Technology (NEST) Framework, which provides research and training opportunities for future nuclear technology experts and leaders.

International Transport Forum



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"Transport and mobility are transversal policy areas par excellence. Global trade needs efficient and resilient freight. Climate change can be stopped only if transport is decarbonised. Sustainable and liveable cities require nothing less than an urban mobility revolution. Inclusive societies are built on good physical access to opportunities."

The **International Transport Forum (ITF)** at the OECD is the only global body that covers all transport modes. An intergovernmental organisation with currently 59 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. ITF targets five policy priorities: connectivity, decarbonisation, safety and security, digitalisation, and universal access.

ITF's 2019 Summit focused on Transport Connectivity for Regional Integration. The *ITF Transport Outlook* examined impacts of disruptions on networks. Other studies covered Central Asia connectivity, domestic air links and city clusters.

The Decarbonising Transport initiative supports effective national climate commitments. Work includes modelling transport activity in the European Union (EU) to better understand the effects of CO_2 mitigation measures. Reports examined decarbonising urban passenger transport and road freight. ITF is a UN Climate Change (UNFCCC) transport focal point.

A Road Safety Observatory for Africa is nearing finalisation. The Safer City Streets network (49 cities) produced *Global Benchmarking for Urban Road Safety*. *Governing Transport in the Algorithmic Age* explored digitalisation issues, as did working groups on big data and drones.

An ITF-EU project develops new accessibility indicators. Three roundtables in 2019-20 will cover access for remote communities, accessibility and appraisal, and smart inclusive cities. Work on gender includes stakeholder consultations, a reader on women's safety in transport and a Corporate Partnership Board work stream on gender.

Member countries commissioned several case-specific policy analyses, including on regulatory capacity building, container shipping alliances and a Metropolitan Transport Authority for Seoul.

On Twitter, *@ITF_Forum* reached 10 000 followers. ■



Special Entities





Financial Action Task Force

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"The FATF has never been more vital and valued in protecting the global financial system and contributing to safety and security. Criminals and terrorists continue to evolve, including by exploiting technological innovations. The FATF ensures countries are alert to these risks and are taking effective and co-ordinated action to mitigate them."

The **Financial Action Task Force (FATF)** leads global action to fight money laundering, the financing of terrorism and the proliferation of weapons of mass destruction. Its 38 members, supported by the FATF Secretariat, oversee the evaluation of 205 jurisdictions that have committed to implement the FATF standards.

The FATF President attends G20 ministerial meetings alongside the heads of other international organisations. The FATF shares up-to-date information on the latest risks, trends and methods with law enforcement agencies, financial intelligence units and other agencies globally. Recent examples include the financing of ISIL and of Al-Qaeda and its affiliates, financial flows from human trafficking, the concealment of beneficial ownership, professional money laundering and terrorist financing disruption strategies.

High-risk jurisdictions and those with strategic deficiencies are systematically and publicly identified by the FATF. This impacts foreign direct investments and their international reputation and is effective in securing critical action.

The FATF is monitoring the risks from new technologies and regularly updates the G20. In response to heightened concerns from the G20, the FATF has introduced the first global standard for regulating virtual assets and virtual asset service providers. Under its US Presidency (1 July 2018-30 June 2019), the FATF is strengthening countries' capacity to investigate and prosecute terrorist financing and is improving global efforts to tackle the financing of the proliferation of weapons of mass destruction.

In 2019, the FATF celebrates its 30th anniversary. Ministers will meet to update its mandate and reiterate its strategic importance for the integrity of the global financial system and the safety and security of citizens.

Multilateral Organisation Performance Assessment Network



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"Effective multilateral organisations are part and parcel of the solution to today's global challenges. MOPAN has a unique role in supporting multilateral organisations by ensuring they meet high standards and are held accountable through credible, transparent and fair performance assessments. One of the strengths of MOPAN is to provide its independent assessments as global public goods. Today, many countries beyond the MOPAN membership use this information to improve strategic decision making and engagement with their multilateral partners."

