



# OECD WEEK 2012

**SECRETARY-GENERAL'S  
REPORT TO MINISTERS**  
2012



# Secretary-General's Report to Ministers 2012

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# The OECD at a glance

[www.oecd.org/aboutoecd](http://www.oecd.org/aboutoecd)

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The OECD is an intergovernmental organisation that has forged global standards, international conventions, agreements and recommendations to promote rules of the game in such areas as governance and the fight against bribery and corruption, corporate responsibility, development assistance, global investment, international taxation, and the environment. Many partner countries adhere to these agreements. It is also a source of advice on almost all areas of policy making and implementation, and one of the world's largest and most trusted sources of comparable statistical data on economics, trade, employment, education, migration, health, the environment and many other areas.

The OECD provides a forum in which governments and stakeholders can examine the facts, compare and exchange policy experiences, identify good practices, and promote expert advice and guidance. Co-operation, dialogue, consensus and peer pressure drive the OECD as it seeks to fulfill its vision of a stronger, cleaner, fairer world economy and society. The OECD supports policy makers, by providing insights on both short- and long-term challenges, while identifying emerging issues and the policies needed to address them.

The Organisation now includes 34 member countries and is in accession talks with the Russian Federation. Brazil, the People's Republic of China, India, Indonesia and South Africa participate in OECD work through an Enhanced Engagement programme based on mutual interest. The OECD also collaborates with more than 100 other economies. ■



## OECD member countries: Ambassadors\* and year of accession

[www.oecd.org/membercountries](http://www.oecd.org/membercountries)

Australia	His Excellency Mr. Chris Barrett	1971
Austria	His Excellency Mr. Wolfgang Petritsch	1961
Belgium	His Excellency Mr. Yves Haesendonck	1961
Canada	Her Excellency Ms. Judith LaRocque	1961
Chile	His Excellency Mr. Raúl Sáez	2010
Czech Republic	His Excellency Mr. Karel Dyba	1995
Denmark	His Excellency Mr. Poul Erik Dam Kristensen	1961
Estonia	His Excellency Mr. Marten Kokk	2010
Finland	His Excellency Mr. Antti Kuosmanen	1969
France	Her Excellency Ms. Pascale Andreani	1961
Germany	His Excellency Mr. Johannes Westerhoff	1961
Greece	Her Excellency Ms. Konstantina Birmpili	1961
Hungary	His Excellency Mr. István Mikola	1996
Iceland	Her Excellency Ms. Berglind Ásgeirsdóttir	1961
Ireland	His Excellency Mr. Michael Forbes	1961
Israel	His Excellency Mr. Nimrod Barkan	2010
Italy	His Excellency Mr. Carlo Maria Oliva	1962
Japan	His Excellency Mr. Motohide Yoshikawa	1964
Korea	His Excellency Mr. Kyung Wook Hur	1996
Luxembourg	His Excellency Mr. Georges Santer	1961
Mexico	His Excellency Mr. Agustín García-López Loaeza	1994
Netherlands	His Excellency Mr. Edmond H. Wellenstein	1961
New Zealand	Her Excellency Ms. Rosemary Banks	1973
Norway	His Excellency Mr. Tore Eriksen	1961
Poland	His Excellency Mr. Pawel Wojciechowski	1996
Portugal	Mr. Manuel Caldeirinha (ad interim)	1961
Slovak Republic	Her Excellency Ms. Ingrid Brocková	2000
Slovenia	His Excellency Mr. Andrej Rant	2010
Spain	His Excellency Mr. Ricardo Díez-Hochleitner	1961
Sweden	His Excellency Mr. Anders Ahnlid	1961
Switzerland	His Excellency Mr. Stefan Flückiger	1961
Turkey	His Excellency Mr. Kadri Evet Tezcan	1961
United Kingdom	His Excellency Mr. Nicholas Bridge	1961
United States	Her Excellency Ms. Karen Kornbluh	1961
European Union	Her Excellency Ms. Maria Francesca Spatolisano	1961

\* As of 2 April 2012

## Candidate for accession

[www.oecd.org/accession](http://www.oecd.org/accession)

Russian Federation

## Enhanced Engagement countries

[www.oecd.org/enhancedengagement](http://www.oecd.org/enhancedengagement)

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

## Secretary-General's strategic orientations

This note sets out my initial views on the likely priorities the OECD will need to address over the coming years. These priorities are shaped by the policy environment in which we expect to contribute to OECD members' policy choices and prospects in the near term and draw, in part, on the many discussions I have had with political leaders, policymakers, senior government officials, parliamentarians, heads of delegations and others stakeholders.

This note is therefore about policy priorities in OECD member and partner countries and about tough policy choices to overcome the current crisis. In this challenging budgetary environment, we remain even more committed to deliver first-class policy analysis and advice to our governments and policymakers, for the benefit of our citizens, and in pursuit of our mission to deliver "better policies for better lives". We will continue to do this by integrating and deepening our policy advice to "go structural", "go social", "go green" and "go institutional", as these four elements can provide the solid foundations required to restore confidence and promote green and inclusive growth and jobs.



Angel Gurría, Secretary-General of the OECD, meets Mariano Rajoy, President of Spain, at the Moncloa Palace in Madrid, March 2012





Japanese Prime Minister Yoshihiko Noda greets OECD Secretary-General Angel Gurría in Tokyo in April 2012.

## The global outlook and policy challenges

### *A challenging economic environment...*

The recovery from the worst financial and economic crisis of our lifetimes is still hesitant in many of our member countries, and the prospects for the coming biennium remain unclear. Policymakers face complex policy challenges, which include the need to overcome weak economic activity, address the sovereign and banking crises in the euro area, stabilise the financial sector, tackle high and persistent unemployment, especially among youth, and restore the health of the public finances without undermining growth. Meanwhile, over the longer term, it is critical to make growth stronger, greener and more inclusive, given a sharp increase in social inequality in most of our member countries over the last decades. Addressing these daunting challenges will make it necessary to improve the efficiency with which public services are delivered and, more generally, to enhance government capacities.

This is even more important, because governments are confronted with a loss of confidence in their ability to deal effectively with the crisis and in the capacity of the market economy to meet citizens' needs and expectations. There is a sense that the current economic system has failed, not only to avoid the worst financial crisis of our lifetime, but also to build a more inclusive society, which calls for a serious discussion on how to re-shape models that can deliver stronger, sustainable and inclusive growth. It is now time to revisit, review and rethink our analytical framework, and accept that there is no single general equilibrium economic model, but rather a more complex system with various equilibria between different policy objectives and several possible development trajectories.

At the same time, the international community will need to make progress in addressing key global challenges. This implies moving forward with the climate change agenda and implementing existing commitments in this area, as well as expanding international policy co-operation in aid for trade, trade in services, fighting protectionism and strengthening the multilateral trading system, given the impasse in WTO negotiations. The 2015 deadline for the expiration of the Millennium Development Goals, and the need to launch the new “Global Partnership for Effective Development Co-operation” mandated in Busan, will be central to international development efforts.

**... calls for new approaches to economic challenges**

To address these important challenges, the OECD needs to be at the forefront of new economic thinking and to question “established truths” and conventional analyses (including our own), while revisiting and refining our advice. The Organisation needs to extract pertinent and sometimes difficult conclusions from economic, social and environmental trends and draw on successful approaches in partner countries and emerging-market economies.

One important aspect of this endeavour is that progress is a multidimensional concept that goes beyond GDP. It must incorporate other dimensions such as the environment, equity considerations and well-being. We need to better understand the interactions, synergies and trade-offs among these different dimensions to draw the appropriate policy implications and advice. We need at the same time to integrate inclusiveness into our analysis and develop policy tools to ensure that, in countries with different profiles and development levels, the benefits of growth are shared more evenly across the various social groups and regions, and



OECD Secretary-General Angel Gurría and French President Nicolas Sarkozy at OECD headquarters, June 2011



**President Dmitri Medvedev and OECD Secretary-General Angel Gurría during a meeting in Moscow, April 2011**

contribute to an improvement in overall social well-being. This also corresponds to the overarching theme and ambition of this year's Ministerial meeting: "All on Board".

For this purpose, a much needed "whole-of-OECD" effort on "New Approaches to Economic Challenges" (NAEC) will be launched – which I will personally supervise – and on which I will seek guidance from ministers at the MCM 2012. This project originates in our 50<sup>th</sup> Anniversary Vision Statement to reflect on, and learn from, the lessons from the crisis. Its main objectives will be to develop "A Strategic OECD Policy Agenda for Inclusive Growth", thus building a more solid path for long-term inclusive growth and well-being, and to update our analytical frameworks. The ambition is

not to build a new economic theory, but to better assess the economic underpinnings that inform our policy advice. It also aims to better equip the OECD to deal with interlinked policy challenges, and to consider interconnections, trade-offs and policy spillovers across different areas. We will look closer at the unintended consequences of policies on income distribution, the environment, social cohesion and welfare, among other considerations. This project will allow us to better tailor policy advice to specific institutional and political economy backgrounds, and to provide further support to members and partners in policy design and implementation (i.e. the "how to do it").

The NAEC will allow the OECD to stay relevant in economic thinking and policy design. In fact, there is a lot we have already been doing on this front since the crisis, but we still need to identify the necessary changes in our assumptions and to improve our analytical tools. It is the most comprehensive "horizontal project". To ensure its successful completion, we will reach out to other institutions and stakeholders including business, labour unions and academics. OECD committees will be at the centre of the exercise, not only to draw on their collective expertise, but also to ensure that the results permeate their work and outputs. NAEC will include the lessons learned from the on-going Economics Department's "OECD @ 100" project on long-term global economic trends and prospects. Last but not least, the active participation of key partners in this strategic project from the beginning will be critical to ensure that our new "approaches" capture the shifting economic landscape. It will also be a useful and meaningful way to enhance our policy dialogue and knowledge sharing with them.

The OECD will thus be in a much better position to help countries address their current challenges with tailor-made advice and policy-specific products. This calls for the OECD to deliver first-class analyses of economic prospects, with an eye on long-run sustainability and the profound changes in the global economic landscape. This must include a better understanding of financial markets and their links with the real economy. We need to identify new policy levers for governments to deliver stronger, inclusive growth and job creation, particularly for the youth. We also need to recognise that the needs and demands of different countries are shaped by individual circumstances and policy settings. It is also critical to address the risks related to mounting pressures from protectionism, while looking at how to ensure competitive neutrality whenever state-owned enterprises are involved in



**Ibrahim Abdulaziz Al-Assaf, Minister of Finance of Saudi Arabia, and Angel Gurría, OECD Secretary-General, at the signing of the Convention on Mutual Administrative Assistance in Tax Matters, G20 Cannes Summit, November 2011**

doing business, both within countries and when they operate and invest at the international level. This work will also include research and analysis on government support measures to private enterprises and fiscal incentives for the location of international investment, in so far as some of these measures have distortive effects on competitive neutrality. In this context, we will discuss the implications of the emergence of a “new industrial policy”. Finally, we need to develop a cluster approach, one that addresses regions or groupings of countries facing common challenges, to facilitate the exchange of knowledge and experiences to solve common problems.

### **Restoring strong, inclusive and jobs-rich growth**

To support countries, we need to advance and strengthen further our work on new sources of growth, including green growth, knowledge-based assets, skills, gender equality and migration.

We will continue mainstreaming our Green Growth Strategy and developing it further in two main directions. First, there is a need to provide countries with the policy tools needed to deal with rising resource scarcity and environmental damage, which could seriously undermine long-run growth. This includes the development of appropriate disaster risk management and financing strategies. Secondly, these policy tools foster the emergence of the new, resource-efficient technologies and practices that can become new sources of growth in their own right. The extent to which we “green” investment flows will determine the success of our endeavours. We will enhance our toolkit to meet the specific challenges of developing and emerging-market economies. We will also work towards an acceleration of policy implementation at the levels of cities and regions as outlined in the Conclusions of our 2012 Chicago Mayor’s Summit. Green growth policies will need to be integrated in national reform agendas and the international dialogue, including the Rio+20 Conference and through the G20 Mexican Presidency. Last but not least, particular attention will be paid to valuing natural assets and developing indicators to measure progress. We will continue to work on the right Policy Framework for public and private financing to tackle climate change. This consists of finding ways to mobilise the sizeable funds held by institutional investors. By doing so, we will contribute to international efforts in this domain, in co-operation with other international organisations.



**Italian Prime Minister Mario Monti shakes hands with OECD Secretary-General Angel Gurría during a meeting at the Chigi Palace in Rome, February 2012**

A strong knowledge economy has much potential for generating new sources of growth. Many companies make large investments in intangibles and several economies have become progressively more intensive in the use of such assets. Building on the OECD's Innovation Strategy, there is ample room for the OECD to continue to push the frontier further, as well as better understanding and measuring value added in a digital economy and the economic role of intangibles (or “knowledge-based assets”) – which include not only software, databases, design and marketing, but also new forms of organisation and skills – as well as reflecting on adequate policies to foster the development of those assets. As in the case of the Skills Strategy, this work will remain multi-dimensional, addressing areas such as taxation, competition, intellectual property rights, the regulatory treatment and use of private and public data, and corporate reporting, among others.

Another challenge for the Organisation is to help countries tackle the social crisis, including through our ground-breaking work on inequality and jobs for youth. We will continue to advise countries on how to remove structural barriers to the creation of more and better jobs, which involves tackling labour market segmentation and improving job quality, as well as promoting equality of job opportunities for all, especially for women. Following up on our previous report on inequality and our work on education (PISA, PIAAC), our Skills Strategy and work on Gender Equality (focusing on the three “E”s: Education, Employment and Entrepreneurship) provide important contributions to this strand of work.

We will need to follow up on our Skills Strategy and help countries foster comprehensive approaches to skills policies. This could be done first by monitoring developments through a yearly “Skills Outlook”, which would identify new tools and good practices, and benchmark efforts by member countries. Skills policies could also be reviewed at the national level in order to provide country-



specific policy advice on the tools that could be put in place to expand, upgrade and better match skills with the needs of the knowledge economy, on how to finance skills investments and on how to deal with related trade-offs, such as between spending on early education and investing in welfare programmes later on, among other considerations. The experience and information derived from PIAAC will be extremely important. In today's gloomy economic scenario, investing in the current generation of workers provides a promising avenue for future productivity and growth.

On gender, it is important to underline that women's economic empowerment not only reduces inequality and addresses a moral challenge, but also constitutes a very important source of growth. Countries should thus do their utmost to strengthen equal opportunities, increase participation rates and fully take into account the potential of women for stronger economies, particularly in the current economic environment. Progress has been slow since the 1980 OECD "Declaration on Policies for the Employment of Women" and a lot remains to be done, as evidenced by this year's report to the MCM. This provides an opportunity to remind our members of their commitments and to update, broaden and strengthen the 1980 OECD Declaration into a Recommendation on Gender Equality. This would allow us to continue identifying the appropriate policy options for more gender equality in the three "E's" (Education, Employment and Entrepreneurship). In particular, the ground-breaking work on women entrepreneurship could be expanded to collect the relevant data to help governments design effective policies, while further work will also be developed on women's financial education and awareness. More broadly, we should continue to mainstream gender in our work across policy domains, and monitor and benchmark progress in gender equality in all its dimensions.



**Olli Rehn, Vice-President of the European Commission and Commissioner for Economic and Monetary Affairs and the Euro, and Angel Gurría, Secretary-General of the OECD in March 2012.**



**Ali Babacan, Deputy Prime-Minister of Turkey and OECD Secretary-General Angel Gurría arrive at the OECD Conference Centre in October 2011.**

To support a jobs-rich recovery, we will follow up on our co-ordinating role within the International Collaborative Initiative on Trade and Employment (ICITE). We will continue to provide evidence-based advocacy in favour of opening markets and will explore further the complementary policies necessary to ensure that openness leads to inclusive growth and jobs. These policies include education, active labour market initiatives, labour market flexibility, infrastructure development and social protection.

The OECD will continue to play a leading role in providing analysis and advice on how social protection systems can be strengthened, while enhancing labour market outcomes. It will do so by taking into consideration the growing challenge of ageing populations and the related health care issues, such as those associated with the quality of services, access, value-for-money and financial sustainability. But it will also consider the challenge of countries still facing large informality in the labour market, which prevents people from benefitting from social protection. This work should also look at middle-class expectations and new vulnerabilities, including the lack of social cohesion, and by incorporating the perspectives of partner countries on these issues.

The OECD will provide policymakers with concrete tools to make the most of migration in support of economic growth and to secure the integration of immigrants in the labour market. New challenges also arise with the transitions in the MENA region and new patterns of migration in emerging-market economies between countries and regions, or between cities and rural areas in a single country. Equally important is our work on small and medium-sized enterprises (SMEs), financial inclusion and education, which will need to be strengthened further.

The OECD will need to reinforce its work on public governance. Facing these challenges will require more strategic, effective and forward-looking governments. Initiatives in this area will focus on continuing our efforts to fight corruption and help governments become more transparent (including the important issue of financing of political campaigns), more responsive and smarter, with a strong focus on policy implementation. We will need to develop new approaches to improve public governance efficiency and the delivery of public services.

The OECD will also harness its efforts to strengthen individual financial literacy, while better protecting consumers in their dealings with financial institutions and services. The financial crisis has highlighted both the need for reinforced financial consumer protection frameworks

in most OECD and non OECD countries, and the need for improved financial skills to enable individuals to participate fully in financial and economic activity and development. The increasing transfer of financial risks to individuals also calls for urgent action. As recognised by the G20, the OECD is in a very good position to address these concerns and will build on its substantial body of data, analysis and policy instruments on financial education and financial consumer protection to develop guidance and implementation methodology that will help policymakers turn these policies into effective practices.

### A new Strategy on Development

The work of the OECD in the coming biennium will make a key contribution to development, in particular through the Strategy on Development and also in the follow-up to the successful Busan Forum, and the launching of the Global Development Partnership. With these major initiatives, the OECD will also contribute to improve outcomes as we approach the 2015 deadline for the Millennium Development Goals. The global environment for development is changing fast, with a shift of the centre of economic gravity, a fast growing world population and increasing heterogeneity among developing countries. However, the fight against poverty and the impact of the crisis on the most vulnerable segments of the population need to be high on the international policy agenda. This needs to be better reflected in the design and implementation of development policies, including development cooperation flows and domestic resource mobilisation. We will ensure close links, coherence and substantive contribution from both our path-finding work in the Development Assistance Committee (DAC) and the work of the OECD's Development Centre.



