

# INSIDE THE OECD: COMMITTEES AND THEIR CHAIRS



---

Permanent Representation  
of the Republic of Poland  
to the OECD



---

Ministry  
of Foreign Affairs  
Republic of Poland

# INSIDE THE OECD: COMMITTEES AND THEIR CHAIRS

Paris 2022

This publication is a collection of interviews conducted by the Permanent Representation of the Republic of Poland to the OECD with Chairs of the OECD selected Committees and Working Groups, upon the initiative of H.E. Ambassador Aleksander Surdej.

The interviews were collected by the OECD and the Permanent Representation of Poland to the OECD between February 2022 and June 2022.

The content of this publication reflects the views of the authors only and should not be associated with the official position of the Ministry of Foreign Affairs of the Republic of Poland or other Polish authorities.

© 2022 Permanent Representation of Poland to the OECD

All rights reserved. No part of this book may be reprinted or reproduced or utilised in any form or by any electronic, mechanical, or other means, without permission in writing from the publishers.

**To cite this publication:**

(2022) Inside the OECD: Committees and their Chairs

**Edited by:** Edyta Michelin, Expert from the Permanent Representation of Poland to the OECD

**Cover design:** Amadeusz Targoński, Katarzyna Juras

**Published by:**

Permanent Representation of the Republic of Poland to the OECD

136, rue de Longchamp

75116 Paris

E-mail: [paryz.oecd.sekretariat@msz.gov.pl](mailto:paryz.oecd.sekretariat@msz.gov.pl)

Phone: +33 1 56 28 57 60

Web: <https://www.gov.pl/web/oecd-en>

## TABLE OF CONTENTS

Foreword by Zbigniew Rau Minister of Foreign Affairs of the Republic of Poland.....	8
Foreword by Mathias Cormann Secretary-General of the OECD.....	9
Centre for Educational Research and Innovation Governing Board (CERI) Ms. Hege Nilssen.....	10
Chemicals And Biotechnology Committee (CHEM) Dr. Kay Williams.....	14
Committee for Agriculture (COAG) Mr. Tetsuo Ushikusa.....	17
Committee for Scientific and Technological Policy (CSTP) Dr. Yongsuk Jang.....	22
Committee of Senior Budget Officials (SBO) Ms. Kelly Kinneen.....	26
Committee on Consumer Policy (CCP) Mr. Hugh Stevenson.....	29
Committee on Digital Economy Policy (CDEP) Mr. Yoichi Iida.....	34
Committee on Financial Markets (CMF) Mr. Aerdts Houben.....	39
Committee on Fiscal Affairs (CFA) Ms. Fabrizia Lapecorella.....	43
Committee on Industry, Innovation and Entrepreneurship (CIIE) Dr. Daniel Mawson.....	47
Committee on SMEs and Entrepreneurship (CSMEE) Mr. Martin Godel.....	50
Committee on Statistics And Statistical Policy (CSSP) Mr. Anil Arora.....	55
Competition Committee (COMP) Mr. Frédéric Jenny.....	60
Co-Operative Action Programme on Local Employment and Economic Development (LEED) Mr. Denis Leamy.....	66
Corporate Governance Committee (CGC) Mr. Masato Kanda.....	70
Council Working Party on Shipbuilding (COUNCILWP6) H.E. Per Egil Selvaag.....	75
Development Assistance Committee (DAC) Ms. Susanna Moorehead.....	79
Economic and Development Review Committee (EDRC) Mr. Svein Gjedrem.....	83
Economic Policy Committee (EPC) Dr. Cecilia Rouse.....	85
Employment, Labour and Social Affairs Committee (ELSAC) Ms. Ilze Zvidrina.....	88

Environment Policy Committee (EPOC)	
Mr. Kaarle Kupiainen .....	93
Fisheries Committee (COFI)	
Mr. Björn Åsgård.....	96
Mr. Santiago Wills .....	96
Global Forum on Transparency and Exchange of Information for Tax Purposes	
Ms. Maria José Garde .....	100
Health Committee (HC)	
Prof. Hans Brug .....	104
Insurance and Private Pensions Committee (IPPC)	
Prof. Yoshihiro Kawai .....	111
Investment Committee (IC)	
Mr. Manfred Schekulin.....	115
OECD Network on Fiscal Relations across Levels of Government	
Dr. Junghun Kim.....	120
Programme for International Student Assessment Governing Board (PISA)	
Dr. Michele Bruniges .....	124
Regional Development Policy Committee (RDPC)	
Ms. Flavia Terribile .....	129
Regulatory Policy Committee (RPC)	
Mr. Stephan Naundorf .....	134
Steel Committee (STEEL)	
Mr. Ulf Zumkley .....	138
Strategy and Policy Group	
Dr. Ibrahim Assane Mayaki .....	142
Tourism Committee (TOU)	
Mr. Sérgio Guerreiro.....	146
Trade Committee (TC)	
Mr. Colin Bird.....	150
Working Group on Bribery in International Business Transactions (WGB)	
Mr. Drago Kos.....	154
Concluding remarks by Aleksander Surdej	
Permanent Representative of the Republic of Poland to the OECD .....	157

## OECD Bodies Book

<b>Parent Directorate</b>	<b>Substantive Committee</b>	<b>Committee Chair</b>
Centre for Entrepreneurship, SMEs, Regions and Cities (CFE)	Committee on SMEs and Entrepreneurship (CSMEE)	Mr. Martin GODEL
	Co-Operative Action Programme On Local Employment And Economic Development (LEED)	Mr. Denis LEAMY
	Regional Development Policy Committee (RDPC)	Ms. Flavia TERRIBILE
	Tourism Committee (TOU)	Mr. Sérgio GUERREIRO
Centre for Tax Policy and Administration (CTP)	Committee on Fiscal Affairs (CFA)	Ms. Fabrizia LAPECORELLA
	Global Forum on Transparency and Exchange of Information for Tax Purposes	Ms. Maria José GARDE
	OECD Network on Fiscal Relations across Levels of Government	Mr. Junghun KIM
Development Co-operation Directorate (DCD)	Development Assistance Committee (DAC)	Ms. Susanna MOOREHEAD
Directorate for Education and Skills (EDU)	Centre for Educational Research and Innovation Governing Board (CERI)	Ms. Hege NILSEN
	Education Policy Committee (EDPC)	Ms. Maureen McLAUGHLIN
	Programme For International Student Assessment Governing Board (PISA)	Dr. Michele BRUNIGES
	Programme for Teaching and Learning International Survey Governing Board (TALIS)	N/A
Directorate for Employment, Labour and Social Affairs (ELS)	Employment, Labour and Social Affairs Committee (ELSAC)	Ms. Ilze ZVIDRINA
	Health Committee (HC)	Prof. Hans BRUG
Directorate for Financial and Enterprise Affairs (DAF)	Committee on Financial Markets (CFM)	Mr. Aerdts Houben
	Competition Committee (COMP)	Mr. Frédéric JENNY
	Corporate Governance Committee (CGC)	Mr. Masato KANDA
	Insurance and Private Pensions Committee (IPPC)	Prof. Yoshihiro KAWAI
	Investment Committee (IC)	Mr. Manfred SCHEKULIN
	Working Group on Bribery in International Business Transactions (WGB)	Mr. Drago KOS

Directorate for Science, Technology and Innovation (DSTI)	Committee for Scientific and Technological Policy (CSTP)	Mr. Yongsuk JANG
	Committee on Consumer Policy (CCP)	Mr. Hugh STEVENSON
	Committee on Digital Economy Policy (CDEP)	Mr. Yoichi IIDA
	Committee on Industry, Innovation and Entrepreneurship (CIIE)	Dr. Daniel MAWSON
	Council Working Party on Shipbuilding (COUNCILWP6)	H.E. Per Egil SELVAAG
	Steel Committee (STEEL)	Mr. Ulf ZUMKLEY
Economics Department (ECO)	Economic and Development Review Committee (EDRC)	Mr. Svein GJEDREM
	Economic Policy Committee (EPC)	Dr. Cecilia ROUSE
Environment Directorate (ENV)	Chemicals and Biotechnology Committee (CHEM)	Dr. Kay WILLIAMS
	Environment Policy Committee (EPOC)	Mr. Kaarle KUPIAINEN
Public Governance Directorate (GOV)	Committee of Senior Budget Officials (SBO)	Ms. Kelly KINNEEN
	Public Governance Committee (PGC)	Mr. Dustin BROWN
	Regulatory Policy Committee (RPC)	Mr. Stephan NAUNDORF
Sahel and West Africa Club (SWAC)	Strategy and Policy Group	Dr. Ibrahim Assane MAYAKI
Statistics and Data Directorate (SDD)	Committee on Statistics and Statistical Policy (CSSP)	Mr. Anil ARORA
Trade and Agriculture Directorate (TAD)	Committee for Agriculture (COAG)	Mr. Tetsuo USHIKUSA
	Fisheries Committee (COFI)	Co-Chairs: Mr. Björn ASGARD Mr. Santiago WILLS
	Trade Committee (TC)	Mr. Colin BIRD



Photo: Ministry of Foreign Affairs of the Republic of Poland

## Foreword by Zbigniew Rau Minister of Foreign Affairs of the Republic of Poland

Russia's unjustifiable, unprovoked and illegal war of aggression against Ukraine is a flagrant violation of international law that shakes the very foundation of the international order. Any unilateral attempts to redraw internationally recognised borders by force or by other means are unacceptable. The Organisation for Economic Co-operation and Development has condemned Russia's aggression against Ukraine in the strongest possible terms and suspended Russia's and Belarus' participation in OECD bodies. Poland and other Member States of the OECD stand in solidarity with Ukraine. The OECD family is determined to help the Ukrainian people, support their democratically elected government, and protect refugees throughout this crisis.

Since the beginning of Russia's invasion, more than 4.2 million people from Ukraine have entered Poland. Relief efforts take place at multiple levels: the Polish government has immediately set up a very extensive assistance system, providing relief in Ukraine itself, but also aiding those already in Poland. Extensive logistics and accommodation facilities have been prepared, and above all, the entire process of transferring refugees to areas that can accommodate them has been launched.

As a country that is strongly committed to effective multilateralism, the principles of international law, market economy, rules-based trade and investment flows, Poland is active in all relevant international fora, including the OECD. We believe that the OECD has a far more significant role to play now, not as an elite club of highly-developed market economies, but as an international organisation of Member States united by the shared values. The OECD contributes to achieving a sustainable and inclusive growth and preserving economic stability by setting new standards, rules and norms. Poland is committed to supporting the Organisation's external engagement to increase adherence to OECD standards and to promote sustainable development and peace more widely in the world. Especially now, when the Russian authoritarian regime undermines the whole international order by military force, we are obliged to consolidate the economic and social foundations of democracy, strengthen the rules-based free and fair economic order, as well as to promote multilateral solutions to global problems.

The OECD is a unique forum for the exchange of experiences and best practices within the Committees composed of the Delegates from Member States supported by the Secretariat. The role of OECD Committee Chairs is essential for the development of norms and standards, elaborating relevant recommendations and conducting the peer reviews.

This compilation of the views and insights of the OECD Committee Chairs has been initiated and edited under the guidance of Ambassador Aleksander Surdej, Poland's Permanent Representative to the OECD.

I do hope that the second edition of this valuable publication will be a useful tool for understanding the OECD's unique working methods based on the Committee's work.





Photo: OECD

## Foreword by Mathias Cormann Secretary-General of the OECD

Well balanced and effective multilateralism is essential to addressing the most pressing global policy challenges of our time. The issues and specific policy challenges we face today have naturally evolved since the OECD's founding in 1961, but the need for sound, evidenced based policy making has not.

Today, the OECD's 38 Member countries span from North and South America to Europe and the Asia-Pacific. On behalf of and with our Members, we facilitate international co-operation, provide comparative data and policy analysis and evidence based advice, and set standards across a great many areas of economic and policy activity.

The value and credibility of our work reflects the dedication and participation of our Members through our Committees, guided by the Council, the OECD's overarching decision-making body.

The OECD's Committee structure is part of our "DNA". It is unique among international organisations, incorporating around 300 bodies in total and covering an expansive range of topics from improving economic performance and creating jobs to fostering strong education, tackling inequality and youth unemployment and fighting international tax evasion.

Through our Committees, we bring together and create communities of expert policymakers in every area of OECD activity, providing the opportunity for our Members to assess data, to engage in peer review and to exchange – with each other and with the OECD's experts – on common challenges and on best practices for addressing them.

*"Inside the OECD: Committees and their Chairs"* provides valuable insights into the scope and role of each OECD Committee. It will help all those interested in better understanding how the OECD works and how our Members make best use of this Organisation. I commend it to you.



**Centre for Educational  
Research and Innovation (CERI)  
Ms. Hege Nilssen**

**1. What is the mission and mandate of your Committee?**

CERI's mission is set out in the CERI mandate, as follows:

"The mission of CERI reflects and complements the priorities of the OECD as a whole in providing employment opportunities for all, improving human capital and social cohesion. CERI contributes to supporting participating OECD Members and Partners in their efforts to achieve high quality lifelong learning for all, which contributes to personal development, sustainable economic growth and social cohesion. It is carried out with due regard to the mandates of other education bodies, namely the Education Policy Committee (EDPC), the Teaching and Learning International Survey (TALIS) Governing Board, the Board of Participating Countries for the Programme for International Assessment of Adult Competencies (PIAAC) and the Governing Board of the Programme on International Student Assessment (PISA).

The operational objectives of CERI shall be to:

- provide and promote international comparative research, innovation and key indicators on current and emerging education and learning issues, and their links to other sectors of policy;
- explore forward-looking and innovative approaches to education and learning in the context of national and international cultural, social and economic change, within the framework of the Sustainable Development Goal 4 on quality education and with a special focus on inclusive education;
- facilitate the bridging between educational research, innovation and policy development and promote co-operation among OECD Members and, where relevant, with Partners, in order to seek solutions and exchange views on educational problems of common interest.

**2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?**

My background could be summarised briefly by reference to functions and posts past and present including General Director at the Norwegian Directorate for Education and Training. I have:

- many years of experience at both Ministerial and Director level in education and research;
- experience in public-committee work in education;
- international experience in Nordic and European cooperation and from the OECD.

My motivation:

- member of CERI Governing Board (GB) for many years;
- experience gained at the CERI GB Bureau;
- honoured to be asked to chair CERI GB and to support the important work being done within it;
- motivated by the opportunity to contribute to advancing CERI's work and facilitating GB Meetings as an arena for learning and forward-looking discussions.

