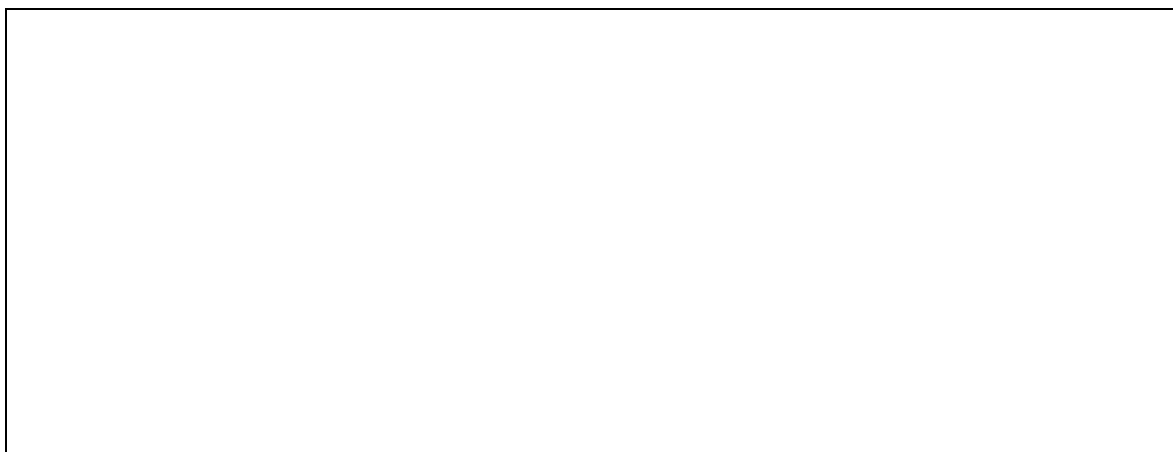


COUNCIL

Council

**2017 HORIZONTAL PROJECT UPDATE – SECOND SEMESTER REPORT TO
THE COUNCIL**

(Note by the Secretary-General)



JT03420011

Background

1. Horizontal Projects (HPs) are major organisational initiatives that involve the active cooperation of more than one Directorate of the OECD. They aim to provide policy makers with a comprehensive approach to an emerging policy area and help them in the design of their policy responses. Considering the broad range of policy areas covered by the OECD, the Organisation is well-placed to address interlinked challenges, responding to specific mandates within a given timeframe. In the past years, countries have faced significant policy challenges related to inequalities, migration and digitalisation. The Organisation, through Horizontal Projects, is designing tailored advice to countries on each one of these issues.
2. The 2017 Ministerial Council Statement “Making Globalisation Work: Better Lives for All” [[C/MIN\(2017\)9](#)] highlighted the need for more integrated whole-of-government policy responses that reflect the circumstances of individual countries. Ministers called on the OECD to support governments in this endeavour, including through each Horizontal Project.
3. This report provides an update on the three Horizontal Projects covered in the 2017-18 Programme of Work and Budget (PWB) [[C\(2016\)172](#) and [C\(2016\)81/REV1](#)]: Inclusive Growth (IG), Ensuring the Effective Integration of Vulnerable Migrant Groups and Going Digital – Making the Transformation Work for Growth and Well-being (GD). It is the second update for 2017 [for reference, see first 2017 update: [C\(2017\)27/REV1](#)].
4. Annex I describes each project: its origin and objectives, recent deliverables, main planned outputs and events, project management, co-ordination, financing, dissemination/communication, and mainstreaming activities. A matrix is included in Annex II, which gives more information on co-ordination agreements, related internal activities, main events and outputs, monitoring and evaluation, resources and contributions from other PWB areas.

Proposed action

5. In light of the preceding, the Secretary-General invites the Council to adopt the following draft conclusions:

THE COUNCIL

noted document [C\(2017\)106](#).

ANNEX I – HORIZONTAL PROJECTS INCLUDED IN THE PWB 2017-2018

1. Inclusive Growth

1.1. Origin and Objectives

1. The Inclusive Growth (IG) initiative was launched in 2012 in response to the MCM mandate for a New Approaches to Economic Challenges (NAEC) initiative to “develop a strategic policy agenda for Inclusive Growth”, building on in-house expertise on well-being, inequalities, and pro-growth structural policies. The initial two-year effort developed a multidimensional approach to IG, providing a Policy Framework to assess, promote and monitor IG; formalised the notion of Multidimensional Living Standards; and identified win-win policies that can deliver stronger growth and greater inclusiveness in a wide range of policy areas.
2. Following the mandate received from the 2014 MCM, the second phase of work (2014-16) extended the IG agenda to subnational and metropolitan areas, in both OECD and emerging and developing countries. Subsequent work was conducted on the Productivity-Inclusiveness Nexus; the 2016 MCM supported further work in this area by adopting the Declaration on Enhancing Productivity for Inclusive Growth.
3. Prior to this reporting period, the project had delivered the following:
 - Produced a flagship report charting the rise in inequalities and presenting policy recommendations to promote inclusive growth in *All on Board: Making Inclusive Growth Happen*.
 - Created an innovative multidimensional approach to assess, promote and monitor inclusive growth, as set out in the OECD Framework for Inclusive Growth.
 - Produced a report on the Productivity-Inclusiveness Nexus, analysing the slowdown in productivity growth and rise in inequalities across OECD countries, and how addressing both issues together can create synergies and win-win policies.
 - Conducted a national case study *All on Board: Making Inclusive Growth Happen in China* as input to China’s 13th Five-Year Plan.
 - Undertook extensive sectoral analysis via projects on innovation, education, finance, governance, regional development.
 - Held regional consultations on Inclusive Growth in Latin America and Southeast Asia.
 - Founded a “Group of Friends” of Inclusive Growth which is currently Chaired by Ambassador Serrano (Chile), made up of Permanent Representatives of OECD Delegations, Ambassadors from Key Partner countries and representatives from the Secretariat.
 - Founded a coalition of Champion Mayors for Inclusive Growth, enabling for both national and regional/local aspects, synergies and challenges to be addressed.