Korean president Lee Myung-bak, center, walks with U.N. Secretary-General Ban Ki-moon, left, and OECD Secretary-General Angel Gurría to attend the opening ceremony of the Fourth High-Level Forum on Aid Effectiveness in Busan in November 2011.





**Christine Lagarde, French Minister of Finance, and Angel Gurría, Secretary-General of the OECD, presented the latest *OECD Economic Survey of France*, Paris, April 2011**

Central to this process is the new OECD Strategy on Development, which is expected to be endorsed by ministers in May. With this new Strategy, our approaches and policies can be improved to better respond to the changing global environment and to the demands and needs of countries with different institutional settings and stages of development. The Strategy will provide a strengthened framework for collaboration with developing economies and encourage closer interaction within the Organisation in the formulation of development-related outputs. The Strategy will also foster collaboration with key partner countries and organisations with longstanding experience and presence in the field, providing a platform for knowledge sharing with emerging and developing countries and putting our work in many policy fields at the service of the world's poorest. The Strategy should also contribute to improve our policy advice to, and knowledge sharing with, middle-income countries, at both country and regional level. Implementation of the Development Strategy will be among the priorities of the work programme in the coming biennium. The same will be required of the Busan Partnership, to put the emphasis on development outcomes, and not only on development inputs. The strategy is a path-breaking initiative that will require all our efforts for successful implementation.

### **Being at the forefront of new global developments**

The OECD should intensify its work on trade in services and on measuring trade in value-added terms. Services – from health care and education to telecommunications, transport and tourism – are the single largest sector in most economies today. They not only provide the bulk of employment and income, but in areas such as finance and telecommunications, they provide vital inputs for the production of other goods and services. Policy reforms promoting the development of services are critical for human development, job creation and inclusive growth. We should thus advance our work to identify a reform agenda for improving institutional frameworks, regulations and government policies to enhance the efficiency of markets, support SME development and reduce behind-the-borders barriers to trade. Efforts in this area could have a significant impact on the growth potential and labour markets of many countries.

Trade liberalisation continues to be an important source of growth and will continue to play a key role in a “new trade narrative”. Strengthening the multilateral trading system will require our continued work on preventing protectionism, the role of state-owned enterprises in international trade, the further multilateralisation of regional trade agreements and export restrictions of raw materials.

A trade narrative that also includes measuring trade in value-added terms and holds the promise of shedding light on how the expansion of global production networks affect employment. Traditional trade statistics measure transactions each time goods and services cross international borders and before being purchased by final consumers. Instead, measuring trade in value-added terms will identify better where income and jobs are created and provide a more accurate picture of bilateral trade balances. This work has a tremendous potential for refocusing international trade policy discussions and taming the rise of protectionism. At the same time, the emergence of a “new industrial policy” paradigm focusing on innovation, technology and infrastructure also deserves special attention, analytical work and policy support to the extent that it may provide an effective pathway to consolidate growth.

More broadly, the second stage of our “Better Life Initiative” will allow us to improve the measurement of the many aspects of well-being. In particular, we will improve our datasets to reflect inequalities in achievements across the population. We will also look at how these data could better feed into policy design and evaluation. This will also be critical to improve our understanding of the trade-offs and unintended consequences of policies in our New Approaches to Economic Challenges project.

The OECD needs to be at the forefront of integrity and anti-corruption efforts, both at the domestic and international levels, and to strengthen its standard-setting role and peer-review process in this area. The crisis has led to a loss of trust and confidence in the economic system as a whole. A coherent, co-ordinated and effective commitment to fight corruption and promote integrity is now crucial to restore citizen's confidence. We should therefore strengthen our work on integrity through the CleanGovBiz initiative, developed to implement the 2010 Propriety, Integrity and Transparency Declaration. We could propose “Integrity Scans” for interested countries based on the Toolkit for Integrity. These would involve OECD-supported self-evaluations to identify the main strengths and weaknesses of the legal, administrative and economic frameworks regarding integrity, as well as priority areas for reform. These scans would allow countries to carry out in-depth peer reviews based on existing OECD instruments. We should continue our key work related to anti-bribery and the implementation of the OECD Anti-Bribery Convention. We will also reinforce our work on specific key areas, such as public procurement, the MNE Guidelines and tax evasion (including the Oslo Dialogue), without forgetting broader issues, such as government efficiency, transparency and the rule of law. Finally we could address other areas such as corruption in political campaigns or in sports, where perhaps new analytical tools should be developed.

Water remains an important challenge. In many respects, access to clean, affordable water is critical for development, and the OECD has been at the forefront of the policy debate in this area, in particular on the governance-financing nexus. Water is also instrumental for gender equality in developing countries. It is thus crucial that the OECD pursues its efforts to advance the water policy agenda, notably through the establishment of a web-based knowledge platform for strategic financial planning tools. Further work should also be carried out on water and urbanisation, the economic instruments to promote water resource allocation, and the policy models to strengthen regulation in the water sector.

### **Becoming a more effective and inclusive global policy network**

The 50<sup>th</sup> Anniversary Vision Statement calling for the OECD to become a “more effective and inclusive global policy network” should become a reality. To this end, I propose to intensify our work with our key partner countries and the next generation of emerging-market economies.



**Wen Jiabao, Premier of the People's Republic of China, and OECD Secretary-General Angel Gurría in Beijing, March 2012.**

We need to continue integrating key partners in our policy debate and work. This could be achieved on the basis of “Frameworks for Co-operation” with individual partners, by further identifying priorities for collaboration; by strengthening data exchange and by including the partner countries in our databases; by having contact points in capitals, and at their embassies in Paris; and by developing secondment programmes, among other initiatives. It will also be crucial to involve the partner countries from the beginning in key OECD projects, such as the New Approaches to Economic Challenges and the implementation of the Development Strategy. When addressing new key or strategic issues, where the participation of partner countries would be critical to ensure impact, we could develop specialised Global Fora.

Becoming more inclusive also calls for strengthening our regional initiatives in Latin America, Eurasia, South-East Europe and Sub-Saharan Africa, in addition to South-East Asia, which has already been identified as a strategic priority for the Organisation. We will also maintain our efforts to support transition and reform in the MENA countries, both through our OECD-MENA programme as well as through our support to the Deauville Partnership. We might also consider starting discussions on the selection of new candidates for accession, while continuing to deepen our co-operation with those countries that have requested to become members of the OECD, in order to help them move closer to our standards and to possible accession.

We will continue to work with other international organisations to promote more coherent policy advice and to support key global fora, such as the G8/G20 processes and the Global Partnership for Effective Development Co-operation. This is imperative in pursuing our mission of putting in place “better policies for better lives”.

### **Efficiency, efficiency, efficiency**

Finally, in a challenging budgetary environment, we will need to address the above-mentioned priorities while paying close attention to efficiency concerns and to continue to provide value-for-money for our members. We will prepare a new edition of the OECD Efficiency Report and provide members with quantitative and qualitative estimates of value-for-money, so that they continue to be satisfied that the resources dedicated to support the OECD is money well-spent. We will pay close attention to the governance and monitoring of our increasingly horizontal initiatives. We will make all OECD data free by mid-2015 and create a robust corporate knowledge and information management (KIM) system to ensure optimal sharing of OECD accumulated knowledge and experience. ■

# Secretary-General's activity in 2011

## Towards greater impact, inclusiveness and relevance

### Overview

The celebrations of the 50<sup>th</sup> Anniversary of the Organisation provided a unique opportunity to step up the OECD's efforts to increase its impact, relevance and visibility. The Secretary-General's agenda in 2011 was designed with a view to such celebrations to showcase the OECD's achievements in the half-century since it was established. It also enabled a reflection on the role of the Organisation in fostering new approaches to economic challenges.

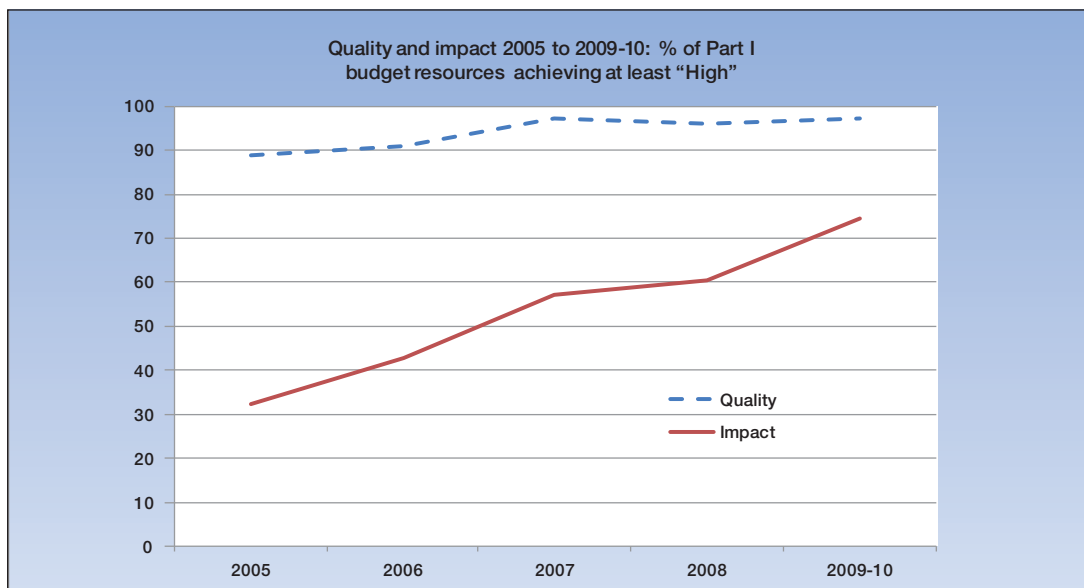
The pace of exchanges with key stakeholders sharply increased last year, enabling the Organisation to join relevant global policy debates and enhance the relevance of its work to member and partner countries. The OECD has also consolidated its role as a valued and reliable contributor to the G8, G20 and other policy fora.

Extensive media coverage of OECD work and of the Secretary-General's visits abroad has considerably increased the visibility and impact of the Organisation. Impressive progress with the online presence has helped boost the OECD's identity and reputation.

### Quality and relevance of OECD work

Evidence from the Medium-Term Orientation Surveys suggests that the quality and impact of the Organisation's work has constantly improved since 2005/06, which reflects the Secretary-General's overall strategy to increase the relevance of the Organisation for its members.

**Figure 1. Quality and impact of OECD work**



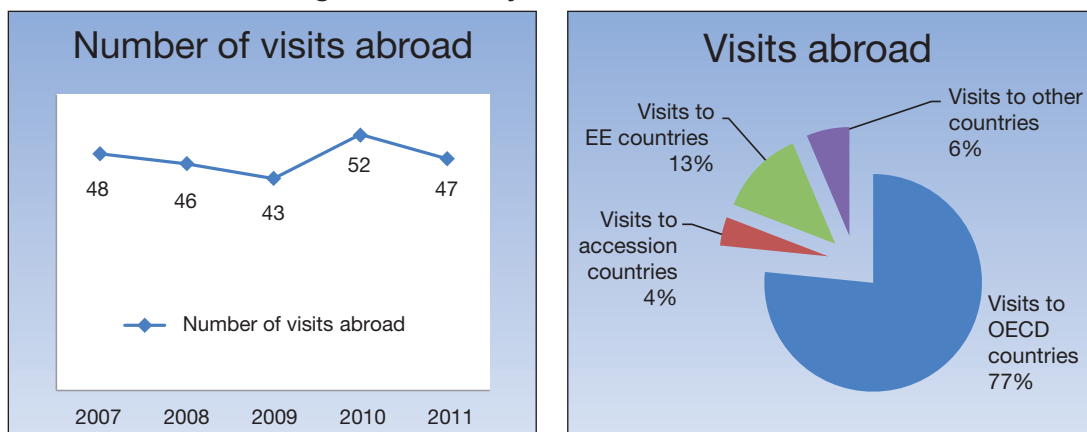
## Major OECD budgetary reforms

2011 witnessed some major OECD budgetary reforms, including a mechanism to finance our post-employment healthcare liabilities (PEHL), the creation of a Capital Investment, Budget and Reserve Fund for the replacement of the OECD's fixed assets, and a revision of our publishing policy, which will make all OECD data more accessible, open and completely free by mid-2015.

## Visits abroad and OECD's advisory role to member and partner countries

In the course of 2011, the Secretary-General made 47 official visits to member and partner countries. The number of visits kept steadily in line with OECD experience in previous years, supporting the goal to maintain a strong advisory role in member countries, and to increase our profile in accession and Enhanced Engagement partners.

Figure 2. Secretary-General's visits abroad



The majority of these visits (36) were to OECD countries. Two visits to Russia supported progress with the accession process and visits to Brazil, China, India and South Africa helped to enhance our engagement with these countries. Deputy Secretaries-General and other representatives of the OECD high-level management also visited Russia and the five Enhanced Engagement countries in order to continue strengthening our presence.

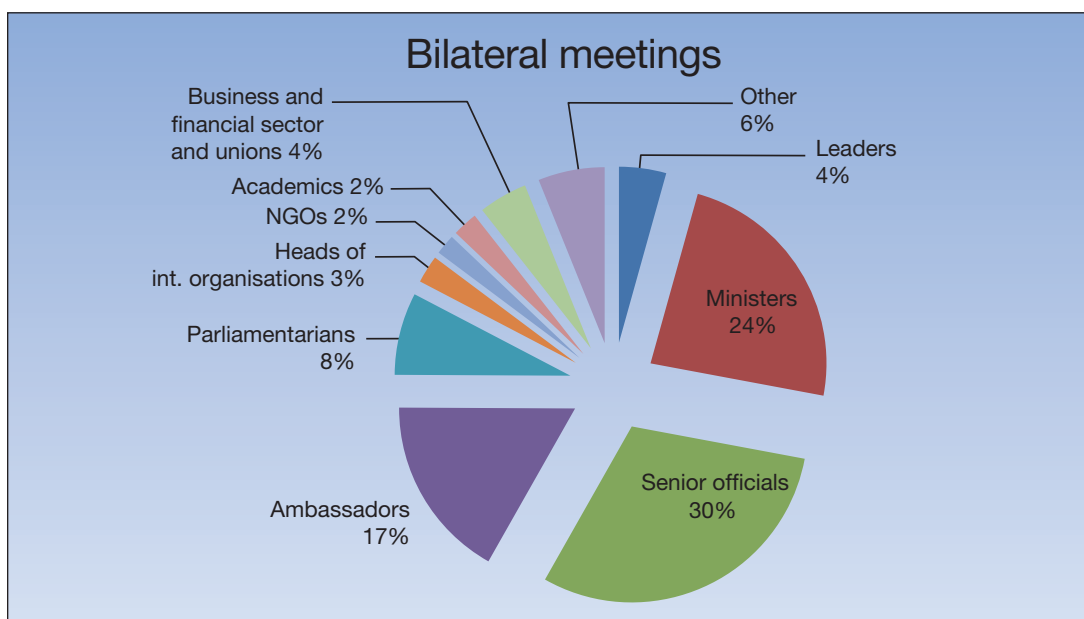
50<sup>th</sup> Anniversary events in Austria, Canada, Chile, France, Germany, Italy, Japan, Korea, Mexico, the Netherlands, Spain, the United Kingdom and the United States benefitted from high-level attendance and provided an opportunity to strengthen the relations of the Organisation with its constituencies in member and partner countries. On these occasions, the Secretary-General engaged in fruitful exchanges on country challenges and shared OECD perspectives, analysis and recommendations with policymakers and representatives of civil society, including academia, businesses, unions and NGOs. Effective management of media relations has made a difference in increasing the impact of the Secretary-General's participation in such events, as well as the visibility of the OECD's path-finding role in a range of crucial policy areas.

## Leaders and high-level visitors at the OECD

Building on the momentum of the accession and the 50<sup>th</sup> Anniversary celebrations, the Secretary-General met with 56 heads of state and government and over 300 ministers. He also engaged in useful exchanges at bilateral meetings with 360 high-level officials, 98 members of parliament and 218 ambassadors. Bilateral meetings were also held with 33 heads of

international organisations, 10 EU Commissioners and 32 heads of NGOs. The Secretary-General continued fruitful exchanges with representatives of the business and financial sector, unions (58 bilateral meetings), and leading academics (30 bilateral meetings).

**Figure 3. Secretary-General's bilateral meetings by sector/responsibility (2011)**



The fruitful experience of exchanges at the Council level was continued in 2011. The following leaders addressed the OECD Council last year: H.E. President Santos Calderón of Colombia; H.E. Xavier Musca, Secretary-General of the Presidency of the French Republic; H.E. Yukiya Amano, Director General of the IAEA; H.E. Luis Alberto Moreno, President of the IDB; H.E. Ali Babacan, Deputy Prime Minister of Turkey and H.E. Karim Massimov, Prime Minister of Kazakhstan.

### Communication and visibility

Upgrading the OECD communications efforts, policy outreach and visibility is an on-going objective with a view of achieving a greater impact. The 50<sup>th</sup> Anniversary celebrations provided impetus for significant advances in this field.

In 2011, the Secretary-General delivered 208 speeches, authored 25 articles, launched 28 outlooks and flagship publications. The Secretary-General was quoted in over 1 300 articles (representing a 75% increase compared to 2006) and gave more than 90 interviews (broadcast, agencies and newspapers).

Throughout the period, the OECD released a total of 343 titles, of which 74 statistical publications. Launches took place in 15 OECD and 3 partner countries. Most releases benefitted from wide media coverage, which contributed to a significant increase of media references to OECD publications. OECD publications were quoted over 4 600 times, which represents a 43% increase compared to 2006.

The OECD has also made a qualitative leap forward in making OECD online content more easily accessible to a rapidly growing external audience. In 2011, more than 20 million people from 180 economies visited OECD websites, which represents a 16% increase compared to 2010.



The launch of the *Better Life Index* reached online communities, which do not usually cover OECD's work. OECD.org, the most-visited OECD online platform, received 15.6 million visits (11% more than in 2010), with 55 million pages viewed. The launch of the *Economic Outlook* in November last year attracted 95 000 website visitors, or approximately the same number as the visits to the OECD Conference Centre in a whole year.