The **Multilateral Organisation Performance Assessment Network (MOPAN)** is the only collective action mechanism that meets countries' information needs regarding the performance of major multilateral organisations. It provides comprehensive, independent and credible assessments to inform stakeholders' engagement, decision-making and accountability mechanisms. MOPAN's collaborative approach helps organisations learn from their assessments and those of their peers.

MOPAN offers its research as a global public good so that all stakeholders can use it to help create a more effective multilateral system.

Founded in 2002 by 8 countries, MOPAN has grown to 18 members representing 86% of multilateral funding. Since undertaking a major overhaul of its methodology for a more robust and evidence-based approach, MOPAN has assessed 26 of the largest multilateral organisations and will assess another 5 by the end of 2019. The methodology continues to evolve to meet the demands of a changing multilateral landscape and members' growing needs for information.

In 2019, MOPAN will develop a new strategic framework for 2020-24 and renew the hosting of its Secretariat by the OECD. The Network has made immense strides since its Secretariat became housed at the OECD in 2013. Collaboration between MOPAN and the OECD has yielded mutual benefits based on shared values of data-driven decision making, the exchange of complementary expertise and information, and the pursuit of a mutual goal: a better, more transparent and more effective multilateral system.

MOPAN looks forward to a reinvigorated mission and continued collaboration with the OECD. The Network invites all countries guided by its mission to join MOPAN and help make a better multilateral system. ■

OECD Centre for Skills



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"The OECD Centre for Skills is helping to ensure that individuals and countries have the skills to thrive in an increasingly complex, interconnected and rapidly changing world."

The **OECD Centre for Skills (SKC)** helps countries to develop relevant skills, make effective use of those skills, as well as strengthen the governance of their skills systems through its work in three areas: national skills strategies, vocational education and training and adult learning, and skills analysis.

National skills strategies

In 2018, the National Skills Strategy team completed a Skills Strategy Assessment and Recommendations project in Flanders as well as Skills Strategy Implementation Guidance projects in Portugal and Slovenia. In 2019, the Centre will launch the updated *2019 OECD Skills Strategy*, which builds on lessons learned in 11 countries and new evidence on the implications of so-called megatrends and skills policies that work.

Vocational education and training (VET) and adult learning

In 2018, *Seven Questions about Apprenticeships* analysed the role of work-based learning within vocational education. The study draws on global practice to highlight the key principles informing effective apprenticeship design. In 2019, SKC will publish the results of a major review of how national VET systems can best unlock the potential of migrants.

Skills analysis

In 2018, the *Skills Outlook* focused on skills and digitalisation. It examined how the digitalisation of economies and societies changes the skills people need and the way they can use them effectively, as well as how technology can contribute to the development of skills and how skills-related policies can shape the outcomes of digital transformation. In 2019, the team will focus on how countries can address skills development across the life course through effective lifelong learning policies.

Partnership in Statistics for Development in the 21st Century



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"Measuring and assessing the level of statistical capacity within developing countries is essential to the strategic design of programmes and allocation of funding. Both donors and national governments will need to dedicate more resources to statistical capacity to properly measure progress towards national, regional and international development objectives."

With nearly 20 years of experience, the **Partnership in Statistics for Development in the 21st Century (PARIS21)** works with low-income countries to strengthen statistics and promote the use of data by policy makers and citizens.

PARIS21 actively advocates for increased financial support to statistical development. The 2018 *Partner Report on Support to Statistics* (PRESS) shows that in 2016 only 0.33% of official development assistance went to activities to build statistical capacity. To respond to this lack of funding for statistics, PARIS21 is working with the statistical and development donor community. Together, they are exploring the suitability of a Global Financing Facility for Development Data to support the implementation of the Cape Town Action Plan for Sustainable Development Data.

PARIS21 will also be expanding its work in the measurement of data use for policy making. In 2019, PARIS21 will launch two new products: an online platform, the Statistical Capacity Monitor, and a flagship report, the *Statistical Capacity Development Outlook*. Both will provide comparative country analysis of statistical capacity and help streamline efforts to improve approaches to statistical capacity.

PARIS21 will continue to promote and facilitate the better use of statistics nationally, regionally and globally by providing innovative expertise to countries as they adapt to the 2030 Agenda. PARIS21 will also continue to actively help improve the co-ordination of support to data and statistics in view of strengthening partner country systems.