4. In addition to pursue the Productivity- Inclusiveness Nexus agenda, the initiative now seeks to deliver on actionable solutions for improving IG outcomes in the long term, which requires special considerations for inequality of opportunities among children and youth. Similarly the initiative will continue to impact the IG agenda at a granular level, including through the work on cities and regional disparities, with a special focus on housing and infrastructures. Finally, building on the business leaders for inclusive growth dialogue launched under the chairmanship of the Permanent Representative of the US to the OECD, the IG initiative is partnering with selected OECD directorates to develop a narrative on the role of the business sector in shaping inclusive growth.

1.2. Recent Deliverables

2017 MCM Update Report on Inclusive Growth

5. The IG Initiative produced an update report for the 2017 MCM [[C/MIN\(2017\)3](#)]. The report presented an updated evolution of the trends in multidimensional inequalities and developed concrete policy solutions, drawing on ongoing OECD work and on the Productivity-Inclusiveness Nexus. In particular, it highlighted how inequalities have undermined our societies and held back our economies in recent years. It also stressed the impact of globalisation, digitalisation and the strong regional component, all driving a growing divide between the rich and the poor and how our societies function as a whole.

G7 Report on Inclusive Growth

The IG Initiative produced a report for G7 Finance Ministers, entitled *All on Board: A Fiscal Approach to Making Inclusive Growth Happen in G7 countries* to create an agenda to encourage IG through fiscal policy implementation. This report highlighted that while fiscal redistribution has been sizeable in G7 economies; many tax benefit systems have become less redistributive over the past 20 years. Further to this it stressed how fiscal policy has the potential to affect the nexus between productivity and inclusiveness in a radical way, and was therefore discussed at the G7 Summit in Bari in May 2017, where G7 leaders welcomed the report and included many policy recommendations in the Bari Agenda.

Inclusive Business

6. The IG Initiative began discussions with Business in November 2016, at the launch of the 'Business Leaders for Inclusive Growth' seminar. This initiative aims to encourage better collaboration between the private sector and the OECD, with the hope of creating a network of business leaders to support the implementation of inclusive practices. The IG team is currently in discussions with a number of foundations to help support this initiative.

Inclusive Growth in Cities

7. The Inclusive Growth in Cities Initiative was launched in March 2016 to increase awareness of rising inequalities, refocus the debate on concrete solutions, and empower local governments as leaders in the transition towards more inclusive growth. Central to this campaign is the creation of a network of mayors to promote Inclusive Growth. The OECD is inviting mayors from around the world to become Inclusive Growth Champions, joining those who have already endorsed the New York Proposal for Inclusive Growth in Cities, to help shape a policy roadmap for Inclusive Growth in cities. A second successful meeting took place in Paris on 21 November 2016, hosted by Mayor

Hidalgo, with over 30 Champion Mayors in attendance. A third meeting is scheduled for October 2017 in South Korea.

1.3. Main planned outputs and events

8. For the year 2017/2018 main deliverables include two Friends of Inclusive Growth breakfast meetings and one or two conferences on business and other topics. The synthesis report on Inclusive Growth report will be delivered to the 2018 MCM and is set to include a dashboard and framework for policy action for inclusive growth. In addition, the unit will continue to support and provide inputs to multilateral programmes of the OECD e.g. G7, G20, APEC; it will also support mainstreaming of the Inclusive Growth agenda across the Organisation including through research and various activities on business for inclusive growth, opportunities for disadvantaged children and youth, housing and inclusive growth.

1.4. Project Management

9. The Project leader is the OECD Chief of Staff, G20 Sherpa and Special Counsellor, Gabriela Ramos. The Inclusive Growth Project Manager (also called “Inclusive Growth Coordinator”) is Romina Boarini. The Project Management Unit is responsible for coordinating with designated staff across Directorates (focal points), Committees and national experts to deliver the planned output(s).

1.5. Co-ordination

10. The overall guidance and oversight of the core IG deliverables is ensured by ten core Committees, e.g. CSSP, ELSAC, EPC, PGC, CIIE, EDPC, LEED, RDPC, CFA and CFM and benefits from other Committees depending on the strand of work. In addition, the draft intermediate and final reports are reviewed by the Council. The informal IG Advisory Group of international experts also supports discussions on methodological issues and policy recommendations.

11. A specific working group of Focal Points has been formed to advance the IG Unit’s work on the Productivity-Inclusiveness Nexus including the core Directorates and systematic meetings with Directors to ensure the research and mainstreaming of Inclusive Growth work is consistent and representative. The IG team also works in close collaboration with Directorates via presentations to substantive committees. In addition, a Group of Friends of Inclusive Growth was formed, currently chaired by the Permanent Representative of Chile to the OECD (from 2016-2017 the group was chaired by the former Permanent Representative of the United States), involving Permanent Representatives of Member countries, Ambassadors from Key Partner countries and representatives from the Secretariat.

1.6. Financing

12. The Project is financed by a combination of resources, including Part I financing of KEUR 318 (in both 2017 and 2018) and financing from the Central Priority Fund amounting to KEUR 510 (in both 2017 and 2018). The project also received a Voluntary Contribution of KEUR 92 from the United States’ State Department (rolled over from 2015/16) to fund the web platform for the Champion Mayors Initiative.

1.7. Dissemination/communication

13. As part of the Inclusive Growth communication strategy, a [website](#) has been developed to host the Project's substantive work, provide details on and materials from the different workshops, and cross-references to other relevant OECD work. For the outreach work on Inclusive Growth, i.e. cities and businesses, a web portal is being developed to facilitate knowledge sharing and dissemination of the Project's work.

14. As the project advances, the communication strategy will be updated in co-ordination with PAC. In the meantime, more efforts will be dedicated to the strategic communication and wider visibility of the Inclusive Growth project. In particular, the Secretariat will be producing more regular blog posts and social media schemes to better reflect the work with stakeholders, Delegations, governments and other external interested parties.

