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**STRATEGIC ORIENTATIONS OF THE SECRETARY-GENERAL**

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**2017 STRATEGIC ORIENTATIONS OF THE SECRETARY-GENERAL  
“BETTER LIVES THROUGH BETTER POLICIES AND MULTILATERAL CO-OPERATION”**

1. My Strategic Orientations, proposed to Members at this 2017 OECD Ministerial Council Meeting, reflect my views on the critical context that the world is facing and the urgent need to speed up the transformation of our policy responses to keep pace with the pressures of a rapidly changing world, as well as the importance of strengthening multilateral co-operation. I firmly believe that there is no other course of action if we are to address people’s concerns, manifested in the calls for more fairness in our economies and societies, as well as the need to collectively engage with global challenges which cannot be solely dealt with at the national level. I also believe that we should tap the unprecedented opportunities before us, especially technological and digital changes – while recognising that these entail risks, too. Our goal is to continue delivering better lives for our citizens, and to do so we need a new narrative and model for sustainable progress and prosperity that puts inclusiveness and well-being at the centre of our work. We need a comprehensive roadmap to make this a reality. Following the priorities laid out in the “21 for 21 Agenda”, and building on the Programme of Work and Budget 2017-2018 that Members approved last December, this document identifies how the OECD can best contribute to this endeavour, based on its unique strengths and value added. These Strategic Orientations identify specific areas of work and actions that can continue to promote better lives in open and increasingly digitalised societies, as well as helping to restore public confidence in governments and multilateral collaboration.

***The assessment: where are we today?***

2. We are at a critical juncture. Societies in OECD countries seem increasingly sceptical about the process of globalisation and the architecture and values of multilateral co-operation and openness. 2015 saw important breakthroughs for multilateralism, including the adoption of the Sustainable Development Goals (SDGs), the Paris Agreement on climate change and critical international steps to curb tax evasion and avoidance led by the OECD and the G20. However, 2016 witnessed the emergence of new forms of nationalism, isolationism, populism and protectionism. It is no coincidence that this tectonic shift is unfolding in an already difficult economic context, marked by years of slow global growth and sluggish trade and investment flows despite exceptional monetary stimulus across the major economies. While unemployment has gradually decreased in many countries, the crisis has left a large number of people with stagnant living standards and a sense of unfairness created by increasing concentration at the upper end of the income distribution. This, in turn, has led to an erosion of public trust in the institutions we have built over the past century. We are also confronting several systemic changes: a digital and technological transformation with positive and negative consequences for production, consumption, the world of work and the overall functioning of societies; population and migration trends that are altering our economic, societal and labour landscape; growing divides within and across countries that are fuelling a “geography of discontent”; and the daunting task of combating climate change and preserving the planet and its biodiversity for future generations. All these trends feed a sense of vulnerability, uncertainty, and anxiety which translate into distrust towards globalisation and further global integration.

3. Globalisation has brought great benefits to many people, including large segments of the population in emerging and developing economies. OECD empirical evidence shows the risks of protectionisms and the fact that economic openness, increased trade and investment, further integration in global value chains, the diffusion of technology and the movement of capital and people across borders created greater wealth. However, while the size of the pie has grown, the slices going to the bottom deciles are not growing, and in some cases they are even getting smaller. Important segments of the middle classes in OECD economies feel squeezed and fear that their children will experience lower living standards and fewer opportunities. These concerns are not unfounded. Aggregates and averages do not tell the whole story: they do not explain why many people feel disenfranchised, disconnected and underrepresented. What started as an economic crisis in 2008 and evolved into a social crisis during the past decade has most recently given rise to a political and popular discontent that threatens our social cohesion, our solidarity and our a sense of common purpose.

4. In this rapidly changing context, the OECD has continued to deliver responses to these challenges. The 2016 Ministerial Council Meeting focused on the Productivity-Inclusiveness Nexus, and we hosted important ministerial meetings on the future of work, the digital economy, prospects in agriculture and combating corruption; we worked on the implementation of the 2015 landmark international agreements on development, climate change and taxes; and we advanced our contributions in several areas with key policy recommendations on economic and financial stability, trade and investment, education and skills, employment, health, migration, gender, children and youth, ageing, innovation, entrepreneurship, the environment, agriculture and industry, regulation, competition, integrity, good public and private sector governance, regions and cities, statistics, energy, transport, and others. The OECD has deepened its work in all these fields, breaking down the silos between them to facilitate cross-fertilisation while engaging with relevant stakeholders in this pivotal dialogue.

5. However, this is not enough. Expertise, evidence-based policy recommendations and global standard-setting — our *raison d'être* — are increasingly being questioned. As we look to the rest of 2017 and beyond, we need to go further; we need to do better. 2016 was a powerful wake-up call. Our traditional growth models created wealth and opportunities, but benefits were not evenly distributed; they also overlooked the sustainability and resilience dimension, as evidenced by the environmental and financial crises. These Strategic Orientations set out a vision for a new sustainable development narrative and an ambitious roadmap that, by acknowledging the specific circumstances of each country and community, capitalises on our installed capacity and unique expertise to be more useful in the current context.

***The vision: what needs to be done?***

6. In order to confront the challenges of our time, the OECD needs to support policy implementation and strengthen both the adherence to, and the enforcement of, global standards that work for the benefit of all. We need to close the gap between technology 4.0 and policy 1.0, as well as between global problems and domestic tools. We also need to continually re-examine our own policy prescriptions and tools to ensure they are fit for purpose in this new economic and social context. Only by doing so can we help countries and institutions reconnect with people who feel that the system has not delivered for them. To take advantage of the full potential of economic integration, openness and technological progress, we need to harness them better through reinforced international co-operation, ensuring that they deliver for everyone and that all citizens have a voice in shaping the global policies that affect them.

7. OECD's strategic priority must be consistent with the vision set out in my "21 for 21" agenda, albeit adjusting it to the changing reality and challenges. During my 11 years as Secretary-General, my goal has been to make our Organisation more useful to its Members and Partners by drawing on its interdisciplinary nature and renewing our analytical frameworks to ensure that a focus on horizontality and integrated systems thinking is our new normal. We will not improve the world with the same rationale, the

same theories and the same concepts that got us into the crisis. This also applies to how we communicate and engage with our stakeholders and with people at large.

8. In order to ensure that everyone benefits from the opportunities offered by open economies and societies, we need clarity on our ultimate goal; we need to focus on the main challenges we face; and we need precision on the policies that can help us overcome such challenges and tap into opportunities.

