

**For Official Use**

**C/MIN(2017)11**

Organisation de Coopération et de Développement Économiques  
Organisation for Economic Co-operation and Development

**11-May-2017**

**English - Or. English**

**COUNCIL**

**Meeting of the Council at Ministerial Level, 7-8 June 2017**

**EXPANDING THE OECD'S GLOBAL REACH, POLICY IMPACT AND RELEVANCE**

Declassified

This document is issued under the responsibility of the Secretary-General.

**JT03414044**

**Complete document available on OLIS in its original format**

*This document, as well as any data and map included herein, are without prejudice to the status of or sovereignty over any territory, to the delimitation of international frontiers and boundaries and to the name of any territory, city or area.*

C/MIN(2017)11  
For Official Use

English - Or. English

## TABLE OF CONTENTS

Executive Summary .....	3
I. Main Orientations .....	5
II. OECD Contributions to Global Governance.....	6
a) Agenda for Sustainable Development.....	6
b) Partnership with and Support for the G20, G7 and APEC.....	7
(i) G20, G7 .....	7
(ii) Contributions to APEC.....	8
III. Co-operation with Individual non-Members and Regions .....	8
a) Partnerships in OECD Bodies .....	8
b) Key Partners.....	10
(i) Brazil .....	12
(ii) People's Republic of China.....	13
(iii) India.....	13
(iv) Indonesia.....	14
(v) South Africa.....	14
c) Regional Approaches .....	15
(i) Southeast Asia, a region of strategic priority.....	15
(ii) Eurasia Competitiveness Programme .....	16
(iii) Latin America and Caribbean.....	16
- Latin America and Caribbean Regional Programme .....	16
- Pacific Alliance and Ibero-American Summit.....	17
(iv) MENA-OECD Initiative for Governance and Competitiveness for Development .....	17
(v) South-East Europe Regional Programme .....	18
(vi) Africa.....	18
d) Country-specific Approaches.....	19
(i) Country Programmes .....	19
- Kazakhstan .....	19
- Morocco.....	20
- Peru.....	20
- Thailand.....	21
(ii) Ukraine .....	21
IV. Conclusions and Future Directions .....	22
ANNEX I – PARTNERSHIPS IN OECD BODIES: Key Partners, other G20 countries, Country Programme Partners.....	24
ANNEX II – ADHERENCE TO OECD LEGAL INSTRUMENTS: Key Partners, other G20 countries, Country Programme Partners.....	27

## Executive Summary

In line with the mandates it received at the 2016 MCM [[C/MIN\(2016\)8/FINAL](#)], the OECD has continued to strengthen its global reach and to reinforce its role in establishing and promoting high standards in its fields of expertise:

- Through its role of partner and advisor to the G20, G7, APEC, the Pacific Alliance and other international dialogue processes, the OECD has been able to leverage its standards and disseminate its good practices. This has made these standards and practices global benchmarks in the areas of taxation, corporate governance and international investment, but also on key policy areas such as innovation or gender and others. Its highlights of the past year included the Inclusive Framework on Base Erosion and Profit Shifting, bringing together nearly 100 countries and jurisdictions committed to the BEPS Package. In addition, the OECD has played an important facilitating role in the establishment of the Global Forum on Steel Excess Capacity.
- The OECD contributes to the achievement of the Sustainable Development Goals (SDGs). In accordance with its Action Plan on the SDGs, the OECD co-operates with other international organisations, including notably UN entities, fora and processes, while also strongly involving Partner countries.
- Much of the OECD's Global Relations work has become mainstreamed, *i.e.* fully integrated into the Committees' regular work programmes. This enriches the policy dialogue in Committees and promotes the use of the Organisation's policy standards globally. Committees have involved the Key Partners (Brazil, China, India, Indonesia and South Africa) and other non-Members of strategic interest into their work, have developed regional dimensions in their work programmes and have invited new Partners to participate in their work as a matter of course.
- Frameworks and mechanisms to set priorities on a whole-of-government basis, and with responsibilities shared among Members and Partners, have been established for the work with three Key Partners and in several regions. Joint Work Programmes (JWP) are designed to involve Brazil, China and Indonesia in a wide range of Committees and their legal instruments. A follow-up JWP has just been agreed with Indonesia for 2017-18, a renewed JWP with China is close to completion and discussions on a new JWP with Brazil will be starting soon.
- The Latin America and Caribbean Regional Programme (LAC) was launched at the 2016 MCM and is starting to make its influence felt in the region, *i.a.* in the follow-up to the LAC Ministerial on Productivity and Inclusive Growth (December 2016). A Programmatic Document, providing strategic guidance on the thematic priorities defined for the Programme was adopted at its Steering Group meeting in December 2016.
- The Regional Programmes in Southeast Asia, Eurasia, Southeast Europe and the Middle East and North Africa (MENA) region continue to deliver on their mandates of disseminating OECD standards through close dialogue with their regional partners. The Southeast Asia Regional Programme has a strategic mandate to help the Organisation identify countries for possible future OECD membership and additional efforts will be made to bring the countries in its region closer to the Organisation through engagement in OECD activities.
- The Kazakhstan, Morocco and Peru Country Programmes are moving towards their conclusion and are to be evaluated. The indications given by these countries' governments attest to a significant impact on their domestic reform agendas. The Council, which had suspended the Thailand Country Programme in 2014, has recently agreed with its launch, to take place in the third quarter of 2017.

- The OECD continues to support Ukraine under the Action Plan in the areas of anti-corruption, investment and business climate, and governance and the rule of law. Funding permitting, further support will be provided on other priorities in consultation with Ukraine.
- The OECD will continue its work along these lines over the coming year, while also dealing with a number of issues and challenges:
  - o Efforts will be continued to conclude JWPs eventually with all Key Partners and to secure their commitment to the OECD's bodies and standards by upgrading their Partnerships in bodies where appropriate, encourage their participation in the development and monitoring of legal instruments and increase their contributions to the OECD budget.
  - o Committees' proactive Global Relations strategies have made participation of non-Members the norm, but prospective Partners do not always accept their invitations, or only after long delays. This will have to be monitored and further analysis of the factors driving the acceptance or non-acceptance of invitations would help clarify how Committees could be more effective in attracting the Partners which they need in order to implement their mandates more effectively.
  - o The OECD's engagement with Africa should be reinforced and made more coherent, in accordance with the 2015 and 2016 MCM mandates, so as to have a greater impact.
  - o The OECD should take advantage of the experience gained and lessons learned in its first three Country Programmes when designing any possible new Country Programmes with other relevant Partners.
  - o Being committed to openness and inclusiveness, the OECD is seeing a growing demand for OECD membership. To ensure that it continues to strengthen its global reach and to reinforce its role in establishing and promoting high standards in its fields of expertise, Members have undertaken a strategic reflection on the future size and membership of the Organisation.

## I. Main Orientations

1. The goal of *Making Globalisation Work*, this year's MCM theme, has been the driving force of the OECD's global strategy. In order to respond effectively to the challenges globalisation poses, the OECD's aspires to remain an open and inclusive Organisation, establish and disseminate high standards and develop and share policies and best practices that count on a global scale. Thus we are striving to develop the OECD into a "Global Policy Network", in accordance with its 50<sup>th</sup> Anniversary Vision Statement, which Members endorsed at the 2011 MCM [[C/MIN\(2011\)6/FINAL](#)].

2. As Secretary-General I have repeatedly stated my commitment to this Vision in my successive Strategic Orientations and in my note "21 for 21 – Agenda for Consolidation and Further Transformation of the OECD". In the Global Relations strategy context I have particularly highlighted the three attendant strategic objectives of (i) disseminating better policies for inclusive growth and advancing structural reform agendas on a global scale, (ii) leveraging our standards and making them universal, and (iii) enhancing our co-operation with emerging economies [[C/MIN\(2016\)1](#)].

3. At the heart of our endeavour to expand the OECD's global reach, relevance and impact is the OECD's role in the global and regional governance architecture. In particular the OECD's partnership with the G20 has been instrumental in establishing the Organisation as a global standard setter and enabled us to pursue the aforementioned strategic objectives in the interest of all OECD Members. This has helped us to take the OECD's co-operation with the Key Partners to a new level, *i.a.* through the agreement of Joint Work Programmes (JWPs) with Brazil, China and Indonesia. More generally, the Key Partners are taking a more strategic view of their future relations with the OECD, with some of them (in particular Brazil and Indonesia) considering what a possible future membership would involve.

4. To ensure that the OECD continues to strengthen its global reach and to reinforce its role in establishing and promoting high standards in its fields of expertise, the 2016 Ministerial Council Statement [[C/MIN\(2016\)8/FINAL](#)] called for a strategic reflection by Members on the future size and membership of the Organisation and for a report to the 2017 MCM. The Council Working Group on the Future Size and Membership of the Organisation (WGM) was established in November 2016 with a view to preparing the aforementioned report.

5. In addition to this strategic reflection and the related membership considerations, the OECD has a broad range of tools for fostering its Global Relations. A major impetus for the relationship with Key Partners and emerging economies has come from the OECD's strategic involvement in and support for various fora of global and regional governance. This has offered a new and effective avenue to leverage OECD standards on a global scale and broaden its policy advice beyond membership. The Global Relations strategies which the Committees have developed over time, and which they have recently reviewed and updated [[ERC\(2017\)1/REV1](#)], demonstrate that their co-operation with Partners has been mainstreamed and become an integral part of their work programmes. This widening of the OECD's global reach enriches the policy dialogue in Committees and helps the Organisation to make its standards globally relevant. All Committees seek integration of the Key Partners into their work, in accordance with Council guidelines. Many of them also involve the other non-OECD G20 countries, as well as others. Most Committees contribute to some or all of the five Comprehensive Regional Programmes<sup>1</sup> that have proven to be powerful tools for engagement.

---

1 Namely: the South East Europe Regional Programme (started in 1999), the MENA-OECD Initiative for Governance and Competitiveness for Development (current name of the Programme established in 2005), the Eurasia Competitiveness Programme (2008), the Southeast Asia Regional Programme (2013) and the Latin America and Caribbean Regional Programme (2016).

6. Ensuring ownership and shared responsibilities for its Partners is an essential element of the OECD's endeavour to expand its global reach and effectiveness. Indeed, the tendency over the past few years has been for the OECD to move from sector-by-sector approaches towards whole-of-government ones, with its attendant mechanisms for joint priority setting with Partners: the Joint Work Programmes (JWPs) with the Key Partners, the Country Programmes and the Comprehensive Regional Programmes. For the Key Partners in particular, JWPs increase these countries' engagement with the OECD at a more political level, and support the objective of fostering their adherence to legal instruments and Partnerships in OECD bodies.