1.8. Mainstreaming activities

15. The Project unit carries out regular consultations with focal points to track Inclusive Growth activities and to discuss how to improve the mainstreaming of Inclusive Growth across all OECD Directorates. It will continue to brief substantive committees on the Horizontal Project and work through Inclusive Growth focal points to advance the different strands of work and mainstream the approach in different substantive areas.

2. Ensuring the Effective Integration of Vulnerable Migrant Groups

2.1. Origin and Objectives

16. The Horizontal Project was launched in 2017, following an unprecedented spike in asylum claims and an increase in the number of refugees in 2015-2016, which stressed already strained reception and integration systems and reduced public confidence in the capacity of existing systems to integrate the increased number of migrants. The Horizontal Project examines immediate policy responses but focuses more on policies that address the medium- and longer-term challenges in terms of integration of those who are going to stay in their destination countries. More broadly, the Project will support policies to reduce inequality and foster inclusive growth for a category – migrants – which is particularly vulnerable to low pay, poor health, and poverty.

17. The first objective is to identify good practices in dealing with the ongoing refugee crisis, including support in origin and transit countries to reduce the scale of flows; how to promote resettlement programmes and the use of alternative pathways in the context of a comprehensive and global response; how best to organise support for asylum seekers; how to start the process of integration for those who will remain; recognition of skills and qualifications; support for refugee children to integrate; and how to evaluate and foster a positive economic impact on national and local economies and labour markets. The second objective is to learn lessons on how OECD countries can better prepare for any future crises, including by improving the availability, timeliness, comparability of migration data.

2.2. Recent deliverables

18. The project has six policy streams and one stream on statistics.

19. Under Policy Stream 1, the DAC Temporary Working Group (TWG) on Refugees and Migration has developed draft proposals for Clarifying the Reporting Directives on In-Donor Refugee Costs. The latest proposal [[DCD/DAC/TWGM\(2017\)2/REV2](#)] was tabled at the DAC Meeting on 10 July. An updated proposal was issued on 2 October for discussion at an informal DAC meeting on 9 October, with the aim of agreeing on a final proposal for transmission to DAC HLM, October 30-31.

20. The TWG has also drafted a guidance note on Development Assistance in Situations of Forced Displacement, which has also been peer-reviewed by an Experts Validation Workshop on 28 April; an updated draft was circulated in July.

21. Under Policy Stream 2, “Assessing the Integration of Migrants in OECD Regions”, preliminary findings from the joint ELS and CFE database on migrant outcomes at the regional level [[COM/CFE/RDPC/TI/DELSA/ELSA/WP2\(2017\)1](#)] was presented at the Working Party on Territorial Indicators on 17 May and at the Working Party on Migration on 15 June.

22. Under Policy Stream 3, a High-Level Conference was jointly organised by the OECD and the German Federal Ministry for Labour and Social Affairs (BMAS) on 14 March 2017, entitled “Working Together: Labour market integration of refugees in Germany and other OECD countries”. ELS published “Finding their Way. Labour Market Integration of Refugees in Germany” and a handbook on “Making Integration Work:

Assessment and Recognition of Foreign Qualifications”. Additional joint roundtables with employers on the integration of refugees were held jointly by ELS and UNHCR.

23. Stream 4, the stand-alone on-line open source platform to help students and young people to access skill-match information, is contingent on additional funding which has not yet been secured (see below, *Financing*).

24. Under Policy Stream 5, a paper [[DELSA/ELSA/WP2\(2017\)9](#)] on “The contribution of recent refugee flows to the labour force in European countries” was presented at the Working Party on Migration on 15 June 2017. The OECD Economic Outlook (2017) included an analysis of the Economic impact of asylum seekers in selected countries.

25. Under Policy Stream 6, on 16 June, a workshop was held on foresight: “From Panic to Planning: Unpacking the policy toolbox to anticipate migration trends”, jointly organised with the European Asylum Support Office (EASO).

2.3. Main planned outputs and events

26. Upcoming outputs and events of note include the final outputs of the TWG (in Policy Stream 1) and further work in Policy Stream 2 by the network of European partner cities to develop case studies and share experience of migrant and refugee integration. A special chapter on immigrant well-being in *How's Life?* is planned for the end of 2017. Forthcoming events include the International Forum on Migration Statistics to be held on 15-16 January 2018. The Call for Proposals for papers and sessions ended on 10 July 2017. The final report and event are planned for the end of 2018.

2.4. Project management

27. The Project leader is the OECD Chief of Staff, G20 Sherpa and Special Counsellor, Gabriela Ramos. The Project manager is Jean-Christophe Dumont (ELS/IMD).

2.5. Co-ordination

28. Within the Secretariat, the Project is co-ordinated by ELS with major contributions from STD, CFE, EDU, DCD, DEV and ECO. A Management Board, consisting of the Directors of the participating Directorates, has been constituted. The group meets twice a year to oversee the progress of the Horizontal Project and to ensure a consistency of messaging. Its first meetings were held on 12 January and on 5 September, with the involvement of PAC. An in-house project bulletin was circulated in December 2016, March 2017 and July 2017, covering internal and external activities across the Organisation related to the policy streams of the HP and covering the progress of the Project. It will continue to be produced every three months.

29. The Working Party on Migration and ELSAC provide overall coordination for the Organisation’s work on this project that also involves the Education Policy Committee, the Regional Development Policy Committee, the Local Economic and Employment Development (LEED) Programme, the Development Assistance Committee, the Economic Policy Committee, and the Committee on Statistics and Statistical Policy.

2.6. Financing

30. The financing of the Project includes a Part I allocation of KEUR 364 in 2017 and KEUR 303 in 2018, complemented by an allocation of the Central Priority Fund of KEUR 300 in 2017 and 300 in 2018. The project has been able to secure Voluntary Contributions of KEUR 380 so far and is still looking for additional complementary sources. A stand-alone module (on-line open source platform to help students and young people to have access to information to match their skills) is contingent on additional funding (KEUR 300 for each year). These VCs are still being actively sought; however any delay or inability to create this module would not jeopardise the other outputs of the HP.