### **3. What is your main priority as Chair?**

As Chair, I have supported activities that:

- contribute to compliance with CERI's mandate;
- facilitate constructive meeting arenas (see Question 2 above);
- contribute (in association with the Bureau) to close and constructive cooperation between Member countries in CERI GB and the Secretariat;
- facilitate meetings with open/transparent discussions revealing views and interests of Member countries.

### **4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?**

CERI draws together international research and expertise, identifies effective practices across different countries and develops new approaches across a range of topics towards the frontiers of education policies, practices and outcomes.

CERI's work includes:

- mapping what futures could look like;
- developing conceptual or analytical frameworks for emerging challenges;
- fostering, supporting and evaluating innovation in policies and practices;
- providing a "test-bed" for the development of:
  - new tools and techniques in support of better educational policies and practices;
  - new assessment instruments;
  - approaches to building education-system capacity;
  - indicators by which to monitor progress;
- stimulating knowledge creation, diffusion and use;
- measuring and monitoring at a systemic level.

### **5. Are you facing any specific major challenge derived from the current multilateral environment?**

The CERI Work Programme is designed to make the most of the multilateral environment, in both the sharing of experience and learning from each other, and to collectively create new knowledge that expands the evidence base underpinning other OECD work on education, and shaping policy considerations in our respective countries.

### **6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

CERI is unique in that the Governing Board is itself composed of country-nominated national experts, with CERI projects under the direct oversight of the Governing Board. In each meeting the Governing Board is invited to provide feedback on the progress of the reports.

CERI projects typically involve national experts of participating and/or interested countries, and the Secretariat also often consults with invited experts as it carries out its work. These experts may be brought together from time to time for informal consultations, to provide feedback and guidance to the Secretariat.

### **7. How do you help maximise policy coherence through the work of the Committee?**

As stated in its mandate, CERI carries out its work with due regard to the mandates of other OECD bodies operating in the educational field. More specifically, CERI develops and approves its draft Work Programme

and Budget under the Medium-Term Strategy objectives developed by the EDPC, and seeks the latter's guidance when it comes to Recommendations with major policy implications, as well as decisions whereby major new activities with significant financial implications for OECD Members are launched.

The Chair or Vice-Chair of the Education Policy Committee (EDPC) and of the Teaching and Learning International Survey (TALIS) Governing Board, the Governing Board of the Programme for International Student Assessment (PISA) and of the Board of Participating Countries for the Programme for International Assessment of Adult Competencies (PIAAC) may attend meetings of the Governing Board ex officio. In addition, in recent years the Chairs of these bodies have been meeting regularly outside the formal meetings to discuss and coordinate the coherence of OECD's activities in the field of education. In 2021-2022 special attention has been paid to working on better articulation and future planning of the work on teachers, where each of the bodies has a role to play. Based on this positive experience, the Chairs have recently agreed on concrete steps to coordinate the work of different bodies on digitalisation and equity.

Further, the CERI Governing Board agenda always starts with an oral statement from the OECD Director for Education and Skills that provides an overview of developments in the Organisation as a whole, and at its Education and Skills Directorate.

### **8. How do you ensure effective decisionmaking by the Committee?**

Several measures help me to ensure effective decisionmaking. They include:

- long-term planning, early involvement and open discussions in the context of the Governing Board;
- good cooperation with the Secretariat, and well-prepared (though not too long) documents and presentations; transparency.

### **9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

CERI's annual flagship publication is *Education at a Glance*. CERI also produces Trends Shaping Education on a three- year cycle, with the most recent publication having been published in January 2022.

Other CERI Publications since 2020 are:

Books:

- Jan 2022 *Trends Shaping Education*;
- Jan 2022 *How Learning Continued during the COVID-19 Pandemic*;
- Nov 2021 *Promoting Education Decision Makers' Use of Evidence in Flanders*;
- Nov 2021 *AI and the Future of Skills, Volume 1 : Capabilities and Assessments*;
- Oct 2021 *Schooling During a Pandemic*;
- Oct 2021 *Teaching as a Knowledge Profession*;
- Sep 2021 *Beyond Academic Learning: First Results from the Survey of Social and Emotional Skills*;
- Sep 2021 *Education at a Glance 2021*;
- June 2021 *OECD Digital Education Outlook 2021: Pushing the Frontiers with Artificial Intelligence, Blockchain and Robots*;
- Oct 2020 *Education in the Digital Age: Healthy and Happy Children*;
- Oct 2020 *Promoting Education Decision Makers' Use of Evidence in Austria*;
- Sep 2020 *Back to the Future of Education: Four OECD Scenarios for Schooling*;
- Sep 2020 *Education at a Glance 2020*.

Working Papers:

- March 2022 *Cyberbullying*;
- Feb 2022 *Teacher professional identity*;

- Sep 2020 *Digital strategies in education across OECD countries;*
- June 2020 *Why parenting matters for children in the 21st century;*
- April 2020 *Trustworthy artificial intelligence (AI) in education;*
- Feb 2020 *What difference do networks make to teachers' knowledge?.*

#### **10. How can you encourage synergies between policy communities?**

Possible area of improvement - carefully identify and consider the bodies involved in important strategic issues.

#### **11. How do you see the role played by the Secretariat?**

The Secretariat plays an essential role in identifying future looking and strategic issues as well as in preparing and following-up of meetings. The highly skilled, competent and experienced Secretariat ensures quality and coordination of projects and products.

#### **12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

CERI does not have a role in standard-setting.

#### **13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

Future-looking projects in CERI feed into the work of other OECD Committees. See also my answer to Question 7.

#### **14. What are the practical implications of the work of your Committee/Group?**

CERI provides an opportunity for countries to exchange perspectives on the future challenges facing education, to explore different aspects of policy-relevant research and innovation, and to try out new approaches in a low-cost and low-risk way. It also helps to encourage Ministries to prepare for the future, to invest in longer-term thinking, and to innovate.

#### **15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/Group?**

Keep in mind the difference between the position of Chair and that of Delegate of a Member country - a Chair represents the GB as a whole body and works to fulfil the mandate thereof. I work closely together with the Bureau and the Secretariat. Use all the expertise of the GB and of the Secretariat and facilitate an open/transparent and inclusive environment on the Committee.



## Chemicals and Biotechnology Committee (CHEM)

Dr. Kay Williams

### 1. What is the mission and mandate of your Committee?

The mission of the Chemicals and Biotechnology Committee is to contribute to green growth and sustainable development through protection of the human health and the environment against the risks chemicals and products of modern biotechnology pose, as well the prevention of the emergence of non-tariff barriers to trade, the saving of costs to countries and industry, and the promoted harmonisation among countries of chemical management systems.

### 2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?

I have been involved in international environment issues for over 20 years and am currently the Head of International chemicals, pesticides and hazardous waste hub in the UK's Department for Environment, Food and Rural Affairs. I have a higher degree (PhD) in applied biology and have held a variety of policy and research roles, including leading the UK delegation for a number of United Nations Multi-lateral Environment Agreements. Strong international collaboration is essential to manage harmful substances and create innovative approaches to protect the planet and human health. The work of this committee is critical in providing a forum to agree upon high standards, share the latest technological knowledge and create efficiencies.

### 3. What is your main priority as Chair?

My priority as chair is to:

- make sure that the activities and agenda of the meetings are relevant and topical.
- that the Environment, Health and Safety programme is effective, value for money and forward looking adopting innovative methods and approaches.
- facilitate Member country meetings to allow for open, transparent, inspirational and occasionally challenging discussions.

### 4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?

The OECD Chemicals and Biotechnology Committee is a space for the harmonisation of scientific approaches to regulatory needs as regards chemical safety and biosafety. The focus of many other Multilateral Environment Agreements (MEA), is often then a reasonably high-level framework and political commitments. The OECD's work has a strong standard-setting role, with a great deal of technical and regulatory applied work undertaken for direct domestic implementation. Furthermore, the work of the Committee is capable of addressing the priorities of similar economies and advanced regulatory systems, in this case work-sharing;

and it thus generates significant savings for countries (estimated at more than 309 MEUR per year in 2019).

## **5. Are you facing any specific major challenge derived from the current multilateral environment?**

Most countries recognise the benefits of working together, and are keen to collaborate when facing future threats to human health and the environment. Nevertheless, as policy environments between countries continue to diverge it becomes challenging at times to find topics for cooperation.

## **6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

Engagement is ensured by a number of different means:

- tools and instruments developed confine themselves to responding to countries' regulatory need;
- the technical tools generated by the Programme are developed by experts in Member countries [lead countries or organisations]; and brought forward to the OECD for harmonisation;
- whenever needed, technical workshops are organised, often in Member countries, providing more opportunities for national experts to be engaged.

## **7. How do you help maximise policy coherence through the work of the Committee?**

Policy coherence is ensured through a large set of legal instruments which ensure that basic chemicals management systems are in place in all OECD countries. Furthermore, the harmonisation of technical tools for the implementation of national chemical safety and biosafety legislation ultimately fosters the convergence of policy decision making frameworks regarding risk management vis-à-vis chemicals and the products of modern biotechnology.

## **8. How do you ensure effective decision-making by the Committee?**

This is achieved by:

- good preparation and making sure that relevant and clear documents are distributed well in advance;
- summarising conclusions and decisions made following each discussion;
- focusing discussions on areas which are less contentious first to build trust and good communication before tackling tougher topics.

## **9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

I would like to highlight the following two products:

1. "Defined Approach for Skin Sensitisation": <https://doi.org/10.1787/b92879a4-en>. This 2021 OECD Test Guideline for identifying chemicals than can cause skin allergies is the first Test Guideline relying solely on non-animal methods and that can fully replace current test methods relying on the use of laboratory animals.
2. "A Chemicals Perspective on Designing with Sustainable Plastics": <https://doi.org/10.1787/f2ba8ff3-en>. This 2021 publication provides very practical guidance to enable the creation of inherently sustainable plastic products by integrating sustainable chemistry thinking in the design process.

## **10. How can you encourage synergies between policy communities?**

I am always keen to encourage synergies between activities of other committees at the OECD including those where there has been traditionally less engagement. We need to emphasise that without addressing the cross cutting issues relating to chemicals the successful outcomes of other Committees work, including on

Resources and Waste, biodiversity and climate change cannot be delivered. Over the last few years, collaborations with other Committees, especially EPOC, have been augmented significantly, for example through the founding of joint projects on sustainable plastic and on methodologies by which to estimate the monetary benefits of chemicals being regulated. New joint projects on increasing financing for sustainable chemistry and on the update of a legal instrument on Integrated Pollution Prevention are planned.

#### **11. How do you see the role played by the Secretariat?**

A good secretariat is essential for supporting the running of the Environment, Health and Safety programme and whilst most projects are mostly led by countries, an engaged and well organised secretariat is critical for productive and progressive outputs and outcomes.

The Secretariat has to service the 11 subsidiary bodies of the Committee, and a multitude of expert groups. In addition, the role of the Secretariat is to encourage synergies between different areas of policy on chemical safety (e.g. between different legislative silos, such as for pesticides or industrial chemicals). The Secretariat also has the role of continually identifying new opportunities for collaboration to suggest to the Bureau and the Committee, that might result in a saving of resources for Member countries, as well as allowing for emerging safety issues to be addressed.

#### **12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

OECD standards need to be forward looking and increasingly be developed at pace in response to a highly innovative industry. The standards should be continually reviewed for relevance and promoted more widely in support of capacity building through the development of tools and engagement with other international forums to promote and share best practice.

#### **13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

Through engaging with the Council to raise awareness of the work of the committee and supporting internal reviews including implementing any recommendations. I work closely with the Secretariat and Bureau to retain a relevant agenda that supports international initiatives outside the OECD to retain its relevance globally.

#### **14. What are the practical implications of the work of your Committee/Group?**

The Chemicals and Biotechnology Committee focuses on practical tools and instruments of immediate application in Member countries. The harmonisation of the technical implementation of national chemicals safety and biosafety legislation generates considerable savings for countries – in 2019 savings were estimated at more than 309 MEUR per year.

#### **15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/Group?**

- Be open minded to new ideas and approaches;
- Be engaged and well prepared;
- Support the secretariat and ensure proper funding is in place to deliver the programme of work.





## Committee for Agriculture (COAG)

Mr. Tetsuo Ushikusa

### **1. What is the mission and mandate of your Committee?**

The overarching objective of the Committee is to help Members and Partners to define and implement the integrated policy approaches needed to underpin competitive, sustainable, productive and resilient farm and food businesses.

The Committee for Agriculture is among the major Policy Committees of the OECD. It provides a forum for Member governments to address common problems, exchange experience and encourage cooperation on new approaches to policies. The Committee generally meets twice a year and comprises senior officials responsible for agricultural policies in Member governments. From time to time, the Committee for Agriculture meets at High Level or at Ministerial Level in order to provide further impetus to the process of agricultural reform.

The Committee for Agriculture is assisted by Working Parties (ag-trade, ag-environment, ag policies & markets) and a Commodity Working Group, which deal with the detailed design and implementation of specific aspects of its work. The Global Forum on Agriculture promotes a two-way policy dialogue and the sharing of knowledge with non-OECD countries. Expert workshops and seminars are also organised regularly on special themes and topics.

### **2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?**

In my youth I spent two years as a trainee at the then OECD Agriculture Directorate and three years in the Permanent Delegation of Japan at the OECD, which taught me a wide variety of approaches and instruments in agriculture policies depending on the natural, economic and social conditions of countries. Since then I have been engaged in various agricultural trade and environmental negotiations including WTO Agriculture, TPP and RCEP, as well as WTO Fisheries Subsidies and various negotiations related to climate change and bio-diversity. I have also been involved in domestic agricultural policy making in the Ministry on such areas as food security, farm management and food industry. After completing my role as the Chair of G20 Niigata Agriculture Deputies in 2019, I thought my background and experience may be of use in serving as the Chair of COAG in deepening discussion and fostering mutual understanding among Members and Partners.

### **3. What is your main priority as Chair?**

Each country wants its agriculture sector to flourish, but those interests sometimes conflict each other. My priority is to foster frank discussion among participating countries in order to explore the most effective and efficient way, both from taxpayers' and consumers' points of view and from the global point of view, based on data and evidence, to achieve productive, sustainable and resilient food and agriculture supply chains, at the same time mindful of the specific situation of countries.