- ***Our goal is to improve people's well-being through evidence underpinning better policies.*** This means developing further our productivity and competitiveness agenda, while putting people's lives at the centre of it by going more social in our work. The "better lives" in our inspiring motto should guide all of our work. We need to build on the *Inclusive Growth* and *New Approaches to Economic Challenges* (NAEC) initiatives, moving from analysis to action; from prescription to implementation; from means to ends. Promoting better lives cannot limit itself to providing basic services or setting minimum standards. It is not only about compensating losers and creating safety nets, but about empowering everyone to thrive in life and fulfil their potential. It implies understanding how growth enhancing and development policies impact real lives. It also includes ensuring environmental quality and access to environmental services. Better lives also refer to the non-material dimensions of well-being: happiness, shared aspirations towards a common future and a sense of identity and belonging –factors that lie at the core of the current dissatisfaction with globalisation and the system that underpins it. This implies relying on new economic thinking and innovative approaches.

The OECD needs to deepen its work on the multidimensional nature of well-being, refining its instruments and frameworks and taking concrete steps to improve metrics to capture the reality of people's lives, including through micro-data. We need to take concrete steps to move beyond GDP—as well as to refine GDP measurement itself— incorporating into our messages about growth forecasts and macroeconomic averages a greater accent on the quality of lives. This implies refining our *Multidimensional Living Standards* (MDLS) framework, but also paying more attention to subjective aspects by measuring and analysing expectations, perceptions and values, particularly those related to perceptions of exclusion and disenfranchisement. Our research also needs to pay more attention to consumption patterns and in particular to the relationship between consumption, life satisfaction and intergenerational sustainability. They should enrich not only our understanding of individual well-being, but also that of communities. It is also critical that we continue extending this analysis beyond the OECD, including developing and middle-income countries where realities, perceptions and expectations may diverge from those in OECD Member countries.

- ***We have to address exclusion.*** Exclusion is at the root of alienation and isolation. Exclusion implies the denial of the opportunities and resources that should be available to all members of society. Rising inequality levels are contributing to this sense of exclusion. We need to tackle the multidimensional nature of exclusion and its diverse implications. This implies acknowledging that income inequality is only the tip of an iceberg that includes wealth concentration; weak prospects of social mobility; and broader feelings of broken identities and disenfranchisement. We need to take a hard look at redistribution policies and their effectiveness, and to ask ourselves whether the focus on equality of opportunity translates into results that adequately reflect differences in merit and skills.

The OECD *Inclusive Growth* initiative will continue to be central to our efforts to combat exclusion, with a focus on the nexus between productivity and inequality. Our next step should be to trace the link of the different dimensions of growth, productivity and sustainability with the different forms of inequality: income, wealth, health, education and opportunities. It will also

take into consideration how technological change, digitalisation and the transition to a green, low carbon economy pose both risks and opportunities. We should develop a full-fledged action plan for inclusive growth with actions that can be taken at the sub-national, national and international levels. This should look at competition policies and the prevention of “winner takes most” dynamics across borders. It should also pay special attention to vulnerable groups, devising tools and strategies tailored to their specific circumstances. In doing so, we should aim to prevent, rather than heal, and provide fresh thinking on the role of governments in empowering people to achieve their full potential, as well as the opportunity that the digital transformation offers in this regard.

- ***We should reinforce multilateral co-operation to improve both domestic and international policies and outcomes.*** The interdependency of policies undertaken at the sub-national, national and international level demands integrated approaches that incorporate spill-over effects and potential synergies. The erosion of trust in our institutions is often a response to the inability of different levels of governance to work together and to recognise that common challenges can be addressed more effectively through coordinated co-operation.

The OECD must enhance its policy advice to Members and Partners by incorporating the subnational dimension into its work. We also need to help coordinate policy responses to global challenges and to help set global rules of the game in order to ensure an open and transparent economy. Our priority should be to keep markets open and the global economy increasingly integrated by promoting co-operation among countries and with other international organisations and fora. A deeper reflection on the governance of globalisation and the distribution of its benefits is urgently needed. We should update and upgrade our standards, making them truly global, and developing new ones where necessary.

9. Drawing on the OECD’s expertise and comparative advantages, these Strategic Orientations propose priority actions to advance our well-being goal, prevent exclusion and ensure that domestic and international policies work together for greater effectiveness. These actions, which may be different from place to place and from one situation to another, will help to ensure that the great transformation brought on by globalisation and digitalisation leads to better lives for all.

TABLE 1. CONCEPTUAL FRAMEWORK: SECRETARY-GENERAL'S STRATEGIC ORIENTATIONS 2017

NARRATIVE	PRIORITY	ACTIONS	OECD DNA
GOAL	Well-being	<ul style="list-style-type: none"> <li>Beyond GDP</li> <li>Sustainability</li> </ul>	Global Reach & Engagement
OBSTACLE	Exclusion	<ul style="list-style-type: none"> <li>Inclusive Growth &amp; Productivity-Inclusiveness Nexus</li> <li>Investing in economic, human, social and natural capital</li> <li>Addressing Wealth Concentration</li> <li>Creating Opportunities</li> </ul>	Thinking, Measuring & Modelling Anticipation & Foresight
TOOLS & ENABLERS	Multilateral Co-operation	<i>Domestic Policies</i> <ul style="list-style-type: none"> <li>Integrated Policy Packages</li> </ul> <i>International Policies</i> <ul style="list-style-type: none"> <li>Coordination &amp; Standards</li> </ul>	Horizontality Listening & Engaging

***The Strategic Orientation: Better domestic and international policies through enhanced multilateral co-operation***

10. These Strategic Orientations propose that the OECD continues its “go national” agenda, but combining it with a “go global” drive. Domestic and global actions go hand in hand in order to respond to globalisation and technological change. We need innovative domestic policies that improve citizens’ lives and well-being, but in an interdependent world their success relies on the effectiveness of international co-operation. This implies a reflection on our approach to policy-making and the role of the State, business and global governance mechanisms.

***DOMESTIC POLICIES***

11. At the domestic level, the priority is **upgrading OECD’s targeted policy advice**. We need to do so by integrating our thematic and sectoral recommendations into cohesive policy packages that tackle both structural and social challenges. We will explore the creation of ad-hoc “crack teams” of experts from across different directorates which could be rapidly deployed to support countries when needed. We will also examine our existing country and thematic reviews to support reforms and national development objectives, and continue the increasing focus on inclusiveness of our *Going for Growth* work. Building on the *Better Policies Series* brochures and *Leaders’ Programme*, we could develop a programme of seminars to discuss governments’ priorities and how the OECD can best support them. We will also leverage further our *Multidimensional Country Reviews* (MDCRs) to better target our support to partner countries, their development strategies and transformation efforts.