2.7. Dissemination/communication

31. A platform for dialogue includes meetings, policy dialogues, and formal conferences around the main policy issues of the migration crisis. A joint Thematic Conference is planned at the end of 2018, involving all participating Directorates. A cross-cutting report will be published.

32. In the course of the Horizontal Project, external communication to structure and improve the OECD's contribution to different areas of policy dialogue and exchange between countries on how best to address the multiple challenges associated with the humanitarian refugee crisis, has included conference organisation and participation, exhibitions, and use of the OECD web and social media to promote how best to manage reception of refugees (at national and sub-national levels), including by the identification of good practices. Public events at the OECD and external participation have been shared in the regular project bulletin distributed within the project.

2.8. Mainstreaming activities

33. Work in the HP involves eight Committees and seven different PWB areas which address – directly or indirectly – integration of vulnerable migrants in their substantive work. The HP results feed into the general communication strategy on migration and integration. Through the preparation and distribution of the regular internal bulletin of the HP, actors across the Organisation are consulted about their activities. The HP feeds into the work on the Jobs Strategy, the Skills Strategy and on Inclusive Growth.

3. Going Digital: Making the Transformation Work for Growth and Well-being

3.1. Origin and objectives of the project

34. The OECD launched the Going Digital: Making the Transformation Work for Growth and Well-being (Going Digital) project in January 2017. The objective of the project is to help policymakers better understand the digital transformation that is taking place and develop tools to create a policy environment that enables their economies and societies to prosper in a world that is increasingly digital and data-driven.

35. The Going Digital project originated as a vision from the Chairs of the Committee on Digital Economy Policy (CDEP), Committee on Consumer Policy (CCP), Committee on Industry, Innovation and Entrepreneurship (CIIE), and Committee on Scientific and Technological Policy (CSTP) in late 2015 as they reflected on the 2017-18 PWB. It gained further support and momentum from a range of sectoral Ministerial meetings, notably on science and technology policy (October 2015), employment (January 2016), skills (June 2016) and on the digital economy (June 2016), as well as the Ministerial Council Meeting 2016 and the corresponding statement [[C/MIN\(2016\)8/FINAL](#)] that "encourage[s] the OECD to develop a horizontal policy strategy on digitalisation, its opportunities and challenges." Following the 2016 MCM call, the initiative was further developed and included in the PWB 2017-18 as a Horizontal Project. It was approved by Council at its meeting on 16 November 2016.

3.2. Recent deliverables

36. Since the last update, the Going Digital project has produced a range of outputs including:

- An interim report to the 2017 MCM, which provides some early messages to Ministers on how they should approach the digital transformation to ensure that it supports growth and well-being for all [[C/MIN\(2017\)4](#)];
- The development of a preliminary integrated policy framework for making the transformation work for growth and well-being [[DSTI/CDEP\(2016\)7/REV2](#)];
- The preparation of a first draft of the “vectors” of digital transformation to help policymakers understand the core aspects of the digital transformation and its implications for policy [[DSTI/CDEP/GD\(2017\)4](#)];
- An update on the project to support discussions in the core Committees’ in Q1-Q2 2017 [[DSTI/CDEP/GD\(2017\)1/REV1](#)];
- A note that identifies possible modules and key collaborative projects to be undertaken in the Going Digital project [[DSTI/CDEP/GD\(2017\)5](#)]; and
- An inventory of planned outputs in the 2017-18 PWB from the 14 core Committees that are relevant to the Going Digital project [[DSTI/CDEP/GD/RD\(2017\)1](#)].

3.3. Main planned outputs and events

37. Looking ahead, the Going Digital project will deliver a range of stand-alone reports and policy notes, including from the horizontal work on four key topics: a) jobs and skills; b) productivity, competition and market openness; c) well-being; and d) measurement, and the work on a number of smaller collaborative projects, i.e. strategic foresight; policy design; digital security risk in essential sectors; and, possibly, policy coherence. It will also deliver a report to the 2018 MCM, an integrated policy framework, a description of the “vectors” (or core aspects) of digital transformation and their implications for policy, and a synthesis report. The Going Digital project will also go “beyond the book” and engage in roundtables and national discussions to help countries address particular policy issues related to the transformation in the specific national context. Efforts will focus on providing countries with practical examples and good practices, including through development of a toolkit. Upcoming events include the Going Digital Expert Advisory Group meeting (13 November 2017) and the Going Digital Steering Group meeting (20 November 2017). Seminars on the digital transformation are also being organised in the context of the NAEC seminars series. There will also be a high-level closing conference.

38. In addition, the Going Digital project will provide inputs to the Global Strategy group meeting on “Unprecedented Unpredictability: Digital Transformation - The Future of Jobs and Trade in a Digitalised World” to be held at the OECD on 28-29 November 2017.

3.4. Project management

39. The Project leader is Deputy Secretary-General (DSG) Douglas Frantz. The Project Manager is Molly Leshner (Senior Policy Analyst) under the direction of Andrew Wyckoff (Director of Science, Technology and Innovation (STI)), Dirk Pilat (Deputy Director) and Anne Carblanc (Head of Division, Digital Economy Policy).

3.5. Co-ordination

40. Within the Secretariat, the Going Digital project is co-ordinated by STI, who has established several dedicated groups to ensure that co-ordination and communication is effective and efficient across the house. In particular, there is a *Going Digital Director's Group*, which is composed of Directors that support core Committees and is chaired by DSG Frantz. It provides guidance on the strategic direction of the project in co-operation with the Steering Group, is accountable for delivering the project outputs, and decides on the allocation of the Central Priority Fund to the different activities. There is also a *Going Digital Co-ordinators Group*, which is an active working group within the OECD Secretariat composed of focal points from the Directorates involved in the project. It helps co-ordinate the work within the OECD Secretariat, including for the development of an integrated policy framework, and helps develop a joint narrative and key cross-cutting components of the work. Finally, there is a *Going Digital Communications Group*, which is composed of the Secretariat that supports core Committees as well as the Public Affairs and Communications Directorate (PAC). Reporting to DSG Frantz, it develops and implements a communications strategy for the project. To help facilitate collaboration, a dedicated Going Digital eShare has been created.