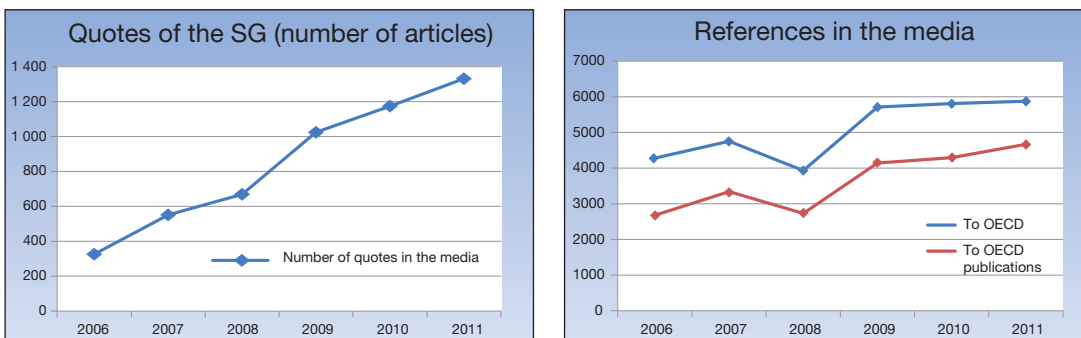
Two-thirds of the visitors to OECD platforms came from G20 countries and half from G8 countries. India was the 8<sup>th</sup> top-visiting country, China the 16<sup>th</sup>, Brazil the 21<sup>st</sup> and Russia the 25<sup>th</sup>. Traffic to their country-specific pages grew by an average of 25%. Traffic to the Indonesia country page grew by a remarkable 45%.

Important achievements also include a 60% increase of total dissemination of OECD publications online, a 77% increase of downloads of publications at subscribing institutions (to reach 1.1 million), free access to all OECD publications with the launch of a new read-on-screen service and a visitors traffic increase by 44% to the iLibrary (to 3.27 million).

The OECD focus on "Better policies for better lives" was highlighted by the launch of the *Better Life Index* (BLI) during OECD Week last year. It attracted over 652 000 visits in 2011 and won an award for innovation in publishing. The BLI is increasingly seen as mould-breaking since it not only makes data accessible, but invites a broad audience to engage with the policy issues arising from data.

In 2011, the use of social media channels – Facebook, Twitter, YouTube and Flickr in communications efforts was improved in a significant way. Followers of OECD videos on YouTube doubled. Peaks of tweets were observed during Davos week and during OECD Week when reach was almost 1 million, while in November 2011, the *Economic Outlook* was one of the top four topics being tweeted worldwide.

**Figure 4. Presence in the media**



In 2011 in addition to the G20 Leader's Summit in Cannes the Secretary-General participated in the G20 Finance Ministers' and Central Bank Governors' meetings and a High Level Ministerial meeting on the International Monetary System, Employment and Finance. The Secretary-General was also invited to attend the B20 and L20 summits, and participated in the B20 seminar on commodities and volatility.

The Secretary-General also took part in the G8 process, in particular with regard to the Deauville Partnership, attending the Deauville Partnership Finance Ministers' meeting in Marseille and the Deauville Partnership Foreign Affairs meeting in New York and in Kuwait where he met with relevant actors to strengthen the partnership and the MENA OECD Initiative. ■

## Secretary-General's cabinet



OECD Secretary-General since June 2006, **Angel Gurría** has reinforced the OECD's mission for "better policies for better lives". He has promoted an open and inclusive organisation, which is responsive to member and partner needs in the current difficult context. He has launched major initiatives to promote growth and development such as innovation, green growth, gender, development, skills and water. He has also opened the door to new members and strengthened links with emerging economies. Secretary-General Gurría has also highlighted the role of the OECD as a supporter of best practices and policy reform.



Deputy Secretary-General **Pier Carlo Padoan** took up his duties in June 2007. Since December 2009 he is also Chief Economist. Mr. Padoan is the G20 Finance Deputy for the OECD and also leads the Strategic Response to the financial and economic crisis, as well as the Green Growth and Innovation Strategies. He also oversees Statistics, Trade and Agriculture.



Deputy Secretary-General **Richard A. Boucher** took up duties in November 2009. Mr. Boucher spearheads the Organisation's work with key partners and accession processes. He is overseeing the work on business climate, competition and investment, on science and technology policies, and the OECD's anti-corruption initiative.



Deputy Secretary-General **Rintaro Tamaki** was appointed in August 2011. His portfolio includes the strategic direction of OECD policy on Environment, Development, Green Growth, Financial Affairs and Taxes.



Deputy Secretary-General **Yves Leterme**, formerly Prime Minister of Belgium, was appointed in December 2011. He is in charge of Social Policy, Education, Governance and Entrepreneurship and co-ordinates together with the Office of the Secretary-General the preparations of the annual meetings on ministers' level.



**Gabriela Ramos** is Chief of Staff of the OECD and directs the work of the Organisation for international global governance in the G8 and the G20 as the Organisation's G20 Sherpa. Since 2006, she has been advising and supporting the Secretary-General's strategic agenda to promote an open and inclusive organisation, which is responsive to the member and partner needs in the current policy environment. She supported the launch of major initiatives to promote growth and development such as innovation, green growth, gender, development, skills and water designed to reinforce the OECD's mission to promote "better policies for better lives".



## OECD Week 2011

OECD 50<sup>th</sup> Anniversary Week offered a unique opportunity for OECD leaders and stakeholders to think collectively about the Organisation's continuing mission to deliver better policies for better lives and how to implement it.

Part of that vision is a new way to measure progress. We all know that there is more to life than the cold numbers of GDP and economic statistics, but if money can't buy you happiness, what would make your life better – improved education, cleaner air, better housing, shorter working hours? The OECD *Better Life Index* (BLI), launched during OECD Week, lets people create their own personalised well-being index around these and other themes.

“The OECD has been on the path of defining the actual meaning of social justice in a very precise and very pragmatic but also technical and very sophisticated way. The BLI is an important contribution in that regard”.

– Danilo Türk, President, Republic of Slovenia, at the launch of the *Better Life Index*.

Innovative formats were also introduced, including the OECD Idea\_Factory, which facilitated greater exchange of views and fostered new thinking on development, greening growth and getting ready for the jobs of tomorrow.





Winners of the OECD 50<sup>th</sup> Anniversary Video Competition with Angel Gurría, Secretary-General of the OECD at the OECD Conference Centre

In total, the OECD 50<sup>th</sup> Anniversary Forum brought together a record 2000 people and 125 speakers from politics, business, labour, civil society, academia and the media to participate in this journey. The annual OECD Ministerial meeting, chaired by the United States, likewise enabled ministers to reaffirm their commitment to the OECD's mission in words and actions, through a special anniversary Vision Statement and by jointly creating a new artwork to symbolise that commitment:

“On the 50<sup>th</sup> Anniversary of the OECD, we, the Members, reaffirm our founding goals and set out our vision for the OECD's evolution to ensure its effective and influential role in a rapidly changing world so as to promote the well-being of our citizens.”



## Ministerial Council Meeting 2011

On the occasion of the 2011 OECD Ministerial Council Meeting (MCM), leaders and ministers assembled under the Chairmanship of the United States of America and the Vice-Chairmanship of Germany to celebrate the 50<sup>th</sup> Anniversary of the Organisation and set the OECD on a path that will ensure its effective and influential role in an interconnected world.

The MCM deliberations benefited from the participation of Brazil, India, Indonesia, the People's Republic of China, and South Africa, as well as the Russian Federation, which is moving forward in the OECD accession process: ministers look forward to further progress of the accession review of Russia in accordance with the 2007 roadmap.

### A new OECD vision

The Chair presented the Vision Statement, which celebrates the OECD's history as a forum for policy development and dialogue and looks ahead to its important role contributing to better policies for better lives, implementing a new paradigm for development, and moving toward a global policy network. Ministers representing OECD member states and the Russian Federation endorsed the Vision Statement and called upon the Council to determine concrete ways to put it into action.



(left/right) José Manuel Barroso, President, European Commission; Naoto Kan, Prime Minister, Japan; Angel Gurría, Secretary-General, OECD; Hillary Clinton, US Secretary of State, Chair of the Ministerial Meeting; and François Fillon, Prime Minister, France



(left/right) Angel Gurría, Secretary-General of the OECD, and Andrey Ivanovich Denisov, First Deputy Minister of Foreign Affairs of the Russian Federation

For the past 50 years, the OECD has provided a unique setting where governments can come together to share policy experiences, identify good practices, find solutions to common problems, and collaborate on addressing global challenges. Ministers underscored that the OECD's core strengths are the high quality of its standards, the objectivity of its recommendations, fact-based mutual learning and its rigorous peer review process. Ministers welcomed the OECD's valuable contributions to the evolving global architecture, including the G20.

Ministers welcomed the Strategic Orientations paper presented by the Secretary-General, which sets out his strategy for increasing the Organisation's impact, inclusiveness and relevance going forward. They also congratulated him on his reappointment as Secretary-General.

Ministers welcomed the invitation for Russia to join the Working Group on Bribery, recognising this as an important step towards acceding to the Anti-Bribery Convention, a prerequisite for OECD membership. Ministers looked forward to Russia's early adherence to the Convention and called upon all Working Group members to effectively enforce the Convention.

Ministers adopted the updated OECD Guidelines for Multinational Enterprises, which includes a new chapter on addressing human rights, and encourages enterprises to support co-operative efforts in the appropriate fora to promote Internet freedom. They also adopted the Recommendation on Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas.

Ministers also welcomed the establishment of a Centre for African Public Debt Management and Bond Markets, supported by the OECD and the Government of South Africa. A Memorandum of Understanding establishing the Centre was signed by the representative from South Africa and the Secretary-General.



## The current economic situation

The Chief Economist of the OECD presented the *Economic Outlook* in the public OECD Forum. Recovery from the crisis is proceeding gradually, with recent growth slightly stronger than anticipated. Growth is increasingly self-sustaining, with stimulus support diminishing and private demand picking up. However, challenges remain and new risks have emerged, including rising oil and other commodity prices, inflationary pressures in some emerging market countries, and the after-effects of the tragic earthquake in Japan. Global imbalances persist. The global crisis has left several countries in a position of low potential growth, high unemployment and large public deficits and debt. Ministers committed to maintain vigilance and to implement actions required to sustain recovery and minimise risks.

Ministers recognised that fiscal consolidation plans should be defined and implemented in earnest, taking into account country-specific conditions and the fragility of the recovery. Tax policy reform can play a key role in this effort. Structural reforms can elevate potential growth over the longer term.

Ministers expressed appreciation for the role of the OECD in assisting governments by providing policy advice, sharing best practices, and taking advantage of its expertise in structural reforms and multi-disciplinary analysis. They valued the OECD contribution to the G20, especially in the mutual assessment process, which is addressing the important issue of global imbalances.

## Growth, jobs, innovation and skills

Ministers agreed that the OECD is positioned to play an important role in helping governments to 1) sustain and strengthen the recovery; 2) maximise the job intensity of growth, and; 3) address the chronic challenge of growing inequality to achieve a more equitable and sustainable growth. For the OECD to effectively play its role in the emerging system of global



(left/right) Ted Menzies, Minister of State, Finance, Canada; Steingrímur J. Sigfússon, Minister of Finance, Iceland; and Renato G. Flores, Jr., Professor, Fundação Getúlio Vargas, EPGE, Brazil, at a panel on financial regulation and consumer protection

economic governance, the OECD should continue its work in the *Economic Outlook* and *Going for Growth* to incorporate analysis of structural measures to promote innovation, regional competitiveness, skills development and strategies to improve labour markets for the long-term unemployed.

The ministers also acknowledged that while all countries must have plans for fiscal balance in the medium term – and some countries must deal with short-term fiscal crises – some countries have fiscal room to support a stronger recovery with continued policy support until there is clear evidence of strong and sustainable employment growth and a healthier employment situation is in sight.

Ministers underscored the priority of job creation and inclusion and noted the need for employment and social policies, including active labour market policies and programmes for disadvantaged groups and regions, including unemployed youth. Ensuring an adequate supply of skills and maximising the use of those skills in the workforce are keys to boosting economic growth and promoting social progress and inclusion. In particular, women represent an underutilised resource, and their increased and more productive participation in the labour force would promote growth and poverty reduction. Ministers welcomed the launch of the OECD Skills Strategy, which will provide a framework for identifying and disseminating good practices.

Innovation, supported by a strong intellectual property rights system, is fundamental to creating the industries and jobs of the future. Public policies and structural reforms can foster an environment conducive to innovation and entrepreneurship, which stimulates productivity and growth.

## Green growth

Ministers welcomed the Green Growth Strategy and provided guidance on future work. They agreed that green growth tools and indicators can help expand economic growth and job creation through sustainable use of natural resources, efficiencies in the use of energy, and valuation of ecosystem services. Ministers noted that innovation, supported by a strong intellectual property rights system, is a key to countries' abilities to achieve economic growth, create green jobs, and protect the environment.

Ministers recognised that the underpinning of the Green Growth Strategy is that economic growth, job creation, and environmental protection are not a zero sum game – sustainable use of natural resources combined with environmental protection can improve the economy. Ministers encouraged the OECD to work further on indicators for green growth. They noted that green growth must resonate with countries at all stages of development and engage a broad range of stakeholders: private and civil sectors, the science community, women and youth. Ministers underscored that green growth policies should be considered within nationally defined contexts and priorities and be applicable to economic actors of all dimensions, from small organisations to large corporations. Capacity development through education, skills training, knowledge sharing and innovation is essential to achieving green growth. Protecting dislocated workers is also important for the transition to a green economy.

## Women's economic empowerment

The ministers welcomed the Interim Report of the OECD Gender Initiative and called on the OECD to continue its work in this area. They called for the Secretary-General to take appropriate measures to implement the Way Forward and complete the Gender Initiative by

next year's Ministerial. The ministers also affirmed that women's economic empowerment is critical to stronger, fairer, economic growth. They called on the OECD to work with other willing international organisations to create a plan to make existing gender data more comparable and useful, and to identify a list of common indicators for future data collection. The ministers also expressed support for an announcement that the World Bank and UN Women have agreed to work with the OECD on a joint plan for the November 2011 High-Level Meeting on Aid Effectiveness in Busan, Korea.

### A new paradigm for development

Ministers welcomed a new comprehensive approach to development across the OECD. They endorsed the Framework for an OECD Strategy for Development, which outlines a broader development strategy for the Organisation. The goal is to achieve higher, more inclusive, sustainable growth for the widest number of countries. This will be accomplished by greater collaboration and knowledge sharing including sharing policy successes and failures and engaging in mutual learning, as well as deepening partnerships between the Organisation and developing countries that want to engage.

Ministers affirmed the new approach will also identify strategies to ensure that the broader policies pursued by our governments are coherent with the desire to promote worldwide development. It will build on the OECD's rich experience with development co-operation and incorporate best practices emerging from co-operation between developing countries, including South-South and triangular co-operation.



Ron Kirk, United States Trade Representative; Angel Gurría, Secretary-General of the OECD and Pascal Lamy, Director-General WTO. OECD Headquarters, Paris in May 2011.





**Pravin Gordhan, Minister of Finance of South Africa, and Gabriela Ramos, Chief of Staff of the OECD Secretary-General and G20 Sherpa, at OECD headquarters**

The OECD will strengthen its development work in areas where it responds to demands and needs of emerging and developing countries, has core competencies, contributes to, but does not replicate, the work of other international and regional organisations and donors, and leverages its multi-disciplinary expertise. Ministers commented that the Chair of the Development Assistance Committee (DAC) and the Chair of the Development Centre Governing Board should work closely with the Secretary-General in the design and implementation of the development strategy.

They agreed the OECD should focus its development strategy on the following areas: innovative and sustainable sources of growth; mobilisation of domestic resources for development, including by fostering a favourable investment climate; good governance; and measuring progress for development. Corruption, a lack of transparency and poorly functioning tax systems are major barriers to long-term growth in many developing countries. They welcomed the establishment of the OECD's Tax and Development Programme, which will assist countries to develop more effective tax systems and combat offshore tax evasion.

Several ministers suggested these strategic areas should be complemented by work on fostering agriculture and food security. Ministers agreed that recent hikes in food prices have highlighted long-standing challenges in food security and economic development. An increase in global food production and agricultural productivity, and improving the functioning of global agricultural markets and trade are essential. The OECD, in co-operation with partner organisations, is placed to provide analysis and key policy insights building on current horizontal work and on experiences and expertise in developing countries.

Ministers acknowledged that development aid remains critical to reduce poverty and leverage other resources for development. They reaffirmed their commitment to aid and the priority they give to achieving the Millennium Development Goals.

Ministers recognised that the OECD's new approach will contribute to establishing a broader and more substantive partnership among all nations and private entities and to shaping the new international development co-operation architecture to emerge from the High Level Forum on Aid Effectiveness in Busan, Korea, in November 2011. Ministers shared the view that governance reform plays a prominent role in supporting economic growth and development. The popular demands for freedom and economic opportunity in the Middle East and North Africa (MENA) illustrate well the vital importance of achieving high standards in the formulation of policy, management of public finances and the delivery of public services. Creating greater prosperity in the MENA region also requires creating better conditions for entrepreneurship and innovation. Ministers asked the OECD, based on its MENA programme, to

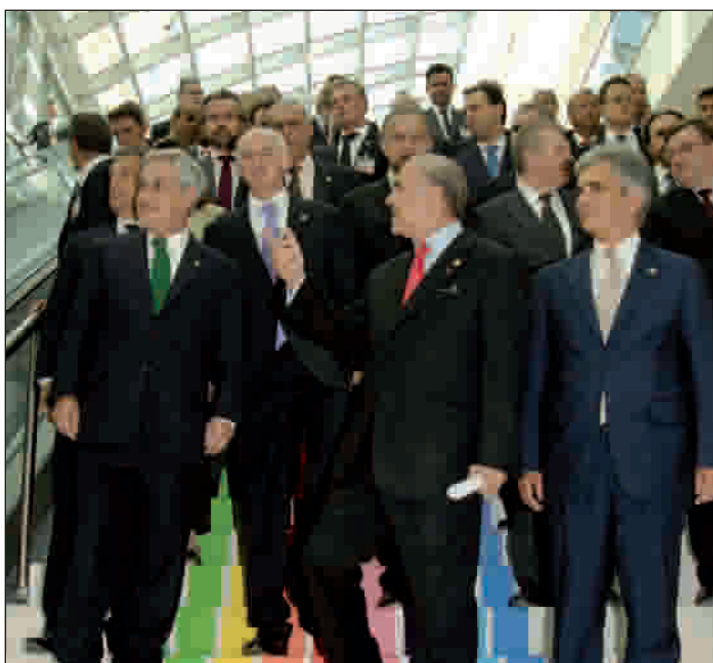
develop proposals for further work on this crucial issue with the goal of helping governments in designing, implementing and co-ordinating corruption prevention measures and improving the investment climate in MENA countries.