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"Home to nearly 400 million people, West Africa faces many development challenges: rapid population growth and urbanisation, food insecurity, terrorism, trafficking and migration. Yet its potential for development is just as real as these challenges. For the past four decades, the Sahel and West Africa Club has demonstrated that regional solidarity is a powerful tool for development and crisis management. It has generated data and knowledge to support policy making in this region."

Sahel and West Africa Club Secretariat

The **Sahel and West Africa Club (SWAC)** advocates innovative, forward-looking approaches to policies and international co-operation. Members and partners include West African regional organisations, OECD countries and the European Union.

SWAC supports the Food Crisis Prevention Network (RPCA), an international platform for dialogue and co-ordination that brings together the region's food and nutrition stakeholders. Its consensual analysis and data visualisation tools inform response plans, encourage mutual learning and make collective action more effective. SWAC also facilitates dialogue and advocacy for the Global Alliance for Resilience (AGIR).

Urban planning and management are essential development challenges. Africa is projected to have the fastest urban growth rate in the world. In 2018, SWAC launched the Africapolis online platform, the only comprehensive and standardised geospatial database on cities and urbanisation dynamics in Africa. It covers 7 500 agglomerations in 50 countries and enables comparative and long-term analyses.

SWAC conducts work on cross-border co-operation with a series of publications and policy recommendations for decision makers. It produced two flagship reports: *Cities and Borders in West Africa*, a multi-dimensional analysis of border cities, and *Women and Trade Networks in West Africa*, a mapping of women's trade networks in border markets. It is also preparing a practical guide on resilience to climate change in border cities.

The *West African Studies*, *West African Papers* and *Maps & Facts* series cover a wide range of topics.

The Sahel and West Africa Week 2018, held in Gambia, brought together 300 food security stakeholders.

KEY CONTENT

- Africapolis (geospatial database)
- Food Crisis Prevention Network (RPCA)
- Cities and borders in West Africa
- *Women and Trade Networks in West Africa*





Advisory Committees



Business at OECD



PHIL O'REILLY
Chairman



RUSSEL MILLS
Secretary-General

Established in 1962, **Business at OECD (BIAC)** supports policies that enable businesses of all sizes to contribute to sustainable growth, broader economic development and enhanced societal prosperity. Through our 55 national federations and 45 associate expert groups networks, we currently work with over 7 million companies in virtually all sectors, ultimately representing around half a billion people.

Our work brings over 3 000 business experts per year to exchange with OECD committees and Paris-based delegations. Our overarching priorities for better economies include trade, investment, employment, health, environment, taxation, responsible business conduct and anti-corruption, among others. Recent deliverables included providing business recommendations to leverage digital opportunities and re-establish trust in business as the focus of our Annual Consultation with Ambassadors in January 2019.

We have partnered closely with the OECD to support a balanced implementation of key instruments aiming for a more level playing field for business. These include the OECD Anti-Bribery Convention, the *G20/OECD Principles of Corporate Governance* and the *OECD Guidelines for Multinational Enterprises*. As the annual cost of bribery is estimated to be between USD 1.5 trillion and USD 2 trillion, we welcome new OECD work on the demand side as a further example of co-operative efforts that benefit society.

We are engaged in thought leadership via international fora. We are on the board of the Global Apprenticeship Network, targeting 20 million opportunities for youth by 2020. We facilitate dialogue between the B20 and G20, organising high-level fora for both the Argentinian and Japanese presidencies to share OECD insights and business recommendations with the G20.

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

Trade Union Advisory Committee



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



PIERRE HABBARD
General Secretary

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

The **Trade Union Advisory Committee (TUAC)** to the OECD brings the labour movement's voice to the OECD. TUAC's membership consists of 59 affiliated trade union centres in OECD countries, representing more than 66 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. Its ambition is to assert the positive role of social dialogue and collective bargaining in building fair and responsible regulatory standards.