#### **4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?**

The comparative advantage of the OECD lies, not just in its policy focus, but also in its capacity to integrate agricultural policies and markets with broader economic and social policies. The Committee for Agriculture also draws upon and feeds into the work of other IOs, bringing in OECD policy expertise as a complement to the work of IOs of universal membership (the FAO, WTO and World Bank); and it works closely with international business and civil-society representatives, as well as academic institutions.

The OECD partners with other IOs in several areas, notably with FAO in production of the annual OECD/FAO Agricultural Outlook, and with a Consortium comprising FAO, IDB, IFPRI, OECD and the World Bank, which seeks to widen the measurement of agricultural policies across countries. In the context of growing international attention to subsidies, the work of the Directorate in measuring government support across agriculture, fisheries, industrials and fossil fuels is rising in importance. The OECD has recently partnered with the International Monetary Fund (IMF), the World Bank Group (WBG) and the WTO on a joint report on subsidies, which discusses support across all sectors. Within the OECD, there is growing interest in environmentally harmful subsidies, notably in the work of the Environmental Policy Committee. The work of the Committee, along with that of the Committee for Fisheries and the Trade Committee, will be central to this debate. It will be important for the Committee to contribute its expertise to a better understanding of the environmental and economic implications of different instruments of government support across sectors in the context of any work undertaken by other Directorates.

#### **5. Are you facing any specific major challenge derived from the current multilateral environment?**

Implementation of the 2021-22 Programme of Work was affected but not fundamentally compromised by the COVID-19 pandemic, which will continue to have repercussions through 2023-24. Russia's aggression against Ukraine is already having major impacts on food and agricultural markets as well as agricultural inputs markets such as fuels and fertilisers, and may have implications for work undertaken in 2023-24.

#### **6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

The work of the Committee includes specific consideration of the policy situation and prospects in all Member and Partner countries, ensuring the relevance of our work for individual countries. In addition, the COAG is frequent host to Expert Meetings that engage national experts with topics relating to the COAG PWB, including at the Global Forum on Agriculture and similar events. Within the limits of available resources, regional events are also organised. Wider utilisation of web meetings in recent years has been found to be effective in having participation of more national experts who might not be able to be involved physically.

#### **7. How do you help maximise policy coherence through the work of the Committee?**

The Committee contributes to greater policy coherence among Members and Partners by defining guidelines, Best Practices and policy approaches which are in line with economy-wide objectives, transparent and targeted, while ensuring value for money for governments. The Committee has regular exchanges on ongoing policy developments throughout the supply chain from farm to consumer, and their implications for farm and food-sector policies, with this contributing to greater transparency of policy approaches among Members and Partners.

The Committee is also contributing a range of cross-Directorate initiatives, including the OECD Horizontal Project on Climate and Economic Resilience, and its International Programme for Action on Climate (IPAC);

the OECD Water Programme; the Going Digital work; and the OECD New Approaches to Economic Challenges (NAEC) initiative. The Committee's work also feeds assessments of progress in attaining the SDGs. Given the importance of environmental, resource and climate issues confronting the agricultural sector, collaboration with the Environment Directorate is being strengthened in several areas.

The work on food systems has entailed extensive collaboration with several Directorates. The Committee's expertise in the assessment of economic impacts of agricultural and environmental policies, positions it well to engage with ongoing OECD-wide initiatives in the field of implicit carbon pricing potentially implying increased engagement with the Economic Department, Environment Directorate and the Centre for Tax Policies. The Committee also contributes to the work of the WTO, G20, G7 and APEC on a range of issues, from markets and trade analysis to policy assessment in support of increased productivity, sustainability and resilience. Finally, the Secretariat continues to exploit the synergies between the work of the CoAG and the Trade Committee. Issues where work could further draw on expertise from across the Directorate include building the resilience of global supply chains for essential goods; Responsible Business Conduct on supply chains; trade and sustainability; digital trade and trade facilitation; and measuring government support. Cooperation with Business at OECD, the International Chamber of Commerce and TUAC may support these initiatives.

### **8. How do you ensure effective decision-making by the Committee?**

The Committee develops its Work Programme via a structured, multi-stage and iterative process, and the designation of two categories of proposal, namely those expected to obtain consensus support easily ("core") and others ("choice"), with discussions allowed to focus more on the latter. The process has been deployed over successive PWB cycles, being refined as necessary on the basis of experience to ensure its optimisation.

COAG met at Ministerial Level in early 2016, and its outcomes – agreed by all 46 countries participating – inform current policy orientations by providing clear strategic guidance on policy priorities and the desired direction of reform. While the 2016 Ministerial Declaration continues to provide the Committee with broad guidance as to the directions it should take over the medium term, the proposals seek to build in enough flexibility to accommodate priorities emerging from the meeting of Agricultural Ministers scheduled for 3-4 November 2022.

### **9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

**Making Better Policies for Food Systems** brings together decades of OECD research and policy recommendations on food systems. The report underlines the long track record providing data, evidence and policy recommendations on topics ranging from agricultural productivity and trade to obesity, water use, rural development and global value chains. It notes that these and other topics were usually considered in isolation, rather than as components of wider food systems policies. The centrality of food systems for the Sustainable Development Goals has led the UN to convene a Food Systems Summit in September 2021. Development of a new "food systems approach", capable of simultaneously making progress on the three dimensions of food security/nutrition, livelihoods and environmental sustainability, will require better coordination between policy makers in a range of sectors, including agriculture, fisheries, environment and public health, according to the OECD report.

Various OECD COVID policy briefs on food and agriculture contributed to the OECD COVID policy hub, which is compiling data, analysis and recommendations and brings together policy responses and analysis on the longer-term consequences and impacts, paving the way to recovery with co-ordinated policy responses across countries.

A broad perspective on agriculture's contribution to well-being has supported efforts to "green" the Monitoring and Evaluation Report, with more consideration of environmental impacts, and also to consider the wider

socio-economic impacts of agricultural policies. Further investments in this area are foreseen in 2023-24. Similarly, the OECD-FAO Agricultural Outlook continues to develop its capacity to track impacts beyond market outcomes and gauge the effects of market developments on food security, land use and environmental outcomes.

#### **10. How can you encourage synergies between policy communities?**

The Committee contributes to greater policy coherence among Members and Partners by defining guidelines, Best Practices and policy approaches which are in line with economy-wide objectives, transparent and targeted, while ensuring value for money for governments. The Committee has regular exchanges on ongoing policy developments throughout the supply chain from farm to consumer, and their implications for farm and food-sector policies, with this contributing to greater transparency of policy approaches among Members and Partners.

#### **11. How do you see the role played by the Secretariat?**

The work by the Secretariat is indispensable to the discussion in the OECD. With its in-depth economic analysis of the issues, it sets the scene for objective discussion in the Committee. It also plays an important role in keeping discussion from being "academic" (in a negative sense) by being based on concrete data and case studies and thus providing realistic policy guidance.

#### **12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

The OECD Agricultural Codes and Schemes facilitate international trade by harmonising certification and inspection procedures, improving transparency, reducing technical barriers, and increasing market confidence, through the adoption of quality-control procedures and traceability of traded products.

In addition to OECD countries, key global agricultural players – such as Brazil, Argentina, China, India, the Russian Federation, South Africa, and developing countries from Africa, Asia and Latin America – also participate. There is close cooperation with other international organisations, such as the FAO, UNECE, UNIDO, UNESCAP, ISF, UPOV, ISTA, ESA, AOSA, ASTA, WFO, COPA-COGECA, and ISO. All participating countries take the necessary measures to apply the Rules and Regulations of the Programmes it adheres to. The Codes and Schemes are important international reference points (benchmarks) and underpin numerous international agreements (e.g. through "equivalence" with OECD standards). Current OECD Standards, Decisions, Guidelines and Recommendations are reviewed and modernised constantly, and new instruments developed to reflect the latest developments in science and technology, as well as changes in agricultural, trade, the environment, and regulatory and technology policies in participating countries.

#### **13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

I have always been trying to be frank, and to remind participants that we gather and discuss in order to explore the most effective and efficient way, both from taxpayers and consumers point of view and from the global point of view, as I wrote earlier.

#### **14. What are the practical implications of the work of your Committee/Group?**

The Committee's products are used to provide insights into agriculture policy and sectoral performance in both Members and Partners, to help develop understanding of specific policy issues such as innovation and productivity, as well as to trigger discussions and to feed into reflections on policy reforms. Its quantitative outputs are used as inputs into analyses conducted, forecasts and scenarios developed, and so on, while also aiding understanding of world commodity markets. In the specific case of EU Member States, COAG products have also been used to inform national positions within the framework of discussions and negotiations with

the European Commission, mainly with regard to the EU's Common Agricultural Policy and its agri-environmental measures.

Feedback from officials of other international organisations and representatives of the institutional social partners also highlights the strong impact of some of COAG's products, particularly the OECD-FAO Agricultural Outlook publication and the Agriculture policy monitoring and evaluation publication, and the related databases and models which form the core of the Committee's Work Programme. These products have been used, notably by the business sector, to support interactions with governments and to help in the planning of investment decisions:

- by the UN Food and Agriculture Organization (FAO), in a range of its activities, for example in its policy analyses and policy measurement work, as an input into discussions of its Committee on Commodity Problems and its Committee on Agriculture, and in support of capacity-building activities, such as training seminars, among its Members;
- by the World Trade Organization (WTO), to provide benchmarks and indications on policy changes and trends as an input into discussions by its Agriculture Committee; and more generally into work within the Organization;
- to inform the work of the Standards and Trade Development Facility (STDF), a global partnership initiative of the FAO, the World Bank, the World Health Organization, the World Organization for Animal Health (OIE) and the WTO.

**15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/ Group?**

Agriculture is a politically sensitive issue in many countries, and the positions of participating countries in the Committee are often influenced by their positions in the negotiations conducted in other fora, such as the WTO, COPs etc. The Chair of the Committee is required to be mindful of the background each country comes from, at the same time not to compromise the robustness of the analysis discussed in the Committee.



## Committee for Scientific and Technological Policy (CSTP)

Dr. Yongsuk Jang

### 1. What is the mission and mandate of your Committee?

The Committee for Scientific and Technological Policy (CSTP) is responsible for encouraging co-operation among Members and with Partners in the field of science, technology and innovation (STI) policy, with the views to :

- contributing to the achievement of economic, social and scientific aims, including growth and the creation of jobs, sustainable development, improved well-being of their citizens and advancing the frontiers of knowledge, and
- integrating STI policy with other aspects of government policy, which is of increasing importance in the development of increasingly globalised knowledge economies.

### 2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?

I am a policy analyst by training in the field of science, technology and innovation policy. I am currently a senior research fellow at the Science and Technology Policy Institute (STEPI) of Korea, whose main mission is to analyse policy options and shape policies for promoting STI at the national and global level. With such expertise, I have had a rich experience over a couple of decades in initiating various domestic STI policies, advising many developing countries, and collaborating with various international organisations including the OECD. Such expertise and experience in STI policies have equipped me with the necessary background to actively engage in the CSTP discussions.

While representing Korea as a delegate to recognised the need for higher-level discussions on STI policy issues for inclusive and sustainable growth in response to the 2008 global economic crisis. I spearheaded discussions on a CSTP meeting at the ministerial level, which resulted in Korea hosting the OECD Ministerial Meeting in Daejeon, Korea in 2015 that led to the Daejeon Declaration, the most recent and important global standard for STI policies. Following that, I joined the CSTP Bureau as a Vice-Chair for six years and volunteered to stand for the CSTP Chair in the middle of the COVID-19 pandemic.

My background and experience have helped me to stir sound discussions among member countries on establishing an effective STI policy agenda toward resilient, inclusive and sustainable future.

### 3. What is your main priority as Chair?

My top priorities as the CSTP Chair are twofold; one is to encourage member and partner countries to share their STI policy experience and identify lessons from each other and another is to extend and strengthen the relationship between CSTP and other international fora and non-member countries in order to promote international STI co-operation to the greatest extent.

**4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?**

CSTP discusses diverse policy issues related to the role of STI in addressing societal challenges as well as contributing to economic growth. To do so, it is inevitable that CSTP must work with other OECD committees and the added value of CSTP is critical in addressing many cross-cutting challenges including COVID-19, the Climate Crisis, the Digital Transformation, etc.

The core mission of OECD is to develop forward-looking policies and global standards with evidence-based approaches and comprehensive long-term views. CSTP's work follows exactly the same mission. And this distinguishes CSTP from other international fora that spend most of their time on intergovernmental negotiations on current policy issues.

**5. Are you facing any specific major challenge derived from the current multilateral environment?**

One of the challenges is to reconcile diverse positions drawn from different policy environments and bring consensus among member and partner countries. Nonetheless, I believe that diversity is a very natural virtue in the multilateral environment and should be encouraged further. The sharing of different practices and perspectives and learning from each other are the very reasons that CSTP members come together. So I encourage delegates to participate in discussions more actively and try to identify the commonalities rather than differences.

Another challenge is to balance the demand for short and concise policy messages and the need for comprehensive and precise analyses of diverse policy practices. I encourage the Secretariat to add a short and clear executive summary to the main reports and to issue short policy briefs more frequently.

**6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

I think the CSTP Bureau is very effective in encouraging delegates' involvement in the work of the CSTP. Luckily, I have excellent vice-chairs in the CSTP Bureau and I call monthly Bureau meetings not only for discussing the regular meeting agenda but also how to engage other delegates and diverse experts and stakeholders. In addition, I frequently communicate with other national delegates at a personal level for them to feel a sense of community. Personal interactions help them to engage in the work of the CSTP to a significant extent.

**7. How do you help maximise policy coherence through the work of the Committee?**

Communication is the most important way to ensure policy coherence among member countries. The first and most critical communication should be done between the Bureau members and the Secretariat. The mainstreaming of virtual meetings during the COVID-19 pandemic has enabled us to have monthly and ad hoc virtual Bureau meetings, which have greatly enhanced open and dynamic communications between the Secretariats and Bureau members. Such productive communications have been extended to have regular Extended Bureau meetings, where all Chairs of working parties are invited. The Extended CSTP Bureau meetings have greatly helped to streamline the activities of the working parties towards the core CSTP missions. The other way CSTP implements policy coherence is by initiating a flagship project. The "[S&T Policy 2025](#)" that we are developing in CSTP and with relevant partners inside and outside the Committee provides an overarching framework that connects all the works of CSTP and working parties. I am optimistic that policy relevance and coherence of all CSTP works will be greatly improved through "[S&T Policy 2025](#)".