## Trade and jobs

Ministers reaffirmed the importance of the multilateral trading system and that this strong, rules-based system is an essential source of sustainable economic growth, development and job creation. They expressed deep concern regarding the difficulties confronting the Doha Development Agenda (DDA) negotiations and emphasised the need to seriously review next steps, given that the results of the DDA will set the terms of global trade for decades to come. Ministers also renewed their commitment to resist protectionism and shared the view of the need to refrain from taking WTO-inconsistent measures in the aftermath of recent natural disasters.

Ministers welcomed the International Collaborative Initiative on Trade and Employment (ICITE) as a timely effort to tackle pressing policy concerns. They lent their support to its objective to understand better the mechanisms by which trade affects patterns of employment, and agreed that dialogue and conclusions need to identify policies designed to spread the benefits of trade broadly among workers. Ministers looked forward to an opportunity to consider the ICITE findings in the context of the meeting of the Council at Ministerial Level in 2012.

In view of the importance of the service sector for domestic economies, and taking into account the prospect of economic benefits from services trade expansion for all economies, ministers applauded OECD efforts to deepen research on services trade and develop a Services Trade Restrictiveness Index that encompasses key sectors and countries that are, or aspire to be, major services providers. They encouraged the members and the Secretariat to work with the Enhanced Engagement partners to ensure they also become a part of this important undertaking. ■



(left/right) Sebastian Piñera, President of Chile; George A. Papandreou, Prime Minister of Greece; Angel Gurría, Secretary-General of the OECD; and Werner Faymann, Federal Chancellor of Austria, at OECD headquarters

# Budget and finance

[www.oecd.org/budget](http://www.oecd.org/budget)  
[financeservice@oecd.org](mailto:financeservice@oecd.org)

The Organisation applies results-based management to its planning, budgeting and financial management, identifying the policy impacts its members are seeking; deploying resources flexibly to achieve these outcomes through the evolving work programme; and evaluating performance after the fact. The OECD budget and the content of its work programme are established every two years by the OECD's governing body, the Council, based on recommendations from the Secretary-General. The budget for 2012 is EUR 347 million, increased approximately by a third from voluntary contributions, extrabudgetary resources that are planned but variable, provided mainly by governmental bodies and institutions.

The OECD's financial statements are prepared in accordance with International Public Sector Accounting Standards (IPSAS) and are audited by external auditors selected from among OECD member country audit institutions. The Organisation's financial statements are available on the OECD website.

## Members' assessed contributions, 2012

All member countries contribute to the outputs funded by "Part I" of the budget, which accounts for 53% of the overall budget of the Organisation. "Part II" outputs, of interest to a more limited number of members or relating to special policy sectors not covered by Part I, account for a further 27%. Other budgets, including pensions and special budgets, account for the rest. Contributions to Part I are based on both a proportion that is shared equally and a scale reflecting the relative size of member economies (based on national income). Part II programmes are funded by a scale or other arrangement agreed among participating countries.



# Organisation chart

[www.oecd.org/organisationchart](http://www.oecd.org/organisationchart)

## GENERAL SECRETARIAT

**SECRETARY-GENERAL**  
Angel Gurría

**OFFICE OF THE SECRETARY-GENERAL**  
Gabriela Ramos, Chief of Staff OECD  
G20 Sherpa/G8 Issues

**Council and Global Relations Secretariat**  
Marcos Bonturi, Acting Director

**Directorate for Legal Affairs**  
Nicola Bonucci, Director

**Public Affairs and Communications**  
Anthony Gooch, Director

**Internal Audit and Evaluation**  
Dominique Pannier, Director

### DEPUTY SECRETARIES-GENERAL

Pier Carlo Padoan  
Chief Economist & Strategic Issues  
G20 Deputy of Finance

Richard A. Boucher  
Global Relations

Rintaro Tamaki  
Policy Coherence

Yves Leterme  
Social Policy and Governance

## SPECIAL BODIES

### Development Centre

Mario Pezzini  
Director

### International Energy Agency

Maria van der Hoeven  
Executive Director

### Nuclear Energy Agency

Luis Echávarri  
Director-General

# May 2012

## DIRECTORATES

<p><b>Development Co-operation Directorate</b></p> <p>Jon Lomoy Director</p>	<p><b>Economics Department</b></p> <p>Pier Carlo Padoan Chief Economist</p>	<p><b>Directorate for Education</b></p> <p>Barbara Ischinger Director</p>	<p><b>Directorate for Employment, Labour and Social Affairs</b></p> <p>John P. Martin Director</p>	<p><b>Centre for Entrepreneurship, SMEs and Local Development</b></p> <p>Sergio Arzeni Director</p>
<p><b>Environment Directorate</b></p> <p>Simon Upton Director</p>	<p><b>Executive Directorate</b></p> <p>Patrick van Haute Director</p>	<p><b>Directorate for Financial and Enterprise Affairs</b></p> <p>Carolyn Ervin Director</p>	<p><b>Directorate for Public Governance and Territorial Development</b></p> <p>Rolf Alter Director</p>	<p><b>Directorate for Science, Technology and Industry</b></p> <p>Andrew Wyckoff Director</p>
<p><b>Statistics Directorate</b></p> <p>Martine Durand Director</p>	<p><b>Centre for Tax Policy and Administration</b></p> <p>Pascal Saint-Amans Director</p>	<p><b>Trade and Agriculture Directorate</b></p> <p>Ken Ash Director</p>		

## SPECIAL ENTITIES

<p><b>Africa Partnership Forum</b></p> <p>David Batt Director</p>	<p><b>Financial Action Task Force</b></p> <p>Rick McDonnell Executive Secretary</p>	<p><b>International Transport Forum</b></p> <p>Michael Kloth Acting Secretary-General</p>	<p><b>Sahel and West Africa Club</b></p> <p>Laurent Bossard Director</p>
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# KEY ACTIVITIES



# Development Co-operation Directorate

[www.oecd.org/dac](http://www.oecd.org/dac)



**Jon Lomoy**  
Director  
E-mail: [dac.contact@oecd.org](mailto:dac.contact@oecd.org)

“As we tackle the challenges of the future, we must not forget the opportunities the present offers us, including the real possibility of eradicating global poverty. Achieving this will depend largely on the efforts of developing countries as they mobilise their resources to implement their vision. The global partnership agreed in Busan can help us to support their efforts effectively; its true value will be tested on the ground, at the country level.”

OECD efforts on aid effectiveness have, over the past decade, evolved from a donor-centric discourse into a highly inclusive process of engagement. This culminated in 2011 in Busan, Korea, at the Fourth High Level Forum on Aid Effectiveness. There, more than 3 000 people from developed and developing countries, civil society, the private sector and foundations met to devise ways of working together to promote development more effectively.

What made this summit a success? First, Busan opened the floor to honest, international dialogue about development co-operation, based on concrete evidence and led by developing countries as they pushed hard for better performance. Second, while earlier forums were primarily about aid, Busan was very much about “aid and beyond”: about results, transparency and aid fragmentation, but also about tax, illicit flows, private sector investment, climate financing, South-South co-operation, and fragility and conflict. Third, and most important, Busan heralded an inclusive partnership among all players: traditional Development Assistance Committee (DAC) donors, emerging donors (Brazil, China, India and South Africa all agreed on the outcome document), South-South co-operators, civil society, the private sector and parliamentarians. With dialogue, coherence and inclusiveness at its core, the chances of continued success for the new Global Partnership for Effective Development Co-operation look very good indeed.

The Development Co-operation Directorate supports the DAC in developing better policies for better lives by tracking development finance, making sure it is invested effectively and promoting good policy. Through inclusive partnerships for development, it provides an open forum to share good practice and build knowledge. ■



## Areas of focus

- Aid architecture and financing: [www.oecd.org/dac/scalingup](http://www.oecd.org/dac/scalingup)
- Aid effectiveness: [www.oecd.org/dac/effectiveness](http://www.oecd.org/dac/effectiveness)
- Aid for trade: [www.oecd.org/dac/aft](http://www.oecd.org/dac/aft)
- Aid statistics: [www.oecd.org/dac/stats](http://www.oecd.org/dac/stats)
- Conflict and fragility: [www.oecd.org/dac/incf](http://www.oecd.org/dac/incf)
- Engagement: [www.oecd.org/dac/opendoors](http://www.oecd.org/dac/opendoors)
- Environment and development: [www.oecd.org/dac/environment](http://www.oecd.org/dac/environment)
- Evaluation of development programmes: [www.oecd.org/dac/evaluation](http://www.oecd.org/dac/evaluation)
- Gender equality and development: [www.oecd.org/dac/gender](http://www.oecd.org/dac/gender)
- Governance and development: [www.oecd.org/dac/governance](http://www.oecd.org/dac/governance)
- Peer reviews of DAC members: [www.oecd.org/dac/peerreviews](http://www.oecd.org/dac/peerreviews)
- Poverty reduction: [www.oecd.org/dac/poverty](http://www.oecd.org/dac/poverty)
- Statistics for development: [www.paris21.org](http://www.paris21.org)

## Key publications

- *Aid Effectiveness 2011: Progress in Implementing the Paris Declaration*
- *Aid for Trade at a Glance 2011: Showing Results*
- *DAC Peer Reviews of Denmark, Greece, the Netherlands and the United States*
- *Development Co-operation Report 2011*
- *Geographical Distribution of Financial Flows to Developing Countries 2011: Disbursements, Commitments, Country Indicators*
- *Greening Development: Enhancing Capacity for Environmental Management and Governance*
- *International Engagement in Fragile States: Can't We Do Better?*
- *OECD Journal: General Papers, Vol. 2010, Issue 1: Special issue on development co-operation*
- *Resource Flows to Fragile and Conflict-Affected States*

## Key events

- Trends in Accountability: Media Assistance Today, Paris, 7-8 June 2011
- Second global meeting of the International Dialogue on Peacebuilding and Statebuilding, Monrovia, Liberia, 15-16 June 2011
- Green Growth and Development Workshop, 28 June 2011
- Meeting of the Arab Co-ordination Group (ACG) and the DAC, London, 4-5 July 2011
- African Climate Change Finance and Development Effectiveness Dialogue, Nairobi, 21-23 September 2011
- Launch of the *Development Co-operation Report 2011: Special 50<sup>th</sup> Anniversary Edition*, Paris, 4 October 2011
- Food Security and Land Rights: Empowering Rural Women, Addis Ababa, 31 January-1 February 2012
- OECD Global Forum on Development, Paris, 28-29 February 2012
- DAC Senior Level Meeting, Paris, 3-4 April 2012
- Joint OECD and Global Green Growth Institute (GGGI) Consultative Event on Green Growth and Developing Countries, Seoul, 9 May 2012
- Rio+20 Conference; side event on the *Development Co-operation Report 2012*, Rio de Janeiro, 20-22 June 2012

# Economics Department

[www.oecd.org/eco](http://www.oecd.org/eco)



**Pier Carlo Padoan**  
Deputy Secretary-General and Chief Economist  
E-mail: [eco.contact@oecd.org](mailto:eco.contact@oecd.org)

“The global economy weakened considerably towards the end of 2011. Policy action aimed at addressing the sovereign debt and banking sector problems alongside structural reform in the euro area is critical. Monetary policy ought to remain supportive and excessive fiscal tightening should be avoided where there is leeway. The Economics Department can support the policy-making process by providing advice based on sound analysis and disseminating good practices.”

In 2011, the Economics Department (ECO) focused its policy advice on how countries could avoid entering another crisis amid continuing turbulence in financial markets and a deteriorating global economy. It became markedly clear that the difference between the upside and the downside scenarios, as outlined in the November *Economic Outlook*, reflects the impact of appropriate policy actions. Such policy action requires measures to be implemented at the euro area level as well as at the country level throughout the OECD. Moreover, it is important that countries do not lose focus on fundamental structural reform, even in these difficult times. Based on the lessons learned from its regular surveys, policy-related research and policy dialogue, ECO will continue to provide policy advice on how to achieve strong, sustainable and balanced global growth.

Over the past 12 months, ECO has published 18 country surveys, including for the Enhanced Engagement countries Brazil, India and the Russian Federation. Work on areas related to the OECD mandates from the G20 is continuing. In 2012 the Economics Department will start a new series of *OECD Economic Policy Papers*, designed to disseminate selected studies on structural and macro-economic policy issues of current interest. The series will offer policy recommendations aimed at fostering jobs, sustainable growth and better living standards for all. Within the *Going for Growth* framework, special chapters have been released on the compatibility of income inequality with growth, and on risk sharing in the times of crises. The Economics Department also published 92 working papers in 2011 and expects to publish the 1 000<sup>th</sup> working paper in the series before the end of 2012.

The Economics Department carries out multilateral, country-specific and structural policy surveillance of OECD member countries, as well as the Accession and Enhanced Engagement countries. ■

## Areas of focus

- Country economic surveys: [www.oecd.org/eco/surveys](http://www.oecd.org/eco/surveys)
- Cross-country structural policy analysis and advice: [www.oecd.org/economy/goingforgrowth](http://www.oecd.org/economy/goingforgrowth)
- Economic outlook: [www.oecd.org/oececonomicoutlook](http://www.oecd.org/oececonomicoutlook)
- Economics Department policy notes: [www.oecd.org/economy/policynotes](http://www.oecd.org/economy/policynotes)
- Economics Department working papers: [www.oecd.org/eco/workingpapers](http://www.oecd.org/eco/workingpapers)
- Economics Department policy papers: [www.oecd.org/economy/policypapers](http://www.oecd.org/economy/policypapers)
- Monetary and financial issues: [www.oecd.org/eco/money](http://www.oecd.org/eco/money)
- Public finance: [www.oecd.org/eco/public\\_finance](http://www.oecd.org/eco/public_finance)

## Key publications

- *Economic Policy Reforms: Going for Growth 2012*
- *OECD Economic Outlook*
- *OECD Economic Surveys* (member countries and selected non-member countries)
- *OECD Journal: Economic Studies*
- *Promoting Inclusive Growth: Challenges and Policies*

## Key events

- Launch of *Going for Growth 2012*, Mexico City, 24 February 2012
- Launch of *Interim Economic Outlook* for major world economies, Paris, 27 March 2012
- Launch of *OECD Economic Outlook*, Paris, 22 May 2012

# Directorate for Education

[www.oecd.org/edu](http://www.oecd.org/edu)



**Barbara Ischinger**  
Director  
E-mail: [edu.contact@oecd.org](mailto:edu.contact@oecd.org)

“Education and skills are the bedrock of sustainable economic growth. People need the right mix of skills to adapt to rapidly changing job markets and to achieve the highest possible social outcomes for themselves, their families and their communities. We help member and non-member countries design effective education policies, compare their performance and learn from one another through dialogue.”

As part of the OECD 50<sup>th</sup> Anniversary celebrations, the 2011 edition of the OECD's annual flagship report *Education at a Glance* included an editorial by Secretary-General Angel Gurría reviewing “Fifty Years of Change in Education”. The OECD co-organised the first international “Summit on the Teaching Profession”, together with the United States Department of Education and Education International, with a view to engage governments and teacher organisations in strengthening the teaching profession.

In May 2012 the OECD will deliver the “OECD Skills Strategy” to the Meeting of Council at Ministerial level. This cross-cutting initiative led by the Directorate for Education will support countries' efforts to promote social progress and sustainable economic growth by improving educational outcomes, fostering human capital and employment.

The Directorate for Education leads the Organisation's work to help member and non-member countries achieve high-quality learning for all, contributing to personal development, sustainable economic growth and social cohesion. The Education Policy Committee exercises strategic guidance and oversight of OECD work on education. The directorate provides statistics, analysis and policy advice to countries on a wide range of educational topics. ■

## Areas of focus

- Education indicators: [www.oecd.org/edu/eag2011](http://www.oecd.org/edu/eag2011)
- Programme for International Student Assessment (PISA): [www.pisa.oecd.org](http://www.pisa.oecd.org)
- Programme for the International Assessment of Adult Competencies (PIAAC): [www.oecd.org/piaac](http://www.oecd.org/piaac)
- Skills Strategy: [oecd.org/education/SkillsStrategy](http://oecd.org/education/SkillsStrategy)
- Teaching and Learning International Survey (TALIS): [www.oecd.org/edu/talis](http://www.oecd.org/edu/talis)
- Centre for Educational Research and Innovation (CERI): [www.oecd.org/edu/ceri](http://www.oecd.org/edu/ceri)
- Early childhood education and care: [www.oecd.org/edu/earlychildhood](http://www.oecd.org/edu/earlychildhood)
- Educational facilities and infrastructure: [www.oecd.org/edu/facilities](http://www.oecd.org/edu/facilities)
- Education policy co-operation with non-members: [www.oecd.org/edu/nme](http://www.oecd.org/edu/nme)
- Educationtoday blog: <http://oecdeducationtoday.blogspot.com>
- Equity in education: [www.oecd.org/edu/equity](http://www.oecd.org/edu/equity)
- Evaluation and Assessment Frameworks for Improving School Outcomes: [www.oecd.org/edu/evaluationpolicy](http://www.oecd.org/edu/evaluationpolicy)
- Feasibility Study for the International Assessment of Higher Education Learning Outcomes (AHELO): [www.oecd.org/edu/ahelo](http://www.oecd.org/edu/ahelo)
- Programme on Institutional Management in Higher Education (IMHE): [www.oecd.org/edu/imhe](http://www.oecd.org/edu/imhe)

## Key publications

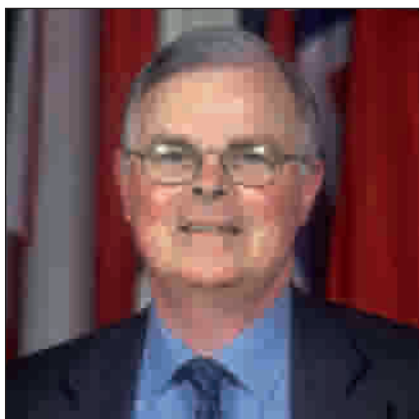
- *Preparing Teachers and Developing School Leaders for the 21<sup>st</sup> Century*
- *Strong Performers and Successful Reformers: Lessons from PISA for Japan*
- *Education at a Glance 2011*
- PISA thematic reports on: *Learning beyond Fifteen*; *Public School/Private School*; *Children of Immigrants*; *Parental Involvement*; *Educational Expectations*; *PISA for Schools*
- *Connected Minds: Technology and Today's Learners*
- *Languages in a Global World: Learning for Better Cultural Understanding*
- *The Experience of New Teachers: Results from TALIS 2008*
- *Starting Strong III: A Quality Toolbox for Early Childhood Education and Care*
- *Equity and Quality in Education: Supporting Disadvantaged Students and Schools*

## Key events

- 2012 International Summit on the Teaching Profession, New York City, 14-15 March 2012
- Attaining and Sustaining Mass Higher Education, IMHE General Conference, Paris, 17-19 September 2012

# Directorate for Employment, Labour and Social Affairs

[www.oecd.org/els](http://www.oecd.org/els)



**John P. Martin**  
Director  
E-mail: [els.contact@oecd.org](mailto:els.contact@oecd.org)

“All social groups have been affected by job losses during this crisis but it is the already disadvantaged groups in the labour market – youth, low-skilled, immigrants, ethnic minorities and, among them, those in temporary or atypical jobs – that are bearing most of the brunt. Promoting job-rich economic growth must be the key response; but focusing on cost-effective programmes and targeting disadvantaged groups is also essential.”