12. **We also need to ensure that structural policies at the domestic level feed into each other.** This means understanding better the trade-offs across different policies and reforms: not only avoiding negative spill-over effects, but also maximising how they can complement and reinforce each other. This is particularly relevant for policies that cut across traditional ministerial boundaries. In this regard, it is

important that we reinforce our productivity and competitiveness agenda, particularly through the recently established Global Forum on Productivity and by linking it further to our work on the nexus between productivity and inclusiveness. We will also advance new regulatory and competition assessments that cut across different policy areas, support endeavours to improve infrastructure and will redouble our efforts to confirm, yet again, that green and growth go well together, by analysing how climate-friendly policies can provide a major boost to short-term growth and long-term resilience. We will also further develop our work on adaption, resilience and risk prevention, with special focus on vulnerable regions.

13. **We will support countries to seize the opportunities opened up by the next production revolution.** Digitalisation, automation and other technological advances offer great opportunities to promote growth, productivity and competitiveness, but disruptions need to be addressed –especially with regard to jobs– through policies tailored to each economy. Special attention will be given to developing a full-fledged OECD digital strategy that can then be applied, adjusted and tailored by individual countries, in a similar way to what we have done with our national skills strategies and their action phases. This will draw on our *Going Digital* project and focus on the inclusiveness and sustainability dimensions of new production models.

14. **Bringing our *Inclusive Growth Initiative* and our research on the nexus between productivity and inclusiveness to the next level, we could document further the consequences of “exclusive growth” with regard to inequalities of income and opportunities, as well as the concentration of wealth and market power.** The platform provided by the OECD Centre for Opportunity and Equality (COPE) is contributing to broaden our research and policy dialogue in this area. The drivers behind inter-generational transmission of poverty should be more carefully scrutinised, including inter-generational social mobility. Special attention should be paid to vulnerable groups, particularly within concrete segments of society: children, women, migrants, single-parent households, the long-term unemployed, workers in non-standard jobs, the young and the elderly, LGBT, sick and disabled people. Our work needs to focus on identifying the specific obstacles they confront and how to overcome them. Concrete approaches and instruments developed by the OECD for specific groups like the *Gender Strategy* and the Council Recommendations on Gender Equality in Education, Employment and Entrepreneurship, as well as in Public Life, may provide a model for how to address the particular and concrete challenges faced by some of these vulnerable groups. Attention should also be paid to how the OECD can do more to help address the growing “geographies of discontent”.

15. **We should redouble our efforts to advance gender equality, where progress has been very slow.** An emerging concern is the continuous violence against women, a debate from which the OECD cannot be absent having championed the gender agenda internationally. We should also continue to monitor the G20 gender target that the OECD contributed to set, as well as to support governments in their efforts to implement family friendly policies and build labour markets that allow women and men to live more fulfilling and balanced lives. Special attention should be given to childcare policies, but also to children well-being more broadly. Children represent the future of our societies and are often hardest hit by poverty and exclusion. We should further analyse and document the role that early childhood interventions can have in children well-being and the reduction in the intergenerational transmission of inequalities.

16. **We need to document and measure wealth concentration in our economies with more precision.** This implies enhancing our metrics and filling knowledge gaps through a full-fledged research agenda that looks at the many interrelated factors behind wealth concentration, including income disparities, technological divides, uneven access to finance, and limited progressivity in fiscal systems, among others. We should also analyse how different drivers of wealth concentration relate and reinforce each other, and translate into inequality of opportunities and limited social mobility. Improving the data is the first step to identifying policy options to address this phenomenon. We have advanced in documenting the precariousness and lack of progress of lower income groups, as well as its impact on growth, but we

should also take a hard look at the dynamics of the top 10 and 1 percent, including their access to high level jobs, finance and international mobility.

17. **In the new inter-generational social contract for inclusive growth, the respect for the rights and dignity of workers will be crucial.** We need to strengthen labour market institutions and assess the potential positive and negative effects of collective bargaining and minimum wages in reducing growing wage divergence. Our innovative *Job Quality Framework* should support our efforts to prevent job precariousness, irregular practices and informality in the labour market. We will work closely with countries to promote a virtuous circle of better job quality, health and productivity. Job quality will be one of the pillars of the *New Jobs Strategy*, which will identify how countries can deliver more and better jobs; an inclusive labour market; and support the adaptability of workers and the resilience of our economies. We will increase our engagement with the Swedish Government and the ILO in the advancement of a new Global Deal between governments, businesses, unions and other relevant actors to enhance social dialogue and promote decent work. We will also advance the analysis on how des-unionisation may have impacted the living standards of workers.

18. **The other side of the coin relates to providing workers with the skills needed to thrive in a rapidly changing context.** Investing in skills is good policy both in terms of productivity as well as inclusiveness, helping both workers and businesses. But we need innovative solutions. This implies redoubling our efforts to ensure that education and training systems prepare people to meet the needs of labour markets that are themselves evolving as a result of increased globalisation and technological change. It also requires that workplaces become learning spaces where workers, who bear a central responsibility for their own continuous education and professional development, can update and upgrade their skills and knowledge to continuously adapt to new realities. For the OECD, one task ahead lies in reviewing our research, instruments and recommendations to move beyond technical and cognitive skills and focus on how to nurture the social and emotional skills needed for succeeding in a globalised world. We will support countries to enhance lifelong learning by strengthening opportunities for adult learning, especially for those most at risk of becoming marginalised in the labour market. Of equal importance is to ensure that the skills that workers and citizens already have are used appropriately in order to increase productivity and wages.

19. **Social protection systems are critical to ensure that domestic policies tackle exclusion and inequalities and help those more directly affected by dislocations.** Drawing on its comparative advantage and expertise on what works and what does not in a variety of contexts around the world, the OECD is well positioned to be the go-to source on how countries can improve the design and delivery of social programs and services in view of their increasing financial burdens. We need to take a hard look at how we can improve social protection systems and make them more effective, including by increasing the efficiency and targeting of existing measures, a revision of eligibility criteria, entitlements and access to benefits in light of the rise of long-term unemployment, as well as their portability from job to job and from country to country. The forthcoming ELSAC Ministerial meeting on “Social Protection for the 21st Century” will help identify ways in which modern systems can respond to changing needs in order to make social policy fit for the future. Particular focus should be placed on ensuring that the middle class feels that it has a stake in social policy: in some countries, the increasing costs of housing, education and health care are making the middle classes feel that their living standards are being eroded and that their children will have a lower standard of living than their parents. Specific support should also be provided to Partner countries in the design and implementation of their nascent social protection systems.