TUAC has closely followed the review of the OECD Jobs Strategy and ongoing projects on the Future of Work, insisting on job quality, fair labour market outcomes, strengthened labour market institutions and a balanced view on flexibility. TUAC has contributed to the Going Digital project, the setting up of principles and policy frameworks by advocating for robust, anticipatory regulation for more competitive markets and a human-centred approach to the digital transformation (including just transitions for workers). TUAC also contributed to the OECD work on Due Diligence Guidance and the effective use of the OECD Guidelines for Multinational Enterprises, a central instrument for holding large global businesses to account.

For more information, see: *www.tuac.org;*
Twitter: *@TUACOECD. @RichardTrumka; @habbard*



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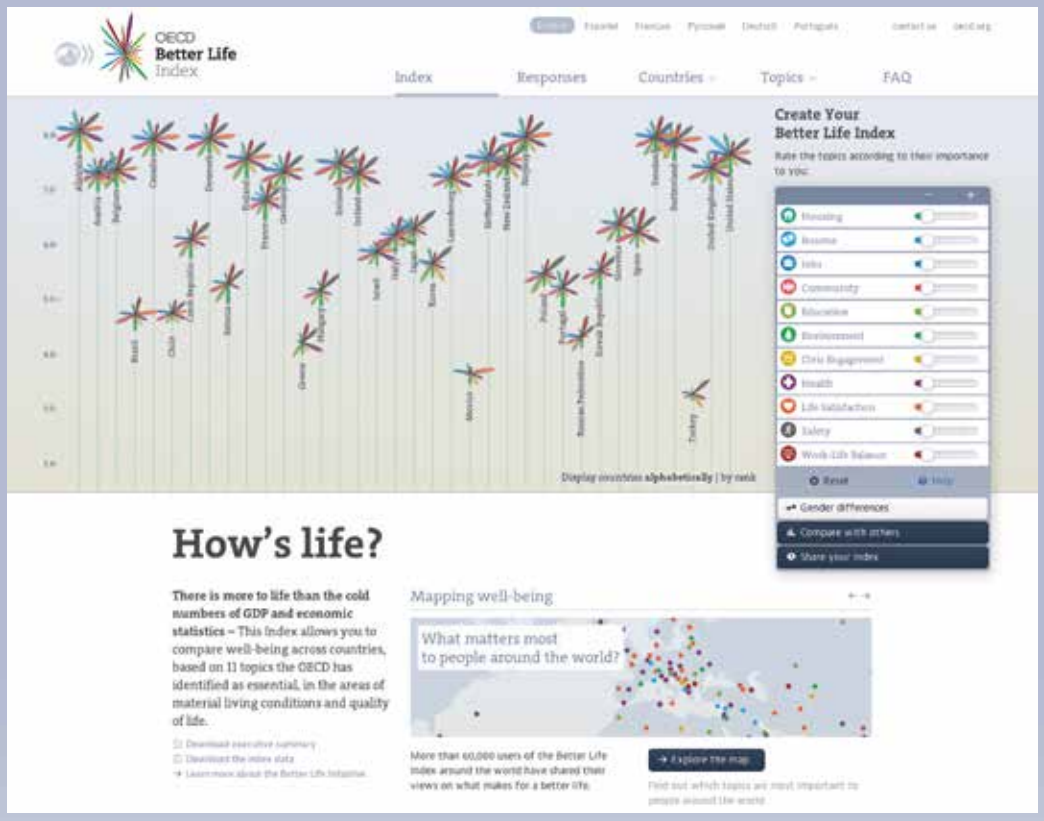


OECD
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Find out more about how life compares in OECD countries by ordering the book *How's Life? Measuring Well-Being*. Available now on the OECD iLibrary:
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ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT

The OECD is a unique forum where governments work together to address the economic, social and environmental challenges of globalisation. The OECD is also at the forefront of efforts to understand and to help governments respond to new developments and concerns, such as corporate governance, the information economy and the challenges of an ageing population. The Organisation provides a setting where governments can compare policy experiences, seek answers to common problems, identify good practice and work to co-ordinate domestic and international policies.

The OECD member countries are: Australia, Austria, Belgium, Canada, Chile, 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 and the United States. The European Union takes part in the work of the OECD.

OECD Publishing disseminates widely the results of the Organisation's statistics gathering and research on economic, social and environmental issues, as well as the conventions, guidelines and standards agreed by its members.

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