41. The overall guidance and oversight of the core deliverables is ensured by CDEP in its capacity as the lead Committee, and benefits from work by thirteen other Committees involved in the project. In addition, a Steering Group, comprised of representatives of the fourteen core Committees, one representative from each of the four stakeholder groups (BIAC, TUAC, ITAC and CSISAC), one Member country representative each, and one representative of the European Union, ensures that a diversity of perspectives is reflected in the project. An informal Going Digital Friends group has been formed to support discussions on co-ordination and policy, currently under the Chairmanship of the Permanent Representative of the United Kingdom to the OECD, Christopher Sharrock and the Permanent Representative of Mexico to the OECD, Mónica Aspe, involving Permanent Representatives of Member countries and representatives from the Secretariat. A small, independent Expert Advisory Group has been established, made up of leading academics, practitioners in the field, and business and civil society leaders, to provide key analytical input into the project, notably as regards the truly cross-cutting aspects of the work.

3.6. Financing

42. The Project is financed by a combination of resources, including an allocation from the Central Priority Fund primarily for activities to develop the overall policy framework, pursue specific areas of collaborative work, and co-ordinate the project overall – amounting to KEUR 675 in 2017 and KEUR 675 in 2018, and building on Part I funding from the fourteen core Committees involved in the Project. The KEUR 675 for 2017 has been allocated based on a consensus among the Directors that support the core Committees. Voluntary Contributions are currently being sought for specific activities, as well as to support the overall project.

3.7. Dissemination/communication

43. The Going Digital project's communication strategy is developed and implemented in co-ordination with PAC and communications staff from the core Directorates. As part of the Going Digital communication strategy, [an external website](#) has been developed to communicate about the project to the wider world, house the project's substantive work, and make cross-references to other relevant OECD work. It will be elaborated as the project progresses. A visual identity has also been developed, which will aid in communication efforts and help provide a coherent look and feel to project outputs. The Secretariat has also developed an internal Going Digital "One Communities" [site](#) to keep Delegates informed about the project's progress in real time, including key documents and events, a calendar, and communication material. It also includes sub-sites for the Going Digital Steering Group and the Going Digital Friends group.

3.8. Mainstreaming activities

44. The Going Digital project benefits from the involvement of fourteen Committees in its work, all of which have included work on the digital transformation in their PWB for 2017-2018. Other OECD Committees and related bodies (e.g. the Centre for Entrepreneurship, SMEs, Local Development and Tourism, the International Transport Forum, the International Energy Agency, the Health Committee, the Environment Policy Committee, the Committee for Agriculture, the Investment Committee, the International

Energy Agency etc.) may further enrich the project with their work and are welcome to participate, as practical and in line with their respective work programmes; a number of these bodies are already involved in the development of Going Digital modules and collaborative projects. STI carries out regular consultations with the co-ordinators and Directors of each core Directorate to track related activities and to discuss how to improve the mainstreaming of the work on the digital transformation across all OECD Directorates. It will also continue to brief substantive committees on the project and work through the co-ordinators and Directors to advance the different strands of work.

ANNEX II - Overview Matrix of Horizontal Projects Included in the PWB 2017-2018

Project Name	Co-ordination Arrangements					Related Internal Initiatives	Main Events & Outputs	Monitoring & Oversight	Resources (Direct Support)	Contribution from other PWB areas
	Project Leader/ Manager/ Lead Directorate	Consultative Expert Groups (Composition, Mandate & Role)	Council Engagement	Participating Committees	Other documents with references					
INCLUSIVE GROWTH (IG) [C(2014)161] 2016-17 Output Result 1, OA 6.2	Chief of Staff, G20 Sherpa and Special Counsellor Gabriela Ramos ----- SGE/OSG Adviser to the Secretary General and Head of Unit, Romina Boarini -----	Core IG/Core IG Director Focal Point Group: STD, ECO, ELS, GOV, STI, EDU, CFE, DAF, CTP IG Focal Point Group: composed of IG Advisory Group: composed of internationally renowned experts that discuss the Project's technical work.	2017 MCM Statement [C/MIN(2017)9] ‘On the occasion of the 2017 OECD Ministerial Council Meeting (MCM), we* have assembled under the Chairmanship of Denmark and the Vice-Chairmanship of Australia and the United Kingdom, on 7-8 June, to discuss policies for “Making Globalisation Work: Better Lives for All”.’ “We recognise the need for more integrated whole-of-government policy responses that reflect the circumstances of individual countries. We call on the OECD to support governments in this endeavour, including through the Inclusive Growth Initiative, the ongoing work on the Productivity-Inclusiveness Nexus and the horizontal projects on Going Digital - Making the Transformation Work for Growth and Well-being, and Ensuring the Effective Integration of Vulnerable Migrant Groups. We ask the OECD to work through its committees and relevant bodies on the development of a Framework for Policy Action on Inclusive Growth for the 2018 Ministerial Council Meeting.”	CSSP EPC ELSAC PGC CIIE EDPC LEED RDPC CFA CFM other Committees to be consulted, as required.	2017 MCM Chair's Statement [C/MIN(2017)18] ‘It is also the understanding of the Chair of MCM 2017 that there is near consensus among OECD Members on the following points: The call on the OECD to continue its work to provide governments with more integrated policy advice, identifying how trade and investment, international economic cooperation more broadly, and related domestic policies can drive more inclusive growth.’ 2016 MCM Chair's Summary [C/MIN(2016)9]	Continued and encouraging cooperation with G20/G7/T20. Collaboration with Sweden on the Work of the Global Deal. The development of a joint project on digitisation and Inclusive growth in cooperation with the digitalisation horizontal project.	Quarterly Friend of Inclusive Growth (FOIG) events, meetings and workshops All-Party Parliamentary days on Inclusive Growth February 2017 . Entreprises & Croissance Inclusive, April 2017 . Report: 'All on Board: A Fiscal Approach to Making Inclusive Growth Happen in G7 Countries.' May 2017 . Report: 'Bridging the Gap', MCM Update Report, June 2017 . MCM events: Inclusive Growth and Globalisation, Inclusive Growth with Civil Society and Closed Roundtable with CEOs. June 2017 . Roundtable on the	Council is kept abreast of progress through the twice a year updates on horizontal projects. For the preparation of the 2017 MCM Report, the following committees were involved: (CIIE) (CSSP) (EPC) (EDPC) (ELSAC) (PGC) (RDPC) (RPC) (CFA) (CFM)	2017: PART I KEUR 318 CPF KEUR 510 VCs KEUR 92 2018: PART I KEUR 318 CPF KEUR 510	