20. **Emphasis should be placed on the equity and quality of social services, and in particular on the outcomes of both education and health systems and the experiences of those who benefit from them.** Our work on the drivers for success in these policy areas —like for instance the quality of teaching and the results and outcomes of education systems— should be framed in a larger, whole-of- OECD

reflection on the quality of public services and their impact on people's lives. The 2017 Meeting of OECD Health Ministers put this focus at the heart of its message, with its call for people-centred care. The OECD will develop this theme over the coming years, not least by developing new ways of measuring the performance of health systems according to whether they really improve people's health, rather than relying on simply measuring what health systems do. Delivering the *Patient Reported Indicator System* (PaRIS) will support countries as they transform health systems, integrate care, and seek a better use of new technologies at affordable prices.

21. **Governments also need to take a hard look at the progressivity of social transfers and other redistributive mechanisms**, including cash-based support programmes. This is an area where the OECD can help by identifying best practices and distilling practical recommendations, besides analysing the progressivity of systems. In light of the decline in labour's share in national income, we must undertake a deep analysis of where capital income goes and how it can be more equally shared. In this regard, we can contribute rigorous and expert analysis on potential pros and cons in topical debates such as the notion of a universal basic income (UBI) or the possibility of putting a tax on robots and machinery. We must, of course, focus on building up or preserving good framework conditions for the creation of jobs and the preservation of work incentives. We should develop a coherent strategy based on best practices of income support to job losers and those on the margins of the labour market while they find employment, coupled with a parallel strategy to facilitate labour market adjustments. We would naturally draw on the valuable policy lessons from our country reviews of displaced workers and on our labour market activation reviews. In our quest to ensure that benefits reach those who need them most, we also need to look at the sustainability, progressivity and adequacy of pension systems and their implications on the rights of pensioners.

22. **Beyond social services and transfers, governments can play a more proactive role to prevent exclusion and empower people and communities.** Rather than palliative approaches that just focus on compensating those in need, the focus should be on preventing as much as possible that our economies create losers. To do so, we need an empowering state that ensures that wealth and income concentration do not translate into different opportunities in life and inter-generational divides. Social safety nets are vital, but not enough. The State not only should remove barriers to opportunities, but also provide people with the capacity to seize them, focusing on low income and disadvantaged groups. In practice, this means taking a life-cycle perspective to preventing, mitigating and coping with disadvantage. This needs to start with high-quality early education and care, and be followed with access to comprehensive education and training throughout life, and to income and skills that help support people as they transition between jobs. In this endeavour, it will be critical to devise when possible alliances and partnerships with the private sector that help empower people. This requires revaluing the role of the State in the economy, beyond fixing market failures, in order to provide solid frameworks to ensure better outcomes for all.

23. **If countries are to implement these policies, they will need to raise the necessary resources through tax revenues.** Fostering economic dynamism and productivity is the basic driver of resource mobilisation, and the OECD will continue supporting governments and businesses in the pursuit of a pro-growth agenda. But we must also help countries get their tax systems right, according to their own circumstances. We need to strengthen the progressivity of the whole tax system, ensuring that everyone pays their fair share while taking care to avoid distortions and limit negative effects on incentives. Both statutory personal and corporate income tax rates have declined over the past 30 years, in part related to international tax competition, while the tax burden on lower and middle incomes has increased. Likewise, the OECD needs to analyse the increase in the share of national income accruing to capital, as well as the use of tax expenditures and exemptions that tend to be regressive in nature and favour those with the means to exploit the loopholes and engage in tax planning. We need to bring new light to the discussion on the taxation of capital income, wealth and property, but also to look further into the taxation of financial

wealth vehicles (like collective investment schemes and mutual funds) and non-wage financial compensation packages (bonuses, stock options). We should also continue assessing the potential of environmental taxes.

24. **To complete our analysis of domestic fiscal systems, we also need to look at the government expenditure side.** The willingness to comply with tax obligations relies to a great extent on the perception that the money collected is well spent. Besides our work on public budgeting and best practices, the OECD can draw on its comparative advantage and undertake useful research on public perceptions about government expenditure and budget composition.

25. **At the firm level, a renewed focus on competition and addressing market concentration is critical.** Beyond our traditional work on fostering competition policies and preventing collusive practices, we need to better understand the growing productivity divergence across firms that may be putting into question the competitive nature of markets and reinforcing winner-take-most dynamics and market power accumulation in several sectors. We need to develop further our analysis on firm dynamics and the relationship between larger and smaller firms, and in particular how globalisation, technological change and intellectual property rights systems may be affecting knowledge diffusion and access in certain markets.

26. **We must foster policies which support the development, growth and competitiveness of SMEs, including the creation of a conducive business environment for them.** The increasing integration of markets and production processes and the digital transformation of the economy and society call for the OECD to develop a fully-fledged SME Strategy that taps into our Organisation's vast analysis and expertise in terms of SME creation, development, financing, productivity, regulatory environment and business dynamics and statistics. Such a strategy, could allow SMEs to maximise their opportunities in a global, interconnected digital economy, as well as their contribution to growth, sustainable development and social inclusion. Special attention should be given to start-ups and innovative young firms.

27. **At the domestic level, the sub-national dimension is critical.** We need a better understanding of the effects of globalisation, trade and digitalisation in the territories and communities of countries. The OECD's rich work on territorial issues needs to fully incorporate the inequality dimension, analysing divergences between leading and lagging regions as well as the urban-rural divide and how megatrends may be exacerbating them. While we will continue working with countries on regional comparative data as well as on rural and urban development policies, we need to ensure that our inclusiveness and green growth metrics take into particular consideration the spatial dimension and its role in exacerbating inequalities.

28. **The OECD should reinforce its work on regional and local development policies, distilling best practices and developing toolkits on how regions and cities can maximise their comparative advantages and overcome their specific challenges.** New metrics and data on urban and rural units can help us better track their economic performance and distributional challenges, as well as assess the effectiveness of different targeted policies. Our reviews can also deal in more depth with how sub-national governance arrangements can help promote inclusive and sustainable growth while tackling inequalities, respecting the environment and advancing well-being. Initiatives like the *Champion Mayors for Inclusive Growth* can help us share findings, spread best practices and identify concrete actions, and could be replicated at other sub-national levels, including regions, smaller cities and villages.

29. **We need to support governments in their effort to improve public governance and restore trust in public policies.** On the one hand, this implies fostering good practices, high quality services and innovation in the public sector, something that an OECD *Observatory of Public Sector Innovation* should help promote. On the other hand, persistent problems of corruption, regulatory capture and other signs of

low respect for the rule of law and for the independence of public institutions need to be addressed. The implementation of the new OECD Recommendation on Public Integrity should provide policy levers that are particularly powerful in improving trust, like integrity in large public infrastructure projects, having political leaders leading by example, and developing common standards across all levels of government. Deepening our work on political finance, lobbying and the prevention of political capture by interest groups is equally critical, and should include the development of adequate metrics and standards in these areas, building on the work we are producing in the field of trust and governance with instruments like the *Guidelines on the Measurement of Trust*.

30. **We should also maximise the great potential of our work on and our ability to convene the centres of governments**, supporting efforts to strengthening internal coordination, engaging in effective medium and long-term strategic planning, sustaining effective engagement with citizens and civil society across the policy-cycle, and instilling a culture of monitoring and evaluation. The development of a *Policy Framework on Sound Public Governance* will support the design and implementation of governance reforms to improve results for citizens as part of an empowering state. It should also help us advance our integrated policy support to countries, connecting dots across different policy areas.

31. **Finally, good governance also implies tackling concerns about people's limited information about the public sector, their participation in policy-making and, eventually, their access to political power**, all forms of exclusion at the root of the loss of citizens' trust in institutions. This often translates into indifference, disengagement and lack of participation in political and civic processes, threatening our democracies. Building on its *Trust Agenda*, the OECD needs to look at how the various inequalities translate into unequal access to power and representation, with certain segments of societies feeling that their voices and interests are ignored or under-represented, while others are seen to have disproportionate access and the ability to bend public policies to their interests. As recommended by the latest *OECD Report on Open Government*, a greater focus on strengthening the transparency and accountability of the public sector is indeed crucial for government to regain people's confidence, as well as the implementation of inclusive participation mechanisms to ensure that citizens' needs are properly communicated and addressed.

#### INTERNATIONAL POLICIES

32. Governments and national institutions can only address problems that are global in nature through collaboration beyond national borders. In addition, many of the proposals for further work mentioned in the previous section can only succeed if they are part of coordinated actions at global level, in light of the high international mobility of both capital and labour. Improving the outcomes of globalisation and the capacity of domestic policies to solve people's problems involves, therefore, strengthening international co-operation in many areas. It implies a focus on levelling the playing field and promoting global standards to ensure that everyone benefits from global dynamics, including the international movements of goods, services, capital and labour. It also demands that we pay more attention to the cross-border distributional and environmental aspects of growth.

33. **Our horizontal projects for the 2017-2018 biennium — *Inclusive Growth, Ensuring the Effective Integration of Vulnerable Migrant Groups, Going Digital* — will be critical, as will be other areas of work like the *New Jobs Strategy and Future of Work*, the adoption and implementation of the new *Action Plan on Preventing Ageing Unequally* and the mainstreaming of issues like gender, green growth, skills or innovation.** They all relate to areas where international coordination is critical. Moreover, such co-operation is also crucial in areas where policy decisions transcend national boundaries and demand co-ordinated action: cross-border trade and investment, international tax competition, setting new standards on due diligence, responsible business conduct and environmental and human rights

protection, etc. Coordination should result in larger benefits for each country and therefore in a global policy optimum, as opposed to a race to the bottom that is costly for everybody.

34. **We also need to continue supporting the implementation of the important agreements reached by the international community in 2015, leveraging our contribution to the achievement of the Sustainable Development Goals (SDGs) through our *SDG Action Plan*.** Our work must take into account the universal nature of the SDGs and the linkages between the different goals, focusing on providing targeted support to Member and Partner countries in their national strategies and specific plans, enhancing coordination across and between levels of government, and promoting effective stakeholder engagement. Specific areas where we can contribute to the SDGs achievement include, among others, hunger and poverty eradication, health, food security, education, gender quality, energy access, ageing, health, the ocean economy, water and sanitation, anti-corruption and co-operation in science and technology. The consolidation of an office in New York should help us achieve this “best supporting actor” role by supporting the United Nations in several areas where the OECD holds relevant expertise and can promote integrated approaches.

35. **In supporting the 2030 Agenda we should place special emphasis on development finance,** including through supporting the implementation of the Addis Ababa Agenda for Action, producing an *OECD annual Outlook on Development Finance* and completing the transformation in the measurement of development finance with the *Total Official Support for Sustainable Development* (TOSSD). Our development work should also ensure our targeted support to developing countries seeking innovative solutions to improve the lives of their populations. To this end, we must redouble our efforts to support the agenda of the Global Partnership for Effective Development Co-operation endorsed in Nairobi last December and build on the respective memberships of the Development Assistance Committee, the OECD Development Centre and the Sahel and West Africa Club to exchange best practices among countries at different levels of development. We must also reinforce our role in fostering direct policy dialogue with developing and emerging economies on key issues, such as extractive industries, integration into global markets and value chains, domestic resource mobilisation and the transitioning to higher income levels. We should enhance our work on development policies through our global, regional and thematic outlooks, as well as through our *Multidimensional Country Reviews* (MDCRs). The on-going review of the DAC, efforts to foster cohesion, synergies and co-operation in the OECD development cluster, and further engagement with a broader range of stakeholders — including the private sector, foundations, civil society and academia — all point in this direction.

36. **We need to continue supporting the implementation of the Paris Climate agreement through our work on climate finance — in terms of measurement, monitoring and mobilisation — as well as on the alignment of policies to ensure a cost-effective transition to a low-carbon economy.** We will help catalyse and support the transition to a green, low-emissions and climate-resilient economies through the development of effective policies, institutions and instruments, including through the OECD Centre for Green Finance and Investment. The OECD must help reinforce international co-operation around the green agenda. This includes better collaboration on adaptation and risk prevention, especially with regard to climate change, water resources, food security and biodiversity protection, as well as particularly vulnerable regions and ecosystems. A critical goal is to help design and enforce strong environmental standards and secure public participation in forging them, as well as to strengthen monitoring and evaluation mechanisms. Our work needs to look at both the negative and positive environmental dimensions of international trade, evaluating its implications for sustainability. It also should highlight how policies in various jurisdictions can be mutually supportive of environmental objectives, and signal the transformations needed to make economies more resource-efficient and circular.

37. **Particular attention should be paid to our work on international migration, the integration of migrants in receiving societies and the impact in their countries of origin.** In this regard, we need to contribute to UN-led efforts to establish better functioning coordinating mechanisms, supporting with our research, evidence and expertise the on-going negotiations of a global compact for safe, orderly and regular migration, to be adopted at an intergovernmental conference on international migration in 2018. We should continue building on the efforts of the *Global Knowledge Partnership on Migration and Development* (KNOMAD) of which the OECD is a key partner, and on the ongoing work on policies that foster a positive contribution of migrants to development, both in origin and destination countries. We should also advance our analysis and peer learning on refugee's integration policies, and the broader integration of migrants, drawing on the indicators already existing to support policy-making and ensure a coherent approach. With its expertise in fighting transnational corruption and economic crime, the OECD could also act together with national authorities and other international actors to cut the lifeline of refugee smuggling.

38. **We need to continue addressing tax avoidance and evasion, one of the greatest contributions that the OECD has provided to the international community in the past decade.** Our work on taxes illustrates our ability to mobilise countries across the world towards a common goal so they can improve the global rules of the game while instilling fairness into the system and gradually restoring trust in institutions. We need to complete the work to make tax havens a thing of the past. We need to consider the role of taxation in supporting inclusive growth, especially in a global environment with mobile factors of production. While progress has been made in dealing with tax avoidance, tax evasion, and the increased mobility of taxpayers and tax bases, these continue to present challenges for tax policymakers. We need to continue to advance the implementation of the new global standard on Automatic Exchange of Information (AEOI). To address tax avoidance by multinationals, we need to ensure an effective implementation of the BEPS package through the *Inclusive Framework on BEPS*, as well as to further engage in the on-going debate about a destination country-based corporate tax versus the principles of source and residence. Complementing the work of the Financial Actions Task Force (FATF) and the Global Forum on Transparency and Exchange of Information for Tax Purposes, the OECD could improve access and effective use of beneficial ownership information for tax purposes. The OECD also needs to advance its work on tax certainty, discussing the tax challenges of the digital economy, advancing the implementation of the international VAT/GST guidelines, harnessing tax policy for lower carbon growth, and fostering international collaboration on domestic resource mobilisation through the expansion of the *Tax Inspectors Without Borders* initiative to more countries.

39. **We need a new trade and investment narrative that focuses on openness and fairness, acknowledging that trade and investment should be positive drivers for inclusive growth and well-being.** This will imply putting both producers and consumers at the centre of our policies, shifting the focus to widespread, long-term societal gains, working on governance frameworks to ensure a level playing field, and increasing transparency of policies and policy-making. We need to continue integrating further our trade, investment and domestic agendas, with more and better research and evidence on the gains and cost of openness, including their interaction with related domestic and international policies and the final effect not just on growth, but on development outcomes and their distribution across society. One important area where our expertise could bring additional value would be the thorough measurement and documentation of the costs of protectionism and isolation for our economies, including disaggregating data to focus on the most burdensome measures, and in particular their impact among the most vulnerable segments of society.

40. **In the specific area of trade, we need to refine our analysis of *Global Value Chains* (GVCs) and our databases on *Trade in Value Added* (TiVA), the *Services Trade Restrictiveness Index* (STRI) and the *Trade Facilitation Indicators* (TFIs) increasing both their reach and depth to better understand the benefits and costs of open markets, as well as the risks of protectionism and the practical actions that can be taken to improve the functioning of markets.** An important avenue is to continue further integrating

FDI measurement into TiVA and GVCs to better understand their interrelationship, as well as the specific role of multinational enterprises (MNEs) in global trade. Given that GVCs are not static and will shift depending on policies, relative prices and technology, a better understanding of these dynamics will support better domestic and international policies. On the trade policy agenda, we need to support government efforts to make trade policy making more open, allowing people and communities to inform and be informed by the debate. The impact of embedding labour, environmental and other standards in more comprehensive trade and economic partnership agreements should be carefully analysed to ensure that they have the desired effect. We need to pay special attention to the potential for trade opening in specific areas (services, agriculture) to generate pro-poor growth.

41. **With regard to investment, we need to leverage existing OECD instruments and consider new ones to ensure that cross-border activity and capital allocation maximises opportunities while benefitting society at large.** We must refine the *FDI Regulatory Restrictiveness Index*, enrich our FDI analysis through linkages to other data, and enhance the use of the *Policy Framework for Investment* (PFI) with a long-term view to establish a coherent policy climate for investment. The PFI can also be better leveraged as a tool to mobilise public and private resources for high-impact infrastructure investments that are environmentally sustainable and improve people's lives. We will continue to address issues related to infrastructure financing, including the promotion of the role of private capital by implementing and leveraging on the international instruments we developed and providing further analysis and data. The OECD can also assist countries in carefully weighing the risks and benefits of unfettered capital flows, and in particular to ensure that emerging and developing countries meet certain thresholds — which include the quality of their institutions and policymaking and their level of domestic financial development — before they open up their capital account. We also need to pay special attention to the volatility of capital flows. Focus should be given to completing the review of the *OECD Codes of Liberalisation of Capital Movements* and encouraging the participation by non-members, particularly non-OECD G20 countries. This would help to ensure transparency, accountability and proportionality in the monitoring of capital flows. It would also bring new perspectives and a better understanding of how best to sequence the liberalisation of capital movements. We also need to weigh in with our research and expertise on the debates on investment treaty making and investor-state dispute settlement (ISDS) mechanisms.

42. **We need to further analyse the role of the financial system and assess how it can best contribute to a healthy real economy.** Further work is needed to better assess the linkage between the wider economy and the financial sector. Working with other institutions like the IMF and the FSB, the OECD can contribute towards better measuring financial transactions and developing standards and rules that can help put the international financial system on a more solid footing and help prevent future crises. Among other areas, we need to consider biases towards debt finance in many of our countries and promote the development of oversight over the shadow banking system and cross-border trading of assets whose intermediaries and instruments are not subject to regulatory mechanisms. The OECD needs to stand for strong domestic financial regulation as well as for mechanisms that allow international collaboration in this realm and help update inadequate regulations. Our research should also deal with proposals to enact financial transactions taxes, assessing their costs, benefits and viability. Attention should be given to the role of finance in income and wealth inequality, including the role of executive remuneration and its alignment with long-term performance. We also need to look at uneven access to finance among individuals and firms, and advance our work on financial literacy and financial consumer protection to deal with the increasing complexity of instruments and products.

43. **Strengthening our global standard-setting role by upgrading both our standards and their adequate implementation will be critical in improving global co-operation.** In line with last year's MCM Statement, we need to complete the on-going review of our standards, to ensure that they are fully up to date and have maximum impact globally. Broadening adherence, enhancing effectiveness and strengthening monitoring mechanisms are all critical to this endeavour. Unfortunately, international

standards are running behind the enormous economic, social, political and technological transformation that is taking place. To address this, we should be a bold pathfinder and help fill the gaps in emerging policy areas that require new global standards. This exercise needs to be inclusive and engage all relevant stakeholders, ensuring an adequate discussion on governance issues. Our progress on the *Programme for International Student Assessment (PISA)* and on the tax front illustrates the importance of creating a global agenda and an inclusive process in order to better leverage our assessments, tools and standards. We also need to sharpen our ability to provide legal assistance and support national policy-makers in the implementation of standards, including through domestic legislation and regulation.

44. **In terms of international competition we need rules of the game that guarantee growth-enhancing global markets and prevent excessive income and wealth concentration.** International co-operation is needed to limit anti-competitive practices such as explicit or implicit subsidies or the formation of cartels whose impact extends beyond national borders. There is a need for national authorities to share information, bridge uneven regulations and agree to common principles to promote competition. Cross-border legal enforcement capacity also needs to be strengthened. Particular attention should be given to competition in the financial sector, where institutions that are “too big to fail” may benefit from implicit subsidies and make the market less contestable. Attention should also be given to dangerous risk-taking behaviour that has in the past resulted in a privatisation of benefits during upturns, and a socialisation of losses during downturns, with the costs being shouldered by the taxpayers. In light of the nature and rapid internationalisation of State Owned Enterprises (SOEs), we should further analyse their dynamics and role in the global economy, with particular attention to enhancing transparency about the benefits they may enjoy and ensuring that they play by the same rules.

45. **Our standards and best practices should continue giving due consideration to the specificities of MNEs and their role in the global economy, with robust principles that ensure a level playing field.** We should ensure that MNEs do not hamper fair international competition and efficient capital allocation, and that they remain an active source of long-term investment. In this regard, we need to tackle “winner-take-most” dynamics, which will require enhanced co-operation between competition agencies. We also need to look at Intellectual Property Rights and how we can strike a right balance between fostering innovation and protecting creativity while ensuring that their benefits lead to societal gains and not to barriers of entry.

46. **We need stronger standards for companies in general, and the OECD can be the international reference for guidance on principles of good corporate behaviour in a global environment.** We will develop further our work on corporate governance, with a special focus on the implementation of the G20/OECD Principles of corporate governance. We will also help enforce the instruments we have already developed to combat malpractice and wrongdoing, such as the OECD Anti-Bribery Convention, and focus on the effective implementation to prevent corruption and enhance business integrity. The recently launched Phase 4 of country reviews will focus on enforcement and detection efforts, and corporate liability. Globalisation and new technologies increase both the opportunities for corruption across multiple jurisdictions as well as the chances of impunity; in turn, this is among the factors contributing to public distrust toward international business. By developing a single and consistent anti-corruption framework, the OECD can help tackle these unprecedented opportunities for corruption, illicit trade and organised crime, reinforcing also its research and policy leverage in this area. Paradoxically, globalisation, digitalisation and financialisation can actually be drivers for enhanced global co-operation to combat these malaises. The OECD also needs to look at how technology can be an ally in this endeavour. In a context of global security threats, the OECD also needs to look at the role of export controls in preventing terrorism and their vulnerability to bribery.

47. **Beyond corruption and crime, the globalisation of supply chains has led to concerns about responsible business conduct**, with some companies shifting production abroad to profit from lower standards of human rights, environmental protection and health and safety standards. This also weakens trust in business. We need to strengthen the OECD MNE Guidelines, the due diligence guidance and the National Contacts Points system. We also need to promote their effective implementation and advance adherence by more countries, in particular G20 economies, as well as to support any initiative to strengthen international standards.

48. **But responsible business conduct is about more than just basic ethical behaviour: we need strong corporate standards that refer not only to good governance and abiding by the law, but also to the economic, environmental and social impact of companies as key actors in our societies.** This implies taking a strong approach to long-term social investment and moving towards a stronger corporate accountability framework, including the possibility of providing companies with a “social license to operate” based not only on the benefits that they provide to shareholders, but also to society stakeholders at large. The OECD has been working with different stakeholders, but needs to go to the next frontier and promote comprehensive standards that hold companies accountable towards the future of the planet and the communities they operate in. The State can play a facilitating role not only promoting policies that enable the implementation of responsible business conduct, but also with new forms of coalitions and Public-Private Partnerships (PPPs) that could help business become a true lever of positive change and an active contributor to inclusive growth, reduced inequalities and shared well-being. The OECD could help identify and distil better policies in this regard, as well as to develop refined metrics to measure the impact of business in terms of societal well-being.

49. **Our global agenda should also focus on addressing sector-specific problems.** The establishment by OECD and G20 members of a Global Forum on Steel Excess Capacity will help us assess the significant challenge of excess capacity in this area and how to address related distortions. Long-standing work in the areas of food, agriculture and fisheries can be further exploited to inform government efforts to move further away from trade-distorting support to targeted investments in improving sector productivity, sustainability and resilience. We will also explore the development of standards in fields such as maritime transport, fossil fuel subsidies, export restrictions on raw materials, and supply chains and due diligence in several sectors. Special attention should be given to deepening our analysis and understanding of frontier technologies, advanced research and cutting-edge activities that raise new governance and even ethical dilemmas, including bio and neuro technologies, artificial intelligence, the internet of things and big data. The potential of developing guidelines in some of these areas should be assessed. We should also closely monitor the functioning of new financial instruments and technologies like *blockchain*, including possible ways of improving transparency and regulation.

#### *ENHANCED MULTILATERAL CO-OPERATION*

50. **A key dimension of our ability to foster the global governance architecture in these and other areas will be determined by the strengthening of our contributions to the G7 and G20, as well as our collaboration with several regional organisations and multilateral development banks.** We will work with them in promoting strong, sustainable, balanced and inclusive growth, while enhancing economic and financial resilience and creating opportunities for citizens. We will give prominence to bringing inclusive growth to the core of the G7 and G20 agendas, and collaborate closely with these fora and institutions in advancing global rules, including by leveraging our standards to improve global co-operation.

51. **By reinforcing our collaboration with other International Organisations (IOs), we can foster effectiveness in international rule-making in support of a sustainable world economy and shared well-being.** I propose to reinforce our work on International Regulatory Co-operation, in particular

by supporting the efforts of the *Partnership among International Organisations on Effectiveness in International Rule-Making*, established under OECD leadership. The OECD will also promote further coordination among IOs, and specifically with other leading International Financial Institutions (IFIs), to ensure that we better complement each other. We would create a broader and deeper mechanism for co-operation among IOs, with regular meetings among the senior leadership of those institutions involved in the G20 (IMF, World Bank, FSB, ILO, WTO and OECD) as well as the UN Secretary General. By doing so, we can foster consistency between our respective programmes of work, the 2030, the Climate and the Tax agendas.

52. **We need to better measure attitudes towards globalisation**, and in order to do so, we should establish a platform with other partners that can help us capture and assess perceptions but, most importantly, the drivers behind them and the different “geographies of discontent” – as attitudes vary across countries, regions, socioeconomic groups and even across time. In this regard, we also need to advance our work on global values and how they relate to our education systems. The *Global Competencies Framework*, which will be included in the 2018 Programme for International Student Assessment (PISA), is a positive step in this direction as it aims to assess young people’s understanding of global issues and attitudes toward cultural diversity and tolerance.

*Improving the OECD’s DNA and the work needed to rise to the challenges and expectations*

53. **Building a more open, global and inclusive OECD policy network is critical in order to expand the impact of our standards and our work.** In this regard, completing the accession processes of Colombia, Costa Rica and Lithuania will bring the total number of OECD members to 38. Drawing on the report by the Council Working Group on Membership, we hope to be able to respond promptly to the formal requests for membership received from Argentina, Bulgaria, Croatia, Kazakhstan, Malta, Peru, Romania and Sri Lanka, and consider other expressions of interest. We will work closely with Members on further engaging with prospective candidates who can bring value added to the Organisation and can provide regional beacons for stability and good practices, while bearing in mind that the OECD does not aim to become a universal organisation in terms of its size and membership, but rather one with global impact. We will also leverage all our outreach instruments, bodies and programmes, to broaden take-up by non-members – with a special focus on large emerging economies and relevant global and regional players – by explaining better how participation and engagement can help them meet their specific challenges. We should continue building on the OECD’s Development Centre’s membership in our outreach efforts to Partner countries.

54. **We will enhance our work with Key Partners, consistent with our global relations strategy, promoting a more active engagement with OECD substantive committees with a view to possible membership.** We will update our joint programmes of work with Brazil and China and implement the recently renewed programme with Indonesia to make the best use of OECD expertise, instruments and standards for their reform agendas and lay out the conditions for possible membership considerations. We need to scale up our relationship with India and South Africa to encourage a similar level of strategic and comprehensive engagement and collaboration, prioritising the development of joint programmes of work. Capitalising on the experiences with Morocco, Kazakhstan and Peru, we will launch a country programme with Thailand and build the foundations for a more structured cooperation with Africa focusing in particular on Sub-Saharan Africa, as mandated by the MCM 2016. We will also continue advancing our Southeast Asia, Latin America and the Caribbean, South East Europe, Eurasia (Central and Eastern Europe, the Caucasus and Central Asia) and Middle East and North Africa regional programmes.

55. **Through the mainstreaming of the NAEC initiative we will continue underpinning fresh thinking, experimentation and discussion of new policy models, analytical approaches and narratives that can help enrich the work of the OECD.** Building on the insights gained through NAEC, the OECD

will be at the forefront of economic analysis and policy-making, advancing thinking about the economy by considering feedbacks, systemic stability, interactions and risks, and policy trade-offs. This approach will contribute to bring down the traditional barriers between different disciplines and policy silos, relying more on findings from the hard sciences, behavioural and social sciences as well as the humanities, and providing new tools (including agent-based models, network analysis, big data, machine learning and decision analysis) to understand and analyse a range of challenges from financial crises and inequality to sustainability and complex governance systems. It will aim to challenge our prevailing assumptions and stimulate unprejudiced dialogue.

56. **Going forward we will rely more systematically on our strategic foresight capacity, as megatrends and rapid technological change transform our world.** Reinforcing our strategic foresight capacity is fundamental to stay ahead of the curve in order to anticipate new and emerging challenges. The mainstreaming of strategic foresight throughout our work areas, including the use of the latest methodologies and analytical tools, will allow the OECD to lead policy debates on emerging challenges and opportunities, and reinforce its capacity to provide robust responses in a time of rapid change and uncertainty. We must also strengthen our efforts to identify early signs of disruptive change, fostering anticipatory capacity across the organisation and working with national governments and leading foresight practitioners worldwide to explore a range of plausible future scenarios and their implications for policy decisions today.

57. **With regard to internal management and improving our way of working, we will promote further horizontal collaboration to break down silos and ensure timely corporate responses to new and emerging needs.** This implies consolidating a corporate identity that goes beyond individual directorates, by making horizontality the new normal of our Organisation. Special attention will be given to improving horizontal collaboration with Part II bodies. We will develop more synergies and cohesion to reduce the transaction costs that we currently face when promoting collaboration between different units, with a focus on strengthening organisational coherence and emphasising greater agility to be more responsive to change. This will take place through actions arising from the *Value for Money* (V4M) initiative and our drive towards continuous performance improvement, so that Members get maximum value for the resources they provide and the OECD remains at the leading edge among international organisations in terms of impact, efficiency and transparency. Along these lines, we will foster staff diversity. We must also reinforce our work with committees, which are the pillars of our Organisation and give the OECD a leading edge over other international organisations. In this regard, we will favour further collaboration, information sharing and even joint work across committees, especially around horizontal projects, but also in areas where cross-fertilisation can be particularly fruitful to help break the silos that also operate in national governments. We will establish a task force to assess how the OECD can best tap into the huge potential of its committees.

58. **Drawing on the comprehensive OECD internal Digital Strategy underway, we will redouble our efforts to take advantage of new digital technologies in terms of mobility, accessibility and horizontal collaboration,** while assessing how the digital revolution will impact our business model and how we can best adapt our content creation, packaging and delivery to new platforms of consumption and dissemination, making them more demand driven. Particular focus will be given to the role of big and smart data and how our tools and instruments can help us collect and analyse it. The release of the new *OECD Network Environment* (O.N.E.) will reinforce our collaboration with OECD Members' Delegations and help us communicate and share information with them and capitals in a timelier manner.

59. **We will also complete the shift in our public communications, ensuring greater coherence and corporate consistency.** Our communications strategy will place greater emphasis on listening and engagement, reaching out to new audiences and stakeholders to avoid "echo chambers" and talking solely to "people like us". I count on OECD Delegations to help us engage in a broader conversation with non-

traditional audiences back home, with a particular focus on social partners and civil society, as well as improving outreach at national, regional and local levels. While continuing to value, promote and focus on our specific reports and products, we will place less emphasis on individual outputs and deliverables, and move towards thematic communication campaigns built around our major horizontal priorities, which will allow the time for core messages to take root and help shape global conversations around the critical issues of our time. In this endeavour, we will invest more in identifying and understanding our audiences, their needs and their reactions. This will include adapting content to our stakeholders through shorter, more accessible and visual formats and devoting greater attention to analytics and measuring the impact of our communications.

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60. We are at a challenging, critical moment, but I sincerely think that the OECD can make a difference. Increased international integration has made our societies better off, freer and more dynamic. But we risk losing such gains if we fail to distribute more evenly those benefits and address some negative externalities. We can do so through mutually reinforcing domestic and international policies that ensure that the benefits of the international movement of goods, services, capital, labour, technology, ideas and culture are seized and widely shared. Our 50<sup>th</sup> Anniversary Vision Statement underscored our Members' resolve to make the OECD a more effective and inclusive global policy network, drawing on our uniqueness and comparative advantages. These Strategic Orientations propose a way in which we can sharpen our contribution to governments' efforts to put the forces of globalisation to work for all.