In 2011, the OECD helped countries find better ways of dealing with the recession's impact on jobs and incomes. The 2011 *Employment Outlook* analysed policies to support the unemployed while promoting their quick return to work. The OECD also actively contributed to the background documentation for the second G20 Employment and Labour Ministerial meeting in September. At the OECD Social Policy Ministerial meeting in May 2011, ministers agreed that social policies helped cushion the impact of the crisis on the most vulnerable and are critical to manage future economic shocks. How policies could tackle growing income inequality also featured prominently in the OECD work in 2011 with the launch of *Divided We Stand: Why Inequality Keeps Rising*, an in-depth assessment of inequality and its main causes. The OECD also looked at policies to help unemployment beneficiaries find jobs; released a groundbreaking report, *Sick on the Job? Myths and Realities about Mental Health and Work*; and pursued new analysis on green jobs. Ongoing work also considered policies to integrate immigrants.

The new publication *System of Health Accounts* was the culmination of a major collaborative project with the European Commission and the World Health Organisation to meet the increasing demands of analysts and policy makers for health expenditure information.

In the coming years, the Directorate for Employment, Labour and Social Affairs (ELS) will continue to concentrate on reconciling short-term pressures brought on by the crisis and weak recovery with the longer-term challenges of population ageing and globalisation. In particular, more needs to be done to improve labour market outcomes for youth and to promote equality of opportunities. Meanwhile, strengthening prevention and management of chronic diseases will be a central feature of ELS work on health care.

ELS leads the Organisation's work on employment, social policies, international migration and health. ■



## Areas of focus

- Active labour market policies and activation strategies: [www.oecd.org/els/employment/alm](http://www.oecd.org/els/employment/alm)
- Employment and labour markets: [www.oecd.org/employment/outlook](http://www.oecd.org/employment/outlook)
- Families and children: [www.oecd.org/social/family](http://www.oecd.org/social/family)
- Health policy: [www.oecd.org/health/analyticalprojects](http://www.oecd.org/health/analyticalprojects)
- Health data: [www.oecd.org/health/statistics](http://www.oecd.org/health/statistics)
- International migration policies: [www.oecd.org/els/migration](http://www.oecd.org/els/migration)
- Pension systems: [www.oecd.org/social/pensions](http://www.oecd.org/social/pensions)
- Sickness and disability benefits: [www.oecd.org/els/disability](http://www.oecd.org/els/disability)
- Social indicators: [www.oecd.org/social/indicators](http://www.oecd.org/social/indicators)
- Youth and the labour market: [www.oecd.org/employment/youth](http://www.oecd.org/employment/youth)
- Inequality: [www.oecd.org/els/social/inequality](http://www.oecd.org/els/social/inequality)
- Ageing and employment policies: [www.oecd.org/els/employment/olderworkers](http://www.oecd.org/els/employment/olderworkers)
- ELS Seminar Series: [www.oecd.org/els/seminar](http://www.oecd.org/els/seminar)

## Key publications

- OECD Reviews of Labour Market and Social Policies: Russian Federation
- *Help Wanted? Providing and Paying for Long-term Care*
- *Health at a Glance 2011*
- *A System of Health Accounts*
- *International Migration Outlook 2011*
- *OECD Employment Outlook 2011*
- *Sick on the Job? Myths and Realities about Mental Health and Work*
- *Pensions at a Glance 2011*
- *Divided We Stand: Why Inequality Keeps Rising*
- *OECD Newsletter on Employment, Health, Migration and Social Issues*
- *Society at a Glance 2011*
- *Doing Better for Families*
- *Health Reform: Meeting the Challenge of Ageing and Multiple Morbidities, 2011*
- *OECD Reviews of Health Systems: Switzerland*

## Key events

- Social Policy Ministerial, Paris, 2-3 May 2011
- OECD Health Committee / 50<sup>th</sup> Anniversary special celebration of 50 years of progress in health, Paris, 20-22 June 2011
- 13<sup>th</sup> Meeting of National Health Account Experts, Paris, 3-4 October 2011
- Job Creation in Hard Times: Learning from the Past and New Policy Directions, IZA/OECD Employment seminar, Paris, 3-4 November 2011
- Labour Activation in Times of High Unemployment Conference, Paris, 14-15 November 2011
- Healthcare Quality Indicators, Paris, 17-18 November 2011
- Improving the Performance of Health Systems: What Are the Trends in Quality, Access and Cost?, Paris, 29-30 November 2011

# Centre for Entrepreneurship, SMEs and Local Development

[www.oecd.org/cfe](http://www.oecd.org/cfe)



**Sergio Arzeni**  
Director  
E-mail: [cfe.contact@oecd.org](mailto:cfe.contact@oecd.org)

“The current crisis is social, just as much as it is economic and financial. Entrepreneurship will play a critical role in generating an inclusive and sustainable recovery. To make this happen, governments need both to ensure that finance continues to flow to the businesses which can create growth and jobs, and to develop effective local strategies for employment creation, particularly in the most vulnerable areas and populations.”

The Centre for Entrepreneurship, SMEs and Local Development (CFE) helps countries design and implement effective policies for local employment and economic development, SMEs and entrepreneurship, and tourism. It produces peer reviews at both the national and local levels and contributes to OECD initiatives on job creation, innovation, skills, gender and green growth. The CFE also draws on the expertise of its extensive network of international experts and carries out regular consultations with civil society.

In 2012, the CFE will continue to expand its Scoreboard on SME and entrepreneurship financing. It will also examine how to overcome the obstacles that SMEs face in accessing new, high-growth international markets, as well as how women, youth and seniors are seizing opportunities for entrepreneurship.

In the year ahead, the CFE will gather a set of indicators on countries' capacities to contribute to the creation of more and better jobs by effectively implementing active labour market programmes and innovative entrepreneurship policies locally. It will devise cross-cutting strategies for youth employment, as well as area-based strategies to tackle long-term unemployment among vulnerable groups, and will examine ways to benefit from the transition to a low-carbon economy. Work will also focus on helping communities to deliver effective local development and build their capacities through peer learning and exchange forums, notably at the LEED Trento Centre for Local Development.

Other work will focus on measuring and evaluating tourism performance, with the aim of developing a set of core indicators on tourism competitiveness data and policies, to allow benchmarking across countries. The CFE will also continue to examine green innovation in tourism services, including its implications for public and private actors, and work to extend the tourism liberalisation measures embarked upon by member countries beyond the OECD area. ■

## Areas of focus

- Local economic and employment development (LEED): [www.oecd.org/cfe/leed](http://www.oecd.org/cfe/leed)
- SMEs and entrepreneurship: [www.oecd.org/cfe/sme](http://www.oecd.org/cfe/sme)
- Tourism: [www.oecd.org/cfe/tourism](http://www.oecd.org/cfe/tourism)

## Key publications

- *Financing SMEs and Entrepreneurs: An OECD Scoreboard*
- *Putting in Place Jobs that Last: A Guide to Re-building Sustainable Employment at the Local Level*
- *Food and the Tourism Experience*
- *OECD Tourism Trends and Policies 2012*
- *Intellectual Assets and Innovation: The SME Dimension*
- *OECD Studies on SMEs and Entrepreneurship: Thailand – Key Issues and Policies*
- *Job-rich Growth in Asia: Strategies for Local Employment, Skills Development and Social Protection*
- *Climate Change and Tourism Policy in OECD Countries*

## Key events

- 8<sup>th</sup> Annual Forum Meeting: Partnerships for Youth – Getting the Young into Jobs and Business for Successful Working Life, Berlin, 20-21 March 2012
- Roundtable on “SME Finance: Advancing Entrepreneurship and Growth in a Continuing Crisis”, 19 April 2012
- 11<sup>th</sup> Global Forum on Tourism Statistics, Reykjavík, 14-16 November 2012, organised with Eurostat, Statistics Iceland and the Icelandic Ministry of Industry, Energy and Tourism

# Environment Directorate

[www.oecd.org/environment](http://www.oecd.org/environment)



**Simon Upton**  
Director  
E-mail: [env.contact@oecd.org](mailto:env.contact@oecd.org)

“The *Environmental Outlook to 2050* paints a grim picture of the Earth in 2050 if we do not change our policies and behaviour, and makes a strong case for green growth. Taken together, the *Outlook* and the *Green Growth Strategy* provide a comprehensive and very practical way forward as countries seek to advance shared aspirations for sustainable development and poverty eradication highlighted at Rio+20.”

The Environment Policy Committee and the Chemicals Committee celebrated their 40<sup>th</sup> anniversary in 2011. A “Global Forum on Environment: Making Water Reform Happen” in October 2011 brought together policy makers and experts from around the world to identify the challenges of designing and implementing water policy reforms. The meeting of COP17 of the Framework Convention on Climate Change in Durban, South Africa (November-December 2011) was a crucial international effort to address climate change. Relevant OECD studies were highlighted at several side events.

Environment ministers from OECD and key emerging economies met in March 2012 under the theme of “Making Green Growth Deliver”. Ministers reviewed the implementation in their countries of the OECD *Environmental Strategy for the 1<sup>st</sup> Decade of the 21<sup>st</sup> Century* that they adopted in 2001. Then they discussed how to tackle key environmental challenges in the future, based on the findings of the OECD *Environmental Outlook to 2050* which projects what the world might look like in 2050, and how green growth policies could help divert the trajectories of business-as-usual, focusing on climate change, biodiversity, water and health impacts of pollution.

The *Outlook* and *Green Growth and Developing Countries* are key OECD inputs to the UN Conference on Sustainable Development, or Rio+20, in June 2012. OECD Environmental Performance reviews of Italy, Germany, Mexico and Slovenia are being released or prepared during 2012.

The Environment Directorate helps countries design and implement efficient and effective policies to address environmental problems and manage natural resources in a sustainable way. It examines the linkages between the environment and economic, sectoral or social concerns, in areas such as climate change; biodiversity; water; waste; environmental taxes; safety of chemicals, nanomaterials and genetically modified crops; agriculture; transport; trade; investment; and development. ■

## Areas of focus

- Biodiversity: [www.oecd.org/env/biodiversity](http://www.oecd.org/env/biodiversity)
- Climate change: [www.oecd.org/env/cc](http://www.oecd.org/env/cc)
- Eco-innovation: [www.oecd.org/environment/innovation](http://www.oecd.org/environment/innovation)
- Environmental country reviews: [www.oecd.org/env/countryreviews](http://www.oecd.org/env/countryreviews)
- Environmental data and indicators: [www.oecd.org/env/indicators](http://www.oecd.org/env/indicators)
- Environmental-economic modelling: [www.oecd.org/environment/modelling](http://www.oecd.org/environment/modelling)
- Environmental outlooks: [www.oecd.org/environment/outlooks](http://www.oecd.org/environment/outlooks)
- Environmental taxes, tradable permits: [www.oecd.org/env/taxes](http://www.oecd.org/env/taxes)
- Green growth: [www.oecd.org/greengrowth](http://www.oecd.org/greengrowth)
- Resource productivity and waste: [www.oecd.org/env/waste](http://www.oecd.org/env/waste)
- Safety of chemicals, pesticides, biotechnology and nanomaterials: [www.oecd.org/ehs](http://www.oecd.org/ehs)
- Transport and environment: [www.oecd.org/env/transport](http://www.oecd.org/env/transport)
- Water: [www.oecd.org/water](http://www.oecd.org/water)

## Key publications

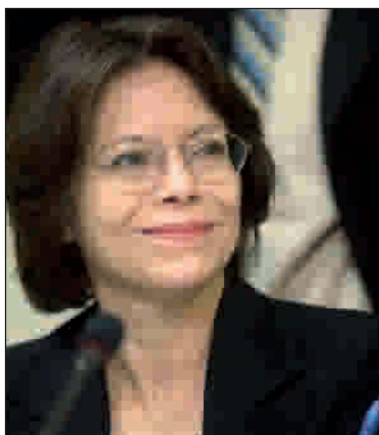
- *Climate Change Policy and Innovation: Bending the Trajectory*
- *Greening Development: Enhancing Capacity for Environmental Management and Governance*
- *Greening Household Behaviour: The Role of Public Policy*
- *OECD Environmental Outlook to 2050*
- *OECD Environmental Performance Reviews: Slovak Republic, Israel, Germany, Slovenia, Mexico, Italy*
- *Illegal Trade in Environmentally Sensitive Goods*
- *Invention and Transfer of Environmental Technologies*
- *Meeting the Water Reform Challenge*
- *Mortality Risk Valuation in Environment, Health and Transport Policies*
- *Ten Years of Water Sector Reform in Eastern Europe, Caucasus and Central Asia*
- *Meeting the Challenge of Financing Water and Sanitation: Tools and Approaches*

## Key events

- OECD Chemicals Committee Meeting, 40<sup>th</sup> Anniversary celebration, Paris, 15-17 June 2011
- Global Forum on Environment: Climate Change Expert Group Seminar on MRV and Carbon Markets, Paris, 19-20 September 2011
- Global Forum on Environment: Preparation of the OECD *Environmental Outlook*, Paris, 3-4 October 2011
- Environment Policy Committee, 40<sup>th</sup> Anniversary, Paris, 4-6 October 2011
- Global Forum on Environment: Making Water Reform Happen, Paris, 25-26 October 2011
- Global Forum on Environment: Climate Change Expert Group Seminar on the New UNFCCC Market Mechanism and Tracking Climate Finance, Paris, 19-20 March 2012
- Environment Policy Committee Meeting at Ministerial Level, Paris, 29-30 March 2012

# Directorate for Financial and Enterprise Affairs

[www.oecd.org/daf](http://www.oecd.org/daf)



**Carolyn Ervin**  
Director  
E-mail: [daf.contact@oecd.org](mailto:daf.contact@oecd.org)

“The OECD helps make markets work for people by contributing to governments’ efforts to keeping them open and transparent and to foster business integrity in support of society and development.”

The Directorate for Financial and Enterprise Affairs (DAF) contributes to the OECD’s mission – promoting policies that will improve the economic and social well-being of people around the world – by helping governments to improve the domestic and global policies that affect business and markets. It also helps member countries, emerging economies and other partner economies build open and efficient markets and market institutions, combat abuse and promote international co-operation. DAF’s policy focus is on international investment; finance, insurance and pensions; corporate governance; competition; anti-corruption; and private sector development.

The OECD is working to help countries recover from the economic crisis, reform institutions and find new sources of growth. Members such as Greece and Italy have called on the OECD for advice on competition policy, reform of the state-owned enterprise sector and other initiatives designed to boost their economies. In response to an urgent need revealed by the crisis, DAF is developing international standards for financial education and consumer protection.

To support the G8 Deauville Partnership Initiative, the OECD-MENA Investment Programme is intensifying its co-operation with MENA countries to increase their attractiveness for investment, improve corporate governance and help eliminate corruption. Co-operation with countries outside the OECD region includes Latin America: Peru and Colombia have adhered to the Declaration on International Investment, and Colombia is joining the OECD Convention on Combating Bribery of Foreign Public Officials bringing international standards into its legislation and policies. China was the first non-OECD country to undertake a full assessment of its policies against the OECD Principles of Corporate Governance. The OECD Codes of Liberalisation of Capital Movements, the only multilateral instrument of co-operation in capital flow management to date, has now been opened for adherence by non-members. ■



## Areas of focus

- Freedom of Investment process: [www.oecd.org/daf/investment/foi](http://www.oecd.org/daf/investment/foi)
- OECD Guidelines for Multinational Enterprises: [www.oecd.org/daf/investment/guidelines](http://www.oecd.org/daf/investment/guidelines)
- OECD Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High Risk Areas: [www.oecd.org/daf/investment/mining](http://www.oecd.org/daf/investment/mining)
- Bribery in international business: [www.oecd.org/daf/nocorruption](http://www.oecd.org/daf/nocorruption)
- Corporate governance: [www.oecd.org/daf/corporate](http://www.oecd.org/daf/corporate)
- Competition assessment: [www.oecd.org/competition/toolkit](http://www.oecd.org/competition/toolkit)
- Bid rigging in public procurement: [www.oecd.org/competition/bidrigging](http://www.oecd.org/competition/bidrigging)
- Financial markets: [www.oecd.org/daf/fin](http://www.oecd.org/daf/fin)
- Institutional investors and long-term investment: [www.oecd.org/finance/lti](http://www.oecd.org/finance/lti)
- Financial consumer protection: [www.oecd.org/daf/fin/consumerprotection](http://www.oecd.org/daf/fin/consumerprotection)
- Sovereign debt and financial stability: [www.oecd.org/finance/sovereigndebt](http://www.oecd.org/finance/sovereigndebt)
- Public debt management: [www.oecd.org/daf/publicdebtmanagement](http://www.oecd.org/daf/publicdebtmanagement)
- Insurance: [www.oecd.org/daf/insurance](http://www.oecd.org/daf/insurance)
- Private pensions: [www.oecd.org/daf/pensions](http://www.oecd.org/daf/pensions)
- Financial education: [www.financial-education.org](http://www.financial-education.org)
- Private sector development: [www.oecd.org/daf/psd](http://www.oecd.org/daf/psd)

## Key publications

- OECD Investment Policy Reviews: Colombia, Kazakhstan, Ukraine, Zambia
- OECD Guidelines for Multinational Enterprises: 2011 Edition and Annual Report on the Guidelines for Multinational Enterprises 2011
- OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas
- Identification and Quantification of the Proceeds of Bribery: A Joint OECD- StAR Analysis
- OECD Sovereign Borrowing Outlook
- Arab World Competitiveness Report 2011-2012 (joint OECD-WEF)
- Central Asia Competitiveness Outlook
- Eastern Europe and South Caucasus Competitiveness Outlook
- Republic of Moldova 2011: Fostering SME Development

## Key Events

- G20-OECD Conference: Joining Forces against Corruption: G20 Business and Government, Paris, 27-28 April 2011
- 9<sup>th</sup> Latin American Competition Forum, Bogotá, 13-14 September 2011
- ADB/OECD Anti-Corruption Initiative for Asia and the Pacific, New Delhi, 27 September 2011
- OECD-Asian Roundtable on Corporate Governance, Bali, 3-4 October 2011
- OECD-FSB Conference on Financial Literacy: Financial Education for All, Cape Town, 27-28 October 2011
- South East Europe Ministerial Conference: Building a 2020 Vision for South East Europe and commemoration of the 10<sup>th</sup> Anniversary of the OECD Investment Compact for South East Europe, Paris, 23-24 November 2011
- Latin American Roundtable on Corporate Governance, Lima, 29-30 November 2011
- 9<sup>th</sup> Global Forum on International Investment, Paris, 6 December 2011
- Special session on Reviving Investment in the Middle East and North Africa, Paris, 6 December 2011
- 11<sup>th</sup> Global Forum on Competition, Paris, 16-17 February 2012

# Directorate for Public Governance and Territorial Development

[www.oecd.org/gov](http://www.oecd.org/gov)



**Rolf Alter**

Director

E-mail: [gov.contact@oecd.org](mailto:gov.contact@oecd.org)

“In 2011, the crucial role of good governance in supporting economic recovery became ever more apparent. As the crisis persisted and pressure on governments increased, their ability to implement policies effectively was severely tested. The OECD’s role is to help them do better in the future.”

Achieving fiscal sustainability while ensuring high-quality, growth-enhancing public services remains a daunting challenge. In the search for better policies, the OECD focused on providing sound data to support policy choices in 2011. New editions of *Government at a Glance* and *Regions at a Glance* expanded the evidence base with innovative indicators on which to assess government performance. *Restoring Public Finances* quantified countries’ progress on their fiscal commitments and charted the long road ahead. And the first *Regional Outlook* assessed efforts to reform regional policies to support economic recovery, including the crucial role of cities in green growth. Responding to the lessons of the crisis, the OECD revised its regulatory principles, leading to a new OECD Recommendation in March 2012. The OECD continued its work on public sector reform and innovation, focusing on human resource management, e-government, gender, integrity in the public sector and risk management (including the establishment of a high-level risk forum). A particular highlight for 2011 was the development of the OECD Observatory of Public Sector Innovation to improve access to good practice and knowledge sharing. OECD governance principles and good practice continue to be in high demand among non-member countries, and good governance is an important pillar of the OECD Development Strategy.

The OECD’s Public Governance and Territorial Development Directorate’s unique emphasis on institutional design and policy implementation across levels of government supports mutual learning and diffusion of best practice. Regional networks support dialogue in Asia, Eastern Europe, Latin America, the Middle East and North Africa. ■

## Areas of focus

- Budgeting and public expenditures: [www.oecd.org/gov/budget](http://www.oecd.org/gov/budget)
- Public sector innovation and e-Government: [www.oecd.org/gov/egov](http://www.oecd.org/gov/egov)
- Government at a Glance: [www.oecd.org/gov/indicators/govataglance](http://www.oecd.org/gov/indicators/govataglance)
- Fighting corruption in the public sector: [www.oecd.org/gov/ethics](http://www.oecd.org/gov/ethics)
- Public employment and management: [www.oecd.org/gov/hrm](http://www.oecd.org/gov/hrm)
- Public governance reform in the Middle East and North Africa: [www.oecd.org/mena/governance](http://www.oecd.org/mena/governance)
- Regional statistics and indicators: [www.oecd.org/gov/regional/statisticsindicators](http://www.oecd.org/gov/regional/statisticsindicators)
- Regional, urban and rural development: [www.oecd.org/gov/regional](http://www.oecd.org/gov/regional)
- Regulatory policy: [www.oecd.org/gov/regref](http://www.oecd.org/gov/regref)
- SIGMA (Support for Improvement in Governance and Management): [www.oecd.org/gov/sigma](http://www.oecd.org/gov/sigma)
- Risk management: [www.oecd.org/gov/risk](http://www.oecd.org/gov/risk)

## Key publications

- *Government at a Glance 2011*
- *Restoring Public Finances 2011*
- *OECD Regional Outlook 2011*
- *OECD Regions at a Glance 2011*
- *Future Global Shocks*
- *Public Servants as Partners for Growth: Toward a Stronger, Leaner and More Equitable Workforce*
- *M-Government: Mobile Technologies for Responsive Governments and Connected Societies*
- *Together for Better Public Services: Partnering with Citizens and Civil Society*
- *OECD Integrity Review of Brazil: Managing Risks for a Cleaner Public Service*
- *Lobbyists, Governments and Public Trust, Volume 2: Promoting Integrity through Self-regulation*
- *Ministerial Advisors: Role, Influence and Management*
- *Regulatory Policy and Governance: Supporting Economic Growth and Serving the Public Interest*
- *Better Regulation in Europe: Italy*

### Series:

- *OECD Journal on Budgeting*
- *OECD Public Governance Reviews*
- *OECD Reviews of Regulatory Reform*
- *OECD Territorial Reviews*

## Key events

- OECD Senior Budget Officials Meeting, Luxembourg, 6-7 June 2011
- Effective Responses to Modern Challenges: Meeting of the Network of Senior Officials from Centres of Government, Ottawa, 18-20 October 2011
- High-Level Risk Forum (inaugural meeting), Paris, 8-9 December 2011
- 3rd Annual OECD-Mexican Ministry of Economy Conference on Regulatory Reform, Mexico, 10 January 2012
- 4<sup>th</sup> OECD Urban Roundtable of Mayors and Ministers: Mobilising Investments for Urban Sustainability, Job Creation and Resilient Growth, Chicago, 8 March 2012
- OECD High-Level Parliamentary Seminar on Best Practices in Governance: The Role of Parliaments, Santiago, 8-9 March 2012
- OECD High-Level Meeting on E-Government: New ICT Solutions for Public Sector Agility, Mexico City, 26-27 March 2012
- Understanding Growth in Different Types of Regions, Newcastle, 26-27 March 2012

# Directorate for Science, Technology and Industry

[www.oecd.org/sti](http://www.oecd.org/sti)



**Andrew Wyckoff**  
Director  
E-mail: [sti.contact@oecd.org](mailto:sti.contact@oecd.org)

“Knowledge assets in research, design, marketing, networks, software and data will increasingly drive growth and competitiveness. These ‘intangible’ elements can represent an enormous share of a product’s value-added and remain one of the main reasons why the world buys Apple phones and Nespresso coffee. Smart companies know that when they invest in these assets, they can better capture value from global trade.”

The OECD *Innovation Strategy* continues to make an impact as several leading countries and the European Union build on our work to shape their own innovation policies. To undergird these efforts, we are developing a dynamic online *Innovation Policy Platform* which combines case studies, country reviews, good practices and new indicators to provide tailored advice on how to best stimulate innovation.

In the area of the Internet economy, our high-level meeting in June 2011 produced a set of policy-making principles that continue to shape the debate toward preserving an open Internet.

Our ongoing work on knowledge assets will help to unleash new sources of growth. Powerful new tools to analyse increasingly large sets of data hold particular promise for productivity gains, improved governmental efficiency and transparency, and social advances in health and the environment.

Understanding the use of knowledge assets is also essential to capture value from global value chains, which increasingly shape world trade patterns. Traditional indicators of gross trade flows need to be complemented by measures that reflect the value-added from each stage of production. A better understanding of this trade in value-added helps demystify the complex interdependencies in our global economy.

Finally, we will continue to support the following: the OECD *Green Growth Strategy*, especially in clean tech and smart infrastructure; the use of information and communication technologies to meet social needs, like e-health; innovation for developing countries; and scientific co-operation to address global challenges like climate change, ageing populations and food security.

The Directorate for Science, Technology and Industry (STI) leads OECD work on knowledge-based sources of economic growth and social development and, more specifically, on translating science, technology and knowledge into innovation. ■

## Areas of focus

- Innovation: [www.oecd.org/innovation](http://www.oecd.org/innovation)
- Internet economy: [www.oecd.org/internet](http://www.oecd.org/internet)
- Science and technology: [www.oecd.org/science](http://www.oecd.org/science)
- Industry and entrepreneurship: [www.oecd.org/enterprise](http://www.oecd.org/enterprise)
- Consumer policy: [www.oecd.org/sti/consumer-policy](http://www.oecd.org/sti/consumer-policy)

## Key publications

- OECD Science, Technology and Industry Outlook 2012
- OECD Internet Economy Outlook 2012
- OECD Science, Technology and Industry Scoreboard
- OECD Communications Outlook 2011
- OECD Reviews of Innovation Policy: Southeast Asia, Slovenia, Sweden, Vietnam
- Main Science and Technology Indicators
- Fostering Innovation for Green Growth
- The Space Economy at a Glance 2011
- Financing High-Growth Firms: The Role of Angel Investors
- OECD Review of Telecommunication Policy and Regulation in Mexico

## Key events

- Symposium on the New Geography of Innovation and the Impact of the Economic Crisis, Paris, 19-20 January 2012
- Latin America's Prospects for Upgrading in Global Value Chains, co-organised with the Economic Commission of Latin America, World Bank and InterAmerican Development Bank, Mexico City, 14-15 March 2012
- International Symposium on Assessing the Economic Impact of Nanotechnology, co-organised with the U.S. National Nanotechnology Initiative, Washington, DC, 27-28 March 2012
- Science-Based Tools for Anticipating and Responding to Global Crises, symposium for 100<sup>th</sup> Session of the Committee for Scientific and Technological Policy and the 20<sup>th</sup> Anniversary of the Global Science Forum, Paris, 18 April 2012
- Global Forum on Biotechnology: Marine Biotechnology – Enabling Solutions for Ocean Productivity and Sustainability, Vancouver, 30-31 May 2012
- Global Forum on the Knowledge Economy, Seoul, 18-19 September 2012
- Final Workshop on Knowledge Networks and Markets, Paris, 26-27 November 2012
- Patent Statistics for Decision Makers, Paris, 28-29 November 2012

# Statistics Directorate

[www.oecd.org/std](http://www.oecd.org/std)



**Martine Durand**  
Director and Chief Statistician  
E-mail: [stat.contact@oecd.org](mailto:stat.contact@oecd.org)

“*How's Life?*, the OECD's new report on indicators of well-being, is a first step in helping us better understand what matters most in people's lives. We are now looking to go a step further and ensure that these indicators are used by policy makers to improve people's well-being all over the world.”

Since the launch of the OECD Better Life initiative and *Your Better Life Index* at the 2011 Ministerial Council Meeting, our work on measuring well-being and progress has taken a major step forward with the publication of *How's Life? Measuring Well-being*. This comprehensive set of comparative well-being indicators is a first for the OECD. Selected in close consultation with national statistical offices, these indicators reflect both average achievements and inequalities in key aspects of people's lives. *How's Life?* was released at a conference jointly organised with INSEE in October 2011, to take stock of progress made in implementing the recommendations of the Stiglitz-Sen-Fitoussi Commission.

In co-operation with the Environment Directorate and the Economics Department, the Statistics Directorate (STD) has followed up on the Green Growth Indicators report delivered to the 2011 Ministerial Council Meeting as part of the *OECD Green Growth Strategy*. Work has focused on the development of headline indicators, contributions to the Green Growth Knowledge Platform and the finalisation of a new international environment-economy accounting standard. The Statistics Directorate is also contributing to the work on green growth in developing countries.

Under the OECD Gender initiative, we have significantly advanced the measurement of women entrepreneurship. And as a contribution to policy analyses of international trade, the Statistics Directorate, the Directorate for Science, Technology and Innovation, and the Trade Directorate have started a major project on measuring trade in value-added. These data will provide new insights into understanding the value-added contents of exports and imports and how this affects jobs, wages and profits.

The OECD Statistics Directorate collects and analyses economic and social statistics from member and partner countries. We aim at disseminating data that is as internationally comparable as possible. The Directorate is responsible for the co-ordination of all OECD statistical activities and the development of the OECD statistical information system. It promotes the dissemination of key OECD statistics through tools such as the *OECD Factbook*, dynamic graphics and innovative web-based tools. ■



## Areas of focus

- Entrepreneurship indicators and business statistics: [www.oecd.org/std/entrepreneurship](http://www.oecd.org/std/entrepreneurship)
- Composite leading indicators and business tendency surveys: [www.oecd.org/std/cli-ts](http://www.oecd.org/std/cli-ts)
- Financial statistics: [www.oecd.org/statistics/finance](http://www.oecd.org/statistics/finance)
- Green Growth Strategy: [www.oecd.org/greengrowth](http://www.oecd.org/greengrowth)
- National accounts: [www.oecd.org/statistics/nationalaccounts](http://www.oecd.org/statistics/nationalaccounts)
- Prices and purchasing power parities: [www.oecd.org/statistics/prices-ppp](http://www.oecd.org/statistics/prices-ppp)
- Productivity statistics: [www.oecd.org/statistics/productivity](http://www.oecd.org/statistics/productivity)
- International trade and balance of payments: [www.oecd.org/statistics/trade](http://www.oecd.org/statistics/trade)
- Globalisation indicators: [www.oecd.org/statistics/globalisation](http://www.oecd.org/statistics/globalisation)
- Measuring well-being and progress: [www.oecd.org/measuringprogress](http://www.oecd.org/measuringprogress)
- Wikiprogress: [www.wikiprogress.org](http://www.wikiprogress.org)

## Key publications

- *How's Life? Measuring Well-being*
- *OECD Factbook 2011-2012*
- *National Accounts at a Glance 2011*
- *Entrepreneurship at a Glance 2012*

## Key events

- Conference on New Directions in Welfare, Paris, 6-8 July 2011
- Conference on Two Years after the Stiglitz-Sen-Fitoussi Report: What Well-being and Sustainability Measures?“, Paris, 12 October 2011
- Conference on Economic Insecurity Measurement, Causes and Policy Implications, Paris, 22-23 November 2011
- Asia Conference on Measuring Well-being and Fostering the Progress of Societies, Tokyo, 5-6 December 2011
- African Conference on Measuring Well-being and Fostering the Progress of Societies, Rabat, 19-21 April 2012

# Centre for Tax Policy and Administration

[www.oecd.org/tax](http://www.oecd.org/tax)



**Pascal Saint-Amans**  
Director  
E-mail: [ctp.contact@oecd.org](mailto:ctp.contact@oecd.org)

“These challenging economic times are putting domestic and international tax systems to the test. My top priority as the Centre’s new director is to provide the analytical support for designing effective and efficient tax systems that will help restore growth, create jobs and reduce inequalities. We will also strengthen the rules on transfer pricing and provide better instruments to fix tax loopholes to ensure both the elimination of double taxation and the avoidance of double exemption. The Centre’s work will be inclusive to allow these international tax rules to be applied effectively by developed, emerging and developing countries.”

The Centre for Tax Policy and Administration (CTPA) played a key role in the OECD’s contribution to the Cannes G20 Summit in November, with the release of almost 60 peer review reports by the Global Forum on Transparency and Exchange of Information for Tax Purposes. All G20 members signed up to the multilateral Convention on Mutual Administrative Assistance in Tax Matters. The CTPA also delivered two reports, one on international organisations’ efforts to foster domestic resource mobilisation and another on their contributions to phase out inefficient fossil fuel subsidies encouraging wasteful consumption.

To strengthen member country economies, CTPA has launched a regular monitoring and assessment of tax reforms aimed at encouraging fiscal consolidation and restoring growth, and organised a high-level meeting on designing competitive tax systems. The outcomes of these initiatives will be fed into our tax policy work.

CTPA has strengthened its engagement with non-OECD economies through a number of initiatives: the signing of a three-year programme with India, the launch of a Global Forum on Transfer Pricing, the publication of the *Revenue Statistics in Latin America*, and a range of activities under the Tax and Development Programme. Finally, the International Tax Dialogue launched a global debate on tax and inequality at its December 2011 conference in India, which is now being followed up with regional events.

The CTPA leads the OECD’s work on taxation, covering international and domestic tax issues, direct and indirect taxes, tax policy, and tax administration. It also leads efforts to strengthen co-operation between tax authorities and other law enforcement agencies to tackle financial crimes and has launched, jointly with the Development Co-operation Directorate, a programme to promote domestic resource mobilisation in developing countries. The CTPA provides the tax perspective to issues such as responding to climate change, spurring growth and employment, fostering innovation, reducing inequality, and countering corruption. ■

## Areas of focus

- OECD Tax Database: [www.oecd.org/ctp/taxdatabase](http://www.oecd.org/ctp/taxdatabase)
- Tax policy analysis: [www.oecd.org/ctp/tpa](http://www.oecd.org/ctp/tpa)
- Tax treaties: [www.oecd.org/ctp/tt](http://www.oecd.org/ctp/tt)
- Transfer pricing: [www.oecd.org/ctp/tp](http://www.oecd.org/ctp/tp)
- Multilateral Convention on Mutual Administrative Assistance in Tax Matters: [www.oecd.org/ctp/eoi/mutual](http://www.oecd.org/ctp/eoi/mutual)
- Consumption tax: [www.oecd.org/ctp/ct](http://www.oecd.org/ctp/ct)
- Exchange of information: [www.oecd.org/tax/eoi](http://www.oecd.org/tax/eoi)
- Harmful tax practices: [www.oecd.org/ctp/htp](http://www.oecd.org/ctp/htp)
- Tax administration: [www.oecd.org/tax/fta](http://www.oecd.org/tax/fta)
- Tax and crime: [www.oecd.org/ctp/taxcrimes](http://www.oecd.org/ctp/taxcrimes)
- Partnerships with non-OECD economies: [www.oecd.org/tax/globalrelations](http://www.oecd.org/tax/globalrelations)
- LAC-OECD Fiscal Initiative: [www.oecd.org/tax/lacfiscal](http://www.oecd.org/tax/lacfiscal)
- Fiscal federalism network: [www.oecd.org/ctp/federalism](http://www.oecd.org/ctp/federalism)

## Key publications

- Revenue Statistics 1965-2010, 2011 Edition
- Taxing Wages 2011
- Hybrid Mismatch Arrangements: Tax Policy and Compliance Issues
- Reforming Fiscal Federalism and Local Government: Beyond the Zero-Sum Game
- Dealing Effectively with the Challenges of Transfer Pricing
- Inventory of Estimated Budgetary Support and Tax Expenditure for Fossil Fuels
- Revenue Statistics in Latin America
- OECD Tax Policy Study No. 21: Taxation and Employment
- The Multilateral Convention on Mutual Administrative Assistance in Tax Matters: Amended by the 2010 Protocol
- Global Forum on Transparency and Exchange of Information for Tax Purposes, 59 peer reviews
- Corporate Loss Utilisation through Aggressive Tax Planning

## Key events

- OECD 50<sup>th</sup> Anniversary Conference: Challenges in Designing Competitive Tax Systems, Paris, 30 June 2011
- 16<sup>th</sup> Annual International Meeting on Tax Treaties, Paris, 15-16 September 2011
- Global Forum on Transparency and Exchange of Information for Tax Purposes, Paris, 25-26 October 2011
- Fourth ITD Global Conference: Tax and Inequality, New Delhi, 7-9 December 2011
- Seventh Forum on Tax Administration, Buenos Aires, Argentina, 18-19 January 2012
- CTPA Roundtable – Avoiding and Resolving Tax Disputes: Can We Do Better?, Paris, 25-26 January 2012
- First Annual International Meeting on Transfer Pricing, Paris, 26-27 March 2012
- Taskforce on Tax and Development, Cape Town, South Africa, 9-10 May 2012
- OECD-USCIB International Tax Conference, Washington, DC, 4-5 June 2012
- Second Annual Forum on Tax and Crime, Rome, 14-15 June 2012
- Second Meeting of the LAC Tax Policy Forum, Bogotá, Colombia, 13-14 July 2012

# Trade and Agriculture Directorate

[www.oecd.org/tad](http://www.oecd.org/tad)



**Ken Ash**  
Director  
E-mail: [tad.contact@oecd.org](mailto:tad.contact@oecd.org)

“Multilateral trade negotiations are at an impasse and protectionist pressures are mounting. In this environment evidence-based analysis has an even greater role to play, and it must be communicated clearly. ‘Beggars-thy-neighbour’ policies destroy jobs; they do not ‘protect’ them. No country has enjoyed sustainable growth without opening up to global markets, and when accompanied by effective labour market and social policies, open markets lead to more inclusive growth and sustainable job creation. We need both.”

Services account for a large and growing share of economic activity and employment in advanced and emerging economies. The OECD is investing heavily to create a regulatory database and calculate services trade restrictiveness to understand the impact of regulations on service sectors in OECD and major emerging economies, allowing governments to identify the sectors where the biggest gains from reform are to be had, as well as pinpointing priority areas for multilateral reform.

During 2011, the OECD led a collaborative project involving ten international organisations, which examined the linkages between trade and jobs and identified policies needed to ensure that more open markets promote inclusive growth and new and sustainable employment. The Organisation supported G20 efforts to improve co-ordinated policy responses to high and volatile agricultural commodity prices.

The OECD helps its member governments’ reform efforts in agriculture by providing in-depth analysis of policy impacts, risk management, export restrictions, environmental performance and innovation systems. The *OECD-FAO Medium Term Agricultural Outlook* again shed light on market conditions for food and agriculture over the coming decade, as well as – for the first time – fisheries. The *OECD Agricultural Policy Monitoring and Evaluation* report provides the only internationally comparable measures of agriculture support in OECD countries, as well as in Brazil, China, Russia, South Africa, Ukraine, and soon Indonesia and Kazakhstan. Other areas of activity included export credits, aquaculture and agricultural product standards.

The Trade and Agriculture Directorate (TAD) provides support for a strong, rules-based multilateral trading system, and helps governments design and implement trade, agriculture and fisheries policies that contribute to sustainable growth and job creation. TAD also manages programmes covering officially supported export credits, agricultural product standards that facilitate trade and co-operative research for sustainable agricultural systems. ■

## Key activities

- Agricultural policies: [www.oecd.org/agriculture/policies](http://www.oecd.org/agriculture/policies)
- Agricultural trade: [www.oecd.org/agriculture/trade](http://www.oecd.org/agriculture/trade)
- Benefits of trade liberalisation: [www.oecd.org/tad/benefitlib](http://www.oecd.org/tad/benefitlib)
- Environment and trade: [www.oecd.org/trade/env](http://www.oecd.org/trade/env)
- Export credits: [www.oecd.org/trade/xcred](http://www.oecd.org/trade/xcred)
- Fisheries: [www.oecd.org/fisheries](http://www.oecd.org/fisheries)
- Trade and development: [www.oecd.org/trade/dev](http://www.oecd.org/trade/dev)
- Trade and employment: [www.oecd.org/trade/employment](http://www.oecd.org/trade/employment)
- Trade facilitation: [www.oecd.org/trade/facilitation](http://www.oecd.org/trade/facilitation)
- Services trade: [www.oecd.org/trade/services](http://www.oecd.org/trade/services)
- Standards for seeds, tractors, forest, fruit and vegetables: [www.oecd.org/agriculture/code](http://www.oecd.org/agriculture/code)
- Sustainable agriculture: [www.oecd.org/agriculture/env](http://www.oecd.org/agriculture/env)

## Key publications

- *Agricultural Policy: Monitoring and Evaluation 2011 – OECD Countries and Emerging Economies*
- *Evaluation of Agricultural Policy Reforms in the European Union*
- *Fisheries and Aquaculture Certification*
- *OECD Green Growth Studies: Food and Agriculture*
- *Globalisation, Comparative Advantage and the Changing Dynamics of Trade*
- *Inventory of Estimated Budgetary Support and Tax Expenditures for Fossil Fuels*
- *OECD-FAO Agricultural Outlook 2011-2020*
- *Policy Perspectives on Trade and Jobs*
- “Price Volatility in Food and Agricultural Markets: Policy Responses” (joint report to G20 by FAO, IFAD, IMF, OECD, UNCTAD, WFP, the World Bank and the WTO)
- *Smart Rules for Fair Trade: 50 Years of Export Credits*

## Key events

- Conference on Agricultural Knowledge Systems, Paris, 15-17 June 2011
- OECD Global Forum on Trade 2011: Trade, Jobs and Inclusive Growth, Paris, 8-9 November 2011
- OECD Global Forum on Agriculture 2011: Improving Agricultural Market Information and Analysis for Better Policy Decisions and Enhanced Food Security, Paris, 28 November 2011
- OECD Global Forum on Trade 2012, Paris, 8-9 November 2012
- OECD Global Forum on Agriculture 2012, Paris, 26 November 2012

# Council and Global Relations Secretariat

[www.oecd.org/globalrelations](http://www.oecd.org/globalrelations)



**Marcos Bonturi**  
Acting Director  
E-mail: [grs.contact@oecd.org](mailto:grs.contact@oecd.org)

“The OECD is in the vanguard of the global economic reform process. It is open to the views, experience and insights of the most successful leading economies, which it aims to integrate into the full range of its work programme. This ensures its continued relevance and attractiveness as an Organisation that helps its members and partners find commonly agreed solutions for today’s global economic challenges.”

The economic crisis and its aftermath have accelerated a secular shift in the global economy: emerging economies are now the main engine of growth and have become major players on global economic governance issues. This makes them key partners for the OECD in fulfilling its mandate of contributing to sound economic expansion in member and non-member economies. Recognising this, and building on the 2007 Enhanced Engagement initiative, members agreed on a Vision Statement at the 2011 Ministerial Council Meeting which called for new forms of partnership and collaboration with Brazil, China, India, Indonesia and South Africa to promote the integration of the world’s major economies into its regular work programme.

The Council and Global Relations Secretariat (CGRS) plays a central role in this process by advising the Secretary-General and his deputies on the general policy and developments of the Organisation and its relations with members and non-members. It assists the Secretary-General in preparing his strategic directions for the OECD’s Global Relations and works with OECD directorates to facilitate their engagement with members and partners. The CGRS also provides assistance on the design of work programmes with key partners and with regions where the OECD’s expertise can make a vital contribution to the reform process, such as the Middle East and North Africa, Latin America and Southeast Asia.

The CGRS works on the operational aspects of the Council and its Executive and External Relations Committees, supporting the Secretary-General and member countries with the governance of the Organisation. ■



## Areas of focus

- Africa: [www.oecd.org/africa](http://www.oecd.org/africa)
- Brazil: [www.oecd.org/brazil](http://www.oecd.org/brazil)
- China (People's Republic of): [www.oecd.org/china](http://www.oecd.org/china)
- India: [www.oecd.org/india](http://www.oecd.org/india)
- Indonesia: [www.oecd.org/indonesia](http://www.oecd.org/indonesia)
- South Africa: [www.oecd.org/southafrica](http://www.oecd.org/southafrica)
- Latin America: [www.oecd.org/latinamerica](http://www.oecd.org/latinamerica)
- Middle East and North Africa: [www.oecd.org/mena](http://www.oecd.org/mena)

## Key publications

OECD brochures:

- Active with Africa
- Active with India
- Active with the People's Republic of China
- Active with Southeast Asia: Special Focus Indonesia
- Brazil: For a Stronger, Cleaner, Fairer World Economy
- Latin America: For a Stronger, Cleaner, Fairer World Economy
- Indonesia and the OECD: Enhancing our Partnership

## Key events

- 20 meetings of the Council with 245 decisions taken
- 15 meetings of the Executive Committee
- 10 meetings of the External Relations Committee
- 1 meeting of the Executive Committee in Special Session
- 1 Ministerial Council Meeting

# Sherpa Office

[www.oecd.org/g20](http://www.oecd.org/g20)



**Gabriela Ramos**  
OECD Chief of Staff and Sherpa to the G20  
E-mail: [osg@oecd.org](mailto:osg@oecd.org)

“Achieving a stronger and job-rich economic recovery is the most important goal of the G20. We welcome the achievements in Cannes, and look forward to contributing to the priorities of the G20 Mexican Presidency to promote green growth and inclusive development. The OECD’s expertise and engagement in global governance will continue to serve the international community towards reaching these goals.”

Building on the OECD experience as a contributor and policy advisor for previous G20 presidencies, the 2012 Mexican G20 Presidency provides a key opportunity for the OECD to highlight its expertise and strength in advancing solutions to global economic challenges. G20 leaders know that they can rely on the OECD to put forth in-depth analysis on policies to promote growth and open markets, foster employment, make governance transparent and ensure food security.

The OECD has been helping countries identify key issues in the global arena and advance concrete solutions. OECD contributions to the G20 are based on its committee work, including structural policies, green growth, anti-corruption, employment, financial education and consumer protection, development, fossil fuel subsidies, and tax transparency.

The OECD has also contributed to G8 endeavours, in areas such as development (Africa Partnership Forum, Heiligendamm-L'Aquila Process), and is currently providing expertise to the Deauville Partnership established under the French G8 Presidency to support a political and economic transition for countries in the MENA region.

OECD participation in the global governance architecture has helped enhance its relevance and impact. Furthermore, the OECD’s increasing contribution to the G20 has acted as a catalyst for engagement with emerging economies. For example, the Convention on Mutual Administrative Assistance in Tax Matters, initially developed by the OECD and the Council of Europe for their members, has been opened up to all countries. This instrument enables countries to share tax information in a wide range of ways, including through an automatic mechanism. All G20 countries have signed the Convention.

The Sherpa Office helps co-ordinate the substantive inputs of OECD committees, working groups and directorates in order to leverage OECD work through the G8 and G20. It prepares the participation in and ensures the OECD contribution to G20 meetings at leader, sherpa, minister, deputy and working group level as well as to G8 Deauville Partnership meetings. ■

## Areas of focus

### G20:

- Investment, trade and open markets
- Structural policies
- Bribery and anti-corruption
- Development
- Disaster risk management
- Employment, skills and social policies
- Environment and energy, including green growth, fossil fuel subsidies and marine protection
- Financial sector reform
- Food security and commodity markets
- Framework for Strong, Sustainable and Balanced Growth
- Green growth
- Taxation

### G8:

- Deauville Partnership

## Key publications

- “Giving Youth a Better Start” (prepared by the OECD and the ILO in collaboration)
- “Pursuing Strong, Sustainable and Balanced Growth: A Note on the Implementation of Structural Reform Commitments” (OECD)
- “Study on G20 Whistleblower Protection Frameworks, Compendium of Best Practices and Guiding Principles for Legislation” (OECD)
- “G20 High-Level Principles on Financial Consumer Protection” (Task Force on Financial Consumer Protection of the OECD Committee on Financial Markets, in close co-operation with the FSB)
- “Tax Transparency 2011: Report on Progress” (Global Forum on Transparency and Exchange of Information for Tax Purposes, Cannes Summit)
- “Joint report by IEA, OPEC, OECD and World Bank on Fossil-Fuel and Other Energy Subsidies: An Update of the G20 Pittsburgh and Toronto Commitments” (Cannes Summit)
- “6<sup>th</sup> Joint WTO-UNCTAD-OECD Report on G20 Trade and Investment Measures” (bi-annual monitoring report)
- “Price Volatility in Food and Agricultural Markets: Policy Responses” (policy report including contributions by FAO, IFAD, IMF, OECD, UNCTAD, WFP, the World Bank, the WTO, IFPRI and the UN HLTf)

## Key events

- G20 Finance Ministerials, Mexico, 25-26 February and 20-21 April 2012
- G20 Ministers of Economy Meeting, Mexico, 19 April 2012
- G8 Deauville Partnership Finance Pillar Ministerial, Washington, DC, 20 April 2012
- G20 Labour Ministerial, Mexico, 16-18 May 2012
- G20 Summit, Los Cabos, Mexico, 18-19 June 2012
- G20 Finance Ministers Summit, Mexico, 4-5 November 2012

## Public Affairs and Communications



**Anthony Gooch**  
Director  
E-mail: [pac.contact@oecd.org](mailto:pac.contact@oecd.org)

“Our 50<sup>th</sup> Anniversary served to re-position the OECD as the organisation working to advance better policies for better lives. As countries continue to feel the effects of the crisis we are working to communicate this mission more widely and dynamically. Through initiatives like *Your Better Life Index*, an online instrument that invites citizens to determine what is most important for their well-being, we continue to deliver on this mission and increase OECD relevance to individuals. By placing the public at the heart of the policy debate, we can begin to move from indignation and inequality to inclusion and integrity.”

The Organisation's 50<sup>th</sup> Anniversary celebrations culminated in a memorably successful OECD Week, in May 2011. The OECD Forum recorded an unprecedented attendance of more than 2 000 participants and featured some 125 high-level speakers from politics, business, labour, civil society, academia and the media. A major breakthrough at OECD Week was the launch of *Your Better Life Index*, an interactive online tool that allows users to create their own personalised well-being index. The new tool chalked up over 400 000 page views during the OECD Forum alone, and by March 2012 was heading towards 2 million page views.

Another important innovation was to add value to the Forum set-up by holding OECD\_IdeaFactory sessions, where all participants, whatever their background, brainstormed together on issues such as “greening growth” and “getting ready for the jobs of tomorrow”.

There were several notable successes recorded during the year. The Organisation's Twitter account exceeded 25 000 followers. Meanwhile, the second *OECD Yearbook* confirmed the vitality of this new flagship publication, with a forward-looking editorial by OECD Secretary-General Angel Gurría and contributions by Turkish Prime Minister Recep Tayyip Erdoğan and Slovenian President Danilo Türk as well as leaders from business, labour and civil society.

PAC continued to expand its OECD Parliamentary Network, by holding the OECD's first High-Level Parliamentary Seminar outside Paris, hosted by the Chilean Cámara de Diputados in Santiago, Chile. ■

## Areas of focus

- Centres abroad: [www.oecd.org/centres](http://www.oecd.org/centres)
- Civil society: [www.oecd.org/civilsociety](http://www.oecd.org/civilsociety)
- Images and videos: [www.flickr.com/OECD](http://www.flickr.com/OECD); [www.youtube.com/OECD](http://www.youtube.com/OECD)
- Internet site: [www.oecd.org](http://www.oecd.org)
- Media relations: [www.oecd.org/media](http://www.oecd.org/media)
- OECD Factblog: [www.oecd.org/statistics/factblog](http://www.oecd.org/statistics/factblog)
- OECD Forum: [www.oecd.org/forum](http://www.oecd.org/forum)
- OECD Insights publication series and blog: [www.oecd.org/insights](http://www.oecd.org/insights); <http://oecdinsights.org/>
- OECD Observer: [www.oecdobserver.org](http://www.oecdobserver.org)
- Parliamentary relations: [www.oecd.org/parliamentarians](http://www.oecd.org/parliamentarians)
- Publishing activities: [www.oecd.org/publishing](http://www.oecd.org/publishing)
- Web 2.0 activities: [www.facebook.com/TheOECD](http://www.facebook.com/TheOECD); [www.twitter.com/OECD](http://www.twitter.com/OECD)

## Key publications

- *From Aid to Development: The Global Fight against Poverty* (OECD Insights series)
- *OECD Observer*
- *OECD Yearbook 2012*
- *Secretary-General's Report to Ministers 2012*

## Key events

- OECD Forum 2011, "Better Policies, Better Lives: OECD 50<sup>th</sup> Anniversary Forum", Paris, 24-25 May 2011
- OECD Forum 2012, "From Indignation and Inequality to Inclusion and Integrity", Paris, 22-23 May 2012

# Executive Directorate

[www.oecd.org](http://www.oecd.org)



**Patrick van Haute**  
Director  
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“During 2011, the Executive Directorate carried on implementing management changes to strengthen the infrastructure and longer-term financial stability of the OECD. We further streamlined and modernised our procedures and processes to comply with best practices. We successfully promoted initiatives in favour of a greener Organisation. And because improving the quality of our services is a constant concern for us, we launched various internal reviews to better align our priorities with the strategic agenda of the Organisation.”

The Executive Directorate (EXD) manages the OECD's assets and is responsible for the infrastructure and delivery of the main corporate services in the Organisation, including human resource management; budget and financial management; information and communication technologies; conference, security, language and operations services.

In 2011, EXD together with the Public Affairs and Communications Directorate launched the Knowledge and Information Management (KIM) programme, with a view to making best use of the vast amount of knowledge and information that the Organisation produces. It will contribute to increasing the quality of outputs, improve efficiency in the way the Organisation works and make information more easily accessible to staff, to members and to a growing range of stakeholders.

EXD aims to offer a state-of-the-art framework to support an efficient and effective management of the resources provided by our member countries. In this context, it engineered solutions to the main budgetary and financial challenges facing the Organisation in the next 50 years, by implementing a Capital Investment Budget and Reserve Fund and creating a dedicated reserve to meet post-employment healthcare costs. ■

# Internal Audit and Evaluation

[www.oecd.org/internalaudit](http://www.oecd.org/internalaudit)



**Dominique Pannier**  
 Director  
 E-mail: [dominique.pannier@oecd.org](mailto:dominique.pannier@oecd.org)

“Internal Audit and Evaluation both play a key role in OECD governance. Internal Audit, in co-ordination with the external auditor, has provided the Secretariat with concrete recommendations for improving efficiency and accountability, and has provided assurance as to the quality of controls over OECD financial and operational management. Evaluation examines the relevance, effectiveness and efficiency of the OECD’s substantive committees under the oversight of the Evaluation Committee. Recommendations have contributed towards improving committee performance and reinforcing their accountability to Council.”

The Internal Audit biennial 2011/12 risk-based work plan focused on the International Transport Forums 2008 and 2010; internal controls in the Inter-Organisations Study Section; OECD online iLibrary project; staff entitlements; voluntary contributions and grants; and the Review of the Process for Managers’ Assertions. In addition, Internal Audit advised the Secretary-General and senior management on issues including: the updated risk management system; the re-engineering of procurement; ongoing assistance on correspondence with donors on grants, strengthening “statistical co-ordination”, and developing synergies between the unit serving the programme for Support for Improvement in Governance and Management and the remainder of the Public Governance and Territorial Development Directorate (GOV). In the context of the OECD 50<sup>th</sup> Anniversary, a seminar on the theme of internal control and internal audit in the public sector was jointly organised by Internal Audit and GOV.

In 2012 Internal Audit plans to carry out a similarly wide range of audits, selected on the basis of their relative risk, and will continue to provide advisory services.

In June 2011, the Director of Internal Audit assumed responsibility for the In-Depth Evaluation (IDE) function, formerly located in SGE/CES. Although the two functions are managed by the same director no change will be made to the current relationship of the two functions with their respective Standing Committees: the Audit Committee and the Evaluation Committee. IDE work in 2011 focused on finishing the first cycle of 31 evaluations, launched in September 2005, and preparing the methodology and programme of the second cycle. Building on the first cycle, which concentrated largely on improving the functioning of committees, the second IDE cycle – now underway – is more centred on reinforcing the relevance and effectiveness of committees, while at the same time accelerating and further embedding IDE within the Organisation’s Integrated Management Cycle. ■



## Directorate for Legal Affairs



**Nicola Bonucci**  
Director  
E-mail: [legal@oecd.org](mailto:legal@oecd.org)

“In its 50 years of existence, the OECD has adapted to circumstances and to the evolution of the world but has always maintained its influential role in the development of international law by setting standards which are endorsed and recognised by the international community.”

The Russian Federation took a step towards OECD membership with the signing of the Anti-Bribery Convention. Indeed, 2012 will be a key year for both Russia and the OECD, and the Directorate for Legal Affairs (LEG) will continue to co-ordinate the accession process in collaboration with all the directorates involved and under the guidance of OECD members.

LEG has also played a key role in revising and amending the Convention on Mutual Administrative Assistance in Tax Matters which has now become a treaty open to all countries. In February 2012, the Convention already had 33 signatories, and a number of other countries including several key partners to the OECD are expected to join in the course of 2012.

LEG continues to diffuse and promote the work of the Organisation as a standard setter. In September 2011, the directorate organised a symposium with the *Société française pour le droit international* and the University of Paris I on the “Normative Power of the OECD”. LEG is also developing closer institutional links with the International Bar Association and is always seeking opportunities to collaborate with universities and academic circles. LEG is also fully involved in all of the Organisation’s internal reforms both in terms of staff rules and governance of the OECD.

The Directorate for Legal Affairs is responsible for providing advice on the legal, institutional and procedural aspects of the Organisation’s activities, including engagement with non-members and the application of the privileges and immunities agreements. Furthermore, LEG resolves issues relating to procurement and specific financial contributions, and represents the Organisation in legal proceedings. The directorate also actively supports the Organisation’s financial and human resources reforms by contributing to the development, amendment and implementation of internal rules and regulations. ■

# OECD AGENCIES AND OTHER SPECIAL ENTITIES



## Development Centre

The Development Centre was established in 1962 as an independent platform for policy dialogue and knowledge sharing between OECD member countries and the emerging and developing economies. The Centre provides a forum where countries can share experiences of economic and social development policies on an equal footing. All members have full and equal status, and countries at all levels of development are represented. Following the accession of Argentina and Cape Verde in March 2011, the Centre has 42 full members, of which 17 are non-OECD countries, including Brazil, India, Indonesia and South Africa.

The Centre draws attention to emerging systemic issues likely to have an impact on global development, as well as specific development bottlenecks faced by today's emerging and developing economies. It helps OECD and non-member countries, in particular middle-income countries, find innovative policy solutions for furthering development and poverty alleviation. It does this by producing cutting-edge analyses and policy recommendations, and using these as a basis for informed policy dialogue and peer-learning. The Centre also hosts strategic partnerships with a range of policy communities: governmental and non-governmental, profit and non-profit. Together with these different actors it works to identify areas for targeted policy support. In addition to these partnerships and policy dialogue platforms, the Centre produces four annual flagship publications: the *African Economic Outlook*, the *Latin American Economic Outlook*, the *Southeast Asian Economic Outlook* and *Perspectives on Global Development*. ■

For more information see: [www.oecd.org/dev](http://www.oecd.org/dev)

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## International Energy Agency

Throughout 2011, the International Energy Agency (IEA) continued its broad programme of energy research, data compilation and analysis, market outlooks, publications, and public dissemination of energy policy analysis and recommendations. In September, Maria van der Hoeven became Executive Director.

Events in the Middle East and North Africa and the Fukushima tragedy increased concerns over energy security. Global economic turbulence contributed to market uncertainty. Member countries launched the third Collective Action in IEA history in June, making 60 million barrels of oil available to the market in response to the Libyan supply disruption.

The 2011 IEA Ministerial meeting drew high-level delegations from all 28 member countries as well as Brazil, Chile, China, Estonia, the European Union, India, Indonesia, Mexico, Russia and South Africa, together representing more than 75% of global energy demand. Ministers supported efforts to enhance energy security, sustainability, energy access and global co-operation, and the Secretariat concluded bilateral joint statements and programmes of work with key non-member countries.

The *World Energy Outlook 2011* projected continued demand growth in emerging economies, warned of inadequate investment and reported record CO<sub>2</sub> emissions in 2010, emphasising the urgency of transition to a low-carbon energy system before emissions are “locked in” in 2017. It also highlighted coal markets, financing energy access and Russia. Revised energy efficiency recommendations and a review of member countries' progress in implementation were presented at the Ministerial meeting. Energy technology roadmaps evaluated potential technologies, including biofuels and smart grids.

A report to the Clean Energy Ministerial tracked progress implementing clean energy policies, while joint work for the G20 focused on fossil fuel subsidies and commodity price formation. *IEA Energy*, a new journal, was also launched. Estonia began accession discussions, alongside the existing candidate country, Chile. ■

For more information see: [www.iea.org](http://www.iea.org)

# Nuclear Energy Agency

The Nuclear Energy Agency (NEA) is a specialised agency within the OECD. Its 30 member countries account for approximately 85% of global nuclear energy generating capacity. Through international co-operation, the NEA helps its member countries maintain and further develop the scientific, technological and legal bases required for a safe, environmentally friendly and economical use of nuclear energy for peaceful purposes. It provides input to government decisions on nuclear energy policy and to broader OECD policy analyses. NEA activities are carried out in the areas of nuclear safety and regulation, radioactive waste management, radiological protection, nuclear science and data, nuclear development and the fuel cycle, and legal affairs. The NEA also acts as the technical secretariat of a number of joint projects, the Multinational Design Evaluation Programme which aims to enhance co-operation on safety design reviews of new reactors, and the Generation IV International Forum which is co-ordinating members' research and development efforts for the next generation of nuclear energy systems.

Since March 2011, the NEA has been extensively involved in activities related to the Fukushima Daiichi nuclear accident. With the G8 presidency, it organised a G8-NEA regulators' forum and a ministerial seminar on nuclear safety in June 2011. It has held numerous co-ordination and information meetings, notably among nuclear regulators, nuclear safety experts and public health specialists. To facilitate the further exchange of information among member countries, it set up a special Fukushima web section at [www.oecd-nea.org/nsd/fukushima](http://www.oecd-nea.org/nsd/fukushima). It has also devoted significant efforts to directly supporting the technical needs of the Japanese government, notably regarding the recovery of land and decontamination, the development and implementation of national reviews and stress tests, and enhancements to the regulatory infrastructure. ■

For more information see: [www.oecd-nea.fr](http://www.oecd-nea.fr)

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## Africa Partnership Forum

The Africa Partnership Forum (APF) is a senior political forum that discusses key policy priorities and tracks progress against commitments related to Africa's development. Its members include all African members of the New Partnership for Africa's Development (NEPAD) plus key African institutions and other major development partners. The APF was established in 2003 following the G8 Summit in Evian, as a way of extending existing dialogue between G8 countries and NEPAD to include Africa's major bilateral and multilateral development partners. In 2005, APF members agreed to establish an OECD-hosted support unit to backstop ongoing monitoring and analytical work.

The APF met twice in 2011: in April (in Paris) and November (in Addis Ababa). With the United Nations Economic Commission for Africa, the Support Unit prepared the interim and main 2011 "Mutual Review of Development Effectiveness in Africa" reports, which reviewed delivery of African and development partner commitments, results achieved and future priorities. The interim report was launched in advance of the Deauville G8 Summit and the main report was launched at the 4th High Level Forum on Aid Effectiveness in Busan.

The unit played an active role in preparing the Active with Africa brochure. The director also co-ordinated the report on "Better Policies for Development: Recommendations for Policy Coherence 2011" in close co-operation with other OECD directorates. This was shared at the 2011 Ministerial Council Meeting. ■

For more information see: [www.africapartnershipforum.org](http://www.africapartnershipforum.org)

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## Financial Action Task Force

The Financial Action Task Force (FATF) is the global standard-setter in the fight against money laundering and terrorist financing. It is an independent intergovernmental body that was established in 1989 at the Paris G7 Summit. The FATF develops and promotes policies to protect the global financial system against money laundering and terrorist financing.

In February 2012, after more than two years of efforts by member countries, the FATF adopted and published its new Recommendations, the International Standards on Combating Money Laundering and the Financing of Terrorism and Proliferation.

The FATF Standards have been revised to strengthen global safeguards and further protect the integrity of the financial system by providing governments with stronger tools to take action against financial crime. At the same time, and also in response to a call by the G20, these new standards will address new priority areas such as corruption and tax crimes. The Recommendations are used by more than 180 governments to combat these crimes.

In June 2011, Giancarlo Del Bufalo from Italy assumed the role of FATF president. In February 2012, the FATF welcomed the *Groupe d'Action Contre le Blanchiment d'Argent en Afrique Centrale* (GABAC) as a new FATF observer organisation. The co-operation between the FATF and GABAC will help extend the FATF global network on money laundering and terrorist financing into Central Africa. In April 2011, the FATF ministers of finance agreed to renew the FATF mandate for eight years, from 2012 to 2020. ■

For more information see: [www.fatf-gafi.org](http://www.fatf-gafi.org)

# International Transport Forum

The International Transport Forum (ITF) is an intergovernmental organisation within the OECD system.

Its 53 member countries are committed to tackling transport and mobility issues for the 21st century. The International Transport Forum acts as a platform to advance transport policy and practice, with a view to ensuring its contribution to economic growth, environmental protection and social inclusion. The fundamentals of this work are the International Transport Forum's Annual Summit and the OECD/ITF Joint Transport Research Centre. The Annual Summit is the unique forum for a global conversation on strategies for transport. At the summit, transport ministers engage in focused debates with decision makers from business, civil society and academia.

In May 2011, the International Transport Forum's summit "Transport and Society", held in Leipzig, Germany, brought together more than 800 delegates to discuss how transport can provide even more benefits for citizens and societies. The transport ministers agreed to work to improve the net benefits of transport and increase social, environmental and economic sustainability, focusing particularly on equity, safety, security, urbanisation, economic growth, employment, efficiency, financing, technology and innovation, and the environment and health.

The ministers of the International Transport Forum made clear that they will, in their national policies, persist in addressing these challenges. They called on all transport stakeholders to join them in their efforts to ensure that transport continues to enhance the quality of life of individuals and communities.

The International Transport Forum's 2012 Summit, held on 2-4 May, focused on the theme "Seamless Transport: Making Connections". ■

For more information see: [www.internationaltransportforum.org](http://www.internationaltransportforum.org)

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# Sahel and West Africa Club

The Sahel and West Africa Club (SWAC) is the oldest initiative of solidarity and partnership between the OECD and Africa. It was founded by OECD member countries in 1976 to raise international support for and awareness of the drought crises in the Sahel. In response to growing regional interdependence, its geographic coverage was extended in 2001 to encompass all West African countries. Founded on the principle of sharing knowledge and experience, the Club capitalises its resources in support of the agenda and leadership of West Africa's regional organisations. In 2011, the Economic Community of West African States, the West African Economic and Monetary Union and the Permanent Inter-State Committee for Drought Control in the Sahel joined the Club as members.

The SWAC's members share the determination to work together for the development and integration of West Africa. To this end, the Club observes the region's socio-economic, political and environmental trends, conducts prospective analyses, and promotes dialogue. The Club thereby aims to contribute to the effectiveness of action taken by its members and other stakeholders, and to help better anticipate the potential for development and risk of conflict in West Africa. ■

For more information see: [www.oecd.org/swac](http://www.oecd.org/swac)

## Business and Industry Advisory Committee

Founded in 1962, the Business and Industry Advisory Committee to the OECD (BIAC) is officially recognised by the OECD Council as the representative body of the OECD business community.

BIAC brings a cross-sectoral and multidisciplinary view to OECD work most relevant to business. It systematically engages over 2 100 business representatives from 50 national business organisations in OECD member countries and major non-member economies, as well as over 30 sectoral supra-national associations. These work together in 37 different policy groups. As an independent international business association, BIAC advocates consensus industry views to the OECD and its member governments to ensure that the resulting policy instruments and guidance assist private-sector growth and prosperity and, thereby, contribute to the global economy.

Over the past year, BIAC's overarching priority has been to work with the OECD to foster robust private investment-driven global economic growth and job creation. BIAC has urged governments to implement policies enhancing employability, innovation, green growth, and open trade and investment. BIAC advocates that the best way to strengthen the economy is to focus on the fundamental values of the market economy, including rewards for work and productive investments; encouragement of reasonable risk-taking; and transparency on market value.

In reflection of the global environment in which business operates, BIAC aims to advance its co-operation and co-ordination with business communities in non-OECD countries, thereby promoting the engagement of these countries in the OECD. BIAC expects the OECD to have an increased role in the global economic architecture in the coming years, and stands ready to support the Organisation in these efforts. ■

For more information see: [www.biac.org](http://www.biac.org)

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## Trade Union Advisory Committee

The Trade Union Advisory Committee to the OECD (TUAC) is the interface of the Organisation with organised labour. TUAC has 59 affiliated trade union centres in OECD countries, representing more than 61 million workers. It also has associate members in Brazil, Indonesia, Russia and South Africa. Over the past year, TUAC has focused on the response to the economic crisis, stressing the need for anti-crisis policies that stimulate growth and protect and create jobs, together with stronger regulation of the financial sector. TUAC calls for a paradigm shift in the underlying economic model so as to deliver a stronger global economy that reduces income inequality.

TUAC, working with the International Trade Union Confederation, has co-ordinated trade union input to the G20 and G8 Summits through the L20 and took part in the G20 Employment Task Force and employment conferences. It also co-ordinated trade union input in the book *Exiting from the Crisis: Towards a Model of More Equitable and Sustainable Growth*.

TUAC and its Global Union partners have also contributed to updating the *OECD Guidelines for Multinational Enterprises*, and TUAC has launched a database and website of trade union cases submitted under the *Guidelines* since 2000. ■

### The TUAC officers are:

President: **Richard Trumka** President Emeritus, AFL-CIO, United States; Vice Presidents: **Luc Cortebeek**, Honorary President, CSC, Belgium; **Marie-Louise Knuppert**, National Secretary, LO-Denmark, Denmark; **Nobuaki Koga**, President, RENGO, Japan; General Secretary: **John Evans**.

For more information see: [www.tuac.org](http://www.tuac.org), [www.tuacoeedmneguidelines.org/Home.asp](http://www.tuacoeedmneguidelines.org/Home.asp)



# **ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT**

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

The OECD member countries are: Australia, Austria, Belgium, Canada, Chile, the Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Israel, Italy, Japan, Korea, Luxembourg, Mexico, the Netherlands, New Zealand, Norway, Poland, Portugal, the Slovak Republic, Slovenia, Spain, Sweden, Switzerland, Turkey, the United Kingdom and the United States. The European Union takes part in the work of the OECD.

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



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