7. The OECD's 2017-18 Programme of Work and Budget reflect the importance of the Vision Statement and the 2016 MCM Council Statement. Specific points included in this endeavour are:

- a further strengthening of the OECD's partnerships with the G7, G20 and APEC;
- a continued integration of the Sustainable Development Goals (SDGs) into the OECD policy frameworks and advice, in accordance with the OECD Action Plan on SDGs<sup>2</sup>;
- encouragement of the Key Partners to join OECD bodies as Participant or Associate, adhere to the OECD's legal instruments and identify opportunities for mutually beneficial work,
- a further strengthening of the regional programmes in Southeast Asia, Eurasia, Southeast Europe and the MENA region, as well as the new Latin America and Caribbean (LAC) Regional Programme, in close co-operation with regional partners, such as ASEAN, the Pacific Alliance and the Ibero-American Summit;
- through the Deauville Partnership in the context of the G7, leveraging of the OECD's longstanding work in the MENA region, and providing evidence-based advice in many areas of reform, which has also supported the MENA-OECD Initiative for Governance and Competitiveness for Development;
- the exploration of ways to reinforce the engagement with Africa according to the Committees' Global Relations priorities;
- completion of the current three Country Programmes and a review of their achievements to ensure that their implementation is effective and benefits the Organisation, and
- continued co-operation with Ukraine.

## **II. OECD Contributions to Global Governance**

### ***a) Agenda for Sustainable Development***

8. The 2030 Agenda for Sustainable Development has implications for the content and structure of the OECD's Global Relations, as discussed in the OECD Action Plan on the Sustainable Development Goals:

- OECD Programmes may provide an appropriate vehicle for supporting countries as they develop and implement strategies to achieve the SDGs. They can be used to share lessons on policy successes and failures and to promote dialogue among policy-makers at the regional level in

---

2 See *Better Policies for 2030: an OECD Action Plan on the Sustainable Development Goals*, [C\(2016\)166/REV2](#).

partnership with the United Nations (UN) Regional Commissions. Pertinent policy areas include trade and investment, education, social policies, climate, tax, innovation and infrastructure. For instance, the Southeast Asia Regional Programme encompasses policy networks which gradually build consistent data across countries in a range of relevant areas, such as FDI restrictions, which can help unlock financing for the SDGs;

- OECD Global Fora provide established spaces for dialogue among OECD and Partners on an equal footing and can support the implementation of the 2030 Agenda. In particular, it is proposed: to develop the OECD Global Forum on Development as a regular opportunity for sharing experiences on SDG implementation, to consider the roles that other OECD Global Fora may play in relation to the 2030 Agenda and to promote the use of the OECD World Forum on Statistics, Policy and Knowledge as a space for dialogue on the use of statistics to help countries design evidence-based policies for meeting the SDGs and to gauge their progress towards these goals;
- The Platform for Collaboration on Tax, involving the OECD, UN, IMF and World Bank, provides a way for the main international organisations working on tax to co-operate effectively on domestic resource mobilisation in support of the SDGs. The Multilateral Convention to Implement Tax Treaty Related Measures to Prevent Base Erosion and Profit Shifting (MLI), and the implementation of the BEPS Project more generally, should provide an important contribution in this regard;
- Other sector or theme-specific fora among OECD Members and Partners (*e.g.* on natural resource-based development, Global Value Chains (GVCs) *etc.*) can also support efforts towards relevant goals;
- The OECD will continue to engage with UN entities, fora and processes as it contributes to the implementation of the 2030 Agenda, with a view to maximising synergies and avoiding duplication of effort in all areas. It will aim to capitalise on its engagement as a permanent observer of both ECOSOC and of the UN General Assembly and to contribute effectively to key UN processes and analytical work (*e.g.* the ECOSOC Financing for Development Forum, High Level Political Forum and the implementation of the Paris Agreement, notably through the UN Framework Convention on Climate Change). The OECD will partner with the UN to put the multi-stakeholder Global Partnership for Effective Development Co-operation at the service of all actors as they pursue the SDGs. To bolster the engagement of the OECD with the UN, and fully leverage on the status of OECD as a permanent observer to the United Nations General Assembly and to ECOSOC, the Secretary-General has informed Members of his decision to assign an OECD official to be present on an exploratory basis at the UN headquarters in New York.

***b) Partnership with and Support for the G20, G7 and APEC***

***(i) G20, G7***

9. The OECD has become a trusted advisor to the G20/G7 processes, under the Secretary-General's leadership, supported and co-ordinated by his Chief of Staff and Sherpa, the Sherpa team and underpinned by the work of substantive directorates and respective Committees. Its co-operation with successive G20 presidencies has increased the visibility and relevance of its work, analysis and instruments at a global level. Alongside its contributions to other global and regional fora – such as the APEC and the Pacific Alliance (see below) – this has helped the Organisation to work more closely with Key Partners and broaden the reach of its standards. The extent of the OECD's contribution and recognition at the Hangzhou

Summit demonstrates how the G20 has helped to reinforce its relation with China in particular, as it could do with Argentina during its G20 Presidency in 2018.

10. The involvement in, and co-operation with, the G20 has helped the OECD to leverage its standards and policies and has thus become a key tool in support of its Global Relations strategy. A major development in the context of the G20, with the OECD playing a relevant role as facilitator, is the establishment of the Global Forum on Steel Excess Capacity, where the G20 and interested OECD countries are gathering to find solutions to the problem of global steel excess capacity. It is important to note that the G20 endorsed the adoption of the OECD Corporate Governance Principles. This is another way in which the support of the OECD to the global governance architecture is advancing issues of interest for OECD Members. On the tax agenda, the OECD has developed an Inclusive Framework which allows interested countries and jurisdictions, including developing ones, to work on an equal footing with OECD and G20 countries on developing standards on BEPS-related issues and reviewing and monitoring the implementation of the entire G20/OECD BEPS Package. The first meeting of the Inclusive Framework on BEPS was held in Kyoto on 30 June-1 July 2016, and the second in Paris on 26-27 January 2017. To date, 51 countries and jurisdictions have joined the original 46 BEPS members (comprising OECD Members, accession candidates and G20 countries), taking the total number of countries and jurisdictions participating in the Inclusive Framework as BEPS members to 97.

11. Germany's 2017 G20 presidency is also relying on OECD's support across its various work streams. *Building Resilience, Improving Sustainability and Assuming Responsibility* are its three priorities, while also following up on the legacies of the Chinese Presidency. The OECD is helping Germany to identify and implement the appropriate policy mix in the finance track, including structural, macroeconomic and financial policies to promote a resilient economy, to enhance tax certainty and promote well-developed and well-regulated capital markets. The OECD is also contributing with an analysis of growth, investment and climate in order to support countries in their growth-friendly policies to reach the 2°C target agreed in Paris at the 2015 United Nations Climate Change Conference (COP21). The OECD also provided a report on G20 countries' efforts to maximise the benefits of the increasingly digitalised global economy in support of the G20 Digital Economy Task Force.

(ii) *Contributions to APEC*

12. The OECD's co-operation with APEC strengthens the Organisation's impact and influence across the Asia-Pacific, a region responsible for 59% of global GDP and 48% of global trade. During Peru's 2016 APEC host year, the OECD made contributions in a number of Peru's priority areas, including skills formation, regional economic integration, SMEs, and enhancing the regional food market. The OECD also drove the discussions on trade issues and taxation.

13. The OECD is working closely with Viet Nam, the 2017 host of APEC, to refine its priorities and develop substantive work streams in the areas of inclusive growth, regional integration and connectivity, SMEs and innovation, and food security and sustainable agriculture. The Organisation is also deeply engaged in the APEC Finance Ministers' Process, working with Viet Nam to develop concrete work plans in its priority areas of financial inclusion and literacy, long-term investment and infrastructure financing, disaster risk financing and insurance and BEPS.

### **III. Co-operation with Individual non-Members and Regions**

a) *Partnerships in OECD Bodies*

14. Engagement with the Key Partners and other strategically important non-Members, and taking account of their views, helps the OECD achieve its mandate and promote its standards in a globalised

world. This is why the number of Partnerships in OECD bodies and projects has increased from 67 in 2005 to 251 today<sup>3</sup>; and the number of non-Member adherences to OECD legal instruments has increased from 219 in 2005 to 597 as of 10 May 2017. Since the beginning of 2015, 80 new invitations<sup>4</sup> have been issued to non-Members, to become Participant in an OECD body, or to become Associate in a body, a Project or discussions concerning a legal instrument, of which 45 have been accepted to date.

15. All Committees review and update their Global Relations strategies biennially to ensure they target the appropriate Partners. A report to the External Relations Committee on the 2016 reviews [ERC(2017)1/REV1] concluded that the Committees had generally responded well to the various MCM mandates, including the Council guidelines on deepening engagement with the Key Partners [C(2010)100/FINAL], the 2011 Vision Statement, and the mandates for the various Regional Programmes. They have integrated Key Partners in their work, in many cases including other non-OECD G20 countries, have developed regional dimensions in their work programmes and have added new Partners as a matter of course. On the other hand, the report also observed that invitations as Participant or Associate are not always accepted soon, if at all, which suggests that non-Members do not always reciprocate the interest a Committee shows in them. Table 1 shows that about half of the invitations issued since 2015 have been accepted and that the uptake by the Key Partners, in particular, has been lagging.

<b>Table 1 – New invitations as Participant or Associate in Bodies or Projects, since 1-1-2015*</b>		
	<b>New invitations**</b>	<b>New acceptances***</b>
<b>Key Partners</b>	19	6
<b>Other G20</b>	13	7
<b>Accession countries</b>	16	10
<b>Country Programme Partners</b>	10	9
<b>Others</b>	22	16
<b>TOTAL</b>	<b>80</b>	<b>48</b>

\* Including membership of the Development Centre

\*\* Excluding invitations to the BEPS Project issued in 2016 and 2017.

\*\*\* Including 3 for invitations issued in 2013 or 2014.

16. The report also concluded that there have been few invitations of Partners to become Associates in Part I Committees, suggesting this tool to secure Partners' commitment to the OECD's standards does not live up to its potential. Finally, the report noticed a clear potential for increasing the number of Southeast Asian countries with Participant or Associate/member status (other than the BEPS Project/Inclusive Framework), which stands at a modest 20 out of 251, in spite of the strategic priority accorded to Southeast Asia.

3 This number includes the 25 non-OECD members of the Development Centre and Russia's membership of the Nuclear Energy Agency.

4 These numbers do not include the 133 invitations issued by the Council in May 2016 and February 2017 as Associates (referred to as members) to the BEPS Project (also referred to as the BEPS Inclusive Framework) [C(2016)78; C/M(2016)9, item 124 and C(2017)19; C/M(2017)4, item 35], of which 51 have been accepted (see [<http://www.oecd.org/tax/beps/inclusive-framework-on-beps-composition.pdf>]). This has taken taking the number of members of the Inclusive Framework on BEPS to 97 (situation as of 10 May 2017).

17. The Council has asked for a review of the Revised Resolution of the Council on Partnerships in OECD Bodies [[C\(2012\)100/REV1/FINAL](#)], which governs non-Member participation in OECD bodies, projects and discussions concerning a legal instrument, in 2018 [[C/M\(2015\)21](#), item 218 c)]. In order to prepare the ground for this review, it would be useful if Members could benefit from a better insight of the facts behind the statistics on invitations to become Partners in bodies and projects, the acceptance of these invitations, the actual attendance and role of Partners in Committees, as well as the factors that stand in the way of accepting invitations to become Partners or to attend meetings. Without drawing operational policy conclusions at this stage, this could help to answer questions on *e.g.* the lack of appetite for Associate status for Part I bodies, the underrepresentation of certain regions in Committees as compared to others and the reasons why certain invitations remain unaccepted.

**b) Key Partners**

18. Following the 2007 MCM Resolution to strengthen the OECD's co-operation with Brazil, China, India, Indonesia and South Africa with a view to possible membership [[C/MIN\(2007\)4/FINAL](#)], the Council issued guidance to the Committees [[C\(2010\)100/FINAL](#)] to step up their engagement of the Key Partners. All Committees have followed suit<sup>5</sup>, many of them encouraging these Partners to accept a higher level of Partnership, to request adherence to legal instruments, and/or by including them into their statistical databases, publications such as the *Outlooks* and *At a Glance* series or other Committee activities such as, in some cases, the review of existing legal instruments or the development of new ones, and/or by undertaking country-specific policy reviews. Importantly, Brazil, China, Indonesia and South Africa participate in the review of the OECD Code of Liberalisation of Capital Movements, and all Key Partners have been invited by the Council's to participate as Associates in discussions concerning the Recommendation of the Council on Principles of Corporate Governance (among the Key Partners<sup>6</sup>, Brazil has accepted). They are also actively engaged in the work on taxation, as members (*i.e.* Associates) in the Inclusive Framework on BEPS and Participants in the CFA<sup>7</sup>.

19. The comprehensive Joint Work Programmes (JWP) concluded since 2015 with Brazil, China and Indonesia are used as a tool to involve these Partners in a wide range of Committees and their legal instruments. A follow-up JWP has just been agreed with Indonesia for 2017-18; a renewed JWP with China is being completed. Discussions on a new JWP with Brazil for 2018-19 or an extension to 2018 of the current JWP are foreseen for this year to better incorporate the new government's priorities and reform agenda. The aim is to seek similar arrangements with South Africa and India in the coming years and to secure stronger commitments of all Key Partners to the OECD's bodies, standards and budget.

20. One of the key elements of the JWPs is to ensure higher levels of Partnership (*i.e.* Participant or Associate) for Key Partners in OECD Bodies. The Committee on Fiscal Affairs is the first to include all Key Partners as Participants; the Competition Committee has four Key Partner Participants and invites China regularly as Invitee with a view to an eventual invitation as Participant. The Economic Policy Committee has also been successful at increasing its engagement with all Key Partners, inviting them recurrently as Invitees. Twelve other Committees have at least one or more Key Partners as Participants or Associates, while other Key Partners have been invited, but have not yet accepted. The other Committees also invite Key Partners to their meetings and are actively discussing the possibilities for closer involvement with them. This includes the Corporate Governance Committee, which has invited all Key

---

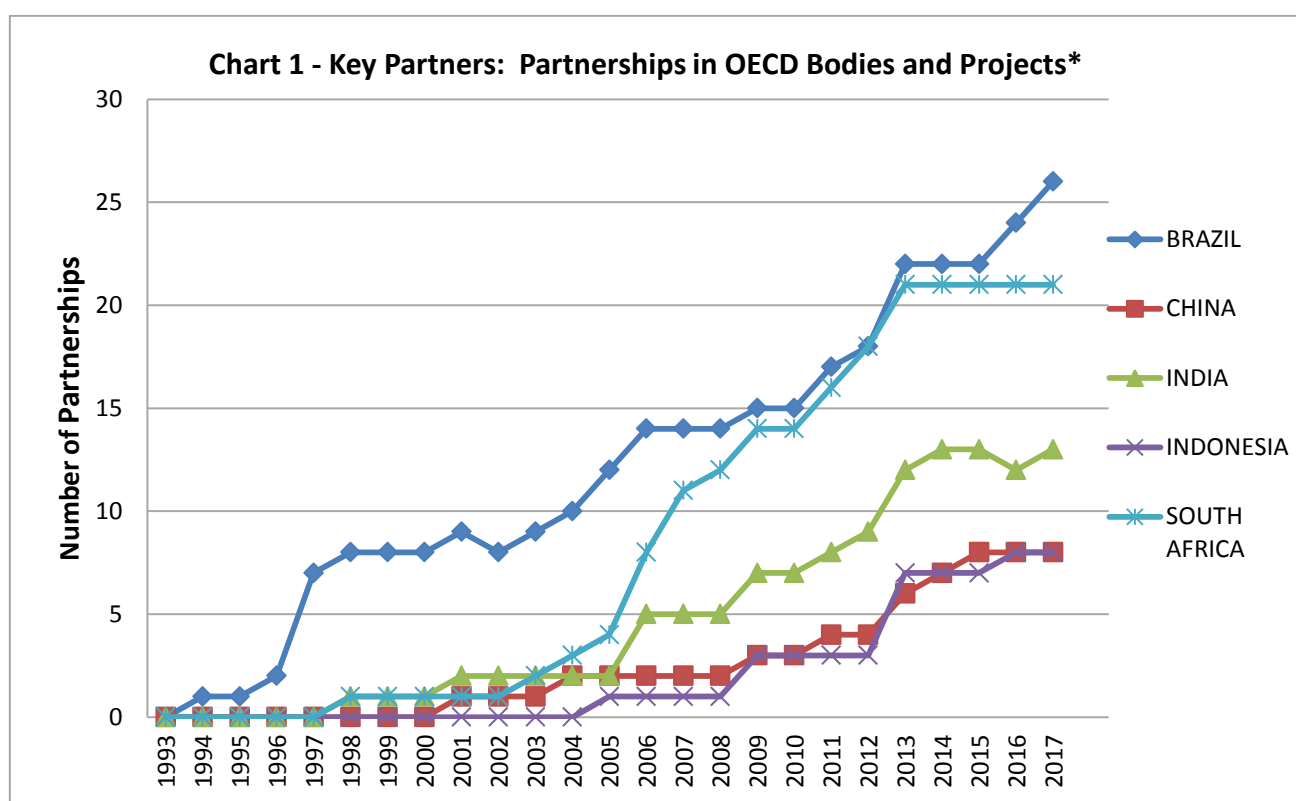
5 As a measure of the Key Partners' immersion into the regular work programme: the OECD's 2017-18 Programme of Work and Budget incorporates 698 deliverables (referred to as "output results"). Each Key Partner is involved in nearly 300 of them.

6 The invitation was addressed to all non-OECD Members of the Financial Stability Board: Argentina, the Russian Federation (which has accepted), Saudi Arabia, Singapore and Hong Kong, China.

7 China is an Associate in the CFA's Working Party 10.

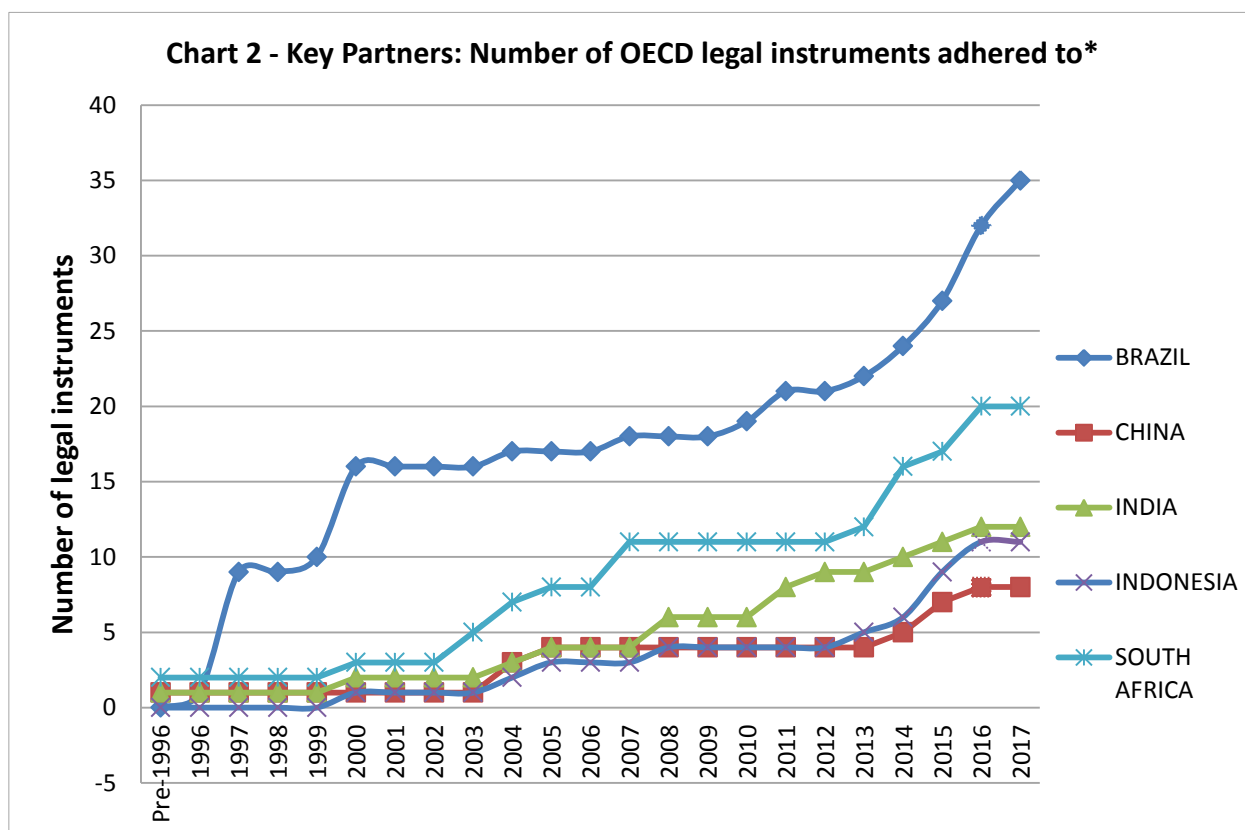
Partners to become Participants, including in its Working Party on State Ownership and Privatisation Practices.

21. Upgrading the Key Partners' status in Committees serves a mutual benefit: it enriches the policy dialogue for both Members and Partners, but it also implies a greater commitment by the Partners to the Organisation's standards, its bodies and its budget. Besides their Partnerships in OECD bodies, the Key Partners have been invited to participate in projects or discussions on the design or review of important legal instruments, *e.g.* in the fields of taxation, corporate governance and liberalisation of capital movements. Charts 1 and 2 show the evolution of the Key Partners' Partnerships in bodies and their adherence to legal instruments over time. Furthermore, the Annexes to this document provide a snapshot of the Key Partners' (and other non-OECD G20 countries') commitment to the OECD's mainstream work in terms of their Partnerships in OECD bodies and projects and membership of Part II Programmes, as well as their adherence to OECD legal instruments. The Annexes also show the Partnerships and legal instruments which Brazil and Indonesia are considering joining, or requesting adherence to, under their JWPs<sup>8</sup>.



\* There are 35 OECD substantive committees and three projects in which non-Members participate as Partners. In addition, this chart also includes the numbers of members of the Development Centre, the Global Forum on Transparency and Exchange of Information for Tax Purposes, the International Transport Forum and Associate countries of the International Energy Agency.

<sup>8</sup> NB: inclusion of a Partnership or instrument in the JWP means that the Partner is considering joining or adhering, but not necessarily that it is already formally committed to do so.



\* As of 10 May 2017, the total number of OECD legal instruments in force is 268.

(i) *Brazil*

22. The Government of Brazil is taking a more strategic interest in its Partnership with the OECD. It has put forward a package of structural reforms to redress the country's growing fiscal imbalances and enhance its productivity and competitiveness. Its main priorities include pensions, public procurement, labour market reforms and education. The OECD and Brazilian authorities have been working closely to explore ways to deepen and broaden the Organisation's support to the government's reform agenda, including through Tax Collection and Tax Expenditures Reviews.

23. The 2016-2017 JWP contains over 100 items divided over five priority areas: (i) economic, industrial, trade and financial issues; (ii) public governance and the fight against corruption; (iii) science, technology, environment, agriculture and energy; (iv) labour, pension and social issues, and (v) development co-operation. Around one third of the actions listed in the JWP have been undertaken. Brazil has just become a Participant in the Committee of Fiscal Affairs. The JWP also states Brazil's interest in becoming an Associate in the Competition Committee, in a project with the Competition Authority to strengthen procurement processes against bid-rigging (Brazil has requested adherence to three pertinent legal instruments), and in the "Freedom of Investment Roundtable", a project of the Investment Committee in which Brazil is a Participant. Its adherence to the OECD Fruit and Vegetables Scheme is also expected.

(ii) *People's Republic of China*

24. The co-operation between China and the OECD during the Chinese Presidency of the G20 and the related exchanges of the Secretary-General with President Xi Jinping and Prime Minister Li Keqiang were essential for consolidating the bilateral partnership with China. The co-operation in the context of the G20 Presidency, supported inter alia by the OECD China G20 Skills Development Programme, gave a boost to the bilateral relationship. Together with the joint Programme of Work (JWP), it helped bring to the attention of the Chinese leaders the breadth of OECD's work and of its co-operation with China, and contributed to increasing the profile and visibility of the Organisation in China. The Partnership with China has been taken to a new level, as evidenced *i.a.* by the establishment by the State Council of a formal mechanism of steering and monitoring of the implementation of the JWP, co-ordinated by the Ministry of Commerce (MOFCOM) which convenes periodical inter-ministerial meetings and consultations.

25. Significant progress is seen in China's data reporting to the OECD, *e.g.* for the OECD-TiVA and the STRI<sup>9</sup> databases, the OECD Green Growth Indicators, the *Digital Economy Outlook*, and National Accounts data. Policy dialogue in OECD bodies, seminars and joint projects has helped to refine the Secretariat's analysis and Member countries' understanding of challenges facing the Chinese economy, in areas such as SOE reforms, corporate debt and bankruptcy, capital movements and restructuring of the heavy industry. There has also been continued, active engagement from China in areas of long-standing co-operation, such as taxation, education, budgeting and public expenditure. China also revised its *Code of Corporate Governance of Listed Companies*, following its endorsement of the *G20/OECD Principles of Corporate Governance* in 2015. While China has been lagging behind other Key Partners in terms of new Partnerships in bodies and adherence to legal instruments, Chinese policy makers have been using increasingly OECD legal instruments and policy standards to guide their reflection and policy elaboration, process. For instance, the OECD and China developed jointly a set of *Due Diligence Guidelines for Responsible Mineral Supply Chains* for the Chinese industry, drawing on the OECD *Due Diligence Guidance*. Furthermore, China established the *Fair Competition Review Mechanism*, with the view of minimising unnecessary governmental intervention in the market. The *Mechanism* incorporates key elements of the OECD *Competition Assessment Toolkit* and of the *Competition Checklist*.

26. Discussions are ongoing for the preparation of a new JWP. In this context more efforts are being made to increase China's participation in the Organisation's activities, its further integration in OECD bodies, and its adherence to legal instruments and to secure a more adequate financial contribution from China.

(iii) *India*

27. Following the exchanges of the Secretary-General with Prime Minister Modi during the G20 Summits in Antalya (2015) and in Hangzhou (2016), he visited India in March 2017 to launch with an extensive coverage and impact the OECD *Economic Survey of India*. On this occasion, he met a growing interest in co-operation with the OECD in both the government and the private sector, including on inclusive growth, taxation, anti-corruption, health and transport/railways. India has been an important contributor to the OECD's work on corporate governance, competition, consumer policy, digital economy, fiscal affairs, fiscal relations across levels of government, insurance and private pensions, chemicals, nuclear energy and steel. India has not yet concluded a JWP with the OECD, but is showing a growing interest in substantive work with the OECD in certain policy areas, including investment and SMEs. In the meantime the Secretariat continues to explore the possibilities for a priority-setting exercise for India's engagement with the OECD during 2017-18. The aim is to facilitate a more strategic, comprehensive and

---

9 TiVA: Trade in Value-Added. STRI: Services Trade Restrictiveness Index.

co-ordinated engagement with India by identifying mutually beneficial priority areas for co-operation, including enhanced Indian participation in discussions of key legal instruments. These efforts will continue to reinforce the OECD's role as an important Partner in encouraging a positive reform agenda in India, including progress towards the SDGs.

28. The establishment of a secondment programme for Indian officials at the OECD, planned for this year, will make an important contribution to the exchange of experiences and expertise with Indian government officials. Besides the government, the OECD also works with the Confederation of Indian Industry (CII) and the Federation of Indian Chambers of Commerce and Industry (FICCI) to support its co-operation on topics of common interest, such as responsible Business Conduct, and the Secretary-General signed respective MoUs with both organisations.

(iv) *Indonesia*

29. Building on the first JWP, the OECD will continue to work with Indonesia on common priorities outlined in the 2017-18 JWP which has been signed by President Widodo and the Secretary-General. The engagement targets 15 priority areas framed around four themes: (i) developing the business climate and fostering dynamic growth, (ii) improving social policies and inclusive growth, (iii) supporting governance and (iv) promoting green growth. These themes incorporate President Widodo's policy priorities of fighting corruption, broadening the tax base, boosting infrastructure investment, enhancing public sector efficiency and integrity and improving the business climate. The JWP also identifies several priority Sustainable Development Goals, leveraging the OECD's SDG Action Plan<sup>10</sup>. Following the signing of the new JWP and recent exchanges between President Widodo and the Secretary-General, the Government of Indonesia is undertaking an analysis on intensified co-operation with the OECD.

30. Over the next two years, the OECD will conduct reviews and activities on issues related to investment, SMEs, innovation, health systems, vocational education and training, government spending, and green growth, in addition to the biennial *Economic Survey*. Enhanced efforts will be put into discussing the benefits of Indonesia's adherence to core legal instruments like the OECD Anti-Bribery Convention, the Investment Declaration and the Mutual Agreement on Data (MAD) Decisions. Additional work will focus on those standards which Indonesia is already implementing, such as the G20/OECD Corporate Governance Principles. The OECD's Office in Jakarta will continue to help deepening our strategic collaboration and support the implementation of this work with a view to bringing Indonesia closer to OECD standards and bodies.

(v) *South Africa*

31. The South African government's reform programme focuses on economic transformation and improving service delivery. Embedded in a broad National Development Plan 2030 the reform programme aims at developing a competitive economy, creation of decent work opportunities, encouragement of investment, and improvement of the quality of administration. However, South Africa still needs to address several structural bottlenecks, including shortages in public infrastructure, low educational attainment and persistently high unemployment.

32. The OECD will continue supporting South Africa's efforts to implement inclusive economic policies. Consultations are ongoing on a possible adherence on the OECD Codes of Liberalisation, which

---

10 The government has established a national secretariat to co-ordinate Indonesia's pursuit of the SDG, under the general oversight of Bappenas (the Planning Ministry). Bappenas was present at the inter-agency meetings leading up to the drafting of the JWP and the SDGs were mentioned as a reference for different outputs of the JWP. Also, the OECD's 2016 review *Open Government in Indonesia* has a chapter on linking the open government work to SDGs.

could help South Africa consolidate its efforts to modernise the country's exchange control regime and redirect energy toward surveillance of financial institutions and illicit financial flows. The 2017 *Economic Survey of South Africa* includes a discussion of regional integration in the Southern African Development Community (SADC) and lowering regulatory barriers and promoting entrepreneurship in South Africa.

33. South Africa participates in more bodies and projects as Participant or Associate than the other Key Partners, except Brazil, and its acceptance of new invitations to the Tourism Committee (Associate) and Corporate Governance Committee (Participant) are pending. The Secretariat is making particular efforts to promote the involvement of a larger network of South African public and private stakeholders in OECD activities and Committees. South Africa has also been informed about the interest of the OECD in a strategic upgrade of its partnership with South Africa through the development of a JWP and consultations are ongoing on this possibility.

**c) Regional Approaches**

*(i) Southeast Asia, a region of strategic priority*

34. The Southeast Asia Regional Programme (SEARP) has a strategic mandate to assist the Organisation in identifying Southeast Asian countries for possible future OECD membership. In this light, additional efforts will be made to bring the countries in the region closer to the Organisation through engagement in OECD fora, bodies and standards. Since its launch in 2014, the SEARP has delivered a number of concrete outputs, which in 2016 included the *Investment Policy Review of the Philippines*, *Revenue Statistics in Asian Countries*, the *Education Policy Review of Thailand*, the *Economic Assessment* and the *Innovation Policy Review of Malaysia*, and the *Economic Outlook for Southeast Asia, China and India* with a thematic focus on energy sector integration among others.

35. In 2017, the Programme will provide initial findings of the ASEAN SME Policy Index, the Policy Handbook on Supporting Women Entrepreneurship in ASEAN (to be launched at the SEARP Gender Initiative meeting in Bangkok, in July 2017), the ASEAN Principles on Starting a Business, Investment Policy Reviews of Cambodia, Lao PDR and a second review of Viet Nam, preliminary result of the Good Regulatory Practice of SMEs in ASEAN, the Self-assessment Checklist on G20/OECD high-level principles on SME Financing, the SME Financing Scoreboard output for participating countries, and contributions to inclusive growth and ASEAN Strategy for innovative high-growth enterprises. Moreover, OECD-Southeast Asia Business Network Meeting and Training courses will move forward.

36. The SEARP has also supported the implementation of the ASEAN Economic Community (AEC). In 2016, substantial contributions were made to the priorities of the ASEAN chair (Lao PDR), most notably through the support of developing the ASEAN Work Plan for Enhancing GVC Participation, the ASEAN Institutional Framework on Access to Finance for the Micro, Small and Medium Enterprises (MSMEs), the Report and Work Programme on Starting a Business in ASEAN and the ASEAN Guidelines for Special Economic Zones (SEZ), in co-operation with stakeholders from both the region and OECD countries. The above-mentioned *Economic Outlook* was presented at the 2016 ASEAN Business Summit in Lao PDR. The SEARP also supports the Philippines as ASEAN chair in 2017. Links between SEARP and ASEAN Committees and high-level meetings, such as the ASEAN Senior Economic Officials Meetings (SEOM), will be strengthened. Co-operation with APEC and Viet Nam's host year will be also reinforced in several policy areas (see par. 13).

37. The first SEARP Ministerial Meeting is being planned for the first half of 2018 and would be a major opportunity to showcase the achievements of its first three years.

(ii) *Eurasia Competitiveness Programme*

38. The Eurasia economies have recently experienced a series of powerful political and economic shocks: lower global commodity prices, recession in Russia, slower growth in China and near-stagnation in Western Europe have all hit Eurasia hard, as has the political uncertainty linked to territorial disputes. The region's aggregate GDP fell in 2015, and growth in 2016 was weak, with accelerations in a few countries offset by downturns elsewhere. The shocks of the last few years have, however, provoked a resurgence of reform activity in much of the region, as countries have sought to absorb the shocks and return to growth.

39. The OECD is actively engaged in supporting these efforts, particularly through its Eurasia Competitiveness Programme (ECP). Composed of regional initiatives for Central Asia and for Eastern Europe and South Caucasus, respectively, the Programme supports the implementation of reforms in the region by encouraging the use of OECD standards and Partnerships in OECD bodies, as well as introducing countries to OECD peer review methods.

40. The Steering Committees of the two initiatives, the chair and deputy chairs of the Eurasia Competitiveness Roundtable meet in the context of the annual OECD Eurasia Week, which, in 2016, saw several peer reviews of Eurasia countries as part of the Competitiveness Roundtable, over 130 bilateral meetings as part of the OECD Eurasia Business Forum, more than 100 bilateral meetings for visiting delegations from the Eurasia countries as well as the launch of the GREEN Action Programme. The next Eurasia Week, the first to be held outside Paris, will take place in Almaty, Kazakhstan, in the week of 23 October 2017.

41. Hitherto, the ECP has focused chiefly on competitiveness, SME development, entrepreneurship, investment policy and promotion, and fostering public-private policy dialogue. In this new biennium, the programme will give particular emphasis to two themes introduced into its new mandate: *connectivity*, encompassing both "hard" and "soft" connective infrastructures integrating the region into the wider global economy, and *inclusiveness*, with a particular emphasis on the gender dimension of inclusive growth to bring the Sustainable Development Goals into the framing of OECD work in the Eurasia region.

(iii) *Latin America and Caribbean*

- *Latin America and Caribbean Regional Programme*

42. The Latin America and the Caribbean Regional Programme was established by the OECD Council in January 2016 and launched at the 2016 MCM [[C\(2016\)1/FINAL](#)]. Soon after, the Steering Group and Advisory Board of the Programme started preparations of a Programmatic Document for 2016-2018, which the Steering Group endorsed at its meeting in Santiago de Chile on 6 December 2016. It provides strategic guidance on the three thematic priorities defined for the Programme: (i) increasing productivity, (ii) enhancing social inclusion and (iii) strengthening institutions and governance. It also defines a new set of activities and initiatives to be undertaken during the period 2016-2018.

43. The Programme is starting to make its impact felt in the region. For example, the LAC Ministerial on Productivity and Inclusive Growth held in Santiago de Chile, in December 2016, and the publication *Boosting Productivity and Inclusive Growth in Latin America* prepared for that occasion, triggered a productive discussion among Ministers of Economy and Finance and international organisations from the region. It helped put productivity (and structural reforms to enhance it) at the top of policy agenda, sharing the concrete experiences of Productivity Commissions in Mexico and Chile.

44. Going forward, a high-level event on social inclusion, as well as the launch of a regional publication on the subject, will take place in Paraguay towards the end of 2017. This same approach will be followed in 2018, with a high-level event and publication on the institutions and governance priority.

Among the core outputs of the Programme will continue to be the OECD *Latin American Economic Outlook*, the organisation of the International Economic Forum on Latin America and the Caribbean in partnership with the IDB and the Ministry of Economy of France, and the inclusion of a greater number of LAC countries in the sets of statistical indicators that the OECD compiles as tools to guide policy making.

- *Pacific Alliance and Ibero-American Summit*

45. Co-operation with the Pacific Alliance is of particular relevance to the Organisation within the Latin American region, as the trade integration bloc's four member countries include two OECD Members (Chile and Mexico), one accession candidate (Colombia), as well as a Country Programme Partner (Peru). Since the start of its engagement with the OECD (2014), the Pacific Alliance has made requests to the OECD for support, including on start-ups, gender, SMEs and GVCs. This has resulted in the presentation of two OECD reports at the 10<sup>th</sup> and 11<sup>th</sup> Summits of the Pacific Alliance, in 2015 and 2016 respectively, entitled *How to Foster the Internationalisation of SMEs through the Pacific Alliance Integration Process* and *Gender Equality in the Pacific Alliance: Promoting Women's Economic Empowerment*, as well as the publication *Start-up Latin America: Promoting Innovation in the Region*. Going forward, the OECD will further engage with the Alliance *i.a.* through the development of an SME Policy Index to be delivered in 2018.

46. For the ninth consecutive occasion, the OECD participated in the Ibero-American Summit, held in Cartagena, Colombia on 28-29 October 2016 under the theme "Youth, Skills and Entrepreneurship". The OECD Chief of Staff and Sherpa delivered the OECD *Latin American Economic Outlook*, prepared on the theme of the summit, along with the UN Economic Commission for Latin America and the Caribbean (ECLAC) and the CAF – Latin American Development Bank, in the presence of the President of Peru and the President of Colombia.

(iv) *MENA-OECD Initiative for Governance and Competitiveness for Development*

47. The MENA region is in need of stability and sustainable development. Important challenges include youth unemployment, restoring citizens' confidence in governments, fostering trade and foreign investment, promoting inclusive growth, and building economic resilience through structural reforms. Strategic responses were set at the MENA-OECD Ministerial Conference on Governance and Competitiveness, held in October 2016, with the adoption of the Tunis Declaration<sup>11</sup>. The work has received a strong impulse by the OECD's work in the Deauville Partnership in the context of the G7, through participation at the highest level, and the provision of financing. The OECD's Sherpa Office is chairing the Partnership's International Financial Institution Co-ordination Platform between April 2016 and April 2017. Another impulse will come from the EU-OECD Programme on Promoting Investment in the Mediterranean, launched at the Tunis Ministerial, which supports efforts to boost the quality and quantity of investment to and within the Mediterranean region. The Programme will engage in regional and national actions to create more robust and coherent investment policies and strategies.

48. Under its mandate for 2016-2020 [ERC(2015)12/REV1], the work of the OECD's MENA Initiative will be expanded, including in the areas of regional trade integration and enhanced inclusion of women and youth. Taking into account recent economic and humanitarian challenges, it will also address governance frameworks and private sector policy measures for fragile and conflict-affected states, and strengthen the advocacy role of social partners in support of policy reforms. The Initiative will continue to provide country-specific assistance, notably by supporting the G7 Deauville Partnership with Arab Countries in Transition and the "Compact for Economic Governance". The OECD is assisting Egypt and Tunisia in the development of country-tailored reform plans under the Compact for Economic Governance.

---

11 [http://www.oecd.org/mena/ministerial/Declaration\\_Tunis\\_MENA\\_Ministerial\\_2016\\_EN.pdf](http://www.oecd.org/mena/ministerial/Declaration_Tunis_MENA_Ministerial_2016_EN.pdf).

In addition, it supports reforms through 20 technical co-operation projects in individual countries, dealing with public sector transparency, youth employment, women and youth empowerment, resource mobilisation and tax reforms, investment promotion or SME development. It provides capacity building and training, for which the IMF Center for Economics and Finance in Kuwait and the MENA-OECD Governance Programme Training Centre of Caserta [[C\(2016\)125](#)] are the main venues.

49. Work will continue to enhance MENA countries' involvement in broader OECD initiatives, including the implementation of the Common Reporting Standards, the BEPS Project (including through the signature and ratification of the Multilateral Convention to Implement Tax Treaty Related Measures to Prevent BEPS), PISA, work under the updated G20/OECD Principles of Corporate Governance, and the development of comparable statistics. Enhanced participation in OECD Committees and bodies, as well as implementation of OECD standards, will remain priorities.

(v) *South-East Europe Regional Programme*

50. The South-East Europe (SEE) Regional Programme has supported governments to enhance their countries' competitiveness and foster private sector development since 1999. Over the course of this biennium, the Programme will foster economic and employment growth in the region by tailoring policies to enhance competitiveness across three dedicated work stream:

- *Economic Reform Programmes*: the Programme has supported SEE economies in developing annual Economic Reform Programmes by developing practical tools, used by the government authorities to diagnose structural constraints, prioritise reforms and monitor their implementation. The SEE Programme provides hands-on assistance to line ministries as well as additional analytical support.
- *Competitiveness Outlook*: the publication series *Competitiveness in South-East Europe: A Policy Outlook* uses a holistic approach, providing policy makers in six SEE economies with a single window through which to assess progress in 17 policy areas key to their competitiveness and investment environment.
- *Small Business Act (SBA) Assessment*: the current SBA cycle focuses on policy implementation and targeted capacity-building. New peer learning activities will be carried out in order to address the most pressing issues and areas where progress has proven more difficult.

51. In addition, the Programme is continuing its efforts to strengthen the political dialogue with the region. In this context a High-Level Conference was held in Paris, in April 2017, covering four related topics: ((i) investment reforms for competitiveness, (ii) initiatives to improve international investment instruments and policies, (iii) investment promotion and facilitation, (iv) policy options for attracting sustainable investment.

(vi) *Africa*

52. The growing importance of Africa in the global economy has been widely recognised. The OECD has a history of co-operation with institutions in the region, and many countries in the region participate in the global work of OECD bodies. In 2015, the MCM invited the Organisation to strengthen the regional component of its work with Africa [[C/MIN\(2015\)14/FINAL](#)]. In 2016, the MCM “encouraged the Organisation to look for ways to enhance its engagement with Africa according to the Committees’ Global Relations priorities” [[C/MIN\(2016\)8/FINAL](#)].

53. Building on the foundations laid by the creation of the OECD Sahel and West Africa Club in 1976, OECD’s co-operation with Africa has considerably expanded since the 2000s. It encompasses the

NEPAD-OECD Africa Investment Initiative, the *African Economic Outlook*, as well as numerous regional- and country-level initiatives on the responsible management of minerals, statistics collection, taxation, innovation, Global Value Chains, urban development, financing for development, education, state-owned enterprises, revenue statistics, pensions, infrastructure, corporate governance and the fight against corruption.

54. However, contrary to other regions, where the OECD has established Comprehensive Regional Programmes, the OECD's approach towards Africa has been more piecemeal. In the light of the previous MCM mandates, there is scope for strengthening synergies and coherence among the numerous initiatives currently carried out. Therefore, the OECD will discuss possible options to redefine and strengthen its African strategy, taking account of Committees' priorities and the capacity and commitment of the countries on the continent. The diversity of country contexts and capacity in Africa will call for a different approach to partnership with the OECD. Some countries may wish to access OECD expertise and engage proactively with OECD tools across policy areas (this is already the case with South Africa, several North African countries, and this could increasingly be the case in MICs such as Nigeria, Ghana, Cote d'Ivoire). Yet for others – particularly the LDCs and those affected by conflict and fragility – co-operation could focus on those standards that can help build economic resilience and address the structural factors that undermine long-term development objectives. Last but not least, this strategy could both reinforce the OECD's dialogue and co-operation with the African Union and the African Development Bank (AfDB), and also strengthen co-operation with regional Economic Communities<sup>12</sup> with a view to supporting Africa's reform process and its involvement in the Organisation's standard setting activities.

*d) Country-specific Approaches*

*(i) Country Programmes*

55. Country Programmes are “designed to help a very limited number of countries to adopt (OECD) standards and practices and thus provide an anchor for their policy reforms” [C/MIN(2013)12]. The Country Programmes involving Morocco and Peru are scheduled to end in 2017; the Programme for Kazakhstan has just been extended to the end of 2018. The Annexes indicate the progress achieved to date for each of them in terms of their Partnerships in OECD bodies and adherence to legal instruments. The governments of these countries have testified to the External Relations Committee as to the positive effect of these programmes on their domestic reform agendas. Besides, the three Partners have together seen the number of their Partnerships more than double over the course of 2016 alone (from 9 to 20). One of these Partnerships (Peru in the Working Group on Bribery in International Business Transactions) constitutes a Committee membership. There will be an evaluation of the Country Programmes to take stock of their impact, reflect on lessons learned and to ensure that their benefit to the Organisation and the Partners continues to be maximised.

*- Kazakhstan*

56. The 19 reviews and projects included in the Kazakhstan Programme have been completed or will be completed in the course of this year. The recent extension involves 12 new outputs. Kazakhstan has adhered to 11 legal instruments included in the Programme, including the Declaration on International Investment and Multinational Enterprises and related instruments, and has requested adherence to most others. Kazakhstan has reached a higher level of Partnership in two of the seven OECD bodies foreseen in the Programme.

---

12 Such as the Economic Community of West African States (ECOWAS)/West African Economic and Monetary Union (UEMOA), the Southern African Development Community (SADC) and the East African Community (EAC).

57. Supporting a “whole-of-government” reform agenda, the Programme has had early impact on legislative initiatives in numerous areas of work covered, such as the development of effective and sound tax policies, health care reform. Kazakhstan has also started addressing several OECD policy recommendations on investment, SMEs and education policy. The Programme also supports the implementation of the main recommendations of the 2014 OECD *Review of Central Administration*, while a Functional Review of the central administration was launched in February 2017. At the request of the Government of Kazakhstan the OECD agreed in April 2017 to extend the Country Programme until the end of 2018 [ERC(2017)7 and CORR1]. This will facilitate the completion of ongoing work, as well as new work aimed to resolve problems that had come to light in policy reviews under the original Programme.

- *Morocco*

58. Started in October 2015, the Morocco Country Programme will be largely completed by the 4th quarter of 2017. Out of the 17 projects in the Programme, three have been completed and the others are in process. Before requesting adherence to the nine legal instruments, Morocco will organise a seminar to explain the implications to all national stakeholders, thus contributing to national dialogue and consensus, and ensuring a more effective implementation of the instruments. The Country Programme also foresees upgrades to Associate status in two bodies, to Participant status in three bodies, and the inclusion of Morocco as an Invitee in three bodies. So far, Morocco has been added as a Participant in the Tourism Committee, as an Invitee in the Committee for Scientific and Technological Policy and the Committee for Consumer Policy, and going beyond the Country Programme as an Invitee in the Education Policy Committee.

59. The cross-sectoral nature of many of the projects has had a positive impact on public policy making in Morocco, notably the improvement of co-ordination among different Moroccan Ministries and agencies and the systematic introduction of consultation mechanisms, which have followed a bottom-up and participative approach involving where possible civil society and business organisations. This has improved policy alignment and coherence. The Programme has also bolstered territorial decentralisation reforms, supported the implementation of the new constitution in Morocco, and helped Morocco improve its statistical capacities and evidence-based policy-making. Finally, as several projects included peer reviews by OECD Member Countries this has contributed to bringing Morocco closer to OECD standards.

- *Peru*

60. Peru’s engagement with the OECD via its Country Programme has coincided with an active international agenda, reflecting the country’s commitment to multilateralism and global governance<sup>13</sup>. Launched in December 2014, the Country Programme has supported Peru’s reform agenda in five key areas: removing barriers to growth, improving public governance, fighting corruption, developing human capital and protecting the environment. It comprises 14 policy reviews of which 7 have been presented, and six other projects, four of which have been completed. Remaining reviews and projects are ongoing and will be completed over the course of 2017. Peru has adhered to 7 of the 12 legal instruments included in the Programme and requested adherence to the Codes of Liberalisation and the Convention on Mutual Administrative Assistance in Tax Matters as amended by the Protocol amending the Convention on Mutual Administrative Assistance in Tax Matters. It joined three bodies as Participant in 2016 and 2017 and became a member of the Global Forum on Transparency and Exchange of Information, and of the Working Group on Bribery (after enacting corporate liability of legal persons as a precondition).

---

13 As Chair of the COP20 in 2015, Peru commissioned to the OECD a report on climate financing that played an essential role in improving trust among Parties ahead of the COP21 negotiations. Peru also hosted the IMF-World Bank Meetings and ECLAC’s Social Development Conference in the same year and held the Presidency of APEC and Pacific Alliance in 2015-2016.

61. The current and previous governments have used the Programme to gain support for, design and implement policy reforms. For example, the Multi-Dimensional Country Review, launched by the Secretary-General and President Kuczynski in October 2016, provided policy recommendations to boost economic diversification and productivity, improve connectivity and reduce informality; the OECD's *Public Governance Review* provided input into the implementation of the Civil Service Law and the establishment of a National Authority for Transparency and Access to Public Information, the Private Investment Promotion Framework for Private Public Partnerships was designed with reference to the Recommendation of the Council on Principles for Public Governance of Public-Private Partnerships and the OECD's *Regulatory Policy Review* laid a basis for a regulatory framework that includes *ex ante* and *ex post* evaluation and public consultations. More recently, the government enacted 29 legislative decrees that directly implement OECD Recommendations and other policy standards. These included reforms in areas such as environment, waste management, transparency and exchange of information in tax matters, regulatory policy, cross-border bribery, integrity and rural and urban development. The Programme has facilitated consensus building among political parties and between the executive and legislative powers. Its cross-cutting nature has also improved the co-ordination and synergy amongst Peruvian institutions involved and has provided the basis for an informal mechanism of dialogue with OECD Member countries' embassies and international organisations ("Friends of the OECD Country Programme").

- *Thailand*

62. While the Council invited Thailand to engage with the OECD in a Country Programme, the launch of the Programme was suspended, pending further dialogue with this country to clarify the political and financial commitments needed for the Programme [C/M(2014)5, Item 69]. The Council agreed on 23 March 2017 that the Programme could be launched, in the light of the clarifications it had received on these issues and of Thailand's written commitment to deepening and strengthening of its relationship with the OECD through the launch of the Thailand Country Programme [C/M(2017)5, item 51]. The Programme is currently in preparation with a view to its launch in the third quarter of 2017.

(ii) *Ukraine*

63. The Action Plan for implementation of the MoU<sup>14</sup>, signed in April 2015, continues to provide a framework for OECD-Ukraine collaboration in three broad areas: (i) anti-corruption, (ii) investment and business climate, and (iii) governance and the rule of law. The Action Plan includes over 31 reviews and projects, of which 17 had been fully funded by end-2016 and five partially funded, as well as adherence to several OECD legal instruments and participation in OECD bodies, networks and platforms. Ukraine joined the BEPS Inclusive Framework as of 1 January 2017, and in March 2017 it became the 47<sup>th</sup> Adherent to the OECD Declaration on International Investment and Multinational Enterprises.

64. Subject to additional voluntary contributions, the OECD plans to provide further support to Ukraine in areas identified by the government as particular priorities. These include anti-corruption, SOE reform, combatting tax and financial crimes, competition policy, public governance, SME policy and land reform. Projects now under discussion with donors and the Ukrainian authorities in these and related fields aim to strengthen state capacities, while drawing Ukraine closer to the OECD *acquis* via greater involvement in OECD bodies and the adherence to selected OECD legal instruments.

---

14 *Memorandum of Understanding on Strengthening Co-operation between the Government of Ukraine and the OECD*, signed in October 2014 and renewed in October 2016.

#### **IV. Conclusions and Future Directions**

65. The Organisation has continued to make great strides in implementing its Global Relations strategy, as testified by the following highlights.

- Co-operation with the Partners has largely become a part of the mainstream work programme: the integration of Partners, particularly the Key Partners, in Committees' work programmes has become the norm. Most Committees contribute to some or all of the five Comprehensive Regional Programmes and several of them are also involved in Country Programmes.
- The OECD has become a global standard setter by involving Partners in the development and monitoring of its standards and by using its partnerships with fora of global and regional governance, especially the G20, as levers to disseminate its standards beyond its membership and make them global benchmarks in the areas of taxation, corporate governance and international investment, but also on key policy areas such as innovation or gender and others.
- The OECD has an impact on the Sustainable Development Goals (SDGs), which it pursues in accordance with its Action Plan on SDGs. It does so in co-operation with other international organisations, including notably UN entities, fora and processes, but Partners are also strongly involved.
- The three Country Programmes will be evaluated with a focus on their design and implementation, as well as their policy impact. These evaluations are meant to present information to be used to the benefit of future Programmes. The governments of the Partner countries have indicated that the Country Programmes have had a significant, visible impact on their domestic reform programmes, as envisaged in the Framework for Country Programmes.
- A whole-of-government approach, with mechanisms to share the responsibilities for steering and priority setting among OECD Members and Partners, has become the norm in the OECD's Global Relations. Such mechanisms are cornerstones of the programmes in most world regions, in the Country Programmes, and the co-operation with three of the Key Partners (Brazil, China and Indonesia).

66. While capitalising on its past achievements, the OECD will still need to confront a number of challenges, including the following.

- Although the OECD has successfully concluded and implemented Joint Work Programmes with three Key Partners, there is no immediate prospect of similar programmes with the two other Key Partners, India and South Africa, although the Secretariat continues its efforts to this effect. In this respect it will be important to encourage all Key Partners to reinforce their commitment to the OECD's bodies, standards and budget by upgrading their Partnerships in bodies where appropriate, encourage their adherence to legal instruments and increase their contributions to the OECD budget.
- While the number of Partnerships in OECD bodies and projects has quadrupled over the past twelve years, sparked by the Committees' more proactive Global Relations strategies, not all new invitations to prospective Partners are accepted, or only after long delays. This suggests the interests of Committees and potential Partners do not always go hand in hand. The factors driving the acceptance or non-acceptance of invitations need to be further monitored in order to clarify how Committees could be more effective in attracting the Partners they need to implement their mandates more effectively.

- The 2015 and 2016 MCM Statements calling on the OECD to reinforce its engagement with Africa merit a more determined response. In the light of these mandates, there is scope for strengthening synergies and coherence among the numerous initiatives currently carried out. The OECD will discuss possible options to redefine and strengthen its African strategy, taking account of Committees' priorities and the capacity and commitment of the countries on the continent.
- The experience gained and lessons learned in this first round of Country Programmes, as demonstrated by the outcome of the impending evaluation should guide the design of any possible new Country Programmes with other interested Partners.
- Last, but not least, while facing the growing demand for OECD membership, the OECD will have to ensure that it continues to strengthen its global reach and to reinforce its role in establishing and promoting high standards in its fields of expertise.

## ANNEX I – PARTNERSHIPS<sup>15</sup> IN OECD BODIES: Key Partners, other G20 countries, Country Programme Partners

	CURRENT SITUATION <sup>16</sup>											CONSIDERED <sup>17</sup> UNDER JOINT/ COUNTRY PROGRAMMES				
	Key Partners				Other G20				Country Prog.			Key Partners		Country Prog.		
	Br	Ch	In	Id	ZA	Ar	RF	SA	Kz	Mo	Pe	Br	Id	Kz	Mo	Pe
<b>Centre for Educational Research and Innovation (CERI) Governing Board</b>							P									
<b>Chemicals Committee (Joint Meeting with the WP on Chemicals, Pesticides and Biotechnology)</b>																
- Joint Meeting: MAD-related bodies	M		M		M	M							A			
- Joint Meeting: non-MAD-related bodies					P											
- WG on the Harmonisation of Regulatory Oversight in Biotechnology						P	P									
<b>Committee for Agriculture</b>	P				P	P										
- Working Party on Agricultural Policies and Markets	P				P	P										
- Group on Commodity Markets	P				P	P	P									
<b>Joint Working Party on Agriculture and Trade</b>	P				P	P					P					
<b>Committee for Industry, Innovation and Entrepreneurship</b>							P		P					A		
<b>Committee for Scientific and Technological Policy</b>	P	P			P	P	P									
<b>Committee on Consumer Policy</b>			P									P				
- Working Party on Consumer Product Safety	P		P													
<b>Committee on Digital Economy Policy</b>					P	P	P									
<b>Committee on Financial Markets</b>																P
- Working Party on Financial Statistics	P				P		P									
- Advisory Task Force on the Codes of Liberalisation	P					P										
<b>Committee on Fiscal Affairs (all bodies)</b>	P		P	P	P	A	P	P						P	P	P
<b>Committee on Fiscal Affairs (all bodies, except where the Partner is Associate)</b>		P														
- WP10 on Exchange of Information and Tax Compliance		A														
- Project on Base Erosion and Profit Shifting (BEPS)	M	M	M	M	M	M	M	M	M		M					
<b>Committee on Statistics and Statistical Policy</b>	P				P		P		P							
<b>Competition Committee</b>	P		P	P	P		P		P		P		A			
<b>Co-operative Action Programme on Local Economic and Employment Development (LEED)</b>					A											

15 Associates (A), in some bodies referred to as members (M), participate in the full range of the body's work, except in activities related to the accession of a country to the Organisation; Participants (P) participate in the body's non-confidential discussions. Invitees are not included since this is not a permanent status, but offered for individual meetings only. The table includes membership of certain programmes not covered by the Council Resolution on Partnerships in OECD Bodies [C(2012)100/REV1/FINAL].

16 Br: Brazil; Ch: People's Republic of China; In: India; Id: Indonesia; ZA: South Africa; Ar: Argentina; RF: Russian Federation; SA: Saudi Arabia; Kz: Kazakhstan; Mo: Morocco; Pe: Peru.

17 This is subject to confirmation by the Partner and the fulfilment of the legal requirements for new Partnerships.

## ANNEX I – PARTNERSHIPS<sup>15</sup> IN OECD BODIES: Key Partners, other G20 countries, Country Programme Partners

	CURRENT SITUATION <sup>16</sup>											CONSIDERED <sup>17</sup> UNDER JOINT/ COUNTRY PROGRAMMES				
	Key Partners					Other G20			Country Prog.			Key Partners		Country Prog.		
	Br	Ch	In	Id	ZA	Ar	RF	SA	Kz	Mo	Pe	Br	Id	Kz	Mo	Pe
<b>Corporate Governance Committee</b>	P						P						P			
- Discussions concerning the Recommendation of the Council on Principles of Corporate Governance	A						A						A			
- Working Party on State Ownership and Privatisation Practices	P								P				P			
<b>Development Assistance Committee</b>								P								
<b>Development Centre Governing Board</b>	M	M	M	M	M	M			M	M	M					
<b>Economic and Development Review Committee</b>							P									
<b>Education Policy Committee (all bodies where Partner is not Participant or Associate)</b>							P									
- Board of Participating Countries on the Programme for International Assessment of Adult Competencies				A												A
- Group of National Experts in Vocational Education and Training																P
<b>Employment, Labour and Social Affairs Committee</b>							P									
<b>Fisheries Committee</b>						P	P						P		P	
<b>Global Forum on Transparency and Exchange of Information for Tax Purposes</b>	M	M	M	M	M	M	M	M	M	M	M					
<b>Insurance and Private Pensions Committee</b>							P									P
- Working Party on Private Pensions	P		P		P											
<b>International Energy Agency (Association Countries)</b>		A	A	A												
<b>International Transport Forum</b>		M	M			M	M									
<b>Investment Committee (all bodies, except where the Partner is Associate)</b>	P					P										
<b>Enlarged Investment Committee for work related to the Codes of Liberalisation</b>																A
<b>IC meeting in enlarged session for work related to the Declaration on Intern. Inv. and MNEs</b>	A					A				A	A			A		
- Working Party on Responsible Business Conduct	A					A				A	A			A		
- Freedom of Investment Roundtable				A			A			A						
<b>Nuclear Energy Agency (Steering Committee and its subsidiary bodies)</b>							M									
<b>OECD Network on Fiscal Relations Across Levels of Government</b>			M													
<b>Programme for International Student Assessment (PISA) Governing Board</b>	A	P		P			P				P					
<b>Programme for the Teaching and Learning International Survey (TALIS) Governing Board</b>	P					A		A								
<b>Public Governance Committee</b>	P				P					P			P	A	P	
<b>Regional Development Policy Committee</b>					P					P	P		P	A	P	
<b>Regulatory Policy Committee</b>							P				P					
<b>Steel Committee</b>	A		P		P		A							A		
<b>Tourism Committee</b>					P		P			P						

**ANNEX I – PARTNERSHIPS<sup>15</sup> IN OECD BODIES: Key Partners, other G20 countries, Country Programme Partners**

	CURRENT SITUATION <sup>16</sup>											CONSIDERED <sup>17</sup> UNDER JOINT/ COUNTRY PROGRAMMES				
	Key Partners					Other G20			Country Prog.			Key Partners		Country Prog.		
	Br	Ch	In	Id	ZA	Ar	RF	SA	Kz	Mo	Pe	Br	Id	Kz	Mo	Pe
Trade Committee (main Committee and its Working Party)	P					P										
Joint Working Party on Trade and the Environment	P															
Working Group on Bribery in International Business Transactions	M				M	M	M				M					M
Working Party on Shipbuilding							P									

## ANNEX II – ADHERENCE TO OECD LEGAL INSTRUMENTS: Key Partners, other G20 countries, Country Programme Partners

	CURRENT SITUATION <sup>18</sup>											CONSIDERED <sup>19</sup> UNDER JOINT/ COUNTRY PROGRAMMES				
	Key Partners					Other G20			Country Prgm.			Key Partners		Country Prgm.		
	Br	Ch	In	Id	ZA	Ar	RF	SA	Kz	Mo	Pe	Br	Id	Kz	Mo	Pe
Arrangement on Officially Supported Export Credits	✓															
Bologna Charter on SME Policies [ <a href="#">C(2000)135</a> ]	✓		✓	✓	✓	✓	✓			✓						
Code of Liberalisation of Capital Movements [(✓): invited subject to an examination]											(✓)					*
Code of Liberalisation of Current Invisible Operations [(✓): invited subject to an examination]											(✓)					*
Convention on Combating Bribery of Foreign Public Officials in International Business Transactions and Related Recommendations <sup>20</sup>	✓				✓	✓	✓				✓		*			
Convention on Mutual Administrative Assistance in Tax Matters as amended by the 2010 Protocol [(✓): signed, but not yet in force]	✓	✓	✓	✓	✓	✓	✓	✓	✓	(✓)						*
Council Acts related to the Mutual Acceptance of Data in the Assessment of Chemicals [C(81)30(Final) and C(89)87(Final); <a href="#">C(97)114/FINAL</a> ]	✓		✓		✓	✓										
Decision of the Council revising the OECD Scheme for the Application of International Standards for Fruit and Vegetables [ <a href="#">C(2006)95</a> , as amended]					✓					✓						
Decision of the Council Revising the OECD Schemes for the Varietal Certification or the Control of Seed Moving in International Trade [ <a href="#">C(2000)146/FINAL</a> , as amended]	✓		✓		✓	✓	✓			✓						
Decision of the Council revising the OECD Standard Codes for the Official Testing of Agricultural and Forestry Tractors [ <a href="#">C(2005)1</a> , as amended]		✓	✓				✓									
Declaration for the Future of the Internet Economy (The Seoul Declaration) [ <a href="#">C(2008)99</a> ]			✓	✓										*	*	
Declaration on Access to Research Data from Public Funding [ <a href="#">C(2004)31/REV1</a> ]		✓			✓		✓							*		
Declaration on Automatic Exchange of Information in Tax Matters [ <a href="#">C/MIN(2014)5/FINAL</a> ]	✓	✓	✓	✓	✓	✓		✓						*		*
Declaration on Base Erosion and Profit Shifting (BEPS) [ <a href="#">C/MIN(2013)22/FINAL</a> ]	✓			✓	✓	✓	✓							*		
Declaration on Better Policies to Achieve a Productive, Sustainable and Resilient Global Food System [ <a href="#">C(2016)71</a> ]	✓			✓	✓			✓			✓					
Declaration on Green Growth [ <a href="#">C/MIN(2009)5/ADD1/FINAL</a> ]									✓	✓	✓					

18 Br: Brazil; Ch: People's Republic of China; In: India; Id: Indonesia; ZA: South Africa; Ar: Argentina; RF: Russian Federation; SA: Saudi Arabia; Kz: Kazakhstan; Mo: Morocco; Pe: Peru.

19 This is subject to confirmation by the Partner and the fulfilment of the legal requirements for adherence by non-Members to the legal instruments concerned.

20 Notably the Recommendation of the Council on Tax Measures for Further Combating Bribery of Foreign Public Officials in International Business Transactions [[C\(2009\)64](#)] and the Recommendation of the Council for Further Combating Bribery of Foreign Public Officials in International Business Transactions [[C\(2009\)159/REV1/FINAL](#)].

## ANNEX II – ADHERENCE TO OECD LEGAL INSTRUMENTS: Key Partners, other G20 countries, Country Programme Partners

	CURRENT SITUATION <sup>18</sup>											CONSIDERED <sup>19</sup> UNDER JOINT/ COUNTRY PROGRAMMES				
	Key Partners					Other G20			Country Prgm.			Key Partners		Country Prgm.		
	Br	Ch	In	Id	ZA	Ar	RF	SA	Kz	Mo	Pe	Br	Id	Kz	Mo	Pe
Declaration on International Investment and Multinational Enterprises and the related instruments not mentioned elsewhere in this table <sup>21</sup> [C(76)99/FINAL, as amended] [(✓): invited]	✓					✓			(✓)	✓	✓		*			
Declaration on International Science and Technology Co-operation for Sustainable Development [C(2004)31/REV1]		✓			✓		✓							*		
Declaration on Propriety, Integrity and Transparency in the Conduct of International Business and Finance [C/MIN(2010)3/FINAL]	✓						✓		✓	✓	✓					
Declaration on Risk Reduction for Lead [C(96)42/FINAL]									✓							
Declaration on Science, Technology and Innovation Policies for the Global and Digital Age (Daejeon Declaration) [C(2015)159]	✓	✓		✓	✓				✓	✓	✓					
Declaration on Sovereign Wealth Funds and Recipient Country Policies [C/MIN(2008)8/FINAL]														*		
Declaration on the Digital Economy: Innovation, Growth and Social Prosperity (Cancún Declaration) [C(2016)116]	✓			✓												
Declaration on the Fight Against Foreign Bribery – Towards a New Era of Enforcement [C(2016)72/REV1]	✓		✓		✓		✓				✓					
G20/OECD Principles of Corporate Governance	✓	✓	✓	✓	✓	✓	✓	✓				*				
Istanbul Ministerial Declaration on Fostering the Growth of Innovative and Internationally Competitive SMEs [C(2004)135]	✓		✓	✓			✓		✓	✓						
Joint Declaration on the Security of Supply of Medical Radioisotopes [C(2014)133]					✓		✓									
Multilateral Guidelines – Extract from the Annex to the Decision Establishing a Steel Committee [C(78)171/FINAL]	✓						✓									
Paris Declaration on Aid Effectiveness [DCD/DAC/EFF(2005)1/FINAL]		✓	✓	✓	✓	✓	✓	✓		✓	✓					
Recommendation of the Council concerning a General Framework of Principles for International Co-operation in Science and Technology [C(88)60/FINAL]														*		
Recommendation of the Council concerning Effective Action against Hard Core Cartels [C(98)35/FINAL]	✓															

21 Decision of the Council on International Investment Incentives and Disincentives [C(84)92]; Recommendations of the Council: (i) on Member Country Measures concerning National Treatment of Foreign-Controlled Enterprises in OECD Member Countries and Based on Considerations of Public Order and Essential Security Interest [C(86)55/FINAL], (ii) concerning Member Country Exceptions to National Treatment and National Treatment related Measures concerning Investment by Established Foreign-Controlled Enterprises [C(87)76/FINAL], (iii) on Member Country Exceptions to National Treatment and National Treatment related Measures concerning the Services Sector [C(88)41/FINAL], (iv) on Member Country Exceptions to National Treatment and National Treatment related Measures in the Category of Official Aids and Subsidies [C(88)131/FINAL], (v) on Member Country Exceptions to National Treatment and Related Measures concerning Access to Local Bank Credit and the Capital Market [C(89)76/FINAL]; Decision of the Council on Conflicting Requirements being imposed on Multinational Enterprises [C(91)73], Third Revised Decision of the Council concerning National Treatment [C(91)147/FINAL], Decision of the Council on the OECD Guidelines for Multinational Enterprises [C(2000)96/FINAL].

**ANNEX II – ADHERENCE TO OECD LEGAL INSTRUMENTS: Key Partners, other G20 countries, Country Programme Partners**

	CURRENT SITUATION <sup>18</sup>											CONSIDERED <sup>19</sup> UNDER JOINT/ COUNTRY PROGRAMMES				
	Key Partners					Other G20			Country Prgm.			Key Partners		Country Prgm.		
	Br	Ch	In	Id	ZA	Ar	RF	SA	Kz	Mo	Pe	Br	Id	Kz	Mo	Pe
Recommendation of the Council concerning Guidelines for Quality Provision in Cross-border Higher Education [ <a href="#">C(2005)147</a> ]									✓							
Recommendation of the Council concerning Guidelines Governing the Protection of Privacy and Transborder Flows of Personal Data [ <a href="#">C(80)58/FINAL</a> ; <a href="#">C(2013)79</a> ]												*				
Recommendation of the Council concerning Guidelines on Earthquake Safety in Schools [ <a href="#">C(2005)24</a> ]									✓							
Recommendation of the Council concerning International Co-operation on Competition Investigations and Proceedings [ <a href="#">C(2014)108</a> ]	✓								✓							
Recommendation of the Council concerning Structural Separation in Regulated Industries [ <a href="#">C(2001)78/FINAL</a> ; <a href="#">C(2011)135</a> ; <a href="#">C(2016)11</a> ]	✓															
Recommendation of the Council for Development Co-operation Actors on Managing the Risk of Corruption [ <a href="#">C(2016)156</a> ]	✓				✓				✓							
Recommendation of the Council on Ageing and Employment Policies [ <a href="#">C(2015)172</a> ]												*				
Recommendation of the Council on Bribery and Officially Supported Export Credits [ <a href="#">C(2006)163</a> ]	✓								✓			✓		*		
Recommendation of the Council on Budgetary Governance [ <a href="#">C(2015)1</a> ]														*		
Recommendation of the Council on Competition Assessment [ <a href="#">C(2009)130</a> ]	✓															
Recommendation of the Council on Consumer Protection in E-commerce [ <a href="#">C(2016)13</a> ]													*			
Recommendation of the Council on Digital Government Strategies [ <a href="#">C(2014)88</a> ]									✓	✓	✓	✓				
Recommendation of the Council on Digital Security Risk Management for Economic and Social Prosperity [ <a href="#">C(2015)115</a> ]													*			
Recommendation of the Council on Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas [ <a href="#">C/MIN(2011)12/FINAL</a> ]	✓					✓				✓	✓					
Recommendation of the Council on Effective Public Investment Across Levels of Government [ <a href="#">C(2014)32</a> ]													*		*	
Recommendation of the Council on Electronic Authentication [ <a href="#">C(2007)68</a> ]											✓					
Recommendation of the Council on Public Procurement [ <a href="#">C(2015)2</a> ]														*	*	
Recommendation of the Council on Gender Equality in Education, Employment and Entrepreneurship [ <a href="#">C/MIN(2013)5/FINAL</a> ]							✓		✓			*	*		*	
Recommendation of the Council on Guidelines for Recipient Country Investment Policies relating to National Security [ <a href="#">C(2009)63</a> ]														*		
Recommendation of the Council on Improving Ethical Conduct in the Public Service Including Principles for Managing Ethics in the Public Service [ <a href="#">C(98)70/FINAL</a> ]														*	*	*

**ANNEX II – ADHERENCE TO OECD LEGAL INSTRUMENTS: Key Partners, other G20 countries, Country Programme Partners**

	CURRENT SITUATION <sup>18</sup>											CONSIDERED <sup>19</sup> UNDER JOINT/ COUNTRY PROGRAMMES				
	Key Partners					Other G20			Country Prgm.			Key Partners		Country Prgm.		
	Br	Ch	In	Id	ZA	Ar	RF	SA	Kz	Mo	Pe	Br	Id	Kz	Mo	Pe
Recommendation of the Council on Improving the Quality of Government Regulation <a href="#">[C(95)21/FINAL]</a>														*		
Recommendation of the Council on Information and Communication Technologies and the Environment <a href="#">[C(2010)61]</a>																
Recommendation of the Council on Integrated Mental Health, Skills and Work Policy <a href="#">[C(2015)173]</a>												*				
Recommendation of the Council on Merger Review <a href="#">[C(2005)34]</a>												*				
Recommendation of the Council on Fighting Bid Rigging in Public Procurement <a href="#">[C(2012)115]</a>	✓															
Recommendation of the Council on OECD Guidelines for Managing Conflict of Interest in the Public Service <a href="#">[C(2003)107]</a>											✓			*	*	
Recommendation of the Council on Principles for Internet Policy Making <a href="#">[C(2011)154]</a>											✓	*		*	*	
Recommendation of the Council on Principles for Private Sector Participation in Infrastructure <a href="#">[C(2007)23]</a>													*			
Recommendation of the Council on Principles for Public Governance of Public-Private Partnerships <a href="#">[C(2012)86]</a>											✓		*	*		
Recommendation of the Council on Principles for Transparency and Integrity in Lobbying <a href="#">[C(2010)16]</a>											✓			*		
Recommendation of the Council on Health Data Governance <a href="#">[C(2016)176]</a>																
Recommendation of the Council on Regulatory Policy and Governance <a href="#">[C(2012)37]</a>									✓			*				
Recommendation of the Council on the Governance of Critical Risks <a href="#">[C/MIN(2014)8/FINAL]</a>										✓			*	*		
Recommendation of the Council on the Safety Testing and Assessment of Manufactured Nanomaterials <a href="#">[C(2013)107]</a>						✓						*				
Recommendation of the Council on the Standard in the Automatic Exchange of Financial Account Information in Tax Matters <a href="#">[C(2014)81/FINAL]</a>												*		*		*
Sector Understanding on Export Credits for Civil Aircraft	✓															