**8. How do you ensure effective decisionmaking by the Committee?**

Again, the leading role of the CSTP Bureau is critical for ensuring effective decision-making. Sufficient and rich preliminary discussions at the Bureau meetings enable identifying and sharing of core issues to be considered by all CSTP delegates in advance. I encourage the Bureau members and the Secretariat to communicate with other national delegates as much as possible. Second, the written procedure is an effective tool that allows sufficient time to review documents and provide feedback in between meetings and in the case of tight deadlines.

**9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

The first and foremost important publication of CSTP was the [STI Outlook 2021](#), which consolidated emergency STI responses to the COVID-19 pandemic, the lessons from emergency responses, the importance of STI towards other grand challenges, and directions of new STI policies. This publication has been made possible with the creation of a dedicated [STIP COVID-19 Watch](#) within the [STIP Compass](#), which has collected various national and global STI policy responses, and active contributions of CSTP national delegates.

The second important achievement has been the revision of many CSTP legal standards during the past two years. This includes the revisions of the [Recommendation of the Council Concerning Access to Research Data from Public Funding](#), the [Recommendation of the Council on International Co-operation in Science and Technology](#) and the [Recommendation of the Council for Facilitating International Technology Co-operation with and among Businesses](#), among others. The revision of CSTP legal standards – and the development of new ones such as the [Recommendation of the Council on Responsible Innovation in Neurotechnology](#), reflect the changing global environment and policy practices.

The third important achievement is the initiation of "[S&T Policy 2025](#)" that provides a fundamental framework for connecting current CSTP activities and providing a roadmap for future STI policies to address grand challenges such as climate crisis, biodiversity, digital transformation, and the governance of emerging technologies.

**10. How can you encourage synergies between policy communities?**

One dimension is a collaboration with other policy committees within OECD. As mentioned earlier, addressing grand challenges require a holistic approach so close collaboration across different OECD committees should be encouraged to the greatest extent. In this context, CSTP has actively engaged in many horizontal projects including Going Digital III and Climate Change and Economic Resilience and contributed to these horizontal projects with various intermediate CSTP outputs and outcomes. Engagement in such horizontal projects also benefits CSTP to improve our holistic view of STI policies. Another dimension is co-operation with other international fora outside of OECD. I encourage and support the Secretariat to work closely with other international fora such as G7, G20, UN, EU, UNESCO, ASEAN, APEC, etc. Working with these important international fora not only benefits them but also benefits CSTP by diffusing our agenda and raising our visibility to a greater extent.

**11. How do you see the role played by the Secretariat?**

As I mentioned and underlined earlier, the role of the OECD Secretariat is critical and pivotal in all aspects. The Secretariat are the key persons in communicating with me, Bureau members, national delegates, other Directorates and Committees within OECD, and other international fora. They are expected to be excellent coordinators by listening to members' priorities and concerns and collaborating with other policy communities. They are also the most important intellectual experts who conduct excellent policy analyses and draft various documents and reports. The Secretariat also supports me in my tasks as Chair. Without their great support, I would not be so effective.



**12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

Most OECD standards are soft laws that do not have legally binding force. This is the case with all CSTP standards including various Declarations, Principles, Recommendations, and Manuals. In order to maintain the relevance and impacts of CSTP standards, it is important to reinterpret these standards and ensure they can be implemented in each country under different framework conditions. In this context, the recent developments of implementation toolkits or guidelines for the implementation of CSTP instruments are most welcomed and further encouraged. To further improve the relevance and impact of our standards, it is good for CSTP to help targeted or volunteered countries to develop implementable policies in the context of their national policy environments.

The governance of emerging technologies – e.g., deep learning, AI, synthetic biology, autonomous driving, etc. – has recently become a global issue. It is very important to ensure emerging technologies are responsible for the future of society and humanity. CSTP has a newly developed a [Recommendation of the Council on Responsible Innovation in Neurotechnology](#), but an overarching standard on the effective governance of emerging technologies may be needed in near future.

**13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

Again, I would underline the importance of communication. Frequent and consistent communications with all stakeholders is the key to a healthy CSTP community where all stakeholders actively engage in lively discussions are forward-looking work. A healthy community finds diverse ways to continuously improve and grow itself.

**14. What are the practical implications of the work of your Committee/Group?**

Increasingly, the work of the CSTP is referred to by national governments and academic studies not only because of their high quality and evidence-based analyses but also their international compatibility. For example, [STIP Compass](#), the CSTP's STI policy repository combined with STI statistics and indicators, enables national policy-makers and academic policy researchers to easily compare their policy practices with other countries and look at other policy practices in depth. Such a policy data repository, built with the active contributions of member and partner countries, value for money to member countries and the global STI community.

**15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/Group?**

I would tell my successor the following. First, it is strongly recommended to make yourself familiar with the history of CSTP and the evolution of its agenda over time. This is very important for understanding the context of the current agenda and driving a forward-looking policy agenda. Second, I would recommend getting familiar with the way of OECD works, which helps the Chair to lead discussions and identify appropriate actions. Lastly, the most important advice I would give is to strengthen the culture of communication in the CSTP community not only by communicating with all stakeholders including the Secretariat, Bureau members, chairs of working parties, national delegates, and other Committee Chairs but also by encouraging all stakeholders to communicate with each other. As underlined earlier, close communication is the key element for a healthy CSTP community and allows for its continuous improvement.



## Committee of Senior Budget Officials (SBO)

Ms. Kelly Kinneen

### 1. What is the mission and mandate of your Committee?

The mission and mandate of the SBO is to ensure fiscal sustainability and effective resource allocation through proper budgetary governance and management. In other words, the SBO fosters engagement with budget officials from Members and non-Members to work through complex budgetary issues, promote transparency, support multifaceted policy goals like addressing climate change and other activities, while encouraging a global dialogue.

### 2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?

I have been at the White House Office of Management and Budget (OMB) since 2006. I started my career at OMB as an analyst on pension and retirement issues -- a primary driver of expenditures in almost every OECD country -- which led to an interest in budget and fiscal policy more broadly. But even more importantly, I found at OMB an alignment between what I love to do -- which is bring together people with disparate and even conflicting interests to solve hard problems -- and the very role of a budget institution. My career at OMB has been a series of progression to roles that allow me to think enterprise and government-wide about how to create partnerships and collaboration amidst ever-present conflicts over constrained resources. I became OMB's senior career budget official in 2017.

As chair of the SBO, I have the opportunity to do much the same thing I do at OMB, but with budget officials from all over the world.

### 3. What is your main priority as Chair?

In the near term, my main priority is to simply give senior budget officials a network to connect after the hardest few years that many of us have ever had. Budget institutions delivered historical levels of fiscal stimulus at incredible speed while still maintaining a responsibility for ensuring high levels of performance and transparency. To paraphrase an SBO colleague, "We used to have an 'off' season. Not anymore." Having a forum (and time) to step back, reflect, and learn together has never felt so critical.

### 4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?

The Committee acts to help countries to *Spend Better*. Current and emerging fiscal pressures will require many countries to examine their levels of spending and taxation, and prompt discussions about how best to reallocate funding from lower to higher priorities. This will test the quality of our budget institutions like never before. The Committee is an unparalleled forum for budget directors to engage in a frank and open exchange

of views in this regard. We commission surveys, reviews and analysis on a wide range of budgetary governance issues. We then develop best practices that are used as benchmarks by countries to spur reforms. The work of the Committee is entirely practitioner-driven.

**5. Are you facing any specific major challenge derived from the current multilateral environment?**

We are not facing any such challenges. Co-operation among our Member countries and beyond through our Regional SBO Networks is stronger than ever.

**6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

The SBO has long relied on national experts to engage with us and our work. At our annual SBO Conference in June, U.S. Federal budgeting expert Allen Schick presented a retrospective on his long career and his thoughts on the future of the field. It is important for us to engage with experts in much of our work, similar to how many of us engage with them in our respective countries, and we are always looking for opportunities to do so.

**7. How do you help maximise policy coherence through the work of the Committee?**

Although national budgetary practices are defined by varying constitutional arrangements, legal frameworks, economic circumstances and political traditions, the underlying principles are remarkably similar across countries. As such, there is a natural coherence to the work of the Committee. We as budget directors form a very cohesive group. We are also supported by three Working Parties as well as informal groups that prepare specialized topics prior to discussion by the Committee.

**8. How do you ensure effective decision making by the Committee?**

The SBO is composed of thoughtful and dedicated individuals who have established a culture of collaboration and effectiveness. While I do my best to contribute to this, I am directly benefiting from my predecessors here, even before the SBO was an official Committee. In addition to this community spirit, the SBO has an excellent Bureau to assist in the decision-making process.

**9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

I'm excited by the *Spending Better* framework that the Secretariat presented at the recent SBO conference in Oslo. It presents a set of norms for budget institutions to strive for and grapple with as we think about our role in addressing the financial and economic challenges of the post-COVID era. Strong, credible budget institutions will need to be at the center of efforts to stabilize Federal balance sheets and present the right set of tradeoffs to political leadership.

**10. How can you encourage synergies between policy communities?**

As a relatively new chair, my initial goal has just been to familiarize myself with all the many streams of work at the OECD, ask a lot of questions, and listen. The potential for collaboration and mutual learning is what drew me to work with the SBO, and I look forward to future opportunities to engage with other policy leaders.

**11. How do you see the role played by the Secretariat?**

The Committee and the Secretariat are two sides of the same coin; one could not function without the other. The work the Secretariat produces relies on close co-operation with officials in Member countries and the Secretariat is very closely engaged with Delegates throughout the year. The Secretariat also has a key role

in identifying emerging issues based on these interactions and also to take account of differing points of views among Delegates as we move forward. There is a high degree of trust between the Committee and the Secretariat.

**12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

N/A

**13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

I am very keen on learning from others and to contribute our experiences to the continuous improvement process at the OECD. In particular, I would like to highlight the development of the Regional SBO Networks as our principal vehicle for engaging with non-Members. In short, we have "replicated" our Committee in four regional networks across the globe. This is the foundation of our *Global Relations Strategy*. I strongly believe the Delegates to the Committee itself and the participants in the Regional SBO Networks have benefitted greatly from this arrangement. This successful innovation could be a model for Committees across the Organization.

**14. What are the practical implications of the work of your Committee/Group?**

I can give an example from my own country. After our recent SBO conference in Oslo and the presentation of the *Spending Better* framework, OMB staff have started to discuss how the framework applies in the U.S. context, and where we see opportunities to strengthen our practices.

**15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/Group?**

I'm so new to the role that I'd hesitate to give anyone advice, but I can say that my goal is to help steer our Committee into open and honest dialogue about our successes, failures, and challenges so that we can learn from each other, bring new ideas back to our countries and our institutions, and ultimately help our governments work more effectively.



# Committee on Consumer Policy (CCP)

## Mr. Hugh Stevenson

### 1. What is the mission and mandate of your Committee?

The Committee on Consumer Policy (CCP) promotes better policies for informed, empowered consumers. With the consumer marketplace "going digital", the Committee has played a key role in developing consensus standards on consumer protection in e-commerce. With the consumer marketplace going green, the Committee is turning its attention to how consumer choices can help support sustainable consumption. With the consumer marketplace ever more data driven, the Committee works to better understand consumer behavior, and the effect of the digital transformation on that behavior. The Committee develops empirical studies, policy recommendations, and practical guidance, and serves as a forum for member countries and various other active participants to share experiences on cutting edge issues affecting consumer welfare.

#### OUR PRIORITIES

The Committee deals with various topics, drawing on industry and civil society input, with the goal of empowering consumers to make well-informed decisions and protecting them from misleading, fraudulent and unfair commercial practices and unsafe products.

##### Enhancing the evidence base

Enhancing the evidence base for consumer policy is a key priority. Past studies focused on consumer trust in sharing economy platforms and the effectiveness of online disclosures about personalised pricing. More recently, an online consumer survey implemented in 13 countries showed that 50% of e-consumers encountered a problem, often resulting in significant financial harm.

##### Exposing dark patterns online

The spread of dark patterns - online interface designs to often pressure consumers to make choices against their interest - has raised concerns. To guide effective action in this area, the Committee is examining the available evidence on prevalence and harms, and considering what governments can do to address them.

##### Strengthening cross-border co-operation

In 2021, the Committee released a toolkit setting out a range of legislative actions countries can take to improve enforcement co-operation. The toolkit offers both practical guidance and real-world examples to enhance international efforts.



##### Nudging consumers towards greener choices

Better understanding of what helps or hinders consumers from making greener choices is essential. The Committee is looking at such issues as right to repair, environmental claims, and the effect of e-commerce business models on sustainable consumption.

##### Promoting product safety and informing consumers

With the globalisation of supply chains, access to information about product recalls in other countries is key to help prevent consumer deaths and injuries. Launched in 2012, the OECD GlobalRecalls Portal allows consumer product safety authorities around the world to share information about product recalls with each other as well as with consumers and businesses.

##### Co-ordinating international market surveillance

In 2021, an international sweep of ecommerce websites across 21 jurisdictions examined more than 4,000 product listings, discovering that the number of banned and recalled products available for sale online has significantly increased. The OECD encourages collaboration on voluntary commitments by marketplaces to enhance product safety on their platform.

The Committee also has a Working Party on Consumer Product Safety, which promotes the safety of consumer products in global markets and the digital economy. It does so by improving the evidence base for consumer product safety enforcement, and by strengthening international consumer product safety policy frameworks.

To summarize the Committee's work, we've recently put together a short brochure, available on the OECD website. The graphic below, from that brochure, gives a good sense of the range of critical issues we are tackling. I encourage anyone who'd like to connect with the Committee to look online at [www.oecd.org/sti/consumer](http://www.oecd.org/sti/consumer), and to reach out to us at [consumer@oecd.org](mailto:consumer@oecd.org)!



**2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?**

I have participated in this Committee's work since 1999, and served as a vice chair from 2004 to 2018. From 2008 until 2016, I also served as a vice chair for the OECD's working party on privacy and security, which has been very helpful experience given the increasing intersection in the digital economy between consumer protection and the protection of privacy.

My «day job» is as Deputy Director in the Office of International Affairs at the United States Federal Trade Commission (FTC). The FTC is a federal enforcement agency charged with protecting consumers and competition from deceptive, unfair, and anticompetitive conduct. See [www.ftc.gov](http://www.ftc.gov).

It is for me a real privilege to lead the CCP, which last year celebrated half a century of work to protect consumers. The Committee marked this milestone with a three-day virtual conference on the consumer marketplace of the future. The conference, which attracted about 1,000 participants from over 100 jurisdictions, featured robust discussion of a wide range of key consumer and consumer product safety topics, such as artificial intelligence, dark patterns, and sustainable consumption. You can find more information about the conference, and recordings of the sessions, at: [OECD International Conference - The Consumer Marketplace of the Future \(oecd-events.org\)](http://OECD International Conference - The Consumer Marketplace of the Future (oecd-events.org)).

**3. What is your main priority as Chair?**

My first priority is to make the Committee's work more visible, because people working on other committees and other institutions may not always be aware of the breadth and quality of the CCP's contributions. For many years, the Committee has produced great work on a variety of key consumer policy and consumer product safety issues. It has contributed significantly to broader OECD initiatives, such as the current «Going Digital» project. It also has worked closely with the Committee on Digital Economic Policy on various e-commerce issues, from the protection of children to mobile commerce, and has held a joint meeting with the Competition Committee on personalized pricing and the zero-price economy. I think it is important that the Committee continue to build on its cooperation with other committees, because consumer policy intersects with so many other policy areas. An example is international enforcement cooperation, where consumer protection, privacy, spam, and competition are all areas that can profit from learning what others have done.

My other priority is strengthening the evidence base for consumer policy. To that end, the Committee has expanded its empirical work, which I see as a critical tool to move consumer policy forward. For example, the Committee coordinated a multi-country survey in 2017 on consumer experience with the collaborative or sharing economy, and has analyzed the effect of behavioral insights research on consumer market behavior, as in the case of online «dark patterns».

**4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?**

The Committee is a key international venue for consumer policy debate, with a wide range of industry, enforcer, and consumer group stakeholders, active non-member economies, and a highly professional, albeit small, Secretariat staff. Its policy and empirical projects complement the enforcement focus of the International Consumer Protection and Enforcement Network (ICPEN). Its sustained work on policy issues has also produced a range of recommendations that have influenced other organizations. For example, the United Nations Guidelines on Consumer Protection, adopted by the UN General Assembly in 2015, explicitly refer to OECD guidelines prepared by the Committee on both consumer protection in e-commerce and international consumer enforcement cooperation.

The Committee is also uniquely placed to draw on the multidisciplinary and combined expertise at the OECD, such as on digital transformation issues (e.g., artificial intelligence, privacy), the green transition and sustainable consumption (e.g., environmental policy) and other cross-cutting regulatory issues (e.g., competition, financial protections). This is especially important considering consumer policy's position at the intersection of numerous policy areas.

**5. Are you facing any specific major challenge derived from the current multilateral environment?**

The CCP focuses on consumer protection and consumer product safety, and at a high level, there is broad consensus about the value of advancing policies that inform and empower consumers and protect them from harmful practices. To the extent there are varying approaches across jurisdictions on particular issues, the CCP is uniquely situated to foster dialogue and cooperation on these topics for the benefit of consumers.

**6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

The Committee has been very lucky to have an active membership, and a very active and committed group of Bureau (steering group) members to advance the work. We also have had the good fortune to have a strong and hard-working Secretariat. And the Committee has benefitted for many years from a secondment of a staff expert from Japan. Indeed, the limited size of the Secretariat has put a premium on active member engagement.

We have found that many consumer policy and enforcement experts from participating governments have given generously of their time, in particular contributing to roundtables addressing new issues. More recently, the Committee has cooperated with other countries and organizations to organize public events on timely issues. Thus in the past year the CCP did a joint webinar with:

- Consumers International on dark patterns;
- ASEAN on nudging consumers towards greener choices; and
- Colombia's Superintendency of Industry and Commerce on data portability and consumer protection in online marketplaces.

The Committee also lined up a terrific series of speakers, including several representatives who have participated in the Committee meetings themselves, for its online conference on the consumer marketplace of the future, which I mentioned above.

## **7. How do you help maximise policy coherence through the work of the Committee?**

We have made active use of volunteer groups to keep the work moving between meetings, and to give the Secretariat substantial feedback on the written work being prepared. Currently we have volunteer groups on dark commercial patterns and on empirical research on consumer financial detriment. Our Bureau also meets quite frequently to provide ongoing guidance to the Secretariat, and to facilitate ongoing dialogue among Bureau members.

## **8. How do you ensure effective decisionmaking by the Committee?**

The frequent Bureau-level meetings and good relationships among members, as well as the strong support of the Secretariat, help to facilitate open and inclusive communication among members. This in turn promotes an atmosphere that favors productive discussion and effective decision making.

## **9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

While the Committee has produced a lot of valuable work product over the last two years, there are two projects that to me stand out.

First, in 2021, during the [OECD's international conference celebrating 50 years of consumer policy at the OECD](#), the Committee released its [Toolkit on Legislative Actions for Consumer Protection Enforcement Co-operation](#). The toolkit supports the implementation of the principles on cross-border enforcement co-operation in the 2016 Recommendation on Consumer Protection in E-Commerce and the [2003 Recommendation on Cross-border Fraud](#), by setting out a range of legislative actions countries can take along with practical examples. The toolkit has already been received by some consumer agencies, as well as the European Commission, as a useful resource to assist in furthering countries' international co-operation priorities.

Second, in 2020 the Committee's Working Party on Consumer Product Safety developed [a Recommendation on Consumer Product Safety](#). The Recommendation, which outlines the key elements that should be at the core of consumer product safety frameworks at domestic and international levels, is very much a world first. Through the consistent approach to product safety rules and terminology across jurisdictions, the standard is expected to contribute substantially to the work of all stakeholders involved.

The Committee also has lots of important work in the pipeline to be published in the coming years, including on dark patterns and on the consumer role in the green transition.

## **10. How can you encourage synergies between policy communities?**

The Committee's work intersects with several important policy areas, including competition, privacy, data governance, sustainability, telecommunications, financial protections, and digitization. I mentioned some of the Committee's prior work across policy communities earlier, and I think that continuing to look for opportunities to expand upon existing synergies and develop new ones is a key part of the work of the OECD committee system. As Chair, I try to encourage and prioritize the best opportunities for such work, consistent with the Committee's very limited resources.

## **11. How do you see the role played by the Secretariat?**

The Secretariat plays a key role in the Committee's work, and indeed the strong substantive and administrative support it has provided over the years has been critical to the Committee's success. With extraordinary professionalism and despite limited resources, the Secretariat manages to facilitate active member involvement, digest disparate member feedback, and keep a wide range of complex projects moving.



**12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

To maintain relevance and impact we need to keep up to speed on developments in technology, business models, and consumer behavior; our recommendations are only going to be as good as our understanding of the market issues we are facing. That is why our empirical and analytical work is so important.

**13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation ?**

As Chair, and working with the Secretariat, I have encouraged the Committee to build the empirical foundation for its work, expand its reach across OECD committees, and maintain a forward-looking view to ensure the work remains at the forefront of consumer policy. Producing strong, evidence-based, forward-looking work will ensure that the OECD's consumer-focused work remains a key resource globally.

**14. What are the practical implications of the work of your Committee/Group?**

In practice, the Committee's work influences consumer policy matters both nationally and internationally and thus concretely leads to better outcomes for consumers globally. It achieves this influence through the many reports and standards it has developed. For example, the 2016 Recommendation on Consumer Protection in E-commerce has proven to be an influential tool to promote key consumer protections in e-commerce at domestic and international levels, identifying policy responses to a number of ongoing and new issues emerging from the digital transformation. The Recommendation has served as a key international standard used by both member countries and partner economies to develop or adapt consumer protection or e-commerce specific laws, regulations, and enforcement, and to co-operate within and across borders. Similarly, the 2003 Recommendation has stood the test of time and continues to provide an effective framework to address cross-border fraudulent and deceptive commercial practices, as a recent survey the Committee conducted has confirmed.

As a further example, the Committee's Consumer Policy Toolkit of 2010 examined how markets have evolved and provided insights for improved consumer policy making, by exploring, for the first time, how what we have learned through the study of behavioral economics is changing policy maker approaches to consumer policy issues. It proved to be a big success and was used in member countries and partner economies alike -- enough that an OECD standard was developed to codify and promote the work, the [2014 Recommendation on Consumer Policy Decision Making](#).

**15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/ Group?**

My experience is that the Chair role provides a wonderful opportunity to support engaged delegates, knowledgeable experts, and a hardworking Secretariat. The Committee is working on projects of growing importance that stand to provide tangible benefits to consumers—and all of us, in every country, are consumers. I am grateful for the chance to work on such important issues and with such dedicated professionals. I would advise anyone else taking up this role to be prepared for a lot of hard work to keep abreast of developments in this fast-moving area, but also to expect an immensely rewarding experience.



## Committee on Digital Economy Policy (CDEP)

Mr. Yoichi Iida

### 1. What is the mission and mandate of your Committee?

The Committee on Digital Economy Policy (CDEP) studies, measures and exchanges information on the digital transformation, to develop evidence-based policies and standards that help countries reap its benefits and mitigate its potential risks. Through multi-stakeholder processes, it seeks to:

- stimulate the growth of an accessible, innovative, open, inclusive and trusted digital economy for sustained prosperity and wellbeing;
- provide policymakers with the tools needed to develop a forward-looking, whole-of-government policy response that leverages the potential of digital transformation for growth and wellbeing across policy areas;
- understand the impact of specific digital technologies, including artificial intelligence, 5G and big data analytics, on society and economy, and design appropriate policies.

### 2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?

I started my career in the government late 80s in the Japanese Ministry of Posts and Telecommunications, where I worked for international policy making in telecom field. In the early 90s, I had the opportunity to work in the OECD Secretariat in the division then called Information, Computer and Communication Policy (ICCP) Division, which preceded the current Digital Economy Policy Division. I learned a lot from the experience, in particular about multilateral work environment, and came to dream of joining and contributing to the committee as the national delegate in the future. In this sense, taking the role of the Committee Chair is a 'dream come true' for me. Furthermore, over the last several years, I have been working for multilateral policy fora such as G7 and G20, in promoting digital policy priorities such as AI, data flow and Internet governance. In these government policy fora, OECD is the major knowledge partner, and most policy analyses are supported by OECD. Therefore I worked very closely through my work at these fora. For example, I chaired G7 working group for ICT Ministerial in 2016, and G20 Digital Economy Task Force in 2019, in both of which I had tremendous support and guidance from OECD colleagues and enjoyed ongoing cooperation in achieving our common goals such as adoption of AI Principles and advancement of discussion on international data governance (Data Free Flow with Trust) at the Leaders' Summit. These experiences contributed to strengthening mutual understanding and trust between OECD and our government, and led to my greater engagement as the Committee Chair.

### 3. What is your main priority as Chair?

Because digital affects virtually all sectors of economy, the CDEP's work is broad and relates to many other policy areas addressed at the OECD. My three main priorities as the Chair of the Committee are therefore to:

- 1) Maintain and advance the CDEP's leadership and expertise in the core issues underlying the digital

transformation (e.g. technologies, privacy, digital security, communication infrastructure);

2) Work with my counterparts in other OECD committees to keep our committees informed of relevant work on digital and ensure the coherence and comprehensiveness of our work;

3) Ensure the continued relevance of CDEP's products and standards, so that they remain useful and valuable resource and guidance to policymakers across OECD countries.

**4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?**

The OECD has been taking a leadership role in building forward-looking policies in the digital economy through its evidenced-based policy analysis as regards the digital transformation, Artificial Intelligence, digital security, privacy, communications regulations, etc. The OECD Artificial Intelligence Principles, adopted in 2019 – the first intergovernmental standard on this topic – demonstrate our agility and our ability to stay ahead of the curve on cutting-edge issues. These Principles, as well as other Recommendations developed by this Committee, were widely recognised in international fora and adopted by countries beyond OECD membership.

There are three key characteristics that distinguish the OECD from other intergovernmental organisations operating in this policy space, which are the key to our success: First, the OECD's like-minded membership ensures that our policies are based on our shared values; this is particularly important when thinking about human-centric and trustworthy technology governance. Second, our strong evidence-base, including for example the Going Digital Toolkit and the OECD.AI policy observatory, which provides the foundation for our policies, with statistics, indicators, and cross-country comparisons. Third, our unique multi-disciplinary and multi-stakeholder approach – both across the breadth of policy areas at the OECD and through the Committee's engagement with an extensive community of stakeholders, including business, trade unions, the technical community and civil society.

**5. Are you facing any specific major challenge derived from the current multilateral environment?**

It is always challenging to chair meetings in a multilateral environment where countries have diverse positions – but this is also the strength of the OECD as an Organisation, and my favourite aspect about the Chair's role. While the OECD has long been recognised as an international body composed of "like-minded" countries, there are important differences in the way our countries see certain policy issues, including digital. This comes together with changes in the international political situation and the growing complexity of global value chain mechanisms in the digital economy, as is especially noticeable in the context of cross-border data flows with trust. This will make it more difficult to build a consensus on critical policy issues, and could hinder the ability to address urgent policy matters in a timely fashion.

**6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

The CDEP Bureau works with me to engage Delegates actively in respect of the various issues, and steer discussions at meetings. Beyond the delegates participating in CDEP and Working Party meetings – who are experts in areas such as digital security, privacy or communications – the CDEP regularly sets up ad hoc expert groups to support specific workstreams, with participation of dedicated experts and the multistakeholder community. Most notably, the OECD Network of Experts on AI (ONE AI) comprises over 300 experts in three dedicated working groups, holding regular meetings to exchange information and provide input to the CDEP's work. Other expert groups supported the recent review of the OECD Privacy Guidelines, the development of the OECD Recommendation on Enhancing Access to and Sharing of Data, and the revision of the OECD Recommendation on Children in the Digital Environment.

## **7. How do you help maximise policy coherence through the work of the Committee?**

Given the breadth of the Committee's work, this is an important matter for the Committee, and with the Secretariat, I dedicate a lot of effort to coordination and communication within and across the Committee and its Working Parties. One key tool in this respect is the regular updates from the Working Parties to the Committees, which happen twice a year. To complement this, the Working Parties receive regular updates on CDEP work and provide input to core items including the development of the PWB, and these days, the plans for the CDEP Ministerial meeting in December 2022. I also hold extended Bureau meetings twice a year, to support these updates and foster discussion. For critical issues such as the development of OECD Recommendations, we often hold a joint session for the Committee and the relevant Working Party. The Working Parties themselves occasionally hold joint workshops, for example on the security of communication networks (the Working Party on Communication Infrastructure Services Policy and the Working Party on Security in the Digital Economy).