Project Name	Co-ordination Arrangements					Related Internal Initiatives	Main Events & Outputs	Monitoring & Oversight	Resources (Direct Support)	Contribution from other PWB areas
	Project Leader/ Manager/ Lead Directorate	Consultative Expert Groups (Composition, Mandate & Role)	Council Engagement	Participating Committees	Other documents with references					
			<p>2016 MCM Statement [C/MIN(2016)8/FINAL]</p> <p>‘On the occasion of the 2016 OECD Ministerial Council Meeting (MCM), on 1-2 June to discuss how to enhance productivity and inclusive growth in mutually reinforcing ways, as key drivers to increase people’s wellbeing.’</p> <p>‘We agree that there are several possible drivers behind the observed trends in productivity growth, including weakness in investment and financial market conditions, a slow diffusion of new technologies, the possible growing market power of incumbent firms and unnecessary or inefficient regulation. We recognise that disparities in skills, quality of education, and health and social services can undermine aggregate productivity and increase inequalities.’</p> <p>‘The OECD should deepen its understanding of the productivity challenge and its possible links to inequality trends to explore policy solutions for enhancing productivity while fostering inclusive growth. We appreciate the contribution of the Productivity-Inclusiveness Nexus report to this important issue.’</p> <p>‘We need to strengthen our integration policies to better benefit from migrants’ skills and promote cohesive societies. We</p>		<p>‘Ministers underlined the importance of the OECD agendas on better understanding the productivity-inclusiveness nexus, tackling persistent inequalities, and anticipating future trends, including harnessing the benefits of the Next Production Revolution and the digital economy.’</p> <p>‘Ministers discussed the twin challenges of slow productivity growth and rising inequality, as well as possible interlinkages between these trends. Ministers welcomed the OECD’s report on the Productivity-Inclusiveness Nexus and exchanged views on the report’s key findings....They called on the</p>		<p>Role of Business in Inclusive Growth and People’s Well-Being – Developing Effective Measurement Tools, June 2017.</p> <p>Expert meeting on the Growing Informal study on 16 June 2017 (DEV, IG, ELS, STD, ILO).</p> <p>FOIG Breakfasts and events throughout 2017/2018.</p> <p>Inclusive Growth Dashboard Q1 2018.</p> <p>A framework for Policy Action Q2 2018.</p> <p>Inclusive Growth Report, MCM 2018.</p> <p>Champion Mayors for Inclusive Growth:</p> <p>Second meeting of the Champion Mayors for Inclusive Growth, November 2016, and launch of the Paris Action Plan for Inclusive Growth in Cities.</p> <p>Organisation of the</p>			

Project Name	Co-ordination Arrangements					Related Internal Initiatives	Main Events & Outputs	Monitoring & Oversight	Resources (Direct Support)	Contribution from other PWB areas
	Project Leader/ Manager/ Lead Directorate	Consultative Expert Groups (Composition, Mandate & Role)	Council Engagement	Participating Committees	Other documents with references					
			<p>encourage the OECD to enhance its work of migrants' integration and related policies to support Members' efforts, as well as continue its analysis on migration trends and on the migration and development nexus.'</p> <p>2015 MCM Statement [C/MIN(2014)15/FINAL] "We call on the OECD to further mainstream multidimensional analysis, including the work on inclusive growth and gender equality, in flagship publications. We recognise the importance of addressing inequalities and the value of social dialogue in achieving more inclusive growth and quality jobs."</p>		<p>OECD to explore further on policies to enhance productivity while fostering inclusive growth by deepening its understanding of the micro and macroeconomic underpinnings of aggregate productivity growth and potential links between firm-level productivity, the allocation of resources, and increased inequality. Ministers encouraged the OECD to leverage the Inclusive Growth Initiative and the Global Forum on Productivity to build the evidence base for productivity analysis and measurement.'</p>		<p>Third meeting of the Champion Mayors for Inclusive Growth, October 2017, with the launch of the Seoul Implementation Agenda</p> <p>Case study of Inclusive Growth in Seoul, Korea, Q4 2017.</p> <p>Development of interactive web platform for Inclusive Growth: pilot module on Champion Mayors.</p> <p>Increasing Productivity for Inclusive Growth at the Regional and Local Levels: Report on Analysing the Local Dimension of the Productivity and Inclusiveness Nexus Q2 2017 Progress Report on Increasing Productivity for Inclusive Growth at the Regional and Local Levels, Q4 2017. Final Report on Increasing Productivity for Inclusive Growth at the Regional and</p>			

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							Local Levels, Q4 2017.			
ENSURING THE EFFECTIVE INTEGRATION OF VULNERABLE MIGRANT GROUPS	Chief of Staff, G20 Sherpa and Special Counsellor Gabriela Ramos	Reports on the progress in implementing the HP will be provided to the NAEC Group.	2016 MCM Statement [C/MIN(2016)8/FINAL] “we welcome OECD initiatives targeting under-represented groups, including [...] the integration of migrants.”	ELSAC, LEED, RDPC, EDPC, DAC Temporary Working Group on Refugees and Migrations (TWG), Committee on statistics and Statistical Policy, Working Party on Migration (WPM), Development Center		Co-operation with UNHCR under MoU; co-operation with the JRC of the European Commission; contribution to the G20; statistical co-operation with UNDESA.	Q1/2017-Q4/2018 Policy Briefs on vulnerable categories of migrants 2017 DAC TWG “How to Guides” to support better programming to deliver comprehensive solutions to refugee crises Q1-2 2017 The Network Platform of European partner cities is in place and nine case studies are conducted on the experience of the cities with migrant and refugee integration Q1-2 2017 OECD UNHCR Dialogues with Employer February 2017 Launch in New York of the report on the “ <i>Interrelations between Public Policies, Migration and Development</i> ” March 2017 Joint Conference with Germany Ministry of Labour	Council is kept abreast of progress through the biannual updates on Horizontal Projects. Participating Committees oversee the substantive aspects of the Project. Management Board meets twice a year to oversee the progress of the HP and to ensure the consistency of messaging. First meeting held Jan/17, second scheduled Sep/17. Periodic internal bulletins (3 so far) inform within	VCs 2017- KEUR 665 2018- KEUR 515 CPF 2017- KEUR 300 2018- KEUR 300 Part I 2017- KEUR 364 2018- KEUR 303	PWB 2017-2018 2.2.2 1.1.1 1.21 2.1.1 4.3.4 5.1.3 6.2.1
	----- ELS Jean-Christophe Dumont ----- CFE, ECO, EDU, DEV, DCD, GOV, STD (Management Board)		2015 MCM Statement [C/MIN(2015)14/FINAL] “We need to strengthen our integration policies to better benefit from migrants’ skills and promote cohesive societies. We encourage the OECD to enhance its work of migrants’ integration and related policies to support Members’ efforts, as well as continue its analysis on migration trends and on the migration and development nexus.”							

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							<p>June 2017 Migrants in cities: aspects of refugee integration included in workshop discussion between the nine cities and partner organisations</p> <p>Q2 2017 Background paper on Labour Market Integration of Immigrants with a focus on Refugees, for G20 German Presidency</p> <p>Q2-3 2017 proposals clarifying the Reporting Directives with regard to ODA reporting on in-donor refugee costs</p> <p>May 2017 Session on the territorial approach of migrant integration in RDPC; Session on integrating vulnerable migrants and refugees at LEED DC</p> <p>Q2 2017 : - Expert Workshop on OECD Practices for Anticipating and Forecasting future migration flows</p> <p>October 2017 1st OECD Development Centre's</p>	organisation of ongoing and related activities.		

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							<p>Policy Dialogue on Migration and Development – Session on Refugees and Development A first version of a paper on the economic contribution of refugees in developing countries will be presented on this occasion.</p> <p>Q3/4 2017 - Policy Brief: Integration of vulnerable migrants in remote areas with declining population - A special chapter about measuring migrant well-being will be included in the next edition How's Life?, scheduled for release mid-November 2017.</p> <p>January 2018 Launch of the report on “<i>Assessing the Economic Contribution of Labour Migration in Developing Countries as Countries of Destination</i>”</p> <p>Q1 2018 : - International Forum on Migration Statistics Q1 2018</p>			

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							<p>ECO/ELS Migration Policy Debate Brief Q2 2018</p> <p>Chapter for the CFE/RDP 2018 book on "Understanding spatial segregation in metropolitan areas" (preliminary title) on segregation of vulnerable groups in cities.</p> <p>Q4 2018 :</p> <ul style="list-style-type: none"> - Special chapter on immigrant well-being in Settling In - RDPC meeting session on implementation of good practices to address migrant and refugee inclusion in cities: European and non-European examples - Working paper/Policy brief on the territorial approach and multi level governance of reception and integration of asylum seekers and refugees - Policy Brief: The role of non-state actors in the integration of vulnerable migrants - Policy Brief: 			

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							Integration of vulnerable migrants through self-employment and business creation - Final Joint Thematic conference involving all participating directorates - Publication of Major Cross-Cutting Report (Final Publication of the project)			
GOING DIGITAL: MAKING THE TRANSFORMATION WORK FOR GROWTH AND WELL-BEING	Deputy-Secretary-General Douglas Frantz ----- STI/DO Andrew Wyckoff ----- Lead: STI Contrib: CTP, DAF, ECO, EDU, ELS, GOV, STD, TAD, SGE	The <i>Going Digital Steering Group</i> is composed of delegates from the 14 participating “core” Committees, one representative from each of the 4 stakeholder groups –BIAC (business), TUAC (trade unions), ITAC (Internet technical community), and CSISAC (civil society), one Member country representative each, and one representative of the European Union. The Going Digital Steering	2017 MCM report [C/MIN(2017)4] 2017 MCM Statement [C/MIN(2017)9/FINAL] “We recognise the considerable potential of science, technology and innovation to enhance economic growth, sustainability and well-being. We also recognise that digitalisation, automation, artificial intelligence and other technological advances will lead to further profound change, altering fundamentally the nature of work and the functioning of labour markets.” “We recognise the need for more integrated whole-of-government policy responses that reflect the circumstances of individual countries. We call on the OECD to support governments in this	Lead: CDEP Contributors: Competition Committee (CC); Committee on Consumer Policy (CCP); Committee on Industry, Innovation and Entrepreneurship (CIIE); Insurance and Private Pensions Committee (IPPC); Committee on Financial Markets (CMF); The Committee on Fiscal Affairs (CFA); The	Proposed integrated policy framework discussed by CDEP in November 2016 and May 2017; and the Steering Group in April 2017 [DSTI/CDEP(2016)7/REV2] Going Digital State of Play provided to all core Committees in spring 2017 [DSTI/CDEP/GD(2017)1/REV1] Vectors of Digital Transformation [DSTI/CDEP/GD(2017)4]	Future of Work project, led by ELS; Strategic Foresight; G20 and G7 work on digitalisation	Main events: OECD-G20 launching conference, Berlin, 12 January 2017; range of national discussions and roundtables aimed at soliciting feedback (e.g. Silicon Valley events (November 2016), USCIB event in Washington, DC and national events in Madrid, Ljubljana and Oslo (March 2017), Dublin (May 2017), European Commission in Brussels (May 2017); MCM; Steering Group meetings: 4 April 2017 and 20 November 2017; Expert Advisory Group meetings: 5 April 2017 and 13 November 2017;	Council is kept abreast of progress through the biannual updates on horizontal projects Participating Committees oversee the substantive aspects of the Project CDEP is the accountable Committee and will oversee the policy framework and the	CPF 2017–2018– KEUR 675 VCs 2017– KEUR 110	PWB 2017-2018 1.1.3. 1.2.1. 1.3.1. 1.3.2. 1.3.5. 2.1.4. 2.2.1. 3.1.3. 3.3.1. 4.2.1. 4.2.2. 4.3.1. 6.1.3. 6.2.1

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		Group is chaired by the CDEP Chair, Mr. Wonki Min (Korea). Other Delegates from the core Committees can participate in the Steering Group as “interested delegates” without an official seat at the table and no direct participation in the discussions, but with access to all documents for each meeting. The Steering Group is not a Committee but an informal body or “group” whose principal role is to maintain the active engagement of the 14 Committees in the horizontal project and to ensure that a diversity of policy perspectives are reflected in the work, especially in documents that are synthetic in nature and	endeavour, including through the Inclusive Growth Initiative, the ongoing work on the Productivity-Inclusiveness Nexus and the horizontal projects on Going Digital - Making the Transformation Work for Growth and Well-being, and Ensuring the Effective Integration of Vulnerable Migrant Groups. We ask the OECD to work through its committees and relevant bodies on the development of a Framework for Policy Action on Inclusive Growth for the 2018 Ministerial Council Meeting. We also call on the OECD to analyse the impact of globalisation and technological change on inequality, market and wealth concentration, labour market functioning, regional disparities and productivity and wage divergence across firms. We appreciate the contribution of the OECD reports on Going Digital: Making the Transformation Work for Growth and Well-Being, on the Next Production Revolution as well as its progress Report on Inclusive Growth.” “We recognise the need to promote and protect the global free flow of information and the importance of global, market-relevant technical standards developed through open, transparent and consensus-based processes, to advance the digital economy. We also recognise the	Committee on Scientific and Technological Policy (CSTP); The Committee on Statistics and Statistics Policy (CSSP); Economic Policy Committee (EPC); Education Policy Committee (EDPC); Employment, Labour and Social Affairs Committee (ELSAC); Public Governance Committee (PGC); Trade Committee (TC). Other OECD Committees and related bodies (e.g. the Centre for Entrepreneurship, SMEs, Local Development and Tourism,	Going Digital Possible modules and key collaborative projects [DSTI/CDEP/GD(2017)5] Inventory of planned outputs in the 2017-18 PWB from the 14 core Committees that are relevant to the Going Digital project [DSTI/CDEP/GD/RD(2017)1] 2016 MCM Summary: [C/MIN(2016)9]		Going Digital Friends meetings: 31 January 2017, 2 May 2017, 18 May 2017. Outputs: Paper for the 2017 MCM [C/MIN(2017)4] and the 2018 MCM (to come); Going Digital updates provided to all core Committees in spring 2017 and autumn 2018 (to come); Going forward: stand-alone reports, including contributions to OECD flagships (e.g. the 2019 Skills Outlook), and policy notes, such as the joint ELS-STI policy note <i>Going Digital: The Future of Work for Women</i> ; a final synthesis report; an integrated policy framework for making the transformation work for growth and well-being, and a paper on vectors of digital transformation. Beyond the Book Roundtables & national discussions to support digital	synthesis report, among other horizontal outputs.		

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		<p>intended to draw higher-level conclusions. The <i>Going Digital Expert Advisory Group</i> is made up of leading academics, practitioners in the field, and business and civil society leaders, to provide key analytical input into the project, notably as regards the truly cross-cutting aspects of the work. The <i>Going Digital Friends</i> group, with participation of Council members, helps ensure a close link to Paris-based delegations and capitals. A series of <i>workshops and NAEC Digitalisation seminars</i>, are held to bring key insights on digitalisation to the OECD and address particularly</p>	<p>need to enhance the international dialogue on privacy and digital security, intellectual property rights and consumer protection, as well as high-speed broadband connectivity and note the OECD’s important role in promoting this dialogue. While protecting the free flow of information, we urge the OECD to discuss issues associated with big data flows in order to harness the benefits of data analytics while ensuring privacy and data protection across jurisdictions, as well as strengthen digital security risk management. We call on the OECD to improve the measurement and further analysis of the digital transformation in all sectors and its impacts, including digital trade, and to undertake further work to harness science, technology and innovation, in particular the role of big data and Artificial Intelligence, for inclusive growth and well-being.”</p> <p>2016 MCM Statement [C/MIN(2016)8/FINAL]</p> <p>"We recognise that a coherent and holistic policy approach is necessary to fully harness and leverage the benefits of innovation and digitalisation for increased productivity, quality jobs and inclusive growth."</p> <p><i>"We encourage[s] the OECD to</i></p>	<p>the International Transport Forum, the International Energy Agency, the Health Committee, the Environment Policy Committee, the Committee for Agriculture, the Investment Committee, the International Energy Agency etc.) may further enrich the project with their work and are welcome to participate, as practical and in line with their respective work programmes; a number of these bodies are already involved in the development of Going</p>		<p>strategies – “going digital” national; OECD Council Recommendations / soft law; development of a Going Digital tool kit, including practical examples and good practices.</p>				

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		challenging questions.	<i>develop a horizontal policy strategy on digitalisation, its opportunities and challenges."</i> Discussion at the Council session of 16 November 2016.	Digital modules and collaborative projects.						