

OECD SECRETARY-GENERAL'S REPORT TO MINISTERS 2020



OECD Secretary-General Angel Gurría at the opening session of the 2019 OECD Forum, Paris, 20 May 2019.

Photo: OECD/Maud Bernos



OECD Secretary-General's Report to Ministers 2020

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Foreword

With almost 60 years of experience and insights, the OECD is one of the world's largest and most trusted sources of comparable statistical data and research. It is also a unique forum and knowledge hub for exchange of experiences, sharing of best practices, and advice on public policies and global standard setting. Together with governments, policy makers and citizens, we work on establishing evidence-based international standards and finding solutions to a range of social, economic and environmental challenges.

This edition of the *OECD Secretary-General's Report to Ministers* outlines the main achievements of the OECD in 2019. It describes the OECD's work on a wide range of policy areas such as employment, health, education, the environment, tax, innovation, etc. in the context of a rapidly changing world. It provides a glimpse of how the Organisation's work furthered its aim of promoting "Better Policies for Better Lives" in 2019.

The global spread of coronavirus in 2020 has made the commitment to this motto all the more relevant. The COVID-19 crisis is just the latest reminder of how much we need to change the way our systems operate. Meeting systemic challenges requires a better understanding of the interaction of risks and complexity. To improve anticipation and resilience, we need to address the complex, interconnected and dynamic nature of today's environmental, economic and social imperatives.

More than ever, we need evidence-based policies geared towards building societies and economies that are more resilient, inclusive and sustainable. To this end, the OECD has leveraged its existing policy expertise and launched new initiatives to help countries respond to the pandemic with informed analyses and best practice guidance.

We launched a Digital Content Hub on coronavirus: "Tackling coronavirus (COVID-19): Contributing to a global effort", available at <https://www.oecd.org/coronavirus>. This hub provides a single entry

point to the OECD's insights on the policy response to COVID-19. Our goal is to gather and share data, analysis and best practices, and make evidence-based policy recommendations on a broad range of policy areas affected by the crisis. The hub also includes a Country Policy Tracker, which helps users navigate the global response to COVID-19. It aims to help countries share best practices and better coordinate action. Through this hub, we also called on governments and business leaders to take strong actions to limit the consequences on the world's most vulnerable.

We also held virtual country-specific sessions with several member countries to discuss different aspects of the crisis and best practices in policy responses. We have worked on regional responses to COVID-19 and have analysed crisis responses in South East European economies, MENA countries, Central Asia, Latin America and the Caribbean, ASEAN member states and Africa.

The crisis has been an opportunity to engage on a broader reflection on the medium- and long-term challenges to make our economies and societies more resilient and better prepared to deal with these kinds of shocks. We already started to do so eight years ago, with the launch of the New Approaches to Economic Challenges (NAEC) and the Inclusive Growth initiatives, and we will continue on our mission to redesign and strengthen the growth and development path of our economies and societies.

The annual OECD Ministerial Council Meeting (MCM), which usually takes place in May-June, has been postponed due to the COVID-19 crisis. This report should be considered as a complement to other forthcoming content that will be released in due course for the OECD Ministerial Council Meeting and that will examine the main lessons learned from the pandemic.

This report opens with a letter from the Secretary-General, highlighting key 2019 milestones and the new context in which this edition is published. As mentioned, readers who wish to access our latest COVID-19-related work will find a wealth of information on our dedicated digital hub (<https://www.oecd.org/coronavirus>).

COVID-19 references apart, the cut-off date for this report was 14 February 2020, and some events and dates remain to be confirmed. Relevant pages of the OECD website ([oecd.org](https://www.oecd.org)) will be updated as information becomes available.

In the midst of this coronavirus crisis, it is important not to lose sight of all the key objectives and milestones in international co-operation that we have been tirelessly working on, such as the fight against climate change, the achievement of the goals set out in the 2030 Agenda for Sustainable Development, and reaching a multilateral agreement on tax challenges arising from digitalisation. Focusing on the OECD's work in 2019, this report highlights the many ways in which we have continued to push the global agenda forward, to help countries design and implement better policies for better lives. ■

Abbreviations and acronyms

ADIMA	Analytical Database on Individual Multinationals and their Affiliates	EDGE	Economic Dividends for Gender Equality
AEOI	Automatic Exchange of Financial Account Information	EDU	Directorate for Education and Skills (OECD)
AFL-CIO	American Federation of Labor and Congress of Industrial Organizations	EITI	Extractive Industries Transparency Initiative
AI	Artificial Intelligence	ELS	Directorate for Employment, Labour and Social Affairs (OECD)
AML	Anti-money laundering	ELSAC	Employment, Labour and Social Affairs Committee (OECD)
APEC	Asia-Pacific Economic Cooperation	ENV	Environment Directorate (OECD)
ASEAN	Association of Southeast Asian Nations	EPOC	Environment Policy Committee (OECD)
AU	African Union	EQA	External Quality Assessment
B20	Business20 (G20 engagement group for business)	EU	European Union
B4IG	Business for Inclusive Growth Platform	EXD	Executive Directorate (OECD)
BEPS	Base erosion and profit shifting	FAO	Food and Agriculture Organization of the United Nations
BIAC	Business at OECD (previously Business and Industry Advisory Committee)	FATF	Financial Action Task Force (OECD)
CERI	Centre for Educational Research and Innovation (OECD)	FDI	Foreign direct investment
CES	Council and Executive Committee Secretariat (OECD)	FH	Danish Trade Union Confederation
CFE	Centre for Entrepreneurship, SMEs, Regions and Cities (OECD)	FIA	International Automobile Federation
COP25	25th Conference of the Parties to the UN Framework Convention on Climate Change	GDP	Gross domestic product
COPE	OECD Centre for Opportunity and Equality	GFSEC	Global Forum on Steel Excess Capacity
COVID-19	Disease caused by a new strain of coronavirus. 'CO' stands for corona, 'VI' for virus, and 'D' for disease.	GOV	Directorate for Public Governance (OECD)
CSC	Confederation of Christian Trade Unions (Belgium)	GPAI	Global Partnership on Artificial Intelligence
CTPA	Centre for Tax Policy and Administration (OECD)	GNP	Global Parliamentary Network
DAC	Development Assistance Committee (OECD)	GRS	Global Relations Secretariat (OECD)
DAF	Directorate for Financial and Enterprise Affairs (OECD)	GSG	Global Strategy Group (OECD)
DCD	Development Co-operation Directorate (OECD)	GVC	Global value chain
DEV	OECD Development Centre	HH	His/Her/Their Highness
DevCom	Development Communication Network	HM	His/Her/Their Majesty
EC	European Commission	HRH	His/Her Royal Highness
ECEC	Early Childhood Education and Care	IA	Internal Audit (OECD)
ECLAC	Economic Commission for Latin America and the Caribbean (United Nations)	ICT	Information and communication technology
ECO	Economics Department (OECD)	IEA	International Energy Agency
		IFF	Illicit financial flow
		IFRS	International Financial Reporting Standards
		IIASA	International Institute for Applied Systems Analysis
		ILO	International Labour Organisation
		IMF	International Monetary Fund
		IO	International organisation
		IOM	International Organization for Migration

IoT	Internet of Things	RENGO	Japanese Trade Union Confederation
IPV	Intimate partner violence	RPCA	Food Crisis Prevention Network
ISIL	Islamic State of Iraq and the Levant	SDD	Statistics and Data Directorate (OECD)
ITF	International Transport Forum	SDGs	Sustainable Development Goals
LAC	Latin America and the Caribbean	SGE	General Secretariat (OECD)
LEG	Directorate for Legal Affairs (OECD)	SIGI	Social Institutions and Gender Index
MCM	Ministerial Council Meeting	SIGMA	Support for Improvement in Governance and Management
MDEP	Multinational Design Evaluation Programme	SKC	OECD Centre for Skills
MENA	Middle East and North Africa	SMEs	Small and medium-sized enterprises
METRO	The OECD's trade model, a computable general equilibrium (CGE) model that uses data to explore the economic impact of changes in policy, technology and other factors	SOE	State-owned enterprise
		SRSP	Structural Reform Support Programme (European Commission)
MLI	Multilateral Instrument (Multilateral Convention to Implement Tax Treaty Related Measures to Prevent BEPS)	SRSS	Structural Reform Support Service (European Commission)
MNE	Multinational enterprise	STI	Directorate for Science, Technology and Innovation (OECD)
MOPAN	Multilateral Organisation Performance Assessment Network (OECD)	STIP	Science, technology and innovation policies
NAEC	New Approaches to Economic Challenges (OECD)	STRI	Services Trade Restrictiveness Index
NCPs	National Contact Points	SWAC	Sahel and West Africa Club
NEA	Nuclear Energy Association	TAD	Trade and Agriculture Directorate (OECD)
NGO	Non-governmental organisation	TALIS	Teaching and Learning International Survey
NOEIS	Network for Open Economies and Inclusive Societies	TFI	Trade Facilitation Indicators
NSO	National Statistics Office	TIVA	Trade in Value Added
ODA	Official development assistance	TIWB	Tax Inspectors Without Borders
OECD	Organisation for Economic Co-operation and Development	TUAC	Trade Union Advisory Committee
OSG	Office of the Secretary-General (OECD)	UN	United Nations
PAC	Public Affairs and Communications Directorate (OECD)	UNDP	United Nations Development Programme
PaRIS	Patient-Reported Indicators Survey	UNFCCC	UN Framework Convention on Climate Change
PARIS21	Partnership in Statistics for Development in the 21st Century	UNGA	United Nations General Assembly
PIAAC	Programme for the International Assessment of Adult Competencies	UNHCR	United Nations High Commissioner for Refugees
PISA	Programme for International Student Assessment	VET	Vocational education and training
PMR	Product Market Regulations	WTO	World Trade Organization
R&D	Research & Development	21 for 21	Secretary-General Angel Gurría's agenda, based on 21 proposals, "to consolidate the Organisation's transformation" by 2021
		25 by 25	G20 Gender Target to reduce the gap in labour force participation of women by 25% by 2025

Letter from the Secretary-General

In 2019, we confronted an increasingly challenging context: we witnessed a rise in inequalities and social unrest in many countries, and trade tensions continued to drag down economic activity. The OECD measured this impact and sounded the alarm, stressing the importance of multilateral fora for levelling the playing field for international trade and investment. These challenges continued to develop in the midst of a massive digital transformation and demographic transition, which deeply affect not only our economies and societies, but also the way we learn, work, think and live. Moreover, climate change continued to pose a significant threat to our planet, our economies and our societies.

At the beginning of 2020, we have also witnessed the **coronavirus pandemic**, which has caused large-scale loss of life, severe human suffering and has had a major impact on our economies. The crisis has laid bare a number of vulnerabilities in our economies and policies that may have amplified the impact of the COVID-19 crisis, and which will need to be addressed. The **resilience of our health systems,**

value chains, trading relations and finances appears not to have been sufficient for preventing this crisis. The crisis has also shown that we do not sufficiently understand the mechanism on how contagion comes about and how to handle it. While it first spread in some of the world's major advanced and emerging economies, it also hit the world's poorest, and had significant impacts on developing countries.



Angel Gurría, OECD Secretary-General, and Emmanuel Macron, President of France, at the Paris Peace Forum, Paris, 12 November 2019.
Photo: OECD/Victor Tonelli



📍 Inga Rhonda King, President of the United Nations Economic and Social Council (ECOSOC), signs the OECD “Golden Book” next to Angel Gurría, OECD Secretary-General, OECD, Paris, 5 March 2019.

Photo:
OECD/Hervé Cortinat

In the midst of the COVID-19 crisis, the OECD called for **urgent and coordinated large-scale responses**, to be taken at subnational, national and international levels. We launched the **OECD Digital Content Hub** (<https://www.oecd.org/coronavirus/en>) to provide a single entry point to the OECD’s evidence, analysis and advice on the policy response to COVID-19 and to track national policy initiatives, for countries to share best practices and better coordinate action. We also called on governments and business leaders to take strong actions to limit the consequences on the world’s most vulnerable.

The OECD has also stepped up its efforts to make the global economy more inclusive and to turn the digital and demographic transformations into sources of inclusion, productivity and sustainability. Our global and national **Economic Outlooks** have continued to provide cutting-edge analysis on the major economic trends and prospects, as well as policy recommendations to ensure inclusive and sustainable growth. At the **2019 Ministerial Council Meeting (MCM)** – chaired by the Slovak Republic – we discussed the opportunities and challenges of harnessing the digital transition for sustainable

development. We presented the outcomes of Phase 1 of our work on **Going Digital**, and embarked on Phase 2. In May 2019, the OECD Council adopted the **OECD Recommendation on Artificial Intelligence (AI)**, the first intergovernmental set of principles on AI to help promote an AI that is innovative and trustworthy, while respecting human rights and democratic values. We also launched the **AI Policy Observatory**. Our annual **OECD SME and Entrepreneurship Outlook 2019**, launched in May 2019, took a deep look at the implications of digitalisation and globalisation for market conditions and SME access to strategic resources such as finance, skills, technology and data. At the **2019 Global Strategy Group (GSG)**, we discussed demographic challenges, and in particular the risks and opportunities of ageing societies. All this reflection feeds into our 2020 MCM, chaired by Spain, during which our goal is to bring together our different agendas – growth, green, inclusive, digital, ageing – into an integrated policy approach.

In 2019, we also held our second **OECD Global Blockchain Policy Forum**, which convened senior decision makers from the public and private

sectors, experts, academics and other stakeholders to explore the policy implications of blockchain technology and to consider a holistic response to facilitate a viable and fit-for-purpose innovation and adoption of this technology. We also launched a new OECD report on **Enhancing Access to and Sharing of Data**, showing new approaches to increase the social and economic value of data re-use.

The OECD also led the way for a multilateral solution to address tax challenges arising from the digitalisation of the economy, a process that we aim to bring to fruition by reaching a consensus-based long-term solution in 2020, in conjunction with all members and stakeholders of the **OECD/G20 Inclusive Framework on BEPS**. We also celebrated the 10th anniversary of the **Global Forum on Transparency and Exchange of Information for Tax Purposes**, with 70 ministers and high-level representatives from 156 jurisdictions convening

in Paris to show their commitment to greater tax transparency and fighting offshore tax evasion.

In the context of the G20, G7 and other major global fora such as APEC (Asia-Pacific Economic Cooperation), the OECD continues to provide the evidence base for policy discussions and agreements. In 2019, we provided strong support to the **Japanese G20 Presidency**, with an ambitious agenda centred on the digital economy, quality infrastructure, the SDGs, financial inclusion, ageing and anti-corruption. The OECD supported the crafting, and adoption by G20 Leaders, of human-centric “G20 AI Principles” drawn from the OECD Council Recommendation on Artificial Intelligence. We also continued to support critical G20 agendas such as gender equality, including the monitoring of the 25x25 target, climate action and environment preservation, trade, anti-corruption, development, and migration. In support of the



From left: François Villeroy de Galhau, Governor of the Bank of France, Angel Gurría, OECD Secretary-General, and Bruno Le Maire, French Minister of the Economy and Finance, at the G7 Finance Ministers and Central Bank Governors (FMCBGs) meeting, Chantilly, 17 July 2019.

Photo: A. Salessie

French G7 Presidency, the OECD contributed to outcomes across priorities to fight inequalities – from education to employment to development – and during the **G7 Summit in Biarritz**, we launched the **Business for Inclusive Growth Initiative (B4IG)**. Businesses that joined have pledged to advance human rights in direct operations and supply chains, build inclusive workplaces and promote inclusion in company value chains and business ecosystems. We also stepped up our engagement with **APEC**, hosted by Chile, supporting its agenda in key areas such as digitalisation, women’s empowerment, regional integration and infrastructure development. We also continued to support our members and partners with targeted policy advice and structural reform support.

The climate emergency has been at the forefront of political discussions all over the world. Climate change and the environment are at the core of our work, and last year demanded an increased and



🔗 Angel Gurría, OECD Secretary-General, talks with Angela Merkel, German Chancellor, at the Heads of International Organisations Annual Meeting, Berlin, 1 October 2019.

Photo: OECD/Axel Schmidt

sustained effort. During the 2019 Climate Week in New York, we highlighted the importance of **Aligning Development Co-operation and Climate Action**. We published reports, on key issues such as **Accelerating Climate Action: Refocusing Policies through a Well-being Lens**, **Responding to Rising Seas** and **Taxing Energy Use**. In 2019, our **Nuclear Energy Agency (NEA)** released flagship reports on the system costs of electricity, the supply of medical radioisotopes and the long-term operation of nuclear power reactors. We contributed to the G7 Environment Ministers with the report **Biodiversity: Finance and the Economic and Business Case for Action**. We also had a very active presence at **COP25** (25th Conference of the Parties to the UN Framework Convention on Climate Change) in Madrid and aim to continue to provide our full support at COP26 in Glasgow.

Given the widespread political shifts and social dissatisfaction that we have witnessed in the past year, the OECD is striving to reframe the debate on well-being and on a new growth narrative, which goes beyond GDP. Our **New Approaches to Economic Challenges (NAEC)** initiative has developed a new set of goals and measures of economic and social progress by gradually helping to develop a systemic perspective for policy making. On 17-18 September, the NAEC Conference on **Averting Systemic Collapse** took place. The joint **OECD-IIASA Task Force on Systems Thinking, Anticipation and Resilience** produced the publication *Systemic Thinking for Policy Making: The Potential of Systems Analysis for Addressing Global Policy Challenges in the 21st Century*. Resilience, or the ability to recover and adapt to any number of unexpected threats, must become a core philosophy within system management and operation to ensure we are able to continue to function in the midst of disruptions like the one we have faced this year with COVID-19. In addition, the report of the Secretary-General’s Advisory Group **Beyond Growth: Towards a New Economic Approach** sets out a new set of goals and measures of economic and social progress, new frameworks of economic analysis and new kinds of policies.

We continue advancing our agenda to promote a more inclusive growth process, including by putting the emphasis on the multiple pressures faced by the middle class, through our report **Under Pressure: The Squeezed Middle Class**. And we focused on improving the opportunities and rights of workers, through the new report **Negotiating Our Way Up: Collective Bargaining in a Changing World of Work** and our work on the **Global Deal for Decent Work and Inclusive Growth**, aimed at helping improve and strengthen social dialogue for a better future of work. Addressing these concerns, our annual **Employment Outlook** focused on a transition agenda for a future that works for all, addressing crucial and topical issues such as labour law protection, social protection and adult learning.

We placed children at the centre of policies. To celebrate World Children's Day, we released a report on **Changing the Odds for Vulnerable Children**, which calls on countries to develop well-being strategies that prioritise the needs of the most vulnerable. We also continued working on education: we presented our **PISA 2018 results**, which help governments design better education policies for an increasingly complex and digital future. Our reports **Getting Skills Right: Future-Ready Adult Learning Systems** and the **OECD Skills Outlook 2019** highlighted the importance of scaling up adult learning systems.

We confirmed that gender equality is at the heart of our priorities. In 2019, we created the **OECD Working Party on Gender Mainstreaming and Governance** to bring together institutions to develop tools, benchmarks and policy recommendations to accelerate progress towards closing the gender gap. Our **2019 March on Gender** events engaged in important conversations about persistent challenges and gender bias in data, advocating for a gender lens in the design of infrastructure projects, and making gender considerations more prominent in the integrity agenda. We continued monitoring the delivery of the G20 Gender Target to reduce the gap in labour force participation of women by

25% by 2025. We also held a first OECD High-Level Conference on **Ending Violence against Women**, which concluded with OECD Ambassadors calling upon the OECD, in co-operation with relevant international organisations and stakeholders, to deepen its work in identifying and recommending key policy measures for governments to eliminate violence against women, especially tackling intimate partner violence (IPV).

The OECD has also continued to shape the international conversation on migration and integration. Beyond the **43rd annual International Migration Outlook**, the **Joint Action Plan for Engaging with Employers in Hiring Refugees**, developed with UNHCR, has contributed to national dialogues worldwide. The report **Ready to Help? Improving Resilience of Integration Systems for Refugees and other Vulnerable Migrants** addresses how OECD countries can be better prepared in the context of large and sudden inflows of migrants and refugees. We also delivered our annual **International Migration and Displacement Trends and Policies** report to G20 Leaders, in collaboration with IOM, ILO and UNHCR.

In the context of wider spatial disparities, we made important steps in reinforcing our work on regional development with the **Regional Outlook 2019** and the **World Observatory on Subnational Government Finance and Investment**. The 4th meeting of the Champion Mayors, 7th Roundtable of Mayors and Ministers and 4th Regional Development Policy Ministerial held in Athens led to a **Declaration on Policies for Building Better Futures for Regions, Cities and Rural Areas** and to Ministers welcoming the **Principles on Urban Policy** and the **Principles on Rural Policy**. Our **International Transport Forum** continued to focus on several key issues facing regions and cities, such as safe micromobility and road safety.

On development and the implementation of the SDGs, two important recommendations were adopted: the **DAC Recommendation on the Humanitarian-Development-Peace Nexus** and the **DAC**

Recommendation on Ending Sexual Exploitation, Abuse and Harassment in Development Co-operation and Humanitarian Assistance, which is the first international standard in this area. In addition to the annual regional economic outlooks, the **2019 Global Outlook on Financing for Sustainable Development** was a landmark report on better measurement, targeting and coordination, and the **2019 Development Co-operation Report** was intended to align development co-operation with today's most urgent global priorities – from the rising threat of climate change to the flagging response to the Sustainable Development Goals and the 2030 Agenda. The third edition of the **Measuring Distance to the SDG Targets** was acknowledged by the President of the United Nations General Assembly (UNGA) as an excellent contribution for national strategies. Our **Development Centre** continues to be a partner for developing countries through its work on development in transition, regional outlooks and country-specific work, notably the **Multi-dimensional Country Reviews**, which aim to design policies and strategies that promote development in a holistic sense.

The OECD continues to be a place where leaders come together to discuss and take action on key economic and social challenges on the international agenda. The **2019 OECD Forum**, World in EMotion, was about leveraging globalisation and digitalisation for more inclusive and sustainable progress. The **2019 OECD Global Anti-Corruption and Integrity Forum** mobilised over 2 000 participants from 120 countries under the theme “Tech for Trust”, and confirmed its role as a leading annual multi-stakeholder event on anti-corruption worldwide. In 2019, we also unveiled the **Observatory of Civic Space** to enable citizens and civil society organisations to engage meaningfully with their governments and with each other.

At the OECD, we strive to improve our governance and administrative systems, by a thorough review of the Organisation's **governance framework**. The significance and global relevance of the OECD also continue to grow, notably through our work



✦ Angel Gurría, OECD Secretary-General, and Jair Bolsonaro, President of Brazil, during the G20 Leaders' Summit in Osaka, 28 June 2019.
Photo: PR/Alan Santos

with **Key Partners** (Brazil, China, India, Indonesia, South Africa). Their growing adherence to OECD instruments and their participation in committees and bodies strengthen our standards and knowledge base. We are also working with a number of countries to advance their request for accession. This year, we welcomed Colombia as a new Member, and Costa Rica's accession¹ is on track for a prompt completion. As several countries have expressed interest in adhering to the Organisation, we have continued to advance our global relations in order to make the OECD and its standards count, worldwide.

Looking ahead, the OECD will continue to work on the most pressing policy challenges of our time. This year will mark the 60th anniversary of the Organisation, and this will be the opportunity to reflect on the past, and develop a vision for the future. We look forward to continue helping our members and partners design, develop and deliver better policies for better lives. ■

A handwritten signature in black ink, appearing to be 'A. Gurría'.

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

2019 Year in review



22-25 January
OECD Secretary-General speaks at the World Economic Forum in Davos

10-11 February
World Government Summit in Dubai

20-21 March
OECD Global Anti-Corruption & Integrity Forum

28-29 June
OECD Secretary-General leads a delegation to the G20 Leaders' Summit in Osaka

JANUARY

FEBRUARY

MARCH

APRIL

MAY

JUNE

11-12 March
OECD Going Digital Summit

OECD WEEK
20-21 May
Launch of the OECD Recommendation on Artificial Intelligence during the OECD Forum 2019: World in EMotion

22-23 May
OECD Ministerial Council Meeting in Paris

14 June
International Labour Organization Centenary in Geneva





23 August
Business for Inclusive Growth coalition launch at the Élysée Palace

25-26 August
OECD Secretary-General participates in the G7 Leaders' Summit in Biarritz

17-18 September
OECD NAEC Averting Systemic Collapse Conference

23 September
UN Climate Action Summit

11-12 November
Paris Peace Forum

13 November
OECD hosts the Conference of Paris

19 November
OECD "Building Resilience in Vulnerable Children" event

JULY

AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

4-5 July
OECD Secretary-General participates in the Western Balkans Summit in Poznań

12-13 September
OECD Global Blockchain Policy Forum

17-30 September OECD Secretary-General Angel Gurría speaks with UN Secretary-General António Guterres at the UN General Assembly

20-21 November
Roundtable with Chinese Premier and Heads of International Organisations

26-27 November
10th Anniversary of the OECD Global Forum on Transparency and Exchange of Information for Tax Purposes



Secretary-General's activity in 2019

OVERVIEW

In 2019, 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 17 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 17 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 38 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 Biarritz, the G20 Leaders' Summit in Osaka, the United Nations (UN) General Assembly in New York and COP25 (UN Climate Change Conference) in Madrid.

In total, the Secretary-General attended over 650 formal bilateral meetings over the course of the year. These included 66 formal meetings with heads of state or government, 22 meetings with heads of international organisations and 184 meetings with ministers, as well as numerous informal interactions with high-level officials and senior stakeholders.

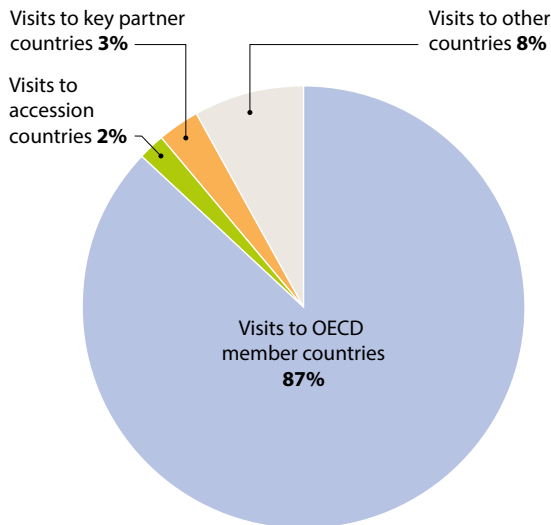
The Organisation's media presence and coverage also remained consistently high.

ACTIVITY ABROAD

Since 2007, the Secretary-General completed 631 trips abroad.

In 2019, 33 of his 38 visits abroad (87%) were to OECD member countries. One was to a key partner country and four were to accession and other non-member countries:

- Thirty-three trips to 20 of the 36 OECD member countries: Belgium (2 visits), Canada (1), Chile (1), Finland (1), Germany (2), Greece (1), Iceland (1), Italy (1), Japan (3), Latvia (1), Luxembourg (1), Mexico (2), Poland (1), Portugal (1), Slovak Republic (2), Spain (2), Sweden (1), Switzerland (4), the United Kingdom (1) and the United States (4).
- One visit to a key partner country: the People's Republic of China. 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.
- Four visits to accession and other non-member countries: Colombia (1), Romania (1), the United Arab Emirates (1) and Uruguay (1).

Figure 1: Secretary-General's visits abroad, 2019

The main purposes of most of these trips were to present OECD policy advice to the respective countries, or to respond to the many requests for visit from member and partner countries. He presented relevant OECD work linked to the country's reform agenda and increased the Organisation's profile. During every visit, the Secretary-General met with leaders and key members of the government. He presented 3 brochures ("The European Union: A People-Centred Agenda", "Getting Policy Design Right: OECD Reviews and Studies" and "Raising the Bar"), 16 Policy Briefs and 13 X-Ray documents, 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 World Government Summit in Dubai, the International Monetary Fund and World Bank meetings in Washington, the G20 Leaders' Summit in Osaka, the G7 Leaders' Summit in Biarritz, the United Nations General Assembly in New York, the Heads of International Organisations' meeting in Berlin and the COP25 in Madrid.

He also participated in important OECD ministerial meetings and conferences abroad, such as the OECD Ministerial Meeting on Regional Development Policy in Athens, as well as in events such as the Asia-Pacific Economic Cooperation Finance Ministers Meeting in Santiago.

The Secretary-General met with key ministers and leaders of every country visited. These included: Mauricio Macri, President of Argentina; Scott Morrison, Prime Minister of Australia; Charles Michel, Prime Minister of Belgium; Jair Bolsonaro, President of Brazil; Boyko Borissov, Prime Minister of Bulgaria; Justin Trudeau, Prime Minister of Canada; Faustin-Archange Touadéra, President of Central African Republic; Sebastián Piñera, President of Chile; Xi Jinping, President of China (People's Republic of); Li Keqiang, Premier of China; Iván Duque, President of Colombia; Azali Assoumani, President of Comoros; Carlos Alvarado, President of Costa Rica; Kolinda Grabar-Kitarović, President of Croatia; Andrej Plenković, Prime Minister of Croatia; Félix Tshisekedi, President of Democratic Republic of the Congo; Otto Sonnenholzner, Vice President of Ecuador; Lenín Moreno, President of Ecuador; Abdel Fattah El Sisi, President of Egypt; Kersti Kaljulaid, President of Estonia; Emmanuel Macron, President of France; Angela Merkel, Chancellor of Germany; Mahamudu Bawumia, Vice President of Ghana; Alpha Condé, President of Guinea; Katrín Jakobsdóttir, Prime Minister of Iceland; Narendra Modi, Prime Minister of India; Joko Widodo, President of Indonesia; Giuseppe Conte, Prime Minister of Italy; Shinzō Abe, Prime Minister of Japan; Moon Jae-in, President of Korea; Raimonds Vējonis, President of Latvia; Krišjānis Kariņš, Prime Minister of Latvia; Xavier Bettel, Prime Minister of Luxembourg; Boubou Cissé, Prime Minister of Mali; Saad Dine El Otmani, Head of Government of Morocco; Mark Rutte, Prime Minister of the Netherlands; Jacinda Ardern, Prime Minister of New Zealand; Mercedes Aráoz, Vice President of Peru; António Costa, Prime Minister of Portugal; Viorica Dăncilă, Prime Minister of Romania; Peter Pellegrini, Prime Minister of the Slovak Republic; Marjan Šarec, Prime Minister of

Slovenia; Cyril Ramaphosa, President of South Africa; Pedro Sánchez, Prime Minister of Spain; Stefan Löfven, Prime Minister of Sweden; Youssef Chahed, Head of Government of Tunisia; Mohammed Bin Rashid Al Maktoum, Prime Minister of United Arab Emirates; Boris Johnson, Prime Minister of the United Kingdom; Donald Trump, President of the United States; and Nguyễn Xuân Phúc, Prime Minister of Viet Nam.

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.

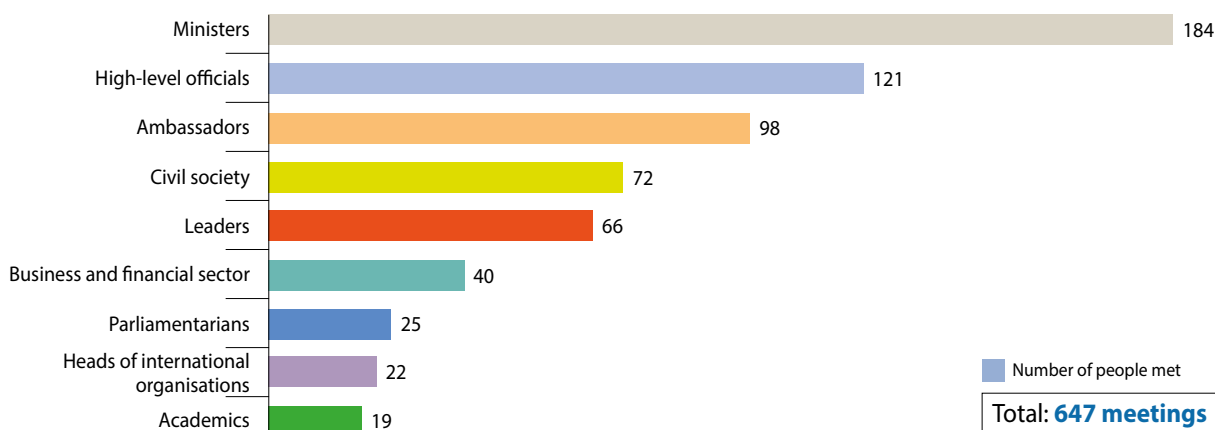
In 2019, the OECD further strengthened its ties with the G20. The Secretary-General was invited to participate in all high-level G20 meetings under the Japanese Presidency. These included the G20 Leaders' Summit in Osaka and the G20 Finance Ministers Meeting in Fukuoka. He also attended major meetings of the G7 in France, such as the G7 Leaders' Summit in Biarritz, the G7 Environmental Ministerial Meeting in Metz and the G7 Finance Ministers and Central Bank Governors Meeting in Chantilly.

ACTIVITY IN PARIS

In 2019, the Secretary-General received 18 leaders in Paris. During the OECD Week alone, 1 head of state or government (Slovak Republic), 3 Deputy Prime Ministers or Vice Presidents, 49 Ministers, 9 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 27-28 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 Private Finance for Sustainable Development Conference, the OECD Forum on Due Diligence in the Garment and Footwear Sector, the OECD Global Parliamentary Network Meeting, the Emerging Markets Forum, the OECD Going Digital Summit, the Southeast Asia Regional Forum, the OECD Global Anti-Corruption and Integrity Forum, the Committee Chairs Lunch ahead of the MCM, the OECD Forum on Responsible Mineral Supply Chains, the Centre for Opportunity and Equality (COPE) event on listening to the voices of the poor, the Extractive Industries Transparency Initiative (EITI) Conference, the OECD Blockchain Policy Forum, the OECD Forum on Green Finance and Investment, the Conference of

Figure 2: Secretary-General's bilateral meetings at OECD headquarters and abroad, 2019



Paris, the Fortune Global Forum, the 10th Anniversary Meeting of the Global Forum on Transparency and Exchange of Information for Tax Purposes, the Green Growth and Sustainable Development Forum, and the Global Forum on Competition.

In 2019, the Secretary-General also devoted a large portion of his time to the regular exercise of his management duties, as well as his chairing of the OECD Council and interaction with delegations. In total, he held 53 bilateral meetings with OECD Ambassadors and chaired 17 sessions of the OECD Council, 3 heads of delegation meetings, 5 meetings of the MCM Bureau, 9 regular meetings with Chairs of Standing Committees and 8 meetings of the Group of Directors. He also held 46 preparatory meetings on substance and activities with different units of the Organisation, 75 regular meetings with OECD directors and 97 regular senior management meetings, as well as hundreds of management meetings on OECD housekeeping issues.

COMMUNICATION AND VISIBILITY

During 2019, the OECD continued consolidating its impact and visibility. Outreach and communication activities by the Secretary-General took centre stage and played a critical role in achieving this goal.

The Secretary-General gave 85 sit-down interviews while on mission and 23 in Paris from the OECD studio, in addition to many ad hoc interviews and press points. He launched 32 Outlooks, flagship publications and reports in 17 different countries (Belgium, Colombia, Germany, Greece, Iceland, Italy, Japan, Latvia, Luxembourg, Mexico, Poland, Portugal, Slovak Republic, Sweden, Switzerland, United Arab Emirates, and the United States), and in the European Union.

During the year, the Secretary-General delivered 305 speeches and was quoted 4 654 times in the media and in 705 original articles. He authored three op-eds in different media outlets as well as several other

articles and pieces translated into several languages. Social media use and presence jumped, allowing the Organisation to reach broader audiences and join global conversations on key issues. The Secretary-General's Twitter account and contributions on various social media platforms provided the opportunity to use innovative approaches to promote the work of the Organisation. ■

Figure 3: Number of speeches, 2015-19

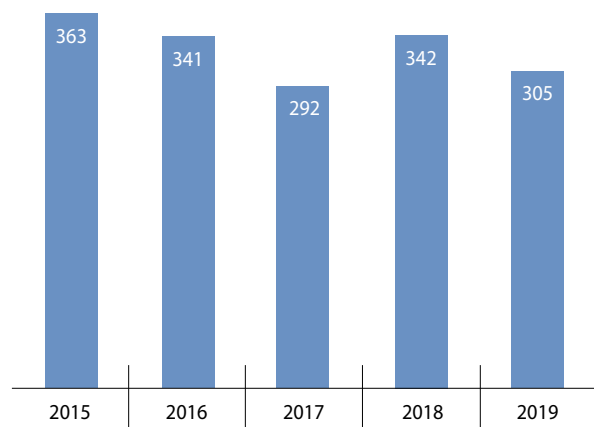
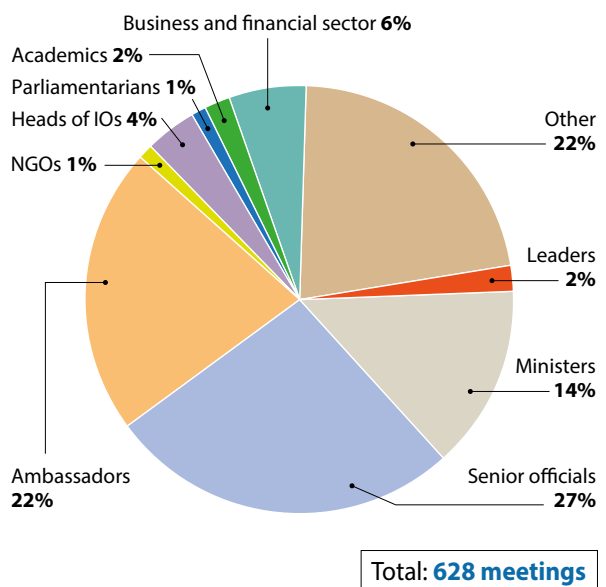


Figure 4: Breakdown of meetings at OECD headquarters, 2019



About the OECD



The OECD at a glance

www.oecd.org/about

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

Together with governments, policy makers and citizens, we establish evidence-based international standards and find solutions to a range of social, economic and environmental challenges. From improving economic performance and creating jobs to fostering strong education and fighting international tax evasion, we provide a unique forum and knowledge hub for data and analysis, exchange of experiences, best-practice sharing, and advice

on public policies. Through our standard setting, programmes and initiatives, we help drive and anchor reform in more than 100 countries around the world, building on our collective wisdom and shared values.

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

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



📍 Main hall of the OECD Conference Centre, Paris. Photo: OECD/Hervé Cortinat

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	Mr Olivier Quinaux (<i>Chargé d'Affaires ad interim</i>)	1961
Canada	Her Excellency Ms Madeleine Chenette	1961
Chile	His Excellency Mr Felipe Morandé	2010
Colombia	His Excellency Mr Jaime Castro	2020
Czech Republic	His Excellency Mr Petr Gandalovič	1995
Denmark	His Excellency Mr Carsten Staur	1961
Estonia	His Excellency Mr Clyde Kull	2010
Finland	His Excellency Mr Tuomas Tapio	1969
France	His Excellency Mr Jean-Pierre Jouyet	1961
Germany	His Excellency Mr Martin Hanz	1961
Greece	Her Excellency Mr Georges Prevelakis	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 Antonio Bernardini	1962
Japan	His Excellency Mr Yoshifumi Okamura	1964
Korea	His Excellency Mr Hyoung Kwon Ko	1996
Latvia	Her Excellency Ms Ivita Burmistre	2016
Lithuania	Her Excellency Ms Lina Viltrakiene	2018
Luxembourg	Her Excellency Ms Martine Schommer	1961
Mexico	Her Excellency Ms Sybel Galván	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 Sodín	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 (<i>Chargé d'Affaires ad interim</i>)	1961

European Union	His Excellency Mr Didier Lenoir	1961

Candidates for accession

www.oecd.org/about/enlargement.htm

Costa Rica^b

Russian Federation^c

Key Partners

www.oecd.org/about/membersandpartners

Brazil

**China, People's Republic of
India**

Indonesia

South Africa

a. As of 15 May 2020.

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

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.

He has led the Organisation in the delivery of important structural reform agendas and has overseen major results in the areas of inequalities, inclusive growth, gender, governance, the revamping of the international taxation regime for transparency and fairness, anti-corruption, green growth, water, migration, education, health, innovation and trade, to name but a few. He has strived to put people and their well-being at the centre of policy and growth efforts.

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, Biodiversity and the Sustainable Development Goals.

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 increased the Organisation’s outreach and relevance, strengthening its links with key emerging economies and steering the accession process for new members, including the seven countries that have joined under his leadership: Chile, Colombia, Estonia, Israel, Latvia, Lithuania and Slovenia. Costa Rica¹ is expected to join imminently and six other countries, Argentina, Brazil, Bulgaria, Croatia, Peru and Romania, have requested to join and are being considered by members.

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



GABRIELA RAMOS – Chief of Staff and Sherpa @gabramosp

Ms Gabriela Ramos has contributed to the transformation of the OECD into a high-impact institution. Appointed OECD Sherpa in 2009, she is responsible for the contributions of the OECD to the global agenda (G20, G7, APEC), and oversees the Global Relations Secretariat. She leads OECD work on inclusive growth, the gender strategy, well-being and children. Recently, she launched the Business for Inclusive Growth (B4IG) initiative. She leads the OECD's New Approaches to Economic Challenges. Previously, she was Director of the OECD Mexico Centre for Latin America, and was a member of the Mexican Foreign Service.

In 2013, she was decorated with *L'ordre national du Mérite* by the President of France. Her work to promote gender equality earned her the 2017 and 2018 Forbes Excellence award as well as being included as part of *Apolitico's* 100 most influential people on gender in both 2018 and 2019. A Fulbright and Ford MacArthur fellow, she is a board member of the Paris Peace Forum and part of UNICEF's Advisory board. She recently launched the Economic Diplomacy Course with Sciences Po, HEC Montreal, Seoul University and UCSD.



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 OECD policy on environment, green growth, and financial and enterprise affairs. He also represents the OECD at the Financial Stability Board.

Mr Kono has had a long career in financial supervision and the regulation of financial services, in Japan and globally. He was Vice Minister for International Affairs of the Japanese Financial Services Agency (JFSA) prior to his appointment at the OECD.

He served as Chairman of the International Organization of Securities Commissions (IOSCO) Technical Committee (April 2011-May 2012), and thereafter as Chairman of the IOSCO Board (until March 2013). He was also the Co-chair of the Financial Stability Board Regional Consultative Group for Asia (July 2013-June 2015), and Chairman of the International Financial Reporting Standards (IFRS) Foundation Monitoring Board (February 2013-June 2016). Previously, he was Secretary to the World Trade Organization's Trade in Financial Services Committee (1995-99).



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 trade and agriculture, tax policy and administration, education and skills, as well as the OECD's engagement with the G20 Compact with Africa initiative.

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



ULRIK VESTERGAARD KNUDSEN – Deputy Secretary-General

Mr Ulrik Vestergaard Knudsen took up his duties as Deputy Secretary-General in January 2019. His portfolio includes the strategic direction of OECD policy on science, technology and innovation; employment, labour and social affairs, migration, health; entrepreneurship, SMEs, regions and cities; the OECD Centre for Skills; and Going Digital Phase II. Jointly with the Secretary-General, Mr Knudsen transformed the OECD Executive Committee in Special Session into the Global Strategy Group (GSG), creating a strategic forum to discuss issues of global relevance and engage with key partners. He chaired the GSG from 2013 to 2017.

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



JEFFREY SCHLAGENHAUF – Deputy Secretary-General

Mr Jeffrey Schlagenhauf took up his duties as Deputy Secretary-General in May 2019. His portfolio includes the strategic direction of OECD policy on public governance and development. In addition, he is responsible for overseeing horizontal work on anti-corruption and integrity, and the Sustainable Development Goals.

Prior to joining the OECD, Mr Schlagenhauf served as the Associate Director for Economic Policy at the White House Office of Management and Budget (OMB), where he implemented evidence-based policies across the federal government 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.

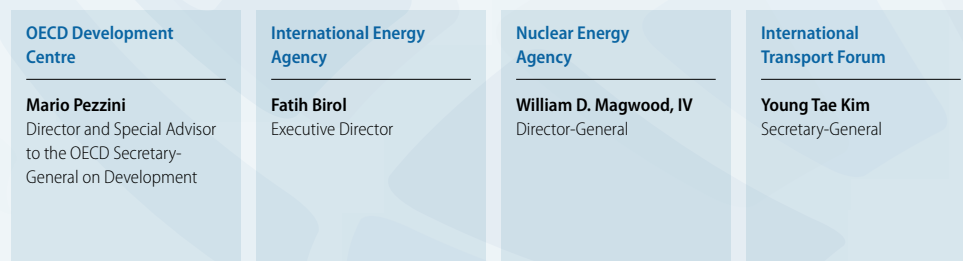
Organisation chart as of May 2020

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

General Secretariat



Special Bodies



Directorates

Development Co-operation Directorate

Jorge Moreira da Silva
Director

Economics Department

Laurence Boone
Chief Economist
Head of Department
G20 Finance Deputy

Álvaro 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
Executive Director

Directorate for Financial and Enterprise Affairs

Greg Medcraft
Director

Directorate for Public Governance

Janos Bertok
Acting Director

Directorate for Science, Technology and Innovation

Andrew Wyckoff
Director

Statistics and Data Directorate

Paul Schreyer
Acting Chief Statistician
and Acting Director

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
Executive Head

Sahel and West Africa Club Secretariat

Laurent Bossard
Director

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 2020 is EUR 396 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 2020

All member countries contribute to the outputs funded by "Part I" of the budget, which accounts for 52% of the overall budget of the Organisation (compared with 53% in 2019). The contributions for Part I include an equal share for each member, as well as an additional amount based on a scale reflecting the relative size of the member country's economy (national income). "Part II" outputs are of interest to a more limited number of members or relate to special policy sectors not covered by Part I; they account for 28% of the total budget. Part II programmes are funded according to scales of contributions or other arrangements agreed among the countries providing the funding. Other budget items, including pensions and special budgets, make up the remaining 20%. ■

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

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OECD Ministerial Council Meeting





2019 Strategic Orientations of the OECD Secretary-General

A call to urgent action, greater ambition and stronger co-operation

Fostering international co-operation to spur progress and well-being has been the backbone of the OECD's mission since its inception. Throughout its history, the OECD has provided a forum to discuss evidence-based policy analysis and engage in peer dialogue to foster long-term stability and secure sustained growth and development. Our efforts have helped countries to overcome their differences, identify shared good practices, engage in policy dialogue and peer learning, and have delivered ground rules, benchmarks and standards to help policymakers develop better policies for better lives. Across the Organisation – including in our substantive and specialised committees, working groups, and expert groups – we strive for consensus-based solutions in pursuit of openness, a level playing field, inclusiveness, sustainability, peace and – consistent with our founding Convention – “the preservation of individual liberty and the increase of general well-being”.

Angel Gurría, OECD Secretary-General, and Pedro Sánchez, Prime Minister of Spain, at the 2019 United Nations Climate Change Conference, Madrid, 2 December 2019.

Photo: Agence France-Presse

From left: Angel Gurría, OECD Secretary-General; Taro Aso, Minister of Finance of Japan; and Takeshi Fujii, Commissioner of Japan's National Tax Agency, at the signing ceremony to establish a new centre of the OECD International Academy for Tax Crime Investigation in Wako, 8 June 2019.

Photo: OECD



As both a “think tank” and a “do tank”, the OECD helps governments compare experiences, seek answers to common problems, and coordinate and implement policies – informed by our multidisciplinary expertise, data and tools, and our rigorous policy analysis. We are very proud of our achievements, which have helped to build stronger, fairer, cleaner economies and more inclusive societies.

In 2019 and in the years to come, we will continue to develop bold, coordinated and effective policy solutions at the multilateral, national, regional and local levels to support our Members and Partners. Our work programme will build on both our ongoing work, prioritising responsiveness and impact, as well as in the needed adjustments to an increasingly complex international reality.

The challenges that our societies and our economies confront have been compounded by a more unstable political environment. Dissent within and among states makes the work of international organisations like the OECD more difficult. Yet it is precisely at times of rapid transformation and new, urgent challenges that we need to be up to the task and learn from each other. It is at such times that we should rely most on our collective wisdom, shared values and on collaboration to deliver for our citizens. In an era of fake news and disregard for the facts, the OECD will continue to serve as an evidence-based, best practice policy compass.

Thus, we need to redouble our efforts, act decisively, and raise our level of ambition to support open and dynamic economies, while ensuring that policies work for all and are protective of the environment, on which our collective well-being ultimately depends.

THE CURRENT CONTEXT

Ten years after the worst economic crisis in our lifetimes, we are still dealing with a set of legacy issues, as well as facing new challenges. In recent years, we have seen geopolitical tensions grow, protectionism and trade disputes rise, social divides widen, and populism return. People question whether the social contract is still valid. They question whether existing institutions, including international organisations, can respond to the challenges of today and tomorrow. They question the legitimacy and the results of the market economy. They question democracy itself. The pace of digital transformation, and the changes that it brings, are

adding to people's anxieties. Population ageing, migration pressures, and environmental disasters are creating additional and interrelated challenges.

These questions are fair, and people are right to be concerned. The policymaking community is not delivering on the big domestic and global challenges that are keeping citizens awake at night. Despite championing strong economic growth, the global community has failed to deliver a robust, sustained and inclusive recovery. In fact, new risks, instabilities and imbalances are rapidly building up. The global community advocates inclusion, but inequalities of incomes, wealth and opportunities remain pervasive and are growing. It calls for greener economies and



Angel Gurría, OECD Secretary-General, welcomes Tijjani Muhammad-Bande, President of the United Nations General Assembly, OECD, Paris, 14 November 2019. Photo: OECD/Andrew Wheeler

societies, yet greenhouse gas emissions and global temperatures continue to rise, biodiversity loss is accelerating, oceans are warming and filling with plastic, primary material resource use continues to grow, and extreme weather events have become commonplace. Children demonstrating all over the world for governments and businesses to take action on climate change underscores the sense of urgency.

In the face of these challenges, the OECD has been building the case for decisive action. Regarding taxes, we successfully led a bold, global policy response to fight tax evasion and tax avoidance through the OECD-G20 Base Erosion and Profit Shifting (BEPS) Project and our work to ensure the broad

and consistent implementation of tax transparency standards, which led to the commencement of the Automatic Exchange of Information (AEOI) by 90 jurisdictions between 2017 and 2018 and which, at last count, had produced more than 95 billion euros in unplanned revenues to participating countries, mostly OECD Members. We are making good progress to address the tax challenges of the digital transformation. A consensus-based, long-term solution will avoid the fragmentation of the international tax architecture and avoid double taxation. We will continue our efforts to broker an agreement in 2019, by exploring the various proposals put forward by countries and developing a detailed roadmap, to ensure that we are on track to deliver our final report to the G20 in 2020. Strong



Angel Gurría, OECD Secretary-General, during his coffee with Kailash Satyarthi, 2014 Nobel Peace Prize Laureate, OECD, Paris, 11 March 2019.

Photo: OECD/Victor Tonelli

political support from Members has been key to the success of the OECD's work in this area.

We are also making progress in other important areas to level the global playing field, such as anti-corruption, the corporate governance of state-owned enterprises and responsible business conduct, as well as investment policies related to national security. However, despite our best efforts in fields such as competition, corporate governance and financial sector regulation, outcomes are falling short of the real change that we need. Traditional approaches aren't working in our increasingly interconnected and interdependent world, creating serious risks for our economies, people and planet.

It is time for a systemic transformation. With the support of OECD Members, we need new analysis, new data, new approaches that are calibrated to the fastchanging and highly uncertain global system. We need a common understanding and greater collective ambition. Our ability to provide answers, to evolve and adapt to new realities will determine whether we preserve the progress we've achieved or face a dangerous involution in global well-being.

My Strategic Orientations for 2019 and beyond are framed in this context. They take into account unprecedented technological change – which will be the theme of the 2019 Ministerial Council Meeting (MCM) – and focus on this great transformation we



Angel Gurría, OECD Secretary-General, and Keith Krach, US Under Secretary of State for Economic Growth, Energy and the Environment, OECD, Paris, 4 December 2019. Photo: OECD/Andrew Wheeler

are experiencing. My 2019 Strategic Orientations have been informed by the outcomes of the 2018 MCM, and our ongoing dialogue with leaders, senior government officials, Ambassadors, BIAC, TUAC, and other stakeholders. They also incorporate the lessons learned during our intensive negotiations on the 2019-20 Programme of Work and Budget and are fully aligned with my “21 for 21” Agenda to increase the OECD’s relevance, responsiveness and impact.

The task ahead of us is daunting, but it is achievable. As we move forward, the OECD’s approach will be anchored on ten actions.

ACTION ONE: Asking ourselves difficult questions and challenging our economic models and assumptions through our New Approaches to Economic Challenges (NAEC) Initiative.

- NAEC is enhancing the scientific basis of our policy advice to countries, helping the Organisation understand the complexity of the economy and its interactions with society and the environment, and building resilience to shocks. It is being mainstreamed, including through increased engagement with Committees. The OECD-IIASA Task Force on Systems Thinking, Anticipation and Resilience is developing cross-sectoral policy approaches based on this systemic



From left: Ulrik Vestergaard Knudsen, OECD Deputy Secretary-General; Mary, Crown Princess of Denmark; and Magnus Heunicke, Danish Minister for Health, Copenhagen, 21 November 2019. Photo: OECD

understanding. NAEC provides a platform that enables the Organisation to take advantage of the latest innovations in economic analysis, providing a space to develop and mainstream techniques and approaches such as agent-based modelling, machine learning, big data and policy experiments into OECD work to gain new insights into policy questions. The NAEC Innovation Lab encourages experimentation on and application of such techniques and approaches. NAEC is placing people, and their well-being, at the centre of policymaking, factoring in, ex ante, the distributional and sustainability consequences of economic decisions. It is encouraging debate on

how to update the definitions and objectives of growth, and identifying issues the OECD needs to address to convince citizens and policymakers that such new approaches to growth are both necessary and possible.

- The OECD Smart Data Strategy has been launched to support NAEC and evidence-based policy making more generally by continually upgrading the necessary practices, skills, tools and access to new data. And the OECD's Observatory of Public Sector Innovation is complementing NAEC by assisting Members to explore and adopt new approaches to public sector challenges.



📍 Official visit of Angel Gurría, OECD Secretary-General, with His Royal Highness Grand Duke Henri of Luxembourg, Cour Grand-Ducale de Luxembourg, 10 July 2019. Photo: Cour Grand-Ducale/Sophie Margue



Angel Gurría, OECD Secretary-General, and Tuomas Tapio, Permanent Representative of Finland to the OECD, at the tree planting ceremony for the 50th anniversary of Finland's membership, OECD, Paris, 3 December 2019.

Photo:
OECD/Hervé Cortinat

- We are also continuing to harness strategic foresight analysis to anticipate emerging issues and make use of big data and machine learning tools to provide better and more targeted policy advice to our Members.

ACTION TWO: Continuing to put people's well-being at the centre of our policy analysis and recommendations, tackling interrelated challenges to deliver more inclusive growth and sustainable development.

Deepening our knowledge and responses to the drivers of inequality through our flagship Inclusive Growth Initiative is an ongoing priority, as we seek to refine our work to deliver a people-centred growth narrative. Through a whole-of-OECD effort, we have made considerable progress in advancing the measurement and analysis of key economic dynamics that have strong repercussions for society and the planet, such as the productivity-inclusiveness nexus and productivity-green growth linkages.

With the launch of the OECD Framework for Policy Action on Inclusive Growth, as discussed at last

year's MCM, we have operationalised our well-being framework to respond to country requests for support. We are now exploring the policy linkages between economic and non-economic dimensions of well-being, including social, environmental and governance issues. We are also advancing on policies that deliver more effective social safety nets, better education and skills, improved labour market outcomes and stronger social protection, quality affordable healthcare and housing, and sustainable infrastructure in all communities.

The OECD's Framework for Policy Action on Inclusive Growth, OECD Programme for International Student Assessment (PISA), OECD PISA Global Competence Framework, Programme for the International Assessment of Adult Competencies (PIAAC), and new OECD Jobs Strategy set out cutting-edge policy approaches that are helping us move forward on these agendas and equip citizens to face the many challenges of modern life both today and tomorrow.

We also need to deepen our strategic engagement with the business community through the Business for Inclusive Growth Initiative and the Emerging

Markets Network. At the same time, we will step up our efforts to listen to and understand people's realities, through new initiatives such as I Am the Future of Work.

To address the factors underpinning the growing “geography of discontent”, we also need to strengthen our work on the drivers of exclusion, moving from evidence to action. This includes work to:

- leverage our leadership on our education work – including PISA, PISA for Development, PISA global competence and other innovative PISA domains, PIAAC and ECEC – and ensure synergies and better coordination with the work of the new OECD Centre for Skills and the OECD Skills Strategy, and advance further the Future of Education and Skills 2030 Project;
- help countries translate the recommendations of the new OECD Jobs Strategy into country-specific and concrete policy actions, including at the local level, to support job quantity, quality and inclusiveness;
- develop a coherent policy framework to support efficient, resilient and inclusive housing markets;
- design approaches to make health systems more people-centred – including the development of the Patient Reported Indicators Survey (PaRIS) – and work to strengthen health literacy;
- address regional disparities and better link urban and rural areas by investing strategically, using place-based policies as well as a place-based lens to monitor certain sectoral policies (including housing, labour, education, healthcare and transport), in line with the 2019 OECD Ministerial Declaration on Policies for Building Better Futures for Regions, Cities and Rural Areas;
- redouble our efforts to tackle entrenched gender gaps and promote women's empowerment,

including by tackling discriminatory social norms and institutions through our Social Institutions and Gender Index (SIGI);

- reduce the intergenerational transmission of disadvantage by focusing on child well-being and the disparity of opportunities;
- pilot measures to facilitate the more effective integration of migrants and refugees;
- promote gender and green budgeting tools that ensure the alignment of public finances with sustainable and inclusive growth objectives;
- improve financial education and financial consumer protection policies to promote financial well-being for all;
- use data more effectively to inform and design social policy reform, listen to citizens in the policymaking process, and better map the risks people face throughout their lives through the Risks that Matter survey, in response to the mandates of the OECD's 2018 Social Policy Ministerial Meeting; and
- ensure access to justice through more citizen-centred justice systems, particularly for the most vulnerable groups.

ACTION THREE: Responding to the specific challenges of the digital transformation.

The digital transformation is rapidly reshaping the way we live and work, redefining interactions between economic, social and government actors, and creating new opportunities for growth and well-being. As highlighted in the seminal OECD reports, “*Going Digital: Shaping Policies, Improving Lives*” and “*How's Life in the Digital Age?*”, digital technologies have catalysed remarkable progress in our education, health, transport, social protection, communication and energy systems, offering

unprecedented opportunities to achieve ambitious goals: inclusive societies; new jobs and new ways of working; low emission, climate-resilient economies; and cost effective, people-centred health systems, among others. Recent OECD analysis also shows that the adoption of digital technologies by firms is an important driver of much-needed productivity growth and diffusion in our economies.

However, digital innovations also come with challenges, risks and hidden costs. These include issues related to the governance of data; competition and market entry; taxation; social protection; the risk of job losses as a result of automation; the

potential impact of digital technologies on existing inequalities and the risk of new forms of exclusion based on access, affordability and use; privacy; consumer and product safety; child protection; and security. National policy frameworks will need to be adapted to take account of the effects that digital transformation will have in numerous aspects of our lives. The transboundary nature of these effects calls for greater international co-operation and enhanced policy coherence across countries. The 2008 financial crisis highlighted the consequences of technologies and innovation outpacing policies, regulations and legislation. We must learn from such painful experience.



Jeffrey Schlagenhaut, OECD Deputy Secretary-General, at the 2019 Sporting Chance Forum of the Centre for Sport and Human Rights, United Nations, Geneva, 21 November 2019. Photo: Millar Cole Photography

This is why the OECD has placed the digital transformation at the core of its policy agenda. We need to harness its potential. Our horizontal work has already delivered an integrated policy strategy on the digital transformation and established a set of core indicators in the report, “*Measuring the Digital Transformation*”. But much more remains to be done. Numerous knowledge gaps remain, new data and indicators are needed, new challenges related to emerging technologies require in-depth reflection and analysis, and best-practice guidance and standards related to the digital transformation are urgently required, along with guidance to make them more effective. Thus, enriching the OECD’s “*Going Digital Toolkit*” is essential.

We also need to leverage the transformational power of technologies to support the ambition of the Sustainable Development Goals (SDGs) and deal with complex global challenges, such as climate change. We will harness the potential of digitalisation to facilitate the transition to a more circular economy, as well as ways to combine environmental, socioeconomic and administrative data to measure our collective progress towards environmental objectives.

We are making steady progress to address complex matters like digital taxation – confirming the OECD’s capacity to deliver when provided by Members with strong mandates on pressing global issues. However,



From left: Gabriela Ramos, OECD Chief of Staff and Sherpa to the G20; Angel Gurría, OECD Secretary-General; Princess Beatrice of York; and Christopher Sharrock, Ambassador of the United Kingdom to the OECD, OECD, Paris, 8 March 2019. Photo: OECD/Victor Tonelli

more evidence, new analysis and potentially new standards are urgently needed to respond to digital-related policy challenges including competition, data governance, digital privacy and security, digital trade, consumer and product safety, the protection of children online, social protection, and digital government and regulatory policy, as well as to address questions related to specific technologies, such as AI and blockchain. It is also critical to tackle growing threats, including the use of digital platforms to advance and promote extremist agendas – the livestreaming of the horrific terrorist attacks in Christchurch on 15 March underscores the need for urgent action. Given the cross-border nature of digitalisation, it is critical that the international community adopt a consistent approach to tackling these issues.

- **Competition.** We will endeavour to analyse the factors behind the observed growth in market concentration and reduced competition in some sectors, including in the context of the digital transformation. In 2019, we will take a hard look at the basic assumptions dealing with competition and assess whether our existing competition analysis, standards and tools are still fit-for-purpose in the digital era. For example, in line with calls from G20 Digital Ministers, we are revising the OECD Competition Assessment Toolkit to help governments identify regulatory restraints on competition and implement more competition-friendly regulatory measures. It is critical that we also strengthen international co-operation between national competition authorities, and foster better co-operation with other, related regulators (e.g. consumer protection and data protection authorities). Ongoing work on co-operation between competition enforcers may inform a revision of the OECD Recommendation on International Co-operation on Competition Investigations and Proceedings. The OECD is also releasing the latest edition of its Product Market Regulation (PMR) Indicators, which includes several aspects of the regulation of the digital economy.



Angel Gurría, OECD Secretary-General, meeting with José Mujica, former President of Uruguay, Montevideo, 12 October 2019.

Photo: OECD/Silvia Da Rin Pagnetto

- **Data Governance.** Further international collaboration is urgently needed to better understand and measure data flows, analyse the value of such data, understand sharing and ownership, balance free flows with the need to protect privacy, security and intellectual property rights, and address the potential effect of data ownership on competition, productivity and inequality. The measurement of data, including across borders, will help develop policy advice that takes account of its different types, encourages its free flow, and capitalises on its potential to drive productivity growth and inclusiveness. We aim to become the go-to institution for ‘data on data’ and a global centre for data policy. In addition, we will support the development of data governance models and national data strategies that foster trust and provide clear directions to reap the social and economic benefits of data use, reuse and sharing while addressing concerns about quality, privacy, security and intellectual property rights.



✦ Angel Gurría, OECD Secretary-General, and Bruno Le Maire, French Minister of the Economy and Finance, during a press conference for the launch of the *Economic Survey of France*, OECD, Paris, 9 April 2019. Photo: OECD/Victor Tonelli

- **Digital Privacy and Security.** Security and privacy are essential for the digital economy to continue to serve as a platform for innovation, new sources of economic growth and social development. Privacy in an increasingly data-driven economy requires a multifaceted strategy, reflecting a whole-of-society vision, and supported at the highest levels of government. In 2019, we will review, consolidate and promote our legal instruments on consumer privacy and security. This work will include the OECD Council Recommendation on “Guidelines Governing the Protection of Privacy and Transborder Flows of Personal Data” and the OECD Recommendation on “Digital Security Risk Management for Economic and Social Prosperity” – both currently being reviewed –, as well as the OECD Recommendation on “Protection of Critical Information Infrastructures” (currently being revised). Alongside these efforts, we will develop further analysis on how to update, reinforce and complete our instruments and tools to rebuild consumer trust in relation to services and products bought online.
- **Digital Trade.** The OECD will continue to support our Members and inform discussions in the WTO by providing analysis and insights on digital trade and data flows. We will provide new frameworks for policy and measurement, identifying key conditions for market openness in digital trade

and informing debates on trade and cross-data flows. This work will address key issues on the trade agenda, including rising trade in parcels, the implications of new technology for trade policy, and combining appropriate data protection with the benefits of global digital trade, including for SMEs. Building on our work with the WTO on the Handbook on Measuring Digital Trade, we will continue to develop internationally-comparable statistics on digital trade.

- **Consumer and Product Safety and the Protection of Children Online.**

We will develop policy approaches addressing the safety benefits and challenges associated with the Internet of Things and AI, paying particular attention to issues of accountability, education, information disclosures, risk management and maintenance of products throughout their lifecycle. Our new Recommendation on Consumer Product Safety will address the related challenges raised by the digital transformation. We will also review technological, legal and policy developments to ensure that the 2012 OECD Recommendation on the Protection of Children Online remains relevant in our increasingly digitalised world.

- **Social Protection.** The transition towards the digital economy is bringing deep structural changes to labour markets and the demand for skills. Through in-depth analysis and a horizontal approach, the OECD will help ensure that training, employment and social policies are adapted to reflect the risks created for some workers, especially the low-skilled and those in industries and areas that may be left behind by the digital revolution. In 2019, the OECD will help countries better prepare for the Future of Work by implementing the OECD Jobs Strategy through its national Economic Surveys. These provide tailored country reviews focusing specifically on inclusive growth challenges, as well as improving its understanding and measurement of new forms of work. We will develop our analysis and mapping of

social risks, notably through the Risks that Matter survey. The OECD will also conduct a project, “Rethinking the Role of the State in the Digital Era”, which will seek to connect the demand for social protection and the willingness to contribute to public goods, taking account of the effects of digital transformation on perceptions of risk and attitudes towards fairness. Finally, we will continue improving our sources and methods for collecting social data through the OECD Conference, Social Data for Tomorrow.

- **Digital Government and Regulatory Policy.**

The rapid penetration of digital technologies in economies and societies is disrupting the environment in which our governments operate. The OECD must continue to provide policy frameworks to help governments navigate these disruptions, building on the OECD Recommendation on “Digital Government Strategies” as well as the OECD Recommendation on “Regulatory Policy and Governance”.

- **AI.** Developing trust in AI systems is key to their diffusion and the realisation of their full potential. For example, many fear that AI will facilitate automated discrimination, by codifying existing biases from the analogue world into the digital world, including those related to gender, race or even the justice system. In this spirit, we have developed a new OECD Council Recommendation on AI that encompasses technical definitions, principles for responsible stewardship of trustworthy AI (including human-centred values and fairness, transparency and explainability, robustness and accountability), recommendations for national policies on trustworthy AI and advice for international co-operation on AI. In 2019, we will establish an AI Policy Observatory to facilitate the development of evidence and practical guidance for policymakers and act as a hub for OECD work on AI, focusing on the interplay between AI and productivity, jobs, skills and trust, as well as a platform for contributions from the

wider stakeholder community. These efforts are an important complement to the OECD's wider Trust Agenda, including trust in businesses.

- **Blockchain.** To capitalise on the proliferation of blockchain technologies and minimise their associated risks, we need to develop balanced and coherent regulatory frameworks that take other policy dimensions into account, including jobs, skills, taxation and inclusion, as well as the broader social, environmental and political impacts of blockchain. In 2019, we have established the OECD Blockchain Policy Centre to make the OECD a global reference point for policymakers on this emerging technology. Across

the Organisation, we are working together to develop new international standards on blockchain to promote best practices, establish legal certainty, prevent regulatory arbitrage and raise awareness of potential risks. This work will be informed by and feed into our Going Digital work.

ACTION FOUR: Better support Members to reform by “going national” and taking steps to strengthen internal coordination and horizontal approaches.

- “Going horizontal” and enhancing multi-disciplinarity across the Organisation to deliver on inclusive and sustainable development is the strength of the OECD, given the wide array of policy



📍 Masamichi Kono, OECD Deputy Secretary-General, speaking at the World Federation of Exchanges 59th Annual Conference, Singapore, 10 October 2019. Photo: SGX

issues we cover. Relying on this multidisciplinary to enhance policy advice to our Members and Partners is a must. We will strive to harness synergies and break down policy silos, including through our three horizontal projects on the Digital Transformation, on Housing and on Sustainable Infrastructure. We will continue to seek ways to enhance cross-committee collaboration and develop multi-disciplinary teams in order to sharpen our support to Members and Partners.

- The OECD will continue “going national” and respond to requests by Members and Partners to support them to advance their reform agendas, helping them design, implement and evaluate policy reforms through a multi-faceted and whole of government approach. We will provide targeted and timely policy advice on specific priorities, compare country experiences, and identify best practices, including through our “Better Policies” and “Getting it Right” publications. We will also continue to develop policy recommendations to help countries ensure productivity gains benefit both trend growth and well-being.
- To better respond to these requests, we are strengthening internal coordination and communication to help countries “connect the dots” at all stages of the reform cycle. Our support includes implementation, via The House of Policy Reforms, which is a management initiative to coordinate better our support for Members’ structural reform agendas, as we have been doing in recent years in areas such as competition assessments, education policy implementation, and public sector capacity development.
- While doing so, we are enhancing our existing work on the timing, sequencing and impact of structural reforms by helping Members better understand the expectations and demands of citizens, integrate them into the design of policy and expand support for needed reforms.

ACTION FIVE: Broadening adherence to our standards and ensuring their effective implementation.

- Some of our most valuable standards and recommendations require a stronger monitoring process and a regular review to ensure that they remain relevant in the face of rapid change. Under the ongoing second phase of the Standard-Setting review, 134 legal instruments are being reviewed, revised and monitored until 2021 and a new online Compendium of OECD Legal Instruments has been created. We are exploring how the OECD can continue to work with other international organisations to share knowledge on good practices in standard setting, including in the context of the Partnership for Effective International Rule Making. And we are continuing to work with our Members and Partners to broaden their adherence, including by increasing knowledge of our standards through the expansion of our Global Parliamentary Network.
 - Many of our key standards are helping to promote an open, fair and level playing field. Instruments such as the Anti-Bribery Convention, the OECD Guidelines for Multinational Enterprises (MNE Guidelines) and its related Due Diligence Guidance, and the OECD/G20 Principles of Corporate Governance remain critical to restoring citizens’ trust in business and in the fairness and transparency of government and institutions, including at the multilateral level. Alongside these efforts, we will continue our work to fight the “dark” side of the economy on both the demand and supply sides, including bribery, corruption, illicit trade, cybercrimes, human trafficking and child labour. We are also supporting the implementation of our key standards; for example, in 2018, we developed the G20/OECD Effective Approaches for Implementing the G20/OECD High-Level Principles on SME Financing.
 - At the same time, we are making good progress on producing new standards to meet emerging
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Angel Gurría, OECD Secretary-General, and Peter Thomson, the United Nations Secretary-General's Special Envoy for the Ocean, OECD, Paris, 13 February 2019.

Photo: OECD/Hervé Cortinat

global challenges. In the last year, our Committees delivered important recommendations on Open Government, Global Events and Local Development, Sustainable Lending Practices, Officially Supported Export Credits, Consumer Credit and Financial Literacy, and Countering the Illegal Trade of Pesticides. In some of these fields, our standards are the first-ever legal instruments. This pioneering work will continue. And we need to continue searching for gaps in global standards where the OECD could usefully contribute, keeping up with the pace of change in our economies and societies.

ACTION SIX: Deepening our evidence on trade and investment issues.

We are seeing increasing tensions across the trading system, with renewed calls for protection and an apparent trend away from rules-based trade towards more managed trade. Trade actions, but more particularly the uncertainty generated by current tensions, are already impacting growth and have the potential to place a much heavier economic cost going forward.

- In light of these ongoing tensions, we will work to deepen our evidence and broaden the dissemination of our flagship trade analysis across the range of areas that matter for making markets work better. This includes measurement of Trade in Value-Added (TiVA); advancement of our understanding of Global Value Chains (GVCs), including the links between trade and investment; our Services Trade Restrictiveness Index (STRI); our Trade Facilitation Indicators (TFI); our work to understand better the economy-wide impacts of trade policies using the METRO model; and our extensive work on measuring all forms of market-distorting government support across the agriculture, fossil fuels, fisheries and industrial sectors. In addition, we expect to continue to facilitate discussions in the Global Forum on Steel Excess Capacity.
- On the investment side, we will further refine our FDI Regulatory Restrictiveness Index, deepen our analysis on the investment angle of global value chains, continue supporting the implementation of the MNE Guidelines, develop new measures on the impact of FDI on sustainable development,

advise governments on how to manage risks stemming from the acquisition and ownership of sensitive assets, and design guidance to establish best practices and techniques for transparency and disclosure concerning SOEs, including to assess potential competitive advantages. In 2019, we will also launch our revised Codes of Liberalisation of Capital Movements, which will be a key deliverable of Japan's G20 Presidency. The revised Codes will help countries to deal better with policy challenges arising from sudden capital inflows and outflows and other issues related to financial stability.

- Building on the conclusions of the 2018 SME Ministerial Meeting, our new SME and Entrepreneurship Outlook will provide the evidence-based underpinnings for future work in this area. Likewise, the development of an OECD Strategy for SMEs along an incremental approach will be important to increase the coherence of reforms, framework conditions and targeted policies to enable these firms to enhance their productivity and competitiveness in today's dynamic economic environment.

ACTION SEVEN: Strengthening our collaboration with the G20 and G7, other international organisations and civil society.

- Our strategic engagement with the G20 and G7 has helped to globalise our standards in areas like taxes, competition, investment, anti-corruption, integrity, SME financing, state-owned enterprises, responsible business conduct, consumer policy, digital economy, and development finance. It has also positioned us to contribute to fair, efficient and innovative solutions to complex global challenges, including through our facilitation of the Global Forum on Steel Excess Capacity. In 2019, this work is continuing with the Japanese and French G20 and G7 Presidencies, respectively. Many of the priorities identified by Japan and France have been central to the OECD's work for many years, including: promoting quality infrastructure;

contributing to the establishment of a global level playing field through our work on trade and investment, steel excess capacity, anti-corruption and responsible business conduct; fostering tax fairness; promoting competition in digital markets; empowering women and reducing gender gaps; supporting financial education and financial consumer protection; developing coordinated responses to megatrends such as ageing, climate change and digitalisation; and promoting more ambitious action to halt and reverse biodiversity loss and ensure the conservation and sustainable use of our oceans.

- Our continued co-operation efforts with other international organisations, including the United Nations, will aim to maximise the effectiveness of all our work, reduce overlap, and harness synergies and complementarities.
- We are actively rethinking our approaches to stakeholder engagement to build strategic, long-term partnerships that benefit the Organisation and its Members. In addition to enhancing our dialogue with longstanding stakeholders – BIAC and TUAC – and the private sector, including small businesses, we are stepping up our engagement with philanthropic organisations, social actors and civil society to increase the reach and impact of our data, analysis and tools. We also need to redouble our efforts to talk more to other levels of government – including in regions and cities, through initiatives such as the OECD Champion Mayors for Inclusive Growth coalition and the LEED Forum for Local Development Practitioners, Entrepreneurs and Social Innovators. In line with our strategic approach to communications,¹ will continue to prioritise listening and engagement, improving our planning, focusing on campaigns and sharpening our impact measurement.

1. See Room Document 1: *Corporate Communications and Engagement Strategy*, which was presented to Council on 31 January 2019.

ACTION EIGHT: Supporting global governance and contributing to the advancement of global agendas.

- We will continue to respond to requests by countries, regions and cities for support to meet the ambition of global commitments, including the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda on Financing for Development, the Paris Agreement, the Convention on Biological Diversity, the Global Compact on Refugees, and the Global Compact for Safe, Orderly and Regular Migration – striving to be the “best supporting actor” to the UN system. In each area, we will focus on our core expertise. For example:
 - Responding to requests to support national SDG implementation efforts and policy coherence by helping to define strategic objectives, as we have done in the case of Slovenia and Slovakia,

among others; develop appropriate governance, measurement and monitoring frameworks; continue work on financing/resourcing; and by providing support in specific thematic areas as required.

- Fostering a territorial approach to global agendas to support cities and regions to develop and implement related strategies.
- Cultivating a better understanding of issues related to SDG financing, including domestic resource mobilisation, innovative financing mechanisms (e.g. blended finance, social impact investment) and other financial flows.
- Measuring, monitoring and mobilising climate finance; facilitating adaptation, risk prevention and resilience activities related to climate change; developing the economic and business



● Angel Gurría, OECD Secretary-General, with the children and President of Tutti les Passeurs d'Arts, at their orchestra performance and cocktail reception, OECD, Paris, 19 November 2019.

Photo: OECD/Hervé Cortinat



Angel Gurría, OECD Secretary-General, and Alpha Condé, President of Guinea, OECD, Paris, 28 October 2019.
Photo: OECD/Julien Daniel

case for more ambitious action on water resource management and biodiversity protection; designing and enforcing environmental standards; and tackling pressing environmental emergencies, such as the proliferation of plastic waste and other forms of pollution in our oceans.

- Providing analysis and advice to help countries ensure food security and develop sustainable, productive and resilient agriculture and food systems.
- Advancing our work with many developing countries – including through our multi-dimensional country reviews and by helping them to strengthen their development co-operation systems – and related regional and continental organisations.

ACTION NINE: Concluding the next round of enlargement discussions and enhancing our engagement with Partner countries.

- Discussions on a new enlargement round for the OECD have been prolonged and contentious. In 2018, we welcomed Lithuania as a new Member. We look forward to welcoming Colombia as a fully-fledged Member and to Costa Rica's forthcoming accession. Other countries – including Argentina, Brazil, Bulgaria, Croatia, Peru and Romania – have formally applied for membership. Accession remains the most powerful instrument to expand the reach and impact of OECD values and standards in the countries and regions concerned, acting as catalysts for important and long-lasting reforms. Members and the Secretariat must move forward on a new round of enlargement as soon as

possible, especially taking into consideration the progress already made regarding Argentina and Romania, as well as the window of opportunity that seems to have opened with the case of Brazil.

- We have enhanced our engagement with the five Key Partners to strengthen our co-operation and bring them closer to OECD standards. In addition, we have consolidated our regional programmes – covering Southeast Asia, the Middle East and North Africa, Latin America and the Caribbean, South East Europe, and Eurasia – and expanded our country programmes to enhance our understanding of shared challenges and ensure our work and advice is tailored to diverse contexts. We will continue to promote and leverage OECD global relations tools and the work of the OECD's "Development Cluster" to increase dialogue and knowledge exchange with non-Members, and encourage their engagement with OECD Committees. We will consolidate our work with Africa, recognising and supporting the African Union's Agenda 2063 – as mandated by OECD Ministers at the MCM 2017 and in line with [C/MIN(2018)9] –, begin a new country programme with Egypt, and launch the inaugural OECD-South Africa Joint Work Programme. We will continue drawing on the OECD Development Centre and the bridge it provides to non-members, as an inclusive platform for policy dialogue on development.

ACTION TEN: Equipping the Organisation to deliver on its ambitious agenda.

- Negotiations for the 2019-20 Programme of Work and Budget (PWB) were complex and lengthy. The result was effectively a freeze in the budget in nominal terms, after 10 years of Zero Real Growth (ZRG). This has put the Organisation under intense budgetary pressure, notwithstanding the fact that the Secretariat has delivered revenues and savings for its Members worth several hundred times their financial contributions. This has made the OECD a source of extremely positive net revenue for
- Members, rather than a cost centre. The budgetary situation in 2019-20 will thus be very challenging, and we still have to secure the resources to cover the increase in staff costs resulting from the adjustment in pension contribution rates starting in 2020, without affecting further our capacity to deliver on our substantive mandates.
- The majority of budget reductions and efficiencies are being absorbed within corporate services, despite the significant and ongoing costs of ensuring the physical security of our 140,000 staff, Members, delegates and visitors, and protecting the Organisation from new and emerging cyber-security threats.
 - Given such budgetary resource constraints, Voluntary Contributions (VCs) have become an increasingly important complement to PWB resources, representing 42% of the OECD's Part I expenditure in 2018. VCs are framed in the context of PWB priorities as determined and approved by Members. Indeed, over three-quarters of VCs are provided by Members. Growing requests for specific OECD work by governments confirm that countries have confidence in the OECD "brand". They believe in the OECD's capacity to deliver objective, evidence-based analysis. This is reflected, for example, in our enhanced relationship with the European Commission's Structural Reform Support Service. Our strong VC management framework – which encompasses monitoring, reporting and risk management – is already delivering a more coordinated approach to VCs. Implementation of this framework is supported by the OECD's VC focal point (established following the 2016 audit) and an inter-Directorate VC coordination group. Members receive comprehensive and regular reporting on VCs [C(2019)26].
 - In 2019 and beyond, the Organisation will continue to strive for further improvements to the quality and efficiency of its governance, management, administrative, communications and financial systems. We will also advance our efforts to

deliver value-for-money for our Members in both the substantive policy areas as well as the implementation of decisions on ethics and whistleblowing policy, ensure the proper and safe operation of building infrastructure, continue to foster diversity, advance gender equality, and take steps to make the Organisation carbon neutral by 2020. We will also take further measures to continue strengthening accountability and transparency, and contribute to the Organisation's credibility as a learning organisation. We will prepare an assessment for the Council on the implementation of the 63 recommendations on decision-making and working methods, as mandated by the 2014 Governance Review.

Some of these Strategic Orientations are already happening. Others would be launched as conditions

allow. Some will take a few months, others will take the full year until the next edition of my Strategic Orientations is launched in 2020, and some will take several years to complete. All actions are meant to increase the impact, influence and relevance of the OECD, as well as the value-for-money for its Members. They are being issued at a moment when the services and support of the OECD are more requested than ever before while, paradoxically, multilateralism is being questioned.

Finally, please remember that the Strategic Orientations are an input and a contribution by the Secretary-General to the Programme of Work of the OECD. They are an integral part of the budget process and their substance will be presented to the MCM to elicit the guidance of Ministers on the future of the Organisation.



📍 Ludger Schuknecht, OECD Deputy Secretary-General, and Salim Al-Malik, Director General of the Islamic Educational, Scientific and Cultural Organization, OECD, Paris, 13 November 2019. Photo: OECD/Andrew Wheeler

2019 OECD Ministerial Council statement

Harnessing digital transition for sustainable development: opportunities and challenges

On the occasion of the 2019 OECD Ministerial Council Meeting (MCM) on 22-23 May we* assembled under the Chairmanship of the Slovak Republic and the Vice-Chairmanship of Canada and the Republic of Korea to discuss policies for “Harnessing Digital Transition for Sustainable Development: Opportunities and Challenges”.

In this context, we” adopted:

- the OECD Recommendation on Artificial Intelligence
- the revised Codes of Liberalisation
- the OECD Recommendation on Guidelines on Anti-Corruption and Integrity in State-owned Enterprises.

Ministers and representatives also adopted the OECD Declaration on Public Sector Innovation in the name of their governments.

We* call on the OECD to continue to provide integrated and evidence-based policy analysis, technical solutions and expertise on the digital transition, in particular in developing effective methods of measurement, including by working with all relevant stakeholders and actors.



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

** OECD Members together with relevant adhering Partners.

📍 Angel Gurría, OECD Secretary-General, and Peter Pellegrini, Prime Minister of the Slovak Republic, during the 2019 Ministerial Council Meeting, OECD, Paris, 22 May 2019. Photo: OECD/Julien Daniel



◆ Gabriela Ramos, OECD Chief of Staff and Sherpa to the G20, with Maarten Verwey, Director-General of the European Commission Structural Reform Support Service, during the OECD-SRSS co-operation signature ceremony, OECD, Paris, 16 October 2019. Photo: OECD/Andrew Wheeler



◆ Family photo during the Global Forum on Transparency and Exchange of Information for Tax Purposes, OECD, Paris, 19 November 2019. Photo: OECD/Victor Tonelli

2019 OECD Ministerial Council: Chair's statement

Harnessing digital transition for sustainable development: opportunities and challenges

The 2019 OECD Ministerial Council Meeting (MCM) assembled on 22-23 May, 2019 under the Presidency of the Slovak Republic and the Vice-Presidency of Canada and the Republic of Korea to discuss policies for “Harnessing Digital Transition for Sustainable Development: Opportunities and Challenges”. It is the understanding of the Chair that general agreement of All Members* was reached on the following points:

The 2019 MCM is taking place at an important juncture for policymaking as the global economy becomes increasingly digitalised, presenting enormous potential for economic growth and productivity. Continued structural reforms, appropriate macroeconomic policies and open markets are important to that end. The global nature of the digital transition involves a need for effective international cooperation, and that Members can better work together to address the challenges and ensure that the benefits of digitalisation are more widely accessible, and contribute to the realisation of the 2030 Agenda for Sustainable Development. All Members acknowledge and welcome the OECD's role in this regard, including how its work contributes to global or regional fora, such as the G20, G7, UN, APEC and ASEAN.

All Members welcome the outcomes of Phase 1 of the Horizontal Project on Going Digital: the Going Digital Toolkit, the reports “Going Digital: Shaping Policies, Improving Lives”, “Measuring the Digital Transformation” and “How's Life in the Digital Age”. At the same time, Members look forward to

Phase 2, together with work on online platforms and emerging technologies, including blockchain and artificial intelligence (AI), and note the different contributions made by the Going Digital Summit.

All Members pledge to work together to counter the use of the internet for terrorist and violent extremist purposes without compromising freedom of expression, human rights, or innovation for better lives. To this end, they call on the OECD, through its Going Digital II horizontal work programme and in consultation with relevant partners, experts and stakeholders, to consider possible next steps and report to Council before 31 March 2020.

Artificial Intelligence: All Members have adopted the OECD Recommendation on Artificial Intelligence (AI), which is an important step in international collaboration to foster trust in, and promote the adoption and use of this important technology, including by managing potential risks. The Recommendation will support a predictable, stable, yet adaptive policy environment that promotes a human-centric

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approach to trustworthy AI based on principles for responsible stewardship such as inclusion, transparency, robustness and accountability. Members encourage the OECD to continue its work on AI. They welcome the creation of an OECD AI Policy Observatory and its possible cooperation with other similar initiatives. The OECD and its Members should encourage international, cross-sectoral and multi-stakeholder initiatives to garner long-term expertise of AI.

Taxation in the Digital Age: All Members welcome recent progress made in identifying concrete proposals and moving towards agreement on a detailed road-map as the means to address

broader tax challenges arising from digitalisation and remaining BEPS issues. Members look forward to future efforts towards a consensus-based long-term solution in 2020, in conjunction with all Members of the OECD/G20 Inclusive Framework on Base Erosion and Profit Shifting (BEPS) and other stakeholders. These results build on the pivotal role played by the OECD in enhancing the fairness of the international tax system including through the commencement of the automatic exchange of financial account information for improved tax transparency and through the BEPS project. Members call on all countries to remain committed to this multilateral OECD process. They, moreover, encourage the OECD initiatives to enhance capacity



Angel Gurría, OECD Secretary-General, and Liliane Maury Pasquier, President of the Parliamentary Assembly of the Council of Europe, holding the “hashtag” NotInMyParliament, OECD, Paris, 10 October 2019. Photo: OECD/Julien Daniel

building to strengthen tax administration in developing countries, including implementing the tax transparency and BEPS agenda.

Competition: All Members underscore the importance of open and contestable markets and recognise competition as a longstanding priority area for governments and stakeholders. They note that policy-makers should carefully consider the effects of increases in market concentration, and competition authorities should be vigilant in addressing conduct by digital firms that may harm competition. Members encourage the OECD to continue its work and support for dialogue on competition policy and enforcements, including by taking into consideration potential linkages to policy areas such as access to and control of data, mergers and acquisitions, intellectual property rights, consumer protection and the fight against foreign bribery. Members welcome the OECD's work on online platforms and the enforcement of competition and related laws in relation to a digitalising global economy. All Members encourage the OECD to continue to promote cooperation among competition authorities and with other regulators such as consumer and data protection authorities, both domestically and across borders.

Security, Privacy and Data: Members acknowledge that improving security, safeguarding personal data and privacy, and protecting consumers engenders public trust in the digital transition, facilitates free flow of data with trust, and promotes innovation. All Members support the free flow of information, ideas and knowledge, while respecting applicable frameworks for privacy and data protection, the security of critical digital infrastructures, and intellectual property rights. Members acknowledge that governments and other stakeholders, including industry, can do more to promote responsible, effective, trustworthy, and reliable data governance, and will endeavour to work together to better address

these issues and build confidence and trust in the global digital system. Members call on the OECD to improve policy- relevant measurement of data, including by measuring and defining different types of data. They will explore ways to further support the Global Forum on Digital Security for Prosperity, and related work in the areas of privacy and open data, including in the public governance arena.

Digital Innovation for Better Lives: All Members recognise the potential of digital innovation, data and the uptake of innovative digital solutions for improving economic outcomes, including the functioning of markets, public institutions, and businesses with sound corporate governance, and more effective regulatory frameworks, as well as enhancing services for people, communities, governments, cities, rural areas and regions. Members welcome the OECD's work on online platforms and the service economy, the collection of gender and age disaggregated data where possible, as well as analysis and policy advice on how governments can help cities, rural areas and regions be 'smart', including by encouraging a more sustainable urban environment, fostering health and well-being, and facilitating citizen engagement. In doing so, Members commit to respecting privacy, security, ethics, the protection of intellectual property rights, personal data and consumers, especially children online, as well as combatting the spread of disinformation, safeguarding democracy and human rights, including freedom of expression. All Members additionally expect online service providers to observe the OECD Guidelines for Multinational Enterprises. Members, moreover, encourage the OECD to further international cooperation on sharing data of domestic or transboundary air, water and soil pollution.

Global Relations and Accession: All Members support the OECD's ongoing cooperation with non-member countries, regions and other international organisations with a view to disseminating and



Family photo during the Migration and Integration Ministerial, OECD, Paris, 17 January 2020. Photo: OECD/Hervé Cortinat

advancing OECD analysis, instruments and good practices. Members look forward to the completion of the ratification process of the Accession Agreement of Colombia to the OECD and we are encouraged by Costa Rica's efforts to fulfil its commitments in its accession process to the OECD.

Leadership and Management: Members recognise the role of the Secretary-General in proposing new initiatives, including in his Strategic orientations, for further consideration and decision by the Council, and thank the whole of the Secretariat for their efforts in supporting OECD deliverables.

It is, furthermore, the understanding of the Chair that a **prevailing number of Members agreed on** the following points:

Digital Innovation for Better Lives and Sustainable Development: Members emphasise the importance of access to information and communications technology, digital innovation and fostering skills to help countries achieve the 2030 Agenda for Sustainable Development and the SDGs. The prevailing number of Members recognise that working together could result in sharing costs, combining capabilities, encouraging voluntary technology dissemination



Angel Gurría, OECD Secretary-General, speaking at UNESCO's Artificial Intelligence Global Conference, UNESCO, Paris, 4 March 2019.

Photo: UNESCO/Christelle Alix

on mutually agreed terms through open and competitive markets and partnerships between the public and private sectors that facilitate large-scale and longer-term dedicated, strategic financing. Quality infrastructure with open and fair access and closing the gap in skills in particular for women and girls, older individuals, and other vulnerable groups remain key in harnessing existing technologies and the digital transition for sustainable development. Members call on the OECD to leverage opportunities for policy dialogue in this area.

Future of Work: The prevailing number of Members recognise that deep structural changes to labour markets and the demand for skills require that education, training, employment and social policies, and social protection systems be adapted to meet the needs of women, youth, seniors, workers with disabilities and other vulnerable groups, as well as non-standard workers, those performing routine tasks, and those in industries and regions adversely affected by digitalisation. Members remain committed to building an inclusive and sustainable Future of Work and foster equality of opportunity by promoting economic growth, job creation, labour market resilience, decent work, and effective workforce development programmes including vocational training, skills development and lifelong learning, underscoring the importance of such programmes for educators and teachers. In this regard, they welcome the new Jobs Strategy, the 2019 Employment Outlook, the Skills Outlook and the new Skills Strategy. The prevailing number of Members call on the OECD to continue its work on fostering socioemotional, cognitive, digital and entrepreneurship skills, encouraging the collection and exchange of good practices, and considering ways to strengthen skills in the public sector. Members welcome the analysis and mapping of social risks, such as slow wage growth and job insecurity, and the discussion on identifying new sources and new

collection methods for social data in support of a just transition.

To maximise the benefits of the digital transition for enhanced productivity, innovative growth and well-being, Members will also promote digital adoption, scaling-up and entrepreneurship for SMEs, modern, transparent, and agile regulatory frameworks, diffusion of digital technologies across firms of all sizes and inclusion and digital access for all, particularly women and girls, to further digital inclusion.

Sustainable Development & Resource Efficient

Economy: The prevailing number of Members recognise the potential of digital technologies in lowering emissions and building climate resilient economies, and in transforming business models and processes to help them address climate change and other environmental challenges, achieve cleaner and more sustainable growth, including greater waste, energy and resource efficiency, a more circular economy and sustainable material management, improved scientific measurement of the environment, better environmental regulation and enforcement, and a more sustainable ocean economy and coastal zone management, including through abating marine litter, conserving biodiversity and enriching natural capital.

The prevailing number of Members acknowledge the fundamental importance of the Paris Agreement as a tool in effectively addressing climate change, and other environmental challenges, and in implementing the 2030 Agenda for Sustainable Development. Members that are committed to the implementation of the Paris Agreement will continue to engage in this Agreement, including by harnessing the opportunities created by the digital transition.

Members acknowledge that new technologies also generate environmental challenges concerning energy, resources used and e-waste. The prevailing number of Members call on the OECD to strengthen its work in these fields.

Trade in the Digital Era & Current Challenges

Facing Global Trade: The prevailing number of Members underscore the importance of the multilateral trading system and its contribution to international trade and investment as important engines of growth, productivity, innovation, job creation, and development. However, Members recognise that the distribution of the benefits of trade and investment is not automatic. Members discussed a number of the current challenges facing global trade, such as excess capacity, and the need to eliminate market-distorting subsidies, forced technology transfer and other protectionist practices, as well as the impasse in the appointment of members of the WTO Appellate Body.

The prevailing number of Members acknowledge that current trade tensions are having an impact on the global economy and agree on the need to address the root causes of these tensions by levelling the playing field for international trade

and investment. They acknowledge the need to modernise trade rules, particularly in response to the global digital transition, and are committed to the necessary reform of the WTO. The prevailing number of Members welcome proposals on WTO notifications aimed at improving the transparency of WTO members' trade related policies and look forward to an early agreement thereon. They call for the preservation of a functioning two-stage binding third-party adjudication system for disputes in the WTO, and support for flexible negotiating approaches to enhance the negotiating function of the WTO.

The prevailing number of Members call for the strengthening of international rules on industrial subsidies, for the open-ended prolongation of the Global Forum on Steel Excess Capacity on its current basis, and for the acceleration of the work of the International Working Group on Export Credits with a view to reach agreement on new international export finance disciplines. They also welcome and support the Joint Statement Initiative on E-Commerce.

➦ Angel Gurría,
OECD Secretary-
General, and
Félix Tshisekedi,
President of
the Democratic
Republic of Congo,
OECD, Paris, 13
November 2019.

Photo: OECD/
Andrew Wheeler





Angel Gurría, OECD Secretary-General, and Stefan Löfven, Prime Minister of Sweden, during the launch of the *Economic Survey of Sweden*, Stockholm, 29 March 2019.

Photo: Office of the Swedish Prime Minister

The prevailing number of Members renew their commitment to work together to improve a rules-based international order that is capable of effectively responding to a rapidly changing world.

Members recognise that digital technologies and data have had a profound effect on international trade and investment, by reducing costs, facilitating global value chains, diffusing technologies, and connecting businesses and consumers across borders. Trade in the digital era can contribute to inclusive outcomes by empowering groups that are

often underrepresented in trade, such as women, Indigenous peoples, and those with disabilities, as well as SMEs. It also offers important opportunities for integrating developing economies into the international trading system. Members call on the OECD to continue its evidence-based and analytical work on trade, including on market-distorting support measures and other trade barriers, as well as on the measurement of digital trade and its impacts across society, such as on women's economic empowerment.

2019 OECD Global Strategy Group: Chair's summary

On 27-28 November 2019, participants from 43 countries and the EU took part in the Global Strategy Group (GSG) meeting focused on the theme “Ageing OECD Societies: Responding to the Challenges, Harnessing the Opportunities”.

Representatives of civil society participated in the GSG for the second year in a row. Ten civil society representatives met on the morning of 27 November for a roundtable entitled “Civil Society Perspectives

on how Ageing Populations are Shaping the World of Tomorrow”. It was hosted by the Secretary-General and chaired by the GSG Chair, and was open to all participating Delegations.



Family photo of the OECD Global Strategy Group roundtable on “civil society perspectives on how ageing populations are shaping the world of tomorrow”, OECD, Paris, 27 November 2019. Photo: OECD/Hervé Cortinat

The Chair opened the GSG by mentioning that ageing is affecting all OECD societies although to differing extents, highlighting that this is a positive phenomenon overall, reflecting as it does improvements in health and longevity. She mentioned that many policy areas touch upon the issue, and looked forward to exchanging practices and measures in regards to ageing societies. She also expressed the hope that these discussions would feed into next year's Ministerial Council Meeting (MCM).

In his opening remarks, the Secretary-General touched on a range of issues that were taken up in more detail later in the meeting. He began by underlining that longer lives are a triumph, but that the population ageing that results from the combination of greater longevity and declining fertility rates raises a number of economic and social challenges to which our institutions need to adapt. He stated that ageing is raising pressures on international migration and contributing to the trend decline in real interest rates. He observed that ageing is a "double whammy" for the public finances, as it implies rising pension, health and long-term expenditure but also lower economic growth and consequently tax revenues. He mentioned that ageing is likely to widen existing inequalities within and between generations, and that it is essential to address disadvantages accumulated since childhood through policies with a life-course perspective. This made it important for countries with ageing populations to maintain the sustainability of public finances while at the same time fostering equity, a task often complicated by political economy pressures. The Secretary-General noted that many of the challenges implied by ageing have been recognised for a long time, and some measures have been taken in response, such as increasing statutory retirement ages. He argued, however, that the actions taken to date were generally far from sufficient, and that among the actions needed were a flexible approach to retirement, promotion of seniors' skills, provision of incentives to employers

to hire and retain older workers, enforcement of anti-discrimination legislation, improvement of financial literacy, and ensuring better health. He also highlighted the importance of addressing social issues related to ageing such as loneliness. The Secretary-General highlighted some of the latest OECD work of direct relevance to ageing such as *Pensions at a Glance*, the *Pensions Outlook*, the *Preventing Ageing Unequally* report and the *Working Better with Age* report. He also noted that many other OECD reports have a bearing on ageing and its implications, including the work on education, training, inclusive growth, employment, health and the digital economy.

The OECD Chief Economist presented some features and effects of population ageing. She stated that in most places the increase in the statutory retirement age so far is small compared to the increase in life expectancy. The share of the working age population will decline and hinder the rise in living standards, if working lives are not extended sufficiently. She stated that ageing could also affect territorial disparities within countries and undermine intergenerational equity. In addition, savings have been decreasing, and ageing will increase fiscal pressure. She called for a broad range of reforms, including labour market reform, increased education of workers, links between the retirement age and life expectancy, flexible retirement schemes, improvement of computer skills of the elderly, and better utilisation of migrants' skills.

During the first session, there were reports on discussions that took place during the morning roundtable from representatives of three civil society organisations: AGE Platform EU, Age International and AIESEC International. They brought up, in particular, the need to increase employability of younger people, reduce inequalities between men and women, support those with lower incomes, and invest in prevention measures.

ARE OECD COUNTRIES READY FOR THE MACROECONOMIC AND INTERGENERATIONAL CHALLENGES OF AGEING SOCIETIES?

During the second session, participants discussed the effects of ageing on productivity and public finances, challenges in regards to pension reforms, health and long-term healthcare, and how to balance the needs of older and younger generations, with interventions from the Secretariat and invited experts during the plenary session, breakout groups and the dinner hosted by Switzerland.

Evidence presented in this session pointed to the fact that ageing is likely to be a drag on economic growth, largely due to a declining share of the working age population. The available evidence on the effect of population ageing on aggregate productivity is, however, more mixed. Other likely macroeconomic effects from ageing that were mentioned concern saving and investment (and therefore current account balances), interest rates, financial stability and a range of other variables, and there was agreement that much is still to be learnt about these effects.



From left: Gabriela Ramos, OECD Chief of Staff and Sherpa to the G20; Priscilla Schwartz, Attorney General and Minister of Justice of Sierra Leone; and Aida Cama, Reporter at Deutsche Welle, at the United Nations Sustainable Development Summit, United Nations, New York, 25 September 2019. Photo: OECD

Participants agreed on the need to address the demands that ageing is placing on pensions and health and long-term care costs, which are projected to increase substantially in OECD economies in the coming decades, while at the same time ensuring adequate pensions. Progress has been made by many countries to mitigate the impact of ageing on fiscal sustainability, notably through increases in the retirement age and other changes in pension and healthcare systems. Delegates agreed that many other measures are needed to remove barriers to older people's employment such as improving skills, securing flexible retirement and working arrangements, and fostering financial literacy. They noted the evidence of high returns on investment in early childhood education and promotion of healthy ageing. Some also argued that productivity could be bolstered through digitalisation of healthcare, such as through using Artificial Intelligence (AI). Others pointed out that home care can be cost-effective but requires family and community support. Many delegates stressed that a gender lens needs to be applied when dealing with ageing, as women are overrepresented in old age poverty rates given the structure of the labour markets and the many gender gaps that they confront during their lifetime, as well as the fact that women are more likely to be taking care of the elderly. Individual taxation (rather than family taxation), parental leave (not maternity leave) and childcare facilitation would raise women's participation.

Discussions pointed to the fact that ageing reaffirms inequality trends. It was agreed that old age poverty is still a major problem, and that we need to take a life-course approach to reducing inequality in old age due to the fact that disadvantages accumulate from childhood onwards. For example, life expectancy of highly educated people is rising faster than of those with a lower level of education.

Participants agreed that, for a number of reasons, younger individuals are likely to carry most of

the fiscal burden of ageing. Not only do young people often have to take care of the elderly, but the policies of many OECD governments may be more skewed towards the interests of the elderly, reflecting in part the different propensity to vote of younger and older age groups. In that context, participants spoke of the importance of encouraging a more even participation in the electoral process. Potential remedial measures were brought up such as social dialogue, policies that aim at equity for all generations, revision of taxation systems, increased investment in youth and children, promotion of intergenerational considerations in public spending decisions, and strengthening of preventive care. Some delegates also spoke of the need to take adequate action on climate change, as failure to do so will be very costly for future generations.

The chair highlighted fiscal issues, intergenerational inequality and declining productivity as key problems diagnosed. She noted that these cannot be solved solely through pension and health system reforms, but need to be addressed through cross-sectoral policies that are responsive to societal needs. The OECD has an important role in providing data and enabling exchange to that end.

TACKLING DECLINING WORKFORCES AND LEVERAGING THE OPPORTUNITIES OF THE AGEING POPULATION

In this session, participants discussed policies and incentives to provide the elderly better opportunities to work longer, the effect of widening demographic imbalances between advanced and developing economies, the impact of ageing on overcoming regional disparities, the effect of climate change on the elderly, and well-being of the elderly.

During the opening presentation, the OECD Chief of Staff and G20/G7 Sherpa stated that with living

longer, we need to ensure living well, and that older workers are part of the solution. She mentioned that skilling, re-skilling and upskilling are essential to ensuring that people have good employment opportunities in older age in the context of the technological transformation. She highlighted that training opportunities remain inadequate for older workers, and the gap in digital skills among the elderly remains large. She spoke in favour of a life course approach to promoting labour force participation and investment into early childhood

education. She stressed that women are the largest untapped resource in our economy and that breaking down traditional barriers to their labour force participation can improve the well-being of women in older age. She also mentioned that ageing is uneven and may exacerbate regional polarisation, and that migrants can play an important role in maintaining the labour supply. A speedy integration of migrants in the labour market is essential to reaping the benefits of their contribution. Finally, she also stated health and well-being are essential



From left: David Lipton, First Deputy Managing Director of the International Monetary Fund; Angel Gurría, OECD Secretary-General; Roberto Azevêdo, Director General of the World Trade Organization; and Angela Merkel, Chancellor of Germany, at the Heads of International Organisations Annual Meeting, Berlin, 1 October 2019. Photo: OECD/Axel Schmidt.

for an active workforce. For example, climate change disproportionately affects poorer, older and more vulnerable communities.

In regards to preparing older individuals for the future of work, participants highlighted the importance of giving older people better opportunities to extend their working lives while making sure that pension systems are on a stable financial path. This includes initiatives aimed at re-skilling and upskilling, especially in view of

digitalisation, encouragement of employers to hire and retain older workers, better enforcement of anti-age discrimination legislation, and active labour market policies. All participants agreed on the importance of lifelong learning and better training opportunities for older people. Investment in early childhood was also seen as crucial. As many well-educated people choose not to work longer to enjoy the last years of their lives, some participants saw a need for incentives to encourage people to stay on in their jobs



From left: Roger Dungan, New Zealand's Deputy Permanent Representative to the OECD; Juan Yermo, Deputy Chief of Staff to the OECD Secretary-General; Ulrik Vestergaard Knudsen, OECD Deputy Secretary-General; Gabriela Ramos, Chief of Staff and G20 Sherpa of the OECD; Jacinda Ardern, Prime Minister of New Zealand; Jane Coombs, Ambassador of New Zealand to the OECD; and Ludger Schuknecht, OECD Deputy Secretary-General, OECD, Paris, 14 May 2019. Photo: OECD/Hervé Cortinat

including through better work-life balance and better working conditions. Once again, gender issues were highlighted, such as the need to promote flexible working arrangements, boost opportunities to combine work and care for families, and promote a shift in attitude so that older women can be brought into the workplace.

Participants discussed policies and approaches to dealing with global aspects of ageing. They noted that differential demographic trends between developing and advanced countries create pressures

for migration which represent both challenges and opportunities. In this regard, they found that measures for successful integration of migrants are key, as is public awareness. Participants also noted that the elderly are particularly vulnerable to environmental pressures, natural disasters, air pollution and chemical exposure.

Speakers noted that while well-being and living standards have improved for the elderly, important issues remain to be addressed. In particular, there are gaps in well-being outcomes, especially for women



Angel Gurría, OECD Secretary-General, and Valdis Dombrovskis, Executive Vice President of the European Commission, OECD, Paris, 21 February 2019. Photo: OECD/Hervé Cortinat

and low-income workers, as well as important regional inequalities. A multidimensional approach was highlighted as important for identifying areas for further action in this regard, as well as measures such as improving quality and access to healthcare and notably mental healthcare, increasing the mobility and connectivity of elderly populations, promoting greater social participation and a sense of purpose in old age, investments in adapted infrastructure and public services, skills and lifelong learning. Investment in well-being throughout the life cycle was seen as important, with a greater emphasis on remedial and preventive measures including information campaigns. Participants found that technological innovation such as application of AI has potential to increase longevity and well-being in old age, but inequalities in technology access and use would need to be reduced. Moreover, a horizontal whole-of-government approach will be necessary for implementing healthy ageing strategies.

The chair stressed that measures to tackle the challenges of ageing populations at a macro level require horizontal approaches encompassing diverse policy areas such as infrastructure, health, labour, gender and education. She added that the OECD is thus uniquely well-placed to advance this interdisciplinary policy agenda and further dialogue.

Participants expressed appreciation for OECD work on a wide range of topics relevant to ageing, including for the G20, but also on growth, investment, labour markets, digitalisation, children, migration and many other areas, and had appetite for the OECD to build on this work. They appreciated OECD data, analysis and advice on the implications of population ageing, and recognised its role as a place for mutual learning and collaboration among countries to share good practices. There were specific calls for OECD work on the positive and negative effects of low interest rates; the relationship between ageing and (aggregate) investment and productivity; adequacy of pension reforms to meet objectives of fiscal sustainability and avoiding poverty in

old age; collective bargaining and social dialogue; improvement of long-term care, including by using AI; health literacy of older people; continuation of implementing the recommendations from the Going Digital project; application of the OECD Well-Being Framework prioritizing lower income groups, to achieve inclusive outcomes; development of OECD Principles on Responsible Innovation in Neurotechnology; incentives for increasing fertility; migration policies; female participation rates and support to developing countries and failed states.

Office of the Secretary-General



Office of the Secretary-General



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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 coordinates 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 coordinates 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 coordination 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 coordinating 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 coordinates the voluntary contributions received by the Organisation, as well as specific initiatives supported by members, such as the Global Deal and the engagement with the European Commission's Structural Reform Support Programme (SRSP).

OSG includes the Office Management unit, the Strategic Foresight unit, the Strategic Intelligence and Speech Writing unit, and the OECD Representatives to the UN unit. A team of advisors supports the preparation of the daily activities and missions of senior management, as well as the coordination of different streams of work. The office also houses the Protocol function and produces the Better Policies series reports and country-specific Policy Briefs. ■



NEW APPROACHES TO ECONOMIC CHALLENGES (NAEC)

 www.oecd.org/naec

Under the supervision of OECD Chief of Staff and Sherpa, Gabriela Ramos, and with the support of the Head of Unit, William Hynes, the NAEC initiative catalyses efforts across the OECD and beyond to update and upgrade analytical frameworks, narratives and policy advice. It outlines the nature of the profound issues policy makers now face, and investigates whether recent progress in analysis and policy advice has gone far enough. NAEC has developed options on a new set of goals and measures of economic and social progress; new frameworks of economic analysis; and new kinds of policies in *Beyond Growth: Towards a New Economic Approach*.

The Task Force on Systems Thinking, Anticipation and Resilience, with representatives of nine Directorates and the International Institute for Applied Systems Analysis (IIASA), strengthens the scientific basis of policy by applying complexity science to understanding the economy and its interaction with other systems such as the environment and society. NAEC has also reviewed concepts related to systemic threats as well as the analytical and governance approaches and strategies needed to contain them. The NAEC Innovation LAB, in collaboration with the Chief Economist, promotes experimentation with new analytical tools and techniques and is now operational. NAEC's reach and influence on policy analysis and alternatives continues to expand and the Italian G20 Presidency has expressed interest in supporting several NAEC discussions in order to consider and prepare their G20 priorities. ■

INCLUSIVE GROWTH

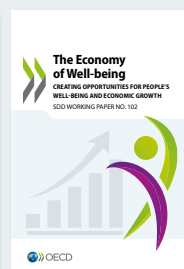
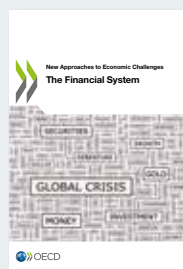
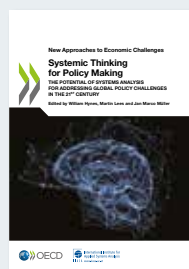
 www.oecd.org/inclusive-growth

For over a decade, the OECD has documented the increase in inequality. In 2012, the Inclusive Growth initiative was launched to develop concrete strategies to address this challenge. Under the supervision of OECD Chief of Staff and Sherpa, Gabriela Ramos, and with the support of the Head of Unit, Romina Boarini, it has contributed to advance an agenda for policy action and to develop the business case on why inequality hinders growth, bringing together work from across the OECD.

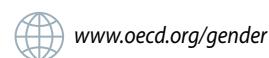
The initiative launched the Framework for Policy Action on Inclusive Growth, supported by a dashboard of 24 indicators. The Framework provides governments with guidance on how to i) support business dynamism and inclusive labour markets; ii) invest in people and places left behind, and provide equal opportunities; and iii) build efficient and responsive governments.

The OECD Inclusive Growth Reviews apply the Framework to help countries diagnose and address key challenges in these areas. The Business for Inclusive Growth Platform (B4IG) supports business efforts towards more equitable value creation.

The Inclusive Growth initiative informed the G7 Charlevoix Commitment on Equality and Economic Growth, and the G7 French Presidency in 2019. It also developed the concept of the Economy of Well-Being that has informed the EU Council Conclusion on Well-Being. At national level, several OECD and non-OECD countries are designing Inclusive Growth strategies building on the OECD tools and frameworks. ■



Gender equality



In 2019, the OECD, under the leadership of its Chief of Staff, continued to position itself at the forefront of analysing the wide range of economic and institutional constraints that stifle women's empowerment. We further increased efforts to mainstream a gender lens across all research mandates and to track concrete progress made towards the implementation of the OECD Gender Recommendations, most recently through the report *Fast Forward to Gender Equality* on women in public life.

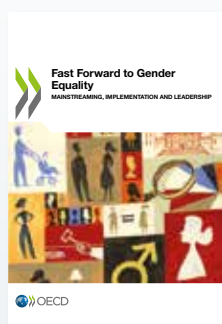
The OECD continued to support countries in delivering game-changing results for women and girls. We took a leadership role in addressing socio-cultural norms that hamper gender equality through analysis in the *Global Report on the Social Institutions and Gender Index* (SIGI). The establishment of the Working Party on Gender Mainstreaming and Governance also marked an important step towards increasing the organisation-wide commitment to delivering policy results and raising awareness about more complex issues such as violence against women.

As an international standard setter, the OECD DAC adopted a Recommendation for institutions to apply when implementing development programmes or delivering humanitarian aid. Such broad scope to address gender equality was also made possible by the support of the Friends of Gender Equality Plus, chaired by the Icelandic and Latvian Ambassadors and the Chief of Staff.

Our commitment to promoting women's economic empowerment has boosted engagement by multilateral fora in this agenda. Thanks to the Sherpa's collaboration with the G20, G7 and APEC Presidencies, we continued supporting countries in addressing the gender gap in labour force participation, share of unpaid work, digital skills and education (see [Sherpa Office](#) section).

To advance our work on female role models in closing the digital gender divide, the OECD scaled up efforts showcasing countries' best practices including *NiñaSTEM Pueden*, which was selected as a Solution for Peace at the 2019 Paris Peace Forum. ■

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TO INCLUSION

AND INTEGRITY



ORGANISATION
FOR ECONOMIC
CO-OPERATION
AND DEVELOPMENT



Sherpa Office and Global Governance Unit



sgespha@oecd.org



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 and APEC by leveraging its evidence-based analysis, policy recommendations and standards.

Amidst challenging global governance dynamics, the OECD supported the Japanese G20 Presidency and G20 members in achieving important outcomes for the Osaka Leaders' Summit. This included an ambitious **digital economy** agenda in which the OECD supported the crafting, and adoption by G20 Leaders, of human-centric "G20 AI Principles" drawn from the OECD Council Recommendation on Artificial Intelligence. Meanwhile, the OECD also contributed to G20 discussions on barriers to trade in digitally enabled services, data flows and principles of market openness in digital trade. As part of the efforts to **promote an international level playing field**, the OECD continued to act as facilitator of the Global Forum on Steel Excess Capacity (GFSEC).

The OECD also delivered analysis on the impact of demographic change on longer working life, healthcare and social protection, as well as on the fiscal implications of ageing to inform Japan's **ageing** agenda. Meanwhile on **gender and women's economic empowerment**, the OECD continued to report on progress towards the Brisbane "25 by 25" gender target. The OECD also delivered its annual report on international **migration trends**, jointly with other IOs, and provided analysis on innovation, resource efficiency and adaption policies to underpin G20 discussions on **environment and energy**. On **anti-corruption**, G20 Leaders called for all members to make progress towards adhering to the OECD Anti-Bribery Convention.

In pursuit of an **inclusive and sustainable global economy**, the OECD pursued efforts within the G20's finance track to address the **tax challenges of digitalisation** with a view to develop a consensus solution by the end of 2020, building on the endorsement by G20 Leaders, in Osaka, of the OECD-based 2-pillar Programme of Work. The OECD presented the revised Code of Capital Movements and continued work on adherence with key G20 emerging economies. The OECD's analysis on governance and environmental and social considerations for **quality infrastructure** supported one of Japan's main deliverables: the *G20 Principles for Quality Infrastructure Investment*.

The OECD also actively supported the French G7 Presidency, by contributing to outcomes across priorities to **fight inequalities** – from education to employment to development – as well as through the launch of the Business for Inclusive Growth (B4IG) Platform. In the context of the G7, France and Canada asked the OECD to host and act as Secretariat for the Global Partnership on Artificial Intelligence (GPAI). Under Chile's 2019 host year, the OECD continued its **engagement with APEC** and its member economies, which represent 60% of global GDP and 47% of global trade. The OECD notably presented analysis on good regulatory practices and trade, the digital gender divide, digitalisation and financial markets, infrastructure financing, financial inclusion, disaster risk management and international taxation. ■



📍 Gabriela Ramos, OECD Chief of Staff and Sherpa to the G20, at the Youth 7 Summit, Paris, 13 June 2019. Photo: OECD

■ KEY EVENTS

- APEC Senior Officials Meeting, *May/August 2019*
- G20 Finance Ministers and Central Bank Governors Meetings, *April/June/October 2019*
- G20 Leaders' Summit, *28-29 June 2019*
- G7 Finance Ministers and Central Bank Governors Meeting, *17-18 July 2019*
- G7 Leaders' Summit, *24-26 August 2019*
- APEC Finance Ministers' Meeting, *15 October 2019*

■ KEY CONTENT

- *OECD Secretary-General Tax Report to the G20 Leaders*
- *Programme of Work to Develop a Consensus Solution to the Tax Challenges Arising from the Digitalisation of the Economy*
- "Fiscal challenges and inclusive growth in ageing societies"
- "OECD Reference Note on Environmental and Social Considerations in Quality Infrastructure"
- "OECD/IMF Reference Note on the Governance of Quality Infrastructure Investment"
- *Revised OECD Code of Liberalisation of Capital Movements*
- *Reports on G20 Trade and Investment Measures* (with WTO, UNCTAD)
- *Women at Work in G20 countries: Progress and policy action* (with ILO)
- *G20 International Migration and Forced Displacement Trends and Policies Report 2019* (with IOM, UNHCR)



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Strategic Foresight

Duncan Cass-Beggs, OECD Counsellor for Strategic Foresight



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www.oecd.org/strategic-foresight

The OECD Strategic Foresight unit helps governments, OECD directorates and the OECD as a whole to build the capacity for, 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-standing uncertainty and high policy significance for governments.

Secondly, the unit strengthens foresight capacity in national governments by coordinating 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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Directorates



**JORGE MOREIRA DA SILVA**

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“The global community is now entering into a ‘decade of action’ in sustainable development. Ten years remain before the Sustainable Development Goals (SDGs) come to term, and while great progress has been made, the challenges still loom large. We are promoting coordinated, innovative international action to accelerate progress towards the SDGs in developing countries. Development co-operation is crucial to that action, not only in delivering results through its own interventions but also in leveraging the contributions of other actors.”

Development Co-operation Directorate

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

Over the past year, the DCD scaled up its efforts to improve the mobilisation, allocation and effective use of resources in support of the 2030 Agenda. On mobilisation, we delivered the Kampala Principles on Effective Private Sector Engagement in Development Co-operation and extensive research and country case studies on transition finance. On resource allocation, we issued a report on *Aligning Development Co-operation and Climate Action* and launched two interactive, online platforms illustrating where resources target their action: the SDG Financing Lab and the States of Fragility Platform.

To address the effectiveness of development co-operation, we collaborated with UNDP to produce the 2019 progress report on *Making Development Co-operation More Effective*. We also supported the DAC in the adoption of revised evaluation criteria and guiding principles for managing sustainable development results – tools to assess development policies and maximise their impact.

In 2019, we also helped deliver three major standards that will improve the delivery of development co-operation: the DAC Recommendation on the Humanitarian-Development-Peace Nexus; the DAC Recommendation on Ending Sexual Exploitation, Abuse, and Harassment in Development Co-operation and Humanitarian Assistance; and the Recommendation of the Council on Policy Coherence for Sustainable Development (this latter instrument in collaboration with the Public Governance Committee). ■



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■ AREAS OF FOCUS

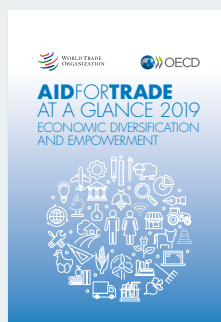
- Accountable and effective institutions, www.oecd.org/dac/accountable-effective-institutions
- Aid for trade, www.oecd.org/dac/aft
- Conflict, fragility and resilience, www.oecd.org/dac/conflict-fragility-resilience
- DAC global relations, www.oecd.org/dac/dac-global-relations
- Effective development co-operation, www.oecd.org/development/effectiveness
- Environment and development, www.oecd.org/dac/environment-development
- Evaluation of development programmes, www.oecd.org/development/evaluation
- Financing for sustainable development, www.oecd.org/dac/financing-sustainable-development
- Gender equality and development, www.oecd.org/dac/gender-development
- Peer reviews of DAC members, www.oecd.org/dac/peer-reviews/peer-reviews-of-dac-members.htm
- Results in development co-operation, www.oecd.org/dac/results-development

■ KEY EVENTS

- Tidewater, 10-11 October 2019
- Private Finance for Sustainable Development Week, 28-30 January 2020

■ KEY CONTENT

- Development Matters blog
- *Development Co-operation Report 2019: A Fairer, Greener, Safer Tomorrow*
- *Aligning Development Co-operation and Climate Action: The Only Way Forward*
- *Aid for Trade at a Glance 2019: Economic Diversification and Empowerment*
- *Making Development Co-operation More Effective: 2019 Progress Report*
- Transition Finance Toolkit
- States of Fragility Platform




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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 context where climate change presents daunting economic and distributional challenges, digitalisation is shifting the way firms, governments and people operate, transforming globalisation, the Economics Department is uniquely placed to provide relevant, comprehensive and impactful support to policy makers.”

Economics Department

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 climate change, labour market performance, productivity, the energy transition, regulatory reform, economic growth, inequality, ageing, with increased focus on political economy aspects. ECO’s flagships, *Economic Outlook* and *Going for Growth*, remain key inputs to policy discussions across the world.

Over the past year, ECO published 21 country surveys, 2 *Economic Outlooks*, 2 *Interim Economic Outlooks*, *Going for Growth*, 3 policy papers, 61 working papers, the *Slovenia Development Strategy 2030*, and a special report on traffic congestion in Israel. ECO provided contributions to the G7 and G20 Finance tracks including on ageing and inequality, as well as regular economic development monitoring. The Department is also working in tandem with CTP on assessing the impact of international taxation reform.

ECO continues to strengthen collaboration with other directorates. Over the past year, ECO has notably led and co-operated closely with other directorates on topics such as tax, housing and productivity (CTP, ELS, STI) as well as on country surveys (CFE, EDU, ELS, ENV, SDD, STI and TAD). ECO is also enhancing its collaboration with ENV to provide a whole-of-government approach to energy transition, and with TAD to assess changes in the world trade framework. ■



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■ AREAS OF FOCUS

- *Economics Department Annual Report: 2018-2019*, www.oecd.org/economy/Economics-Department-Annual-Report-2018-19.pdf
- Cross-country structural policy analysis and advice, www.oecd.org/economy/goingforgrowth.htm
- Indicators of Product Market Regulation, www.oecd.org/economy/reform/indicators-of-product-market-regulation
- Productivity and long-term growth, www.oecd.org/economy/growth
- Public finance and fiscal policy, www.oecd.org/economy/public-finance
- Labour markets, human capital and inequality, www.oecd.org/economy/labour
- Economic policies to foster green growth, www.oecd.org/economy/greeneco
- The joint impact of the EU emissions trading system of carbon emissions and economic performance, www.oecd.org/economy/greeneco/can-we-reduce-emissions-without-hurting-jobs
- Green growth and top reform priorities, www.oecd.org/economy/growth/Environmental-green-growth-reform-priorities.pdf

■ KEY EVENTS

- 2019 Annual Conference of the Global Forum on Productivity, 20-21 June 2019
- Second World Bank-IMF-OECD Conference on Structural Reforms: Strengthening Economic Resilience to Shocks, 12 September 2019
- The changing political economy of reform, organised jointly with the Inclusive Growth Unit, 29 November 2019

■ KEY EVENTS

- [OECD Ecoscope blog](#)
- [OECD Economic Outlook](#)
- [OECD Economic Surveys](#) (member countries and selected non-member economies)
- [Economic Policy Reforms: Going for Growth](#)
- [Economics Department policy and working papers](#)
- [Global Forum on Productivity \(GFP\)](#)
- [Indicators of Product Market Regulation \(PMR\)](#)
- [Public Finance Portal](#)





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“As the influence that schools – and families – have over what students read declines, it is essential that schools redouble their efforts to promote reading proficiency to meet the demands of the digitalised world. All students need to be able to read complex texts, distinguish between credible and untrustworthy sources of information – and between fact and fiction – and question or seek to improve the accepted knowledge and practices of our times.”

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.

2019 was another productive year at the Directorate for Education and Skills. New findings from the *Programme for International Student Assessment (PISA)*, the *Teaching and Learning International Survey (TALIS)*, and the *Survey of Adult Skills* (a product of the Programme for the International Assessment of Adult Competencies) were released, and forward-looking reports on the emotional well-being of children in the digital age and on students’ creativity and critical thinking were published. At the same time, the Directorate also issued its annual compendium of education statistics, *Education at a Glance*, and worked with countries to review the strengths and weaknesses of their education systems, from early childhood through tertiary education, and to identify and define the concepts that should underpin education in the 21st century.

In 2020, more findings from both PISA and TALIS are scheduled for release, including in the innovative domain of students’ global competence. The Directorate will also produce its first-ever analysis of curricula around the world, and in-depth reports on education for Indigenous peoples, what a “growth mindset” means for students, and on the building blocks of high-quality education for the youngest learners. ■



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■ AREAS OF FOCUS

- Programme for International Student Assessment (PISA), www.pisa.oecd.org
- Centre for Educational Research and Innovation (CERI), www.oecd.org/edu/ceri
- Education GPS (interactive data visualisation website), <http://gpseducation.oecd.org>
- Education 2030, www.oecd.org/education/2030
- Education at a Glance: OECD Indicators, www.oecd.org/education/education-at-a-glance
- Survey of Adult Skills (PIAAC), www.oecd.org/skills/piaac
- Teaching and Learning International Survey (TALIS), www.oecd.org/education/talis

■ KEY EVENTS

- International launch of the TALIS (*Teaching and Learning International Survey*) 2018 Results (Volume II): *Teachers and School Leaders as Valued Professionals*, virtual event, 23 March 2020
- International launch of the PISA (*Programme for International Student Assessment*) 2018 Results (Volume IV): *Are Students Smart about Money?*, 7 May 2020
- International Summit of the Teaching Profession, virtual event, 1 June 2020
- International launch of the PISA 2018 Results (Volume V): *Effective Policies, Successful Schools*, June 2020
- International launch of *Education at a Glance: 2020 Indicators*, 8 September 2020
- International launch of the PISA 2018 Results (Volume VI): *Are Students Ready to Thrive in Global Societies?*, 22 October 2020

■ KEY CONTENT

- OECD Education and Skills Today blog
- OECD Education & Skills TopClass podcasts
- PISA 2018 Results (Volume I, II, III)
- TALIS 2018 Results (Volume I): *Teachers and School Leaders as Lifelong Learners*
- Compare your country: *Education at a Glance 2019*
- *Education at a Glance 2019: OECD Indicators*



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“The coronavirus pandemic is causing major human suffering and posing a significant threat to the global economy and people’s quality of life around the globe. Health, the labour market and social policies are central to the response to the crisis: we stand ready to assess the impact of the pandemic and identify measures to support workers, households and firms in the emergency as well as the recovery phase.”

Directorate for Employment, Labour and Social Affairs

The **Directorate for Employment, Labour and Social Affairs (ELS)** leads OECD work on employment and adult skills, health, social policies and international migration – supporting countries in improving social welfare and reducing inequalities.

In response to the COVID-19 crisis, we prepared a series of policy briefs and organised workshops with member countries to share insights and reflect on the necessary policy responses for the confinement and recovery phases.

Since the 2019 Ministerial Council Meeting, we also hosted a High-Level Policy Forum and the first OECD Ministerial Meeting on Migration and Integration. Ministers gave the OECD an ambitious mandate to expand its work in these areas.

Building on the 2019 *Employment Outlook* on the future of work, we furthered our work on employability at older age, adult learning systems and collective bargaining. We continued the implementation of the new OECD Jobs Strategy through the *OECD Economic Surveys*.

We progressed on the Patient-Reported Indicators Survey (PaRIS) and delivered work on health priorities beyond the COVID-19 pandemic, including opioid use, obesity and health inequalities. We also co-organised the High-Level Policy Forum on Knowledge-Based Health Systems to provide key insights on adapting health systems to new technologies.

We made significant progress in implementing the 2018 Social Policy Ministerial mandate: we delivered new data for effective social policy and service delivery, and the second round of the *Risks that Matter* survey on perceived social risks. We also progressed on gender equality, hosting the High-Level Conference on Ending Violence against Women, and expanding the Equal Pay International Coalition. ■



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■ AREAS OF FOCUS

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

■ KEY EVENTS

- Cedefop and OECD Symposium: The next steps for Apprenticeship, 7 October 2019
- OECD Workshop on Harnessing New Social Data for Effective Social Policy and Service Delivery, 16 October 2019
- OECD High Level Policy Forum on Health in the 21st Century: Data, Policy, and Digital Technology, 21 November 2019
- OECD Workshop on Homelessness and Affordable Housing Policies, 27 November 2019
- G7 Primary Health Care Event on Knowledge Sharing Initiative, 12 December 2019
- 2020 Ministerial Meeting on Migration and Integration: Making Migration and Integration Policies Future Ready, 16-17 January 2020
- Second International Forum on Migration Statistics, 19-21 January 2020
- Global Deal Conference on Social Dialogue for a Better Future of Work, 4 February 2020
- OECD High-Level Conference on Ending Violence against Women, 5-6 February 2020

■ KEY CONTENT

- *Health at a Glance 2019: OECD Indicators*
- *Health for Everyone? Social Inequalities in Health and Health Systems*
- Third round of the Survey of Adult Skills (PIAAC)
- *OECD International Migration Outlook 2019*
- *Negotiating Our Way Up: Collective Bargaining in a Changing World of Work*
- *Ageing and Employment Policies: Working Better with Age*
- *Pensions at a Glance 2019: OECD and G20 Indicators*
- *Addressing Problematic Opioid Use in OECD Countries*



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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 degradation and climate 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, policy recommendations and capacity building. It helps local and national actors work together to unleash the potential of entrepreneurs and SMEs, promote inclusive and sustainable regions and cities, boost local job creation, and support sound tourism policies.

CFE continues to focus on the local dimension of the future of work, with the 15th OECD Local Development Forum held under the theme “Right Skills, Right Jobs, Right Places”. The *Missing Entrepreneurs 2019* report looks at trends in entrepreneurship by disadvantaged or under-represented groups.

In 2020, CFE will release *Tourism Trends and Policies 2020* and provide the latest data on the impact of digitalisation and sustainability pressures on tourism. The new report *A Territorial Approach to the Sustainable Development Goals* will provide insights and new indicators on the role of cities and regions in achieving the 2030 Agenda. A report on *Cities in the World* will provide groundbreaking data on urbanisation globally. ■



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■ AREAS OF FOCUS

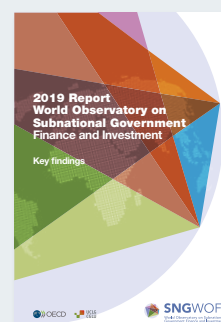
- SMEs and entrepreneurship, www.oecd.org/cfe/smes
- Local economic and employment development, www.oecd.org/employment/leed
- Cities, urban policies and sustainable development, www.oecd.org/cfe/cities
- Regional and rural development, www.oecd.org/regional
- Tourism, www.oecd.org/cfe/tourism
- Regional statistics and indicators, www.oecd.org/cfe/regional-policy/regionalstatisticsandindicators.htm
- Multi-level governance, subnational finance and investment, www.oecd.org/regional/multi-level-governance.htm
- Water governance, www.oecd.org/env/watergovernanceprogramme.htm

■ KEY EVENTS

- 1st International Conference of the World Observatory on Subnational Government Finance and Investment, 17 June 2019
- 1st OECD Roundtable on Circular Economy in Cities and Regions, 4 July 2019
- 1st OECD Roundtable on Smart Cities and Inclusive Growth, 9 July 2019
- 12th OECD Rural Development Conference, 24-26 September 2019
- 1st OECD Roundtable of the OECD Digital for SMEs Global Initiative, 29 November 2019
- 15th OECD Local Development Forum, 10-11 December 2019

■ KEY CONTENT

- [OECD Tourism Trends and Policies 2020](#)
- [The Missing Entrepreneurs 2019](#)
- [Enhancing Innovation Capacity in City Government](#) & interactive map
- “Rural 3.0. – a framework for rural development”
- [A Territorial Approach to the Sustainable Development Goals](#) & web tool



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“We are at a time that requires urgent environmental action. Citizens – particularly youth – are stepping out to protest, demanding their right to a clean planet and a fair future. At the OECD Environment Directorate, we are shifting the conversation – and putting people at the centre of our policy work.”

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 the economy in areas such as green growth, climate change, biodiversity, water, waste and the circular economy, the ocean, environmental taxes, chemical safety, genetically modified crop safety, agriculture, transport, trade, green finance and investment, and development.

Supporting climate action remains a major focal point of ENV work in the lead-up to COP26 in 2020. In July 2019, the Secretary-General delivered his fourth biennial climate lecture urging governments to face up to mounting anger, particularly among youth, on climate inaction. The latest report, *Accelerating Climate Action: Refocusing Policies through a Well-being Lens*, provides policy advice on how to systematically place people’s well-being at the centre of climate policy.

ENV is actively contributing to the global biodiversity agenda, including via projects on the post-2020 biodiversity framework and biodiversity finance. ENV is also working to support governments to safeguard and improve the health of ocean ecosystems. To this end, a new interactive platform of good practices brings together a range of good policy practices and ocean-related datasets from across the Organisation.

In November 2019, ENV launched the Environment at a Glance web platform, which provides real-time interactive access to the latest comparable OECD-country data on the environment. The indicators show environmental trends in areas such as climate change, biodiversity, water resources, air quality, circular economy and the ocean. ■



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

■ AREAS OF FOCUS

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

■ KEY EVENTS

- Global Forum on Environment: Mainstreaming Gender and Empowering Women for Environmental Sustainability, 5-6 March 2020
- OECD/UNDP BIOFIN Global Conference on Biodiversity Finance, virtual event, 15, 22 and 29 April 2020
- OECD Forum on Green Finance and Investment, 8-9 October 2020
- Global Forum on Environment focusing on industrial chemicals, 2-3 November 2020
- Green Growth and Sustainable Development Forum: Securing natural capital – Resilience, risk management and COVID-19, 25-26 November 2020

■ KEY CONTENT

- OECD Green Talks LIVE (webinar series)
- OECD Environment YouTube channel, videos on the environment
- *OECD Environmental Performance Reviews: Indonesia 2019, Denmark 2019, Greece 2020, Luxembourg 2020, Belgium 2020*
- *Accelerating Climate Action: Refocusing Policies through a Well-being Lens*
- *Biodiversity: Finance and the Economic and Business Case for Action*
- *Climate Finance Provided and Mobilised by Developed Countries in 2013-17*
- *Environment at a Glance 2020*



**GREG MEDCRAFT**

Director

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“Fair and efficient markets, and the companies that operate within them, are the foundations of wealth and prosperity across the OECD. Yet these benefits are not a given, particularly in a global environment of increasing business complexity and rising cross-border challenges. Markets need prudent oversight and governance that is evidence-based, leverages international best practice, and recognises global interconnectedness. DAF’s mission is to help governments deliver exactly that.”

Directorate for Financial and Enterprise Affairs

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

Research, standard setting and implementation – DAF’s policy instruments are continually evolving to meet new challenges. New OECD Principles for Blockchain are slated for 2020, as is the update to the OECD Recommendation on Combatting Bribery. The directorate has led the consolidation of the OECD’s considerable guidance on infrastructure, with the forthcoming *Compendium of Good Practices for Quality Infrastructure Investment* delivering a policy framework with over 340 good practices from 50 OECD reports and instruments.

Capacity building – The OECD Regional Centre for Competition in Latin America, based in Lima, was launched in 2019, expanding the Organisation’s work lifting the capabilities and connectedness of competition authorities worldwide. Regional training programmes on due diligence standards in supply chains are ongoing in ASEAN and Latin America, while new *Investment Policy Reviews* were completed or are underway for eight countries spanning Asia, Eastern Europe, North Africa and Latin America.

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



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

■ AREAS OF FOCUS

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

■ KEY EVENTS

- OECD Global Blockchain Policy Forum, 12-13 September 2019
- OECD Global Forum on Competition, 5-6 December 2019
- OECD Forum on Responsible Garment and Footwear Supply Chains, 11-13 February 2020
- OECD Competition Open Day, 26 February 2020
- OECD Global Anti-Corruption and Integrity Forum: Webinar series, “Anti-corruption and integrity: safeguards for a resilient COVID-19 response and recovery”, virtual event, 13 May 2020
- OECD Global Forum on Responsible Business Conduct: COVID-19 and Responsible Business Conduct, virtual event, 19 May 2020
- OECD Global Forum on Responsible Business Conduct: Access to remedy, virtual event, 17 June 2020

■ KEY CONTENT

- [OECD/PISA Financial Literacy Assessment of Students](#)
- [OECD Business and Finance Outlook 2019](#)
- [OECD Sovereign Borrowing Outlook 2019](#)
- [OECD Corporate Governance Factbook 2019](#)
- [Corporate Bond Market Trends, Emerging Risks and Monetary Policy](#)
- [OECD Competition Trends 2020](#)
- [OECD Investment Policy Reviews: Bulgaria, Georgia, Thailand, Uruguay](#)



**ANDREAS SCHAAL**

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“Making OECD standards and policies count on a global scale supports our overarching goal of levelling the global playing field. The Organisation has developed effective tools to engage with its partners in support of strong, sustainable and inclusive growth globally. We assist key emerging economies as they aim to converge with the OECD’s globally recognised standards and policies, and thus we aim to ensure that everybody follows the same rules.”

Global Relations Secretariat

The **Global Relations Secretariat (GRS)** aims to contribute to levelling the playing field globally through strengthening OECD’s co-operation with partner countries and regions throughout the world. Partnerships for policy reform and ensuring that everyone plays by the same rules are key to a mutually beneficial co-operation.

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

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

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 are being discussed with Egypt and Viet Nam.

Highlights of 2019-20 include the Ministerial meeting of the LAC Regional Programme, OECD Eurasia Week 2020, the OECD-India Forum, the Southeast Asia Regional Forum, the launch of the second phase of the Morocco Country Programme, MENA-OECD Week and meeting of the MENA-OECD Women’s Economic Empowerment Forum, the Western Balkans Summit of the Berlin Process and the Poland-OECD High-Level Conference on The Western Balkans in Global Markets. ■



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

■ AREAS OF FOCUS

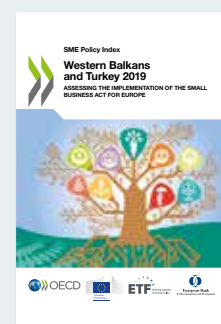
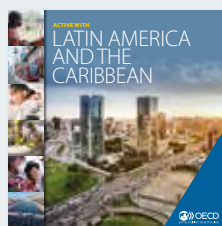
- Africa, www.oecd.org/africa
- Brazil, www.oecd.org/brazil; www.oecd.org/latin-america/countries/brazil
- China, www.oecd.org/china
- Eurasia, www.oecd.org/eurasia
- India, www.oecd.org/india
- Indonesia, www.oecd.org/indonesia
- Latin America and the Caribbean, www.oecd.org/latin-america
- Middle East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

■ KEY EVENTS

- Ministerial meeting on Social Inclusion in Latin America and the Caribbean, *virtual event, July 2020*
- Launch of the OECD Centre in Istanbul, 10-11 September 2020
- OECD-Brazil Forum, *November 2020*
- OECD Eurasia Week 2020: “Economies in Motion” (*date to be confirmed*)
- OECD High-Level Conference on South East Europe, back-to-back with the 3rd Western Balkans Digital Summit (*date to be confirmed*)
- Southeast Asia Regional Forum on Human Capital Development (*date to be confirmed*)

■ KEY CONTENT

- [OECD Active with... country and regional brochures](#)
- [SME Policy Index series](#)
- [Changing Laws, Breaking Barriers: Legislative reforms and policy actions to unlock women’s economic empowerment in Egypt, Jordan, Morocco](#)



**ANTHONY GOOCH**

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

Public Affairs and Communications Directorate

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

In 2019, corporate communications centred on tax, the global economy, the future of work, digitalisation, climate change, and explaining the OECD and its impact. By focusing on cross-organisational priorities, we increased the impact of key OECD recommendations. PAC continued to provide communications and engagement support to a wide range of core OECD issues, helping to raise the Organisation’s profile, ensuring continued stakeholder engagement and global media coverage.

Engagement with both key policy stakeholders and the broader public grew in 2019. The OECD Global Parliamentary Network events had record-breaking attendance (+73% in October). The new “I am the Future of Work” campaign adopted a people-centred approach, combining data and personal stories. In terms of digital reach, the number of followers on social media grew across our channels, with LinkedIn witnessing the highest growth (+27%). On web channels, iLibrary surpassed 10 million downloads and we reached nearly 340 000 email newsletter subscribers. The new About section on OECD.org also led to increased engagement, with users spending nearly 25% more time on the new pages.

In 2020, we will build on this positive engagement to highlight a unifying message: the need to invest in the future, building the inclusive and sustainable growth needed to improve people’s well-being, and the benefits of countries working together to address these challenges. ■



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

■ KEY EVENTS

- OECD Forum, 20-21 May 2019
- European Heritage Days, 21-22 September 2019
- Meeting of the OECD Global Parliamentary Network, 10-11 October 2019
- Meeting of the OECD Global Parliamentary Network, 24-26 February 2020

■ KEY CHANNELS AND PRODUCTS

- OECD.org
- Civil society, www.oecd.org/about/civil-society
- OECD Global Parliamentary Network, www.oecd.org/parliamentarians
- OECD Centres abroad, www.oecd.org/germany/oecdcentres.htm
- Newsroom, www.oecd.org/newsroom
- Social media: www.facebook.com/TheOECD; www.twitter.com/OECD; www.instagram.com/the_oecd
- OECD Forum, www.oecd.org/forum
- The Forum Network, www.oecd-forum.org
- OECD iLibrary, www.oecd-ilibrary.org
- OECD Observer, www.oecdoobserver.org
- OECD Data portal, www.data.oecd.org
- Images and videos, www.flickr.com/OECD; www.youtube.com/OECD
- Better Life Index, www.oecdbetterlifeindex.org
- I am the Future of Work, <https://futureofwork.oecd.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 OECD Council endorsed new recommendations on Public Service Leadership and Capability and on Countering Illicit Trade: Enhancing Transparency in Free Trade Zones, and updated a recommendation on Policy Coherence for Sustainable Development. It also endorsed a Declaration on Public Sector Innovation. A Policy Framework on Sound Public Governance provides a diagnostic and benchmarking guide for effective policy making.

GOV published over 70 reports on a range of topics, including *Government at a Glance*, *Tools and Ethics for Applied Behavioural Insights*, *OECD Good Practices for Performance Budgeting*, and a series of Best Practice Principles in regulatory policy. Regional editions of *Government at a Glance* included, for the first time, Southeast Asia and the Western Balkans, and the second edition for Latin America and the Caribbean. The OECD Integrity Forum, the Forum on Governance of Infrastructure, Public Procurement Week and the Public Sector Innovation Conference attracted over 3 500 participants.

GOV will help governments better regulate markets to respond to the “fourth industrial revolution”; harness digital government, open data, innovation and public procurement to deliver public value; and build public sector leadership and capability. It will continue to promote inclusive and citizen-centred policy design; gender equality and youth engagement; open government; and transparency, accountability and integrity. It will also support member and partner countries in implementing the 2030 Agenda. ■



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■ AREAS OF FOCUS

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

■ KEY EVENTS

- Launch of the *OECD Public Integrity Handbook*, virtual event, 20 May 2020
- OECD Forum on Governance of Infrastructure: Investing for the future, October 2020

■ KEY CONTENT

- [The Path to Becoming a Data-Driven Public Sector](#)
- [Trends in Trade in Counterfeit and Pirated Goods](#)
- [Governance as an SDG Accelerator](#)
- [Government at a Glance Latin America and the Caribbean 2020](#)



**ANDREW WYCKOFF**

Director

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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 understanding how bio- and nanotechnologies are altering modes of production, taking a granular view of productivity, and tracking digital shifts such as 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 (AI); from how nanosatellites and innovation affect social challenges, to consumer protection and excess capacity in heavy industries.

Building a shared understanding of AI and its implications is a focus for STI. The OECD AI Principles are the first international standard for responsible stewardship of trustworthy AI, and were the basis for G20 AI Principles. The OECD AI Policy Observatory will help countries put the AI Principles into practice.

Data underpin AI and the digital transformation. *Enhancing Access to and Sharing of Data* explored how to reconcile risks and benefits for data re-use across societies. The OECD Privacy Guidelines and 2012 Recommendation on the Protection of Children Online are being reviewed to remain relevant in a data-driven world. STI also analyses changing business models in the digital age (*Unpacking E-commerce; Online Platforms and Their Role in the Digital Transformation*) and its work on *Challenges to Consumer Policy in the Digital Age* supported G20 discussions.

STI explores important developments in science and innovation, including the rise of digitalisation as a vector of innovation in firms, scientific research and policy making. The Recommendation on Responsible Innovation in Neurotechnology added to the OECD's influential standards, while important measurement work including on R&D tax credits, and employment and child labour in global value chains supported policy decision making. ■



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

■ AREAS OF FOCUS

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

■ KEY EVENTS

- Global Forum on Productivity, 20-21 June 2019
- Global Forum on Digital Security for Prosperity, 14-15 November 2019
- Launch of the OECD Observatory on Artificial Intelligence, 27 February 2020

■ KEY CONTENT

- [Going Digital Toolkit](#)
- [An Introduction to Online Platforms and Their Role in the Digital Transformation](#)
- [OECD Principles on Artificial Intelligence](#)
- [Artificial Intelligence in Society](#)
- [OECD Recommendation on Digital Security of Critical Activities](#)
- [OECD Reviews of Digital Transformation: Going Digital in Colombia](#)
- [“The road to 5G networks: Experience to date and future developments”](#)
- [“Good practice guide on consumer data”](#)
- [The Role of Education and Skills in Bridging the Digital Gender Divide: Evidence from APEC Economies](#)
- [“Measuring employment in global value chains”](#)
- [“Innovation policies for sustainable development: Low-carbon energy and smart-city initiatives”](#)
- [“Measuring R&D tax support: Findings from the new OECD R&D Tax Incentives Database”](#)
- [Rethinking Innovation for a Sustainable Ocean Economy](#)





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Acting Chief Statistician
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“Providing high-quality statistics on our economies and societies is not only key to the OECD’s evidence-based analyses but also an important service to the public at large. SDD and the broader OECD statistics and data community fulfil these functions. To stay ahead of the curve and gauge new phenomena such as the digital transformation or globalisation, and their impact on economic performance, people’s well-being and environmental sustainability, we constantly innovate in measurement methodologies, tools and sources.”

Statistics and Data Directorate

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

SDD provides core evidence for policy analysis across the spectrum of economic and social accounts. It also addresses the measurement challenges of globalisation and digitalisation by developing indicators, international guidance and conceptual frameworks. In parallel, to better reflect the significant heterogeneity in firm performance, productivity and wages, more granular business statistics are being developed, including through a new Analytical Database on Individual Multinationals and their Affiliates (ADIMA), and momentum continues on better measuring income and wealth inequalities.

Pursuing its leadership in measuring well-being, SDD held two conferences on the use of well-being metrics in policy. The new *How’s Life? 2020* report features a revamped and extended set of indicators covering well-being outcomes, inequalities and resources for the future. SDD also has a leading role in developing international statistical standards such as the System of National Accounts and measurement guidelines such as the *Handbook on Measuring Digital Trade*.

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



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

■ AREAS OF FOCUS

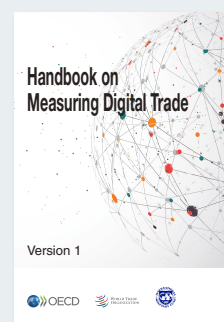
- Composite leading indicators and business tendency surveys, www.oecd.org/SDD/leading-indicators
- Entrepreneurship indicators and business statistics, www.oecd.org/SDD/business-stats
- Productivity statistics, www.oecd.org/SDD/productivity-stats
- OECD Better Life Initiative, www.oecd.org/betterlifeinitiative
- Measuring well-being and progress, www.oecd.org/statistics/measuring-well-being-and-progress.htm
- Inclusive growth, www.oecd-ilibrary.org/economics/inclusive-growth_5jrppxjqhg4-en
- 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/fn-stats
- Prices and purchasing power parities, www.oecd.org/SDD/prices-ppp
- Statistical Information System Collaboration Community (SIS-CC) and SDMX, <https://siscc.org>; <https://sdmx.org>
- OECD Smart Data Strategy, www.oecd.org/SDD/smart-data.htm

■ KEY EVENTS

- Putting Well-being Metrics into Policy Action, 3-4 October 2019
- Metrics that Make a Difference: International Conference on the Policy Uses of Well-being and Sustainable Development Indicators in Latin America and the Caribbean, 23-24 October 2019

■ KEY CONTENT

- *How's Life? 2020: Measuring Well-being*
- Analytical Database on Individual Multinationals and Affiliates (ADIMA)
- *Handbook on Measuring Digital Trade*
- Compare Your Income



**PASCAL SAINT-AMANS**

Director

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“From automatic exchange of financial information among almost 100 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 are actively working on reaching a consensus-based solution on tax and digitalisation by the end of 2020 among the 135+ members of the Inclusive Framework on BEPS.”

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/G20 Inclusive Framework on BEPS (base erosion and profit shifting), with over 135 member jurisdictions, is working to address the tax challenges arising from digitalisation. The members are developing the architecture of a long-term solution that should be delivered in 2020. Although implementation of the BEPS package through a peer review process is showing positive results, the BEPS Minimum Standards are being reviewed for improvement. The Multilateral Convention to Implement Tax Treaty Related Measures to Prevent BEPS entered into force in July 2018 and now has over 90 participating jurisdictions.

The Global Forum on Transparency and Exchange of Information for Tax Purposes and its 160-plus members continue to demonstrate their commitment to fight tax evasion. Automatic exchange of information is now underway among more than 95 jurisdictions, ensuring the end of bank secrecy for tax purposes.

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 532 million of additional tax revenues. ■



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

■ AREAS OF FOCUS

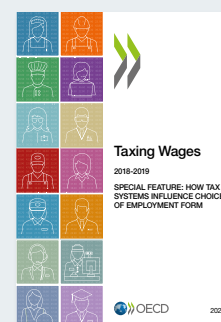
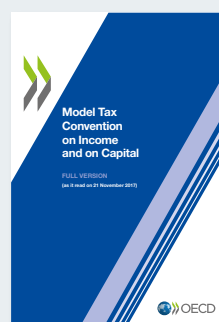
- Base erosion and profit shifting (BEPS), www.oecd.org/tax/beps
- Tax transparency and exchange of information, www.oecd.org/tax/transparency
- Tax and crime, www.oecd.org/tax/crime
- Tax and development, www.oecd.org/tax/tax-global/tax-and-development.htm
- Tax administration, www.oecd.org/tax/forum-on-tax-administration
- 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

- 10th Anniversary Meeting of the Global Forum on Transparency and Exchange of Information for Tax Purposes, 26-27 November 2019
- Forum on Tax Administration, December 2020

■ KEY CONTENT

- Implementing tax transparency standards to fight offshore tax evasion (video)
- Tax Inspectors Without Borders: How it works (video); Tax Inspectors Without Borders: Get involved
- Compare your country: Tax co-operation
- Corporate Tax Statistics database
- Model Tax Convention on Income and on Capital (Full Version)
- OECD Tax Talks (webcasts)
- Tax Morale: What Drives People and Businesses to Pay Tax?
- Taxing Energy Use 2019
- Tax Inspectors Without Borders Annual Report 2018-19





KEN ASH
Director



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“Even as trade tensions dominate many international discussions, there continues to be a shared interest in evidence-based policy analysis at OECD. We help identify gaps in the international rulebook, from market-distorting government support in agriculture, fisheries and industrials, to regulations that restrict services trade. We provide new data and analysis to help governments, working together, ensure a global level playing field and maintain policies at home for 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 intergovernmental 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. We are expanding long-standing work that measures market-distorting government support in agriculture, fisheries and fossil fuels to industrial sectors, with recent analysis of the aluminium and semiconductor value chains. We continue our work on market openness in the digital era, including for services and cross-border data flows, and are beginning to explore other issues shaping the trade policy landscape, such as trade and environment.

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. New work is focusing on how to meet the challenges facing the global food system. The OECD Inventory of Support Measures for Fossil Fuels helps underpin fossil fuel subsidy reform initiatives. ■



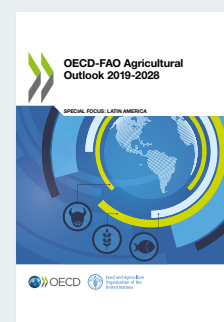
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■ AREAS OF FOCUS

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

■ KEY CONTENT AND EVENTS

- OECD-FAO *Agricultural Outlook 2019-2028*
- *Agricultural Policy Monitoring and Evaluation 2019*
- “Measuring distortions in international markets: The aluminium value chain”
- “Measuring distortions in international markets: The semiconductor value chain”
- “Electronic transmissions and international trade – Shedding new light on the moratorium debate”
- *Enhancing Climate Change Mitigation through Agriculture*
- *Digital Opportunities for Better Agricultural Policies*
- OECD Trade Policy Briefs
- OECD Food, Agriculture and Fisheries Briefs
- OECD Global Forum on Trade: Levelling the Playing Field, 23-24 October 2019





STEFANO SCARPETTA

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“Rapid and deep changes brought about by the digital transformation, globalisation, population ageing and climate change are transforming how we work and live. Equipping people with solid skills, supporting them to learn throughout their lives, and enabling them to use their skills fully and effectively at work and in society is of tantamount importance to ensure that they and society as a whole thrive in this increasingly complex, interconnected and rapidly changing world.”

OECD Centre for Skills

The **OECD Centre for Skills (SKC)** helps countries to develop relevant skills, make effective use of those skills and strengthen the governance of their skills systems through its work in three areas: national skills strategies, vocational education and training (VET) and adult learning, and skills analysis. It reports to the Director of ELS (Directorate for Employment, Labour and Social Affairs).

National skills strategies

OECD Skills Strategy 2019: Skills to Shape a Better Future provides an in-depth assessment of the skills implications of megatrends, such as globalisation, digitalisation, population ageing or migration in OECD countries. It also updates the skills strategy framework to place greater emphasis on the importance of strong governance arrangements, introduces a new OECD Skills Strategy dashboard, and provides examples of skills policies that work.

Vocational education and training (VET) and adult learning

Unlocking the Potential of Migrants provides advice to governments and stakeholders who seek to use VET to promote integration. It argues that VET systems can become stronger, more flexible and inclusive, when working better for all students, including those with diverse and vulnerable backgrounds. *“Improving work-based learning in schools”* analyses work-based learning as an element of general education and vocational programmes.

Skills analysis

In 2019, the Skills Analysis team launched the *OECD Skills Outlook 2019: Thriving in a Digital World*, which analysed how new digital technologies, including ICT, artificial intelligence and robotics, are reshaping the way people live, work and learn. The report provided insights on how policies can shape the outcomes of the digital transformation and lead to shared benefits for all individuals. ■



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**LUCY ELLIOTT**

Director

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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 2020, 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 coordination, 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 2019, 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. 2019 was an important year for in-depth evaluation. The second evaluation cycle ended, and the third began, with enhanced methodology and increased scope. ■

**JOSÉE FECTEAU**

Director and Accession
Co-ordinator *ad interim*



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“The ongoing standard-setting review encourages the development of new instruments on cutting-edge issues and serves as a catalyst for innovative practices by OECD committees. Its focus on dissemination and implementation is essential to ensure that the OECD standards continue to make a real impact for our members and partners.”

Directorate for Legal Affairs

The **Directorate for Legal Affairs (LEG)** advises on legal, institutional and procedural aspects of the Organisation’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.

In 2019, the Directorate supported the Organisation-wide standard-setting review designed to ensure the relevance and impact of OECD standards, with a particular focus on the implementation of the committee action plans, the development of innovative practices and the identification of emerging policy areas for standard-setting. It also helped develop 15 new or revised standards on issues such as artificial intelligence, anti-corruption guidelines for small and medium-sized enterprises, illegal trade of pesticides, and public sector leadership and capability.

The Directorate continued to coordinate accession discussions with Costa Rica, seeing the process to completion in May 2020, and provided significant legal support on the participation of partners, international organisations and other relevant stakeholders in OECD activities as well as the participation of the Organisation in other international fora.

Finally, the Directorate contributed actively to several internal reform projects, including a new employment framework for officials, the assessment of the governance framework of the Organisation and the strengthening of the rules on personal data protection. It also played a key role in the renegotiation of the financial framework partnership agreement with the European Union. ■



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.”

Executive Directorate

The **Executive Directorate (EXD)** plays a crucial role in enabling the OECD’s mission, providing corporate stewardship of the Organisation’s resources on behalf of the Secretary-General. We advise 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 financial and human resource management; digital knowledge and information management; and conference, language, security and operations services. EXD provides the day-to-day operations as well as strategic management for the sustainability of the Organisation.

EXD has continued to deliver high-quality services in a context of significant budget cuts. 2019 has been a year of consolidation and strategic reorientation.

The OECD’s new Risk Management Policy has been implemented for improved strategic management, and provided to Council for information. Enhanced measures on physical security have ensured the safety of over 140 000 visitors to the OECD as well as staff and delegations. Cybersecurity remains a key priority. Investment was also made in 2019 in our Crisis Management capacities.

2019 saw significant progress on key strategic areas (enhanced ethics framework, whistle-blower policy and a dedicated Ethics officer), along with EXD management reorganisations. There is enhanced reporting for members on Voluntary Contributions and a new Missions indicators report. The OECD’s New Employment Package has advanced as has progress on diversity with women accounting for 59% of senior positions in 2019.

EXD management will continue to pursue efficiencies and continuous improvements in corporate services, in order to further contribute to the delivery of successful outputs for members. ■

**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 the Council, oversees the independence and effectiveness of Internal Audit: it reviews its work programme and monitors management’s implementation of its recommendations. This contributes to reinforcing the OECD’s leading-edge governance, as well as its accountability, transparency and performance.”

Internal Audit

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 2019, Internal Audit’s Strategy was updated following consultations with senior management, the Secretary-General and the Audit Committee. Its value proposition aims to provide i) **insight** by identifying and focusing on systemic and cross-cutting themes (from corporate services to OECD substance work) and providing cost-effective, consistent solutions across the Organisation; ii) **foresight** through forward-looking recommendations to act as a catalyst for positive change; and iii) **oversight**, through independent audit assessments of control design and operational effectiveness.

In 2019, Internal Audit continued to build on its strong foundations by “auditing what matters”. It remained focused on the substance of the OECD’s work and provided assurance on cross-cutting issues. It issued audit reports on procurement and IT (including cyber) security (one and ten reports respectively). It substantially advanced its work on a number of diverse, risk-based areas: physical security, internal control framework and quality assurance process for OECD publications.

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 2010 and 2005 ratings. In 2019, it commenced preparations for its fourth EQA to be conducted no later than 2020. ■



Special Bodies





MARIO PEZZINI

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



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“Mass protests around the world are triggered by an increasing disconnect between governments’ perception of people’s well-being and public action. The Development Centre helps countries redefine their national development strategies, from assisting in the transformation of productive capacities to create jobs, to addressing economic, institutional and social traps, unlocking social cohesion and improving people’s well-being.”

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 29 non-OECD countries; they interact on an equal footing to find innovative policy solutions to emerging development challenges.

The Centre continued to support countries’ **economic and social transformation**. The second edition of *Africa’s Development Dynamics*, produced with the African Union, provided policy options for regional economic communities. *Production Transformation Policy Reviews* were launched in Africa, as well as in Colombia. Our members endorsed the *Guiding Principles for Durable Extractive Contracts*.

We helped countries address **economic, institutional and social traps**, through regional multi-stakeholder policy dialogues and cross-sectoral analysis, such as the *Economic Outlook for Southeast Asia, China and India* and the *Latin American Economic Outlook* under the EU Regional Facility for Development in Transition. Moreover, we initiated new projects under the OECD DEV Facility for Asia.

DEV continued to place **indicators and national strategies** at the heart of policy making. The Policy Metrics for Well-being platform in Latin America and the Caribbean progressed in identifying indicators, and the Centre published a new edition of the Social Institutions and Gender Index (SIGI) *Global Report*, as well as new *Multi-dimensional Country Reviews* for Peru, Paraguay, Viet Nam and Thailand.

Our **networks** facilitated dialogue and analysis among communities of businesses (EMnet), philanthropic foundations (netFWD) and development communicators (DevCom). NetFWD released a report on *Unpacking Domestic Philanthropy and Corporate Social Responsibility* in India. ■

■ KEY CONTENT

- OECD’s blog on development, oecd-development-matters.org
- Social Institutions and Gender Index, www.genderindex.org
- The SDG Communicator, sdg-communicator.org



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“There is no single or simple solution to transforming global energy systems. Many technologies and fuels have a part to play across all sectors of the economy. For this to happen, we need strong leadership from policy makers, as governments hold the clearest responsibility to act and have the greatest scope to shape the future.”

International Energy Agency

The **International Energy Agency (IEA)** is the global energy authority, shaping a secure and sustainable energy future for all. The IEA examines the full spectrum of energy and advocates policies that will enhance the reliability, affordability and sustainability of energy in its member countries and beyond.

In 2019, the IEA expanded its work based on its three modernisation pillars on global engagement, energy security, and clean energy technology:

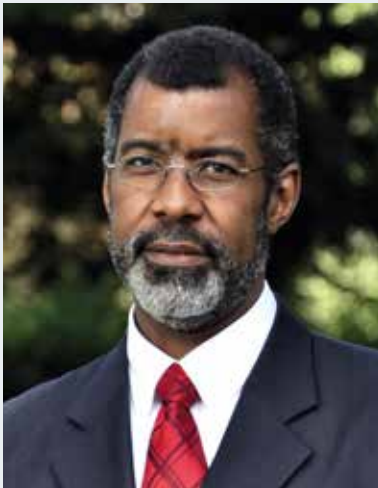
- In just four years, Brazil, China, India, Indonesia, Morocco, Singapore, South Africa and Thailand have all joined as Association members. The IEA also welcomed Mexico as a member. Chile and Lithuania are accession countries.
- Recent geopolitical events highlighted the IEA's continued role in ensuring oil security. The IEA has also been working to address emerging natural gas and electricity security challenges.
- The IEA has scaled up its work on clean energy technology and hosts both the Energy Efficiency Hub and the Clean Energy Ministerial Secretariats. It has been the driving force behind an initiative to get the world on a path of 3% annual improvements in energy intensity.

Drawing on the IEA's extensive global energy data, key IEA outputs in 2019 included:

- *World Energy Outlook 2019*, and special reports on Africa, Southeast Asia, and offshore wind
- *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 Hydrogen*, *Nuclear Power in a Clean Energy System*, and *Offshore Wind Outlook*. ■



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WILLIAM D. MAGWOOD, IV
Director-General



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“The NEA is working with its members to develop an agenda of innovation to help shape the nuclear energy of the future. Various NEA fora on innovation and the potential of disruptive technologies have demonstrated that the nuclear sector has the creative energy needed to address the challenges of the future.”

Nuclear Energy Agency

The **Nuclear Energy Agency (NEA)** assists its membership in maintaining and further developing the scientific, technological and legal bases required for the safe, environmentally sound and economical use of nuclear energy for peaceful purposes. The NEA's 33 member countries represent 80% of the world's installed capacity to generate nuclear electricity.

NEA activities cover nuclear safety and regulation, including human aspects such as safety culture; radioactive waste management; decommissioning and legacy management; radiological protection; nuclear science and data; nuclear technology development; economic analyses; and policy and legal matters. The NEA is the technical Secretariat for the Multinational Design Evaluation Programme (MDEP), the International Framework for Nuclear Energy Cooperation (IFNEC) and the Generation IV International Forum (GIF). Over 20 joint undertakings operate under NEA auspices.

In 2019 the NEA released flagship reports on the system costs of electricity, the supply of medical radioisotopes and the legal aspects of the long-term operation of nuclear power reactors. Notable conferences and workshops included the Workshop on Stakeholder Involvement: Risk Communication, Nuclear and Social Science Nexus: Challenges and Opportunities for Speaking across the Disciplinary Divide, and the first Roundtable for International Co-operation in Final Disposal of High-level Radioactive Waste and Spent Fuel. Other highlights in 2019 include establishing a new multinational NEA Framework for Irradiation Experiments (FIDES) and the signature of a memorandum of understanding with the World Nuclear Association (WNA). NEA initiatives such as its Mentoring Workshops supported member country efforts to increase the participation of women in nuclear energy activities. ■

■ KEY CONTENT

- [*The Costs of Decarbonisation: System Costs with High Shares of Nuclear and Renewables*](#)
- [*The Supply of Medical Isotopes: An Economic Diagnosis and Possible Solutions*](#)
- [*Legal Frameworks for Long-Term Operation of Nuclear Power Reactors*](#)



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*“Transport provides access.
Access enables inclusiveness.
Inclusiveness fosters equity.
Good transport policies improve
lives and make for better
societies.”*

International Transport Forum

The **International Transport Forum (ITF)** at the OECD is the only global body that covers all transport modes. An intergovernmental organisation with currently 60 member countries, it acts as a think tank for transport policy and organises the Annual Summit of transport ministers, the world’s largest gathering of transport policy makers.

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

The ITF is a UN Climate Change (UNFCCC) transport focal point. Its Decarbonising Transport initiative supports effective national climate commitments. A web portal with a catalogue of effective measures to reduce transport CO₂ was launched in May 2020. Ongoing projects look at ways to decarbonise transport in Europe, in Latin American cities and in emerging economies (Argentina, Azerbaijan, Morocco and India).

ITF’s next Summit in Leipzig, Germany, will focus on “Transport Innovation for Sustainable Development”. The *ITF Transport Outlook 2019* examined impacts of disruptions on passenger and freight transport and provided estimates for CO₂ emissions from transport to 2050.

Work commissioned by member countries included a study on what makes French consumers choose electric cars, a study on the electrification of Korea Post’s delivery fleet, and a mobility master plan for Estonia.

The ITF contributed to the 3rd Global Ministerial Conference on Road Safety with a report on Safe Micromobility. The ITF also launched an Asia-Pacific Road Safety Observatory with the World Bank and FIA, to improve data collection on road crashes to enable evidence-based policy responses that save lives.



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Special Entities



**DAVID LEWIS**

Executive Secretary

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“Stopping money laundering is crucial to preventing the harm caused by serious crime. It is about stopping drug dealers, human traffickers and terrorists from being able to use their illicit cash. The FATF ensures countries take coordinated action to fight back, stop crime and protect the global financial system.”

Financial Action Task Force

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

The FATF leads the global fight against money laundering, terrorist financing and funding for weapons of mass destruction. With 39 members, the FATF sets international standards for 205 jurisdictions, sharing up-to-date information on emerging risks with law enforcement and other relevant agencies. The FATF standards aim to help combat serious crime such as drug smuggling, human trafficking and terrorism.

High-risk countries, or those deemed to have serious strategic deficiencies, can be publicly identified by the FATF. If a country is named on the FATF's so-called grey or black lists, then this can impact their international reputation and reduce foreign direct investment.

Supported by the G20, the FATF has led global initiatives to help authorities disrupt professional money laundering, battle the financial flows from human trafficking, crack down on the financing of ISIL, Al-Qaeda and other terrorist groups, and set new standards for emerging cryptocurrencies and other forms of virtual assets.

Under its Chinese Presidency (July 2019-June 2020), the FATF is examining how to boost the effective implementation of its standards. It is also promoting and enabling more effective supervision by national authorities, and providing guidance on how to identify and disrupt the financial flows linked to the illegal wildlife trade. ■

**SUZANNE STEENSEN**

Head of MOPAN Secretariat

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“As the global landscape evolves, so must multilateral organisations. Facing complex challenges and greater public scrutiny, it is essential that these institutions are effective and achieve results. MOPAN is at the forefront of ensuring this happens. We support the multilateral system by providing accountability and promoting learning, and help to guide our members’ engagement strategies. In doing so, MOPAN is pivotal to guaranteeing a robust and fit-for-the-future multilateral system.”

Multilateral Organisation Performance Assessment Network

The **Multilateral Organisation Performance Assessment Network (MOPAN)** is an independent network of shareholder countries to the multilateral system. Focusing on excellence and effectiveness, our comprehensive performance assessments of multilateral organisations inform stakeholders’ decision making, promote organisational learning, and fulfil the domestic accountability mechanisms of our members.

2019 was a milestone year for MOPAN. The Network delivered a record programme of assessments, covering 14 institutions. The expansion of MOPAN membership further strengthened our network, with our 19 members now providing over 86% of total multilateral funding. MOPAN’s heightened impact saw the increased use of our data and findings by members, other states and multilateral organisations.

Crucially, MOPAN renewed its hosting arrangement with the OECD under a new strategic framework. The 2020-2022 Memorandum of Understanding ensures that MOPAN will continue to drive effectiveness within the multilateral system, through assessing performance aligned to contemporary policy issues and members’ accountability needs, such as the 2030 Agenda and Ending Sexual Exploitation, Abuse and Harassment.

The Network is enthusiastic about our continued collaboration with the OECD. MOPAN’s hosting at the OECD provides mutual benefits based on our shared values of data-driven decision making, a focus on results and the promotion of information exchange. This is because we share the pursuit of a mutual goal: a better, more transparent and more effective multilateral system.

MOPAN invites all countries guided by our mission to join the Network and support efforts to help improve the effectiveness and results of the multilateral system. ■



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**JOHANNES JÜTTING**

Executive Head

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“Improving statistical capacity is key to better policies and better development outcomes. As we embark on the ‘Decade of Action’ to deliver Agenda 2030, it is imperative that donors and national governments prioritise funding and support to more and better development data so that we can measure progress towards national priorities and ensure that the Sustainable Development Goals leave no one behind.”

Partnership in Statistics for Development in the 21st Century

The **Partnership in Statistics for Development in the 21st Century (PARIS21)** has worked for over 20 years to promote the better production and use of data and statistics to support sustainable development.

PARIS21 provides NSOs, planning and finance ministries, and others with the tools and training to undertake long-term planning, and arm them with the knowledge to build robust statistical systems capable of producing high-quality data and analysis. PARIS21 also advocates at the highest levels for the continued relevance of national statistics and ensures that they become more prominent on the development agenda, catalysing greater funding for statistics among the donor community.

Ahead of the 2020 World Data Forum, PARIS21 is working with partners to generate the consensus and momentum required to secure the funding commitments to double existing financing for data and statistics.

PARIS21 will continue providing support to developing countries, working directly with actors in the national statistical system. This includes aiding the design, implementation and monitoring of National Strategies for the Development of Statistics, and sharing knowledge products to improve the coordination of data production and its dissemination, such as the Capacity Development 4.0 Guidelines and the PARIS21 Academy. PARIS21 also continues to generate innovative solutions to improve the quality, relevance and timeliness of statistics, for example, through its Advanced Data Planning Tool, which helps national statistical offices align their data production to the needs of users. ■



**LAURENT BOSSARD**

Director

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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 five 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 coordination 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.

Africa is experiencing the fastest urban growth anywhere in the world. By 2050, its cities will be home to an additional 950 million people. In the margins of the February 2020 African Union Summit, SWAC launched a report, *Africa’s Urbanisation Dynamics 2020: Africapolis, Mapping a New Urban Geography*, that describes Africa’s urban transition while acknowledging the role of urban agglomerations as socio-economic drivers.

African governments are increasingly confronted with new forms of political violence. Many conflicts are transnational in nature and hamper regional co-operation dynamics. At the Munich Security Conference 2020, SWAC unveiled a study, *The Geography of Conflict in North and West Africa*, that assesses the evolution of violence across the region over the long run.

SWAC conducts work on job creation for young people and women in the food economy and has formed Sahelles, a women working group.

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

■ KEY CONTENT

- [Food Crisis Prevention Network](#)
- [Shaping Africa’s Urban Future Together](#)
- [The Geography of Conflict in North and West Africa](#)
- [Women and Trade Networks in West Africa](#)
- Tackling coronavirus (COVID-19): West African perspectives at www.oecd.org/swac/coronavirus-west-africa ■

Advisory Committees





PHIL O'REILLY
Chair



RUSSEL MILLS
Secretary-General

Business at OECD

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 lifelong opportunities and “people first” policies to bridge divides as the focus of our Annual Consultation with Ambassadors in January 2020.

We are closely working with OECD leadership and its Directorates to convey the global business views and perspectives as we jointly tackle the COVID-19 crisis. Our efforts for the remainder of the year will be twofold: providing cutting-edge business insights as to the role the OECD can play during and in the aftermath of the crisis, and ensuring continuity to OECD projects that affect businesses and our societies.

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, and facilitate dialogue between the B20 and G20, organising high-level fora for the Saudi presidency to share OECD insights and business recommendations with the G20, particularly on guidance to address the economic and social impacts from the COVID-19 challenge.

For more information, see: www.businessatoecd.org;
www.businessatoecd.org/coronavirus
Twitter: [@BusinessatOECD](https://twitter.com/BusinessatOECD).



**RICHARD TRUMKA**

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

Together with partners in the international trade union movement, TUAC promotes policy frameworks aimed at creating shared prosperity for working people, including vulnerable groups. It seeks to assert the role of social dialogue and collective bargaining in building fair and responsible regulatory standards and enabling just transitions to low-carbon and digitalised economies – also from a regional perspective.

TUAC is closely following the OECD's work on employment policies, structural reforms, inclusive growth and inequalities as well as on responsible business conduct (Guidelines for Multinational Enterprises). TUAC recently contributed to the OECD Going Digital Project and the Artificial Intelligence Principles, as well as to corporate taxation and data governance. Outside the OECD, TUAC also contributes to the G20 and G7 forums.

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

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