To maintain policy coherence, we aligned the dates of mandate reviews so that they all take place at the same time, and can be considered in a holistic manner. In this respect, in the last few years the CDEP has undergone a couple of important structural changes, first with the split, in 2019, of the previous Working Party on Security and Privacy in the Digital Economy into two new dedicated Working Parties – on data governance and privacy, and on digital security – reflecting policy developments in these areas. Second, the CDEP recently established a new Working Party on AI governance, which builds on the Committee's past work and will start operating in 2022, and reflects the growing interest and importance of this policy area.

## **8. How do you ensure effective decisionmaking by the Committee?**

First of all, I work together with the Secretariat to put out the documents on O.N.E. as early as possible, and to not go beyond the required deadline. This is critical in allowing Member countries to review documents and establish their views within the requested time. After identifying the Member's feedback on the documents, I work – together with the Secretariat – to determine the best way of reaching a consensus on the issues in the document. Options for doing this are shared with the Bureau, which is a key tool for soliciting views and driving consensus; and their feedback is reflected in the proposal submitted to the Committee. In the meantime, I join with the Secretariat in discussing matters with Member countries who have raised concerns on a given issue, with a view to enlisting their support over options laid before the Committee Meeting.

## **9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

The CDEP has delivered many impactful outputs of the past two years. Key outputs include the [2020 Digital Economy Policy Outlook](#), with its [COVID-19 supplement](#) and work on OECD **legal instruments** that resulted in three new OECD Recommendations (on [broadband connectivity](#), [children in the digital environment](#), and [data governance](#)) and two reports on the implementation of existing Recommendations (the [OECD Privacy Guidelines](#) and the [Recommendation on Health Data Governance](#)). In the context of implementing the OECD AI Principles, the CDEP has recently published three foundational reports – on [national AI policies](#), [tools for trustworthy AI](#), and most recently, a [classification framework](#) for AI systems, which allows user to better understand and assess risks in AI systems and can serve a basis for risk management processes. Finally, the CDEP recently agreed on a voluntary transparency reporting framework – a standardised tool that any online content-sharing service can use and that all 38 OECD Member countries support, to promote transparency and measurement around how terrorist and violent extremist content online is handled.

## **10. How can you encourage synergies between policy communities?**

Horizontal Projects are a key means for promoting synergies across policy communities and benefit from the multi-disciplinary perspective of the OECD. Since 2017, the CDEP has led the "[Going Digital](#)"

horizontal project over three phases: a first phase focusing on understanding and measuring the digital transformation (resulting in the reports [Going Digital: Shaping Policies, Improving Lives](#) and [Measuring the Digital Transformation: A Roadmap for the Future](#)) a second phase exploring transversal issues as well as key technology pillars (AI and blockchain), and the ongoing third phase which focuses on data governance for growth and well-being. This project leverages expertise from a range of different policy communities across the OECD, bringing together their evidence and analysis into a coherent whole.

Additionally, with the keen recognition of the importance of cooperation among international and multilateral organisations, the CDEP works very closely with other international organisations and fora, such as the G7, G20, Council of Europe, and UNESCO. The CDEP engages actively with these organisations by co-organising events and pursuing cooperative research. In addition, the CDEP leadership team (myself included) participate in meetings and conferences organised by other international bodies, with a view to information on the work of the CDEP being shared with them.

## **11. How do you see the role played by the Secretariat?**

The Secretariat plays a critical role in the formulation of a policy agenda and the provision of the foundation for the Committee's discussions: evidence-based policy analysis. The Secretariat also provides crucial administrative and logistical support to enable the operation of the Committee, and most importantly, it integrates the different views from across countries to facilitate consensus-based decisions. Furthermore, it is clear that successful engagement in chairmanship is only possible where there is good "chemistry" between the Secretariat and the Chair.

On the basis of my experience as Chair and former staff Member of the OECD, I can say that the current CDEP Secretariat has demonstrated a very high-quality performance. In particular, considering the wide range of work and limited staffing, especially in the recent challenging circumstances, I have been very impressed by the first-class outputs the Secretariat delivers.

## **12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

The CDEP has produced a large body of legal instruments in almost all of its policy areas, including communication infrastructure, privacy, digital security, data governance, and artificial intelligence. It reviews and/or revises these instruments regularly, to ensure their relevance; and has not hesitated to suggest archiving some of them during the recent standard-setting exercise. Monitoring in depth the implementation of all instruments could be useful, but the CDEP has to choose how to use its limited resources. Being at the forefront of many policy issues emerging from the constantly evolving technological environment, the CDEP needs to be able to develop new seminal instruments on important issues such as artificial intelligence, while ensuring existing instruments are updated to maintain the relevance, for example the ongoing work on digital security Recommendations or recent updates to the Recommendation on Broadband Connectivity or the Recommendation on Children in the Digital Environment. One area that is likely to require strengthening is the "twin transition" or the link between the digital transformation and climate resiliency: the CDEP has an existing OECD Recommendation in this area, concerning the link between information and communication technologies and the environment, but further work could be undertaken to guide countries in fostering and applying digital technologies responsible, to mitigate climate change.

**13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

What is important to continuous improvement of the organisation is not a single isolated initiative, but a framework that could be used and improved over time. With the Secretariat, the Committee Bureau members and the Chairs of the Working Parties, I have worked to institutionalise the decisions made at the Committee. In particular, we took note of the recent in-depth evaluation of the CDEP, which was overwhelmingly positive but provided useful recommendations, which we are currently implementing through a dedicated action plan.

**14. What are the practical implications of the work of your Committee/Group?**

Our work informs governments and helps them devise strategies and policies by which their respective countries' performances may be improved. In practice, legal instruments, analytical reports, dedicated country reviews and indicators that allow cross-country comparisons often lead to changes in policy and regulation at national level. The work of the CDEP also facilitates exchanges of experiences and knowledge and identifying good practices.

**15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/Group?**

- Make yourself familiar with the OECD way of working
- Remain attentive to different perspectives
- Be holistic to understand matters in a macro perspective
- Engage with all stakeholders, including across OECD committees
- Work as a team with other Bureau members and Chairs of Working Parties
- Remain neutral as Chair beyond the position of your own government.



## Committee on Financial Markets (CMF)

Mr. Aerdts Houben

### 1. What is the mission and mandate of your Committee?

The Mandate of the Committee on Financial Markets (CMF), adopted in 2015, states:

"The overarching objective of the Committee is to promote efficient, open, stable and sound financial systems, based on high levels of transparency, confidence, and integrity, so as to contribute to sustainable and inclusive growth."

The mid-level objectives of the Committee are to:

- a) contribute to better policy approaches for the financial sector, by fostering the contribution of financial institutions and capital markets to the financing and risk management of businesses, individuals and governments, and therewith to sustainable economic growth;
- b) enhance the long-term efficiency, resilience, transparency and sustainability of financial systems, including through the promotion and collection of internationally comparable financial statistics ;
- c) promote efficient and transparent public debt markets;
- d) promote effective financial education and consumer protection and the ability of individuals and businesses to access and use financial services and address risks.

This year, The Committee of Financial Markets and its sub-bodies, the Working Party on Debt Management, the Taskforce on Long-Term Investment and the Task Force on Financial Consumer Protection will seek to renew their mandate with the ambition to further strengthen their relevance and policy impact. In this respect, the Committee has actively engaged with stakeholders to develop in-depth analytical work and policy considerations related to global financial markets, sustainable finance, and digitalisation of finance. The committee has sought to integrate this work with subbody initiatives on public debt management and also quality infrastructure.

### 2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?

I am Director of Financial Markets at De Nederlandsche Bank, CMF chair and member of the Committee on the Global Financial System and the Markets Committee at the BIS. I was previously a member of the Basel Committee on Banking Supervision, the Financial Stability Committee of the ECB and the International Organisation of Pension Supervisors and have participated in numerous other policy committees within the FSB, ECB and the ESRB. I am a Professor of "Financial Policies, Institutions and Markets" at the University of Amsterdam.

I am happy to bring my expertise in financial markets and my long-standing relation with global fora to the service of OECD Members and Partners in order to advance insights and policy agenda's on challenges facing the financial sector. My experiences as a central banker, regulator and policy advisor help me engage with

our CMF delegates to identify and address priority concerns.

### **3. What is your main priority as Chair?**

I want to ensure that the Committee's analytical reports and policy recommendations are genuinely relevant, insightful and impactful. The Committee and its outputs should help delegates understand the developments in global financial markets with respect to opportunities to support sustainable and inclusive growth, as well as downside risks. Moreover, the Committee should provide an engaging environment in which Members share good practices with respect to the use of policy measures. In this regard, the Committee is committed to provide evidence-based analysis and policy guidance to support post-Covid recovery, climate transition, and resilient digitalisation of finance.

### **4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?**

The Committee on Financial Markets provides a forum for Members and Partners to focus on trends and prospects in the international and major domestic financial markets, and to address common challenges and collaborate on new policy approaches.

The Committee meets twice a year for its regular agenda and holds one to two extraordinary meetings on a single topic, also engaging with private sector participants and with partner international organisations of global membership (IMF, the World Bank, BIS, IOSCO).

The Committee's expertise is strengthened by inputs from *ad hoc* structures such as the Experts Group on Digitalisation and Finance, the Blockchain Centre and the Advisory Board of Debt Transparency Initiative, including through OECD representation in international fora such as the FSB or the IIF.

### **5. Are you facing any specific major challenge derived from the current multilateral environment?**

The Committee has sought to keep its Members engaged notwithstanding the travel restrictions of the Covid crisis and the need to interact virtually. The current heightened geopolitical stress underscores the importance of multilateral dialogue.

### **6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

The Committee gathers leaders from central banks, finance ministries and market regulators across 44 jurisdictions. I encourage engagement in several ways. First, I have sought to expand the Bureau to ensure a better representation across gender, geographies, and institutions. Also in addition, in committee meetings, I encourage active participation by all members, and welcome diverse views based on national experiences. Also, the Secretariat is attentive to have all of its analytical and policy outputs reviewed and discussed by the Committee Members.

In terms of formal outreach, regular surveys are conducted among Delegates on the Programmes of Work and Budget, annual workplans, themes for market roundtables, and even on the availability and use of policy measures. Also, retrospective exercises such as the Programme implementation report (PIR) and the In-Depth Evaluation, inform us on our most relevant work streams and topics we need to develop, helping me steer the planning of activities on the medium and long-term in order to assure productive engagement.

### **7. How do you help maximise policy coherence through the work of the Committee?**

We must ensure that our work is coherent, and appropriately differentiated among international standard



setters on financial systems. Our role is to find the correct balance between ground-breaking policy and setting reachable standards that can help shape international consistency by guiding national authorities to ambitious policy and good practices. For example, in topics that range across Tokenisation, Decentralised Finance and Blockchain policy; ESG, Climate Transition and also Debt Transparency; the Committee's recent work is fast-paced, ambitious and globally impactful.

## **8. How do you ensure effective decision-making by the Committee?**

Effective decision-making is achieved through thorough preparation and clarity of objectives and options. To achieve this, I benefit from a dynamic CMF Bureau and dedicated Secretariat that help me consider and prioritise those issues that merit engaged discussion by the Committee. In this respect, a well-functioning Bureau is instrumental to assess areas of potential divergence of views across member institutions, and potential areas of agreement.

Also, the Secretariat ensures strong preparation for each meeting, with documents that clearly identify developments, opportunities and risks, and policy considerations.

With this structure, our Members are able to effectively prepare for and intervene in meetings in meaningful ways.

## **9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

There are a number of important reports that have been published by the Committee during my time as Chair. During the Covid period, the Committee published reports on how government crisis programmes helped absorb the shock, while also analyzing the potential impact on banks and identifying possible unintended consequences. In areas of emerging interest and expertise, the Committee has issued several reports on sustainable finance, with a focus on ESG investing and climate transition, including an input report to the G20 Sustainable Finance Working Group. More specifically, the Committee's reports on *Financial markets and climate transition: Opportunities, challenges and policy implications of ESG investing* and *ESG investing and climate transition: Market practices, issues and policy considerations* were launched at the OECD Ministerial Meeting side event on 4 October 2021. This event also hosted a high-level panel discussion on Strengthening ESG approaches and market alignment to foster climate transition. Other publications of the Committee on this topic are *Trends in ESG Investing and Quality Infrastructure Investment in Asia-Pacific*, *Sustainable and Resilient Finance : 2020 OECD Business and Finance Outlook*, *ESG Investing: Practices, Progress and Challenges*, *ESG Investing: Environmental Pillar Scoring and Reporting*.

The Committee participates in horizontal projects across the OECD as part of its mission to monitor market trends. In this framework, the report *The rise of non-bank financial intermediation in real estate finance* was published late last year and another report is under discussion for publication this year, *Climate-transition and green finance in real estate*.

Through its work on FinTech and Digitalisation of Finance, The Committee assesses developments in financial technologies and their impact for markets and the financial sector. In the rapidly growing digitalisation of finance, the Committee's Experts Group on Finance and Digitalisation contributed to the publication of reports on Tokenisation of assets, Artificial Intelligence (AI), Machine Learning and Big Data in Finance, and Decentralized Finance (DeFi).

## **10. How can you encourage synergies between policy communities?**

The Committee meetings include representatives from IMF, ECB, BIS, the World Bank, which allows for natural synergies in the Committee meeting discussions. Also, the OECD management is very active in bodies and international fora, where they highlight the CMF report findings and policy recommendations. In this respect,

the CMF's output has contributed to the FSB, NGFS, APEC, G20 working parties, as well as regional financial fora.

Furthermore, the Taskforce on Long-Term Investment delivers important work in collaboration with the G20 Infrastructure Working Group.

### **11. How do you see the role played by the Secretariat?**

The Secretariat plays a critical role in the functioning and work of the Committee. First, by organizing the Bureau and Committee discussions in an effective manner that prioritises key issues, based on Members' needs. Second, by providing high-quality research that stimulates substantive discussion and new insights. The Secretariat ensures constant engagement with Members and reaches out to outside experts and partners, including in *ad hoc* discussions. Third, building on the analytical findings to develop policy recommendations. And, fourth, bringing the Committee's work to other international fora where it can further influence policy discussions.

### **12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

For the Committee on Financial Markets, the relevance and impact of the OECD standards over time depends on the structural developments in the financial system, as well as exogenous developments such as Covid-19 and climate risks. For this reason, the Committee is developing new legal instruments, and also plans to modernise its flagship legal instrument called the *Policy Framework for Effective and Efficient Financial Regulation*, with the aim of updating it to incorporate financial reforms, as well as sustainable finance and digitalisation considerations. This will give our standards new meaning to reflect the evolution of market practices to address risks.

### **13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

I strive to make an impact through my role as Chair, by focusing on the financial market issues that truly matter, while avoiding bureaucratic pitfalls.

### **14. What are the practical implications of the work of your Committee/Group?**

The Committee develops analysis to help members understand developments, benefits, risks and policy implications of Covid-19 government financing programmes, market intermediation, sustainable finance and climate transition, and digitalisation of finance. By assessing these themes, the Committee is able to put forward policy recommendations and good practices. This work benefits our Committee member institutions by offering depth of assessment as well as a cross-country and cross-market comparison of activities, risks and use of policy tools. In this regard, our work contributes to making our member institutions more effective at achieving their missions, and contributing to the wellbeing of societies.

Even beyond the membership, our work is contributing to capacity building programmes run by the Secretariat in emerging markets and low income countries.

### **15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/Group?**

Promote transparency and inclusiveness in Member-driven initiatives. Have a vision, yet be open minded to listen to Delegates from across the membership, to understand their prime concerns and to map out how best to address the challenges they face. Understand the most efficient way to engage with members to move their priorities forward and have fun when you are doing this.



## Committee on Fiscal Affairs (CFA)

Ms. Fabrizia Lapecorella

### **1. What is the mission and mandate of your Committee?**

The Committee on Fiscal Affairs is the main forum for the OECD's discussions on taxation, covering both international and domestic tax issues and tax policy and administration. As the key tax body for setting international tax standards, the CFA has become increasingly global through its engagement of a large number of non-OECD, G20 and developing countries in many aspects of its work. The prime example of this is the OECD/G20 Inclusive Framework on Base Erosion and Profit Shifting (BEPS) (the BEPS Inclusive Framework), which currently has 141 member countries and jurisdictions who participate on an equal footing with OECD members. It is through this global collaboration that we were able to deliver in October the landmark agreement on the Two Pillar Solution to address the Tax Challenges Arising from the Digitalisation of the Economy.

### **2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?**

I started in this role in January 2022, but I have been participating in the CFA since 2002. I became a member of the CFA Bureau in 2012 and became Deputy Chair in 2017. I have also been a member of the Steering Group of the OECD/G20 Inclusive Framework on BEPS since 2016, so I have been involved in the full range of issues covered by our Committee for some time. I am Italy's Director General of Finance, since June 2008, and I've held this position longer than any of my predecessors over the last 20 years. As Director General of Finance, I am responsible for domestic, European and international tax policy, as well as the governance of the Tax Agencies, the coordination of the IT infrastructure serving the whole Tax Administration, and the administrative services for the Tax Judicial system. Prior to this role, I held various positions at the Italian Ministry of Economy and Finance and I am an economist by training. On the question of what convinced me to take up the post, the answer is simple. Tax is very high on the global political agenda and the CFA is at the forefront of fundamentally transforming the international tax landscape. It is a lot of work but it is also very exciting to have a major role in bringing countries together to drive this change.

### **3. What is your main priority as Chair?**

Ensuring that the BEPS Inclusive Framework can finalise the implementation package to implement the landmark agreement on the two-pillar solution. As Chair of the CFA, I also need to ensure that the Committee continues to deliver on the rest of its programme of work, notably on the other BEPS Actions, and that it addresses key and emerging global issues, such as climate change, post-COVID-19 recovery, virtual assets, and gender equality.

### **4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the**

## **same topic?**

The added value of the CFA is its proven record of delivering consensus-based solutions to tackle global issues, through innovative approaches such as the BEPS Inclusive Framework, which brings over 140 countries and jurisdictions together to negotiate solutions on an equal footing. The CFA's strong record of fostering multilateral dialogue is complemented by its technical expertise in evidence-based policymaking, which relies on rigorous data collection and solid analytical methodologies, consultations with relevant stakeholders, policy guidance and implementation support. The work of the CFA is far reaching, and we have strengthened our collaboration with other International Organisations with a different focus and membership so that our efforts are complementary rather than duplicative.

## **5. Are you facing any specific major challenge derived from the current multilateral environment?**

Despite the global challenges the world is currently facing, the October agreement and the continued work of the BEPS Inclusive Framework around the clock to implement the agreement proves that multilateralism is still alive and well. The CFA and the BEPS Inclusive Framework members recognised from the outset that it is better to have globally agreed solutions to problems such as the challenges arising from the digitalisation of the economy. The absence of a multilateral resolution to that particular issue could result in a 1% reduction in the GDP of the global economy.

## **6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

The work we are undertaking is extremely politically sensitive and the stakes are very high. As a result, we have very active participation from national experts in capitals. We also try to ensure that the setting and implementation of international tax norms consider the capacities and priorities of developing countries as well. In the BEPS Inclusive Framework, I work closely with my Co-Chair, Marlene Parker of Jamaica, to try to ensure that developing countries can use their voice and participate effectively in the work on an equal footing.

## **7. How do you help maximise policy coherence through the work of the Committee?**

The CFA's work is driven by the overarching objective of ensuring a more efficient and coherent international tax system, which is crucial to promoting a level playing field and fostering international trade and investment. The CFA has consistently delivered important standards, tools and guidance for decades, from the *OECD Model Tax Convention on Income and Capital, which is used by countries around the world as a basis for negotiating bilateral tax treaties*, to the *OECD Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations, which were just updated* in 2022. The CFA's Common Reporting Standard for the automatic exchange of information on financial accounts is putting an end to bank secrecy as more than 100 countries and jurisdictions implement it. To date, over EUR 112 billion of additional revenues in tax, interest and penalties have been identified by administration. While our international taxation work is very much in the spotlight, our work on cross-cutting issues such as tax and climate change, tax and development, tax and gender, tax and skills, and participation in horizontal projects like the one on housing all help ensure policy coherence across different policy areas.

## **8. How do you ensure effective decision-making by the Committee?**

While the COVID-19 pandemic prevented us from having physical meetings for a long time, we managed to meet virtually on a regular basis to continue our work throughout the past two years and we have been able to turn this constraint into an opportunity making our interaction more agile. The Steering Group and technical working groups of the BEPS Inclusive Framework continue to meet on a very frequent basis and the virtual set up works well. However, from my experience, putting people together in one room helps to reach

agreement on complex or politically sensitive issues and I am very pleased to see that we are resuming physical meetings.

**9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

Our biggest achievement was, of course, the landmark *Statement on the Two-Pillar Solution to Address the Tax Challenges Arising from the Digitalisation of the Economy*, agreed by 137 countries and jurisdictions representing more than 94% of global GDP in October 2021. We are now working on the implementation package of the agreement which will bring the international tax system into the 21<sup>st</sup> century. We also provided timely support to countries with a range of policy advice on tax issues that arose during the pandemic. For example, we issued advice on how to keep businesses and individuals afloat, tax treaty and transfer pricing issues, as well as tax administration measures that could be taken to ease the economic pain of the pandemic. We have also undertaken important work on climate change. Our flagship publication, *Effective Carbon Rates* measures pricing of CO<sub>2</sub>-emissions from energy use in 44 OECD and G20 countries, covering around 80% of world emissions and offers valuable insights for policymakers. We also recently published the first cross-country report on *Tax Policy and Gender Equality*, analysing 43 countries' national approaches to tax policy and gender outcomes.

**10. How can you encourage synergies between policy communities?**

Tax policy has a key role to play in fostering other policy objectives in areas such as environment, employment, health, development, gender equality and the promotion of inclusive growth. It is therefore essential to maximise synergies and work with other policy communities. Concerning climate change, at a time when countries are trying to lift their ambition to reach carbon neutrality by 2050, it is critical to work in a cross-cutting manner. The OECD is uniquely placed to do this, with its Committees structure. In this perspective, the CFA is now working jointly with the Economic Policy Committee (EPC) and the Environment Policy Committee (EPOC) to establish a joint Inclusive Forum on Carbon Mitigation Approaches, to facilitate a coordinated technical work to enhance cross-border cooperation on climate mitigation policies.

**11. How do you see the role played by the Secretariat?**

The technical expertise in the Secretariat helps guide our policy-making and ensures the high quality and technical underpinning of the work produced by the Committee. They play a key coordination and liaison function with delegates to help find common ground that will lead to consensus. The Secretariat also undertakes important capacity building work with developing countries to help ensure all countries can advance together on international tax reform.

**12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

Maintaining the relevance and the impact of OECD standards requires ongoing review by the Committees of the implementation and effectiveness of the standards, as well as consideration of emerging issues where new standards may be needed. To achieve this objective, the BEPS Inclusive Framework conducts peer reviews on the BEPS minimum standards and also called for a five year review of the BEPS minimum standards. For example, in the case of BEPS Action 5 on addressing harmful tax practices, over 300 regimes of 80 jurisdictions have been reviewed as part of our BEPS implementation monitoring and virtually all regimes identified as harmful have been amended or abolished. Over 41 000 exchanges on tax rulings between governments have taken place with peer reviews on tax rulings covering 131 jurisdictions. Through such monitoring, the level playing field between countries can be ensured. At the same time, such reviews can reveal potential areas of improvements in the standards.

**13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

The inclusiveness of the BEPS Inclusive Framework and its achievements are, I believe, a source of inspiration to other parts of the Organisation. The participation on an equal footing of non-Members led to the landmark agreement in October. The BEPS Inclusive Framework is not the only example. The CFA created the Global Forum on Transparency and Exchange of Information for Tax Purposes, a Part II Programme, and it is a success story for international cooperation, with 163 members (including 89 developing countries) working together on an equal footing. The Forum on Tax Administration, composed of over 50 economies and the Global Forum on VAT are other examples of how the OECD can influence global policy making beyond its membership, and promote its standards on a global scale.

**14. What are the practical implications of the work of your Committee/Group?**

Our work is delivering better tax policies for better lives. The comparable statistics and analytical reports that we carry out helps inform tax policy debates around the world. The Two-Pillar Solution to the tax challenges of digitalisation, once implemented will have significant and concrete implications on the global economy. For the first time, countries will apply a globally agreed minimum corporate effective tax rate of 15% (Pillar Two) and countries have now agreed to reallocate more than 125 billion dollars of profit to market jurisdictions through a formulaic approach (Pillar One). Our work is bringing a fundamental change to the international tax system. Our tax transparency standards are putting an end to bank secrecy. Between 2009 and 2019, bank deposits in international financial centres fell by USD 410 billion. The International VAT/GST Guidelines have also become a major source of revenues for countries, including those outside the OECD. South Africa, for example, collected over ZAR 15.3 billion (nearly USD 1 billion) of new revenues since implementing the OECD VAT standards in 2014.

**15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/Group?**

I am still learning but listening and understanding all of the positions expressed around the table helps to bridge gaps and build consensus. Being Chair also requires an active engagement with members and other stakeholders, which requires a substantial personal commitment, but the results are highly rewarding.



## Committee on Industry, Innovation and Entrepreneurship (CIIE) Dr. Daniel Mawson

### **1. What is the mission and mandate of your Committee?**

The mission of the CIIE is to assist governments in the development of policies to successfully navigate the major structural economic transitions we currently all face. Notably delivering Net Zero, adapting to the digital industrial revolution and the recovery to a "new normal" post Covid.

The goal is to design and support the implementation of industry, innovation and entrepreneurship policies which promote inclusive growth in output, incomes, welfare and resilience – through sustainable improvements in productivity and competitiveness.

### **2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?**

I have been involved with the committee and its working groups for over half my professional career. The UK also has a long history of strong involvement in the work of the CIIE as a participant, bureau member and committee chair. This was a tradition I wanted to continue, particularly given the relevance of the analysis the committee does to the work of my own department which covers the range of business, energy, climate change and industrial policy.

### **3. What is your main priority as Chair?**

My main priority is to ensure that the work of the committee remains focused on the key industrial policy challenges identified by members, while also steadily building on its expertise in microdata analysis to take advantage of the explosion in new data sources and techniques brought about by the digital revolution.

### **4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?**

The CIIE has a very strong history in the development and analysis of cross-country business microdata, and more recently has started to expand this out to newer techniques and data sources. This is critical to the work of the OECD because it allows us to better understand how the changes in the global economy are playing out at the business and industry level, whose active participation is needed if we are to successfully deliver the big transitions to a more digital, Net Zero economy.

### **5. Are you facing any specific major challenge derived from the current multilateral environment?**

Although increased use of remote meetings during Covid-19 has allowed us to widen participation in our discussions, it has limited opportunities for more informal exchanges of our experiences – which is an

important step to recognising and understanding the similarities and differences in what we are dealing with.

## **6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

The CIIE has an effective division of responsibilities with its working party the WPIA (Working Party on Industrial Analysis) – where the latter focuses in more detail on the wide range of technical issues around measurement and methodology in the analysis of industrial performance – as opposed to the implications for industrial policy.

This is important because it allows the right national experts to be in the room for each discussion, bringing together bottom-up technical expertise and a wider top-down policy perspectives. I am also keen for the committee to bring in more external and academic experts to help us identify new analytical approaches for understanding them.

## **7. How do you help maximise policy coherence through the work of the Committee?**

Simply having the committee is an important first step in identifying commonalities in the challenges different countries face, and the different approaches we have taken to solving them. Although local context is extremely important in the tailoring of industrial policies to particular countries, robust supporting cross-country data such as that provided by TiVA (Trade in Value Added) and STAN (Structural Analysis Database) are essential in drawing out the lessons learned.

## **8. How do you ensure effective decision making by the Committee?**

Key to good decision making is providing delegates with advance notice when important decisions are to be made, as well as sufficient time to scrutinise and consult on documents. The committee bureau is also an important forum for preliminary discussions of key issues, to allow the debate in the main meetings to be as productive as possible.

## **9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

Since the onset of the pandemic the CIIE has been proactive in adapting its work programme to the fast-changing context and producing timely analyses addressing the impact of Covid-19 on several policy areas.

The Committee's most read flagship report since 2020 was "Strengthening Economic Resilience Following the COVID-19 Crisis: A Firm and Industry Perspective", an exploration of the characteristics that have affected the ability of firms, workers and consumers to maintain production, employment and consumption during the COVID-19 crisis.

Additionally, the Committee has produced policy notes on business dynamism, productivity and telework, as well as sectoral analysis on the pandemic's effects on retail and the aviation industry. The Committee has also leveraged its multidisciplinary approach to industry issues by collaborating with other parts of the house to produce additional insights on firm insolvency and the low carbon transition in light of COVID-19.

These documents provided valuable initial guidance and support to governments seeking to understand the main risks and challenges arising from the pandemic. Particularly, the note on the aviation industry has received over 215,000 views since its upload in October 2020.

Other recent CIIE outputs that have garnered particular attention from the public (with over 5,000 views each) include:



- "Identifying and measuring developments in artificial intelligence: Making the impossible possible", which uses information from scientific publications, open source software (OSS) and patents, and finds a marked increase in AI-related developments over recent years ;
- "The firm-level link between productivity dispersion and wage inequality: A symptom of low job mobility?", which investigates the role of cross-firm dispersion in productivity in explaining dispersion in firm wage premia, as well as the factors shaping the link between productivity and wages at the firm level.

#### **10. How can you encourage synergies between policy communities?**

Industrial policy touches on a range of issues spanning almost the whole scope of the OECD's work, for the CIIE the key question is how and where we can add most value, building on our expertise. For example, on the horizontal work on "Building Climate and Economic Resilience in the Transition to a Low-carbon Economy" the CIIE has a key role not just in providing supporting data, but understanding decarbonisation from the perspective of industry, along with the innovation and entrepreneurship policies needed to support them.

#### **11. How do you see the role played by the Secretariat?**

The secretariat plays an essential role in terms of not only providing the intellectual firepower underpinning the committees' discussions, but also building and maintaining the analytical and data infrastructure needed to support that. Their well-deserved reputation for intellectual rigour also helps them build effective networks with external experts, which we can draw on in the work of the committee and related forums like the Global Forum on Productivity (GFP).

#### **12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

The CIIE does not have a standard setting role per se, but there is significant scope for the committee to act as a forum to establish common approaches and methods for data and analysis; particularly in areas such as online job vacancies, web-scaped data etc. where these techniques are still emerging.

#### **13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

I am relatively new to the role of chair, but as a delegate I was focused on making clear, concise and constructive interventions on the work of the committee and continuously looking for ways it could improve and expand the relevance of its work.

#### **14. What are the practical implications of the work of your Committee/Group?**

The committee's work provides the central underpinning for a lot of OECD analysis through its development of internationally comparable data at the business and sector level. In addition to evaluating the effectiveness of industrial policies I also think a key part is the sharing of experiences, which can help policy makers understand the scope of both what is possible and what levels of ambition are potentially achievable in tackling large structural problems.

#### **15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/Group?**

Develop a good working relationship with your secretariat, and a clear understanding of your role in terms of facilitating and guiding committee discussions to a useful and constructive outcome. Part of which is being open, pragmatic and even handed in ensuring all members have equal opportunities to contribute.



## Committee on SMEs and Entrepreneurship (CSMEE) Mr. Martin Godel

### **1. What is the mission and mandate of your Committee?**

SMEs play a central role in both OECD and emerging-market economies. In the OECD, they account for 60% of total employment and 50-60% of national value added. As such, governments have placed increasingly more importance on the issues of SMEs and entrepreneurs. Furthermore, the COVID-19 pandemic hit SMEs and Entrepreneurs particularly hard and this has only increased the attention that governments have placed on SMEs and Entrepreneurship policies. Reflecting this critical importance, the OECD Council decided to elevate what was previously a Working Party on SME and Entrepreneurship to a Committee level.

The revision of the mandate provided an opportunity for the new Committee to build on the achievements of the WPSMEE and establish high-level priorities that meet emerging challenges and broad strategic goals. The revised mandate recognises the ability of the CSMEE in fostering greater horizontality and coherence, as well as a more systematic consideration of different populations of entrepreneurs and businesses in policy-making. The revised mandate also highlights recent developments in the areas of digitalisation, globalisation, demographic shifts and climate change, including the challenges and the opportunities they create for SMEs and entrepreneurs, as well as the shocks generated by a number of crises, in particular the COVID-19 pandemic.

Today, The Committee on SMEs and Entrepreneurship (CSMEE) provides a platform for OECD's work on policy analysis, policy indicators, statistics, and recommendations to help Members fully unleash the potential of SMEs and entrepreneurship, boost productivity, innovation and inclusion and address challenges in access to finance and trade, and grasp the opportunities of digitalisation and the green transition.

### **2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?**

My experience at the OECD dates back to my early career when I was regularly attending the Trade Committee as Assistant to the Delegate for Trade Agreements, Ambassador Luzius Wasescha - then President of the OECD Trade Committee. From 2011 to 2021, I attended as Swiss Delegate the Committee of Industry, Innovation and Entrepreneurship (CIIE), which I served later as Vice-Chair and member of the Bureau. Starting in 2017, I also attended the meetings of the Working Party on SMEs and Entrepreneurship (WPSMEE) and took a more active leadership role as its Chair in 2018. This followed the active engagement of Switzerland in the SME Ministerial Conference, which took place in Mexico City in 2018.

Since 2011, I am responsible for Switzerland's SME Policy Division at the State Secretariat for Economic Affairs (SECO). All the mentioned stations in my working life helped me a lot in my current function as Chair of the CSMEE.

Last but not least, I accompanied and led as Chairman the procedure to elevate the Working Party to a full

Committee in April 2021, and presided over the 1st session of the Committee on SMEs and Entrepreneurship on 13-15 October 2021.

### **3. What is your main priority as Chair?**

Serving as Chair of this newly formed Committee is an honour and an extremely important role. At the same time, we are going through challenging times, which involve moving the SMEs and Entrepreneurship agenda forward under rapidly changing and uncertain conditions (of which Covid pandemic and the war in Ukraine are testimonies) that place heavy burden on SMEs and Entrepreneurs.

My current priority as Chair is to consolidate the newly established Committee and in particular finalizing the OECD SME and Entrepreneurship Strategy with guiding principles for policy makers. The CSMEE shall be the preeminent fora for SME policies.

### **4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?**

In my view, the CSMEE is the preeminent international fora for all things about SME and Entrepreneurship. The work of the Committee covers a range of key topics that are central to sustainable and inclusive growth, and the subject of major policy initiatives, nationally and internationally, including SME and Entrepreneurship financing, innovation, digitalisation, scale-up, internationalisation and skills. The Committee is uniquely positioned to examine the specificities, opportunities and challenges of these issues and to design holistic SME and entrepreneurship policy. For instance, an increasing number of OECD countries have adopted national SME strategies and there has been a sustained demand by Members and non-Members for OECD support in assessing national SME policy frameworks and preparing SME policy reforms.

These issues have risen in importance in governments. Other governmental fora such as the G7, G20, the European Union, the Asia-Pacific Economic Cooperation (APEC), ASEAN as well as global and regional development banks, have also increasingly turned their attention to collective actions that can help level the playing field and enhance SME and entrepreneurship policies. The OECD has also been working with these fora to support their actions.

### **5. Are you facing any specific major challenge derived from the current multilateral environment?**

The COVID-19 pandemic has represented a stress test for policy frameworks on SMEs and entrepreneurship, and for the whole policy community in this area, stretching resources, but also triggering fast learning on more effective and rapid means to design and deliver policy, such as through streamlining of administrative processes and deployment of digital delivery systems. At the outset of the crisis, the CSMEE was very much on the frontline of the emergency, and it served as an important forum to exchange knowledge on impacts and policy responses. The note on "SME Policy Responses to COVID-19" was one of the first to be produced by the OECD to support policy makers in such challenging times and it was greatly appreciated by many governments around the globe. It reflects a strong demand by Delegates for knowledge sharing, and the value they attach to the OECD role in facilitating this.

With the rise in global tensions, and the vulnerability of SMEs and entrepreneurs to disruptions in networks, markets, and global value chains, as well as rising energy prices, this policy community is once again on the frontline to drive a sustainable and inclusive recovery. This makes the work of the Committee even more relevant for national policy makers, but also implies lesser resources that can be engaged in OECD dialogue and work. For this, it becomes important that agendas of OECD work are well focused and effective, including through concise and sharp forms of communication and knowledge sharing.

## **6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

The CSMEE provides opportunities for national experts to engage in different ways. Its flagship publications, the SME and Entrepreneurship Outlook and the Financing SMEs and Entrepreneurs: An OECD Scoreboard, require direct inputs from national experts via their related data collection and country profiles. The tailored country work, notably the reviews of SME and entrepreneurship policy and the various country studies undertaken in support of thematic work also provide important opportunities to engage a broad range of country policy makers and stakeholders. Beyond the specific country work, key publications are disseminated widely for comments. The Strategy was for example the object of a wide ranging public consultation supported by delegates, with specific efforts to target SME associations. And last but not least, the opportunity to meet in person at meetings in Paris is highly valued.

## **7. How do you help maximise policy coherence through the work of the Committee?**

Due to the multi-disciplinary nature of our work, it is important to continue to maintain and align our policies with other bodies in the organisation. SME and entrepreneurship policy frameworks often have a broad scope, since policies and instruments that are of relevance to SMEs and entrepreneurs are wide and varied, ranging from reforms that shape framework conditions to policies for the business population at large to SME-targeted measures. Because of this wide scope, the number of actors involved is large as well, including Ministries or agencies with explicit mandate on entrepreneurship and SME development, and government entities with responsibilities in broad areas of key importance for the business environment in which SMEs operate, such as tax, education, innovation, labour markets or infrastructure, among others. Furthermore, since SMEs are often embedded in local eco-systems, relevant actors and institutions operate at regional and local levels of government. Effective SME and entrepreneurship policy frameworks need to ensure coherence and synergies across such varied policy areas and actors. Recognising this, the SME and Entrepreneurship Strategy developed by the CSMEE aims to help OECD Members and Partners take a coherent approach towards policies which impact and/or target SMEs, including across levels of government, enhance policy synergies, and address potential trade-offs. The development and implementation of the mentioned Strategy will benefit from the OECD experience in developing horizontal work, and continuous dialogue with all Committees engaged in relevant work.

## **8. How do you ensure effective decision-making by the Committee?**

We encourage discussion and engagement of the Bureau to support the Committee's decision-making process, to provide strategic direction and to assist in the preparation of the agenda and official meetings. Some of the governing aspect of the Committee can be somewhat overwhelming for delegates so we developed a Delegates handbook that help better explain the structure of the OECD, the strategic documents, expectations of the Delegates and of the Secretariat.

## **9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

The COVID-19 pandemic hit SMEs and Entrepreneurship particularly hard and the Committee developed several noteworthy reports within the context of the pandemic. In April 2020, the Committee was one of the first to prepare a policy **response Coronavirus (COVID-19): SME policy** for the COVID hub and this report was one of the most downloaded. In 2021, this report was followed by **One year of SME and entrepreneurship policy responses to COVID-19: Lessons learned to "build back better"**.

The Digital transition has been accelerated by the pandemic, and the report **The Digital Transformation of SMEs**, launched in February 2021, looks at recent trends in SME digital uptake, and shows that up to 70% of SMEs intensified their use of digital technologies due to social distancing measures. As many governments had to act quickly to support digital uptake by a large and varied population of SMEs, such work enabled to

exchange knowledge on emerging trends and good practices in a timely manner.

The second edition of the **OECD SME and Entrepreneurship Outlook** was launched in June 2021 during the OECD MSME Week. This edition of the biennial review offered a comprehensive cross-country overview of business conditions and policies for SMEs and entrepreneurship and reflected on the impact of the pandemic on smaller businesses and how governments responded.

The **Financing SME and Entrepreneurs: An OECD Scoreboard** celebrated its 10th edition on 29 March 2022. This report has been monitoring trends in SME and entrepreneurship finance, as well as policy developments in this area for a decade! The 2022 edition showcases the latest trends and policies in 48 countries. It highlights the role recovery packages and other measures to ensure a healthy balance between debt and other forms of finance, and enable SMEs and entrepreneurs to invest and grow in the post-pandemic recovery.

In the area of Entrepreneurship, the Committee produced an **International Compendium of Entrepreneurship Policies**, covering the full range of policy measures used to support entrepreneurship, including framework conditions such as tax and regulatory systems, direct support through access to finance, advice and training, and local support measures designed to stimulate interactions and ecosystems.

In 2021, the Committee launched two **Country Reviews on SME and Entrepreneurship Policy** (Viet Nam & Slovak Republic). These reviews examine structural features of the SME sector, strengths and weaknesses of national policies, and provide policy recommendations to improve the performance of new and small businesses. Peer reviews are an important instrument of the Committee, with tangible impact. For example, the 2019 Country Review of Ireland informed the 2021 Irish SME and Entrepreneurship Growth Plan, ambitious strategic blueprint for SMEs and entrepreneurs.

#### **10. How can you encourage synergies between policy communities?**

SME and entrepreneurship policy is by nature a transversal policy area. Creating synergies across policy communities is a critical endeavour of the CSMEE. The CSMEE collaborates with prominent partners and policy making bodies through links with the G20, ASEAN, APEC and the European Union, as well as within the OECD. Joint work is currently ongoing with the Committee on Financial Markets, the Investment Committee, the Regional Development Policy Committee, the Committee on Statistics and Statistical Policy. In November 2021, we held our first joint session with the Regulatory Policy Committee on Making Better Use of the SME Test in policy making.

Additionally, the work on the OECD strategy help foster the alignment of SME and entrepreneurship analysis and policies across the different Ministries and agencies in Member governments.

#### **11. How do you see the role played by the Secretariat?**

The Secretariat supports the Committee's work by collecting information across countries, putting the analysis together and facilitating discussion among delegates. The Secretariat handles the day-to-day operations of the Committee, ensuring the timely delivery of the work under the PWB and managing relations with Delegates. It also plays a highly valuable role in increasing the visibility of the Committee's work, drawing the necessary synergies with other OECD bodies and developing the relevant partnerships.

#### **12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

The ministerial Council adopted in June 2022 the very first OECD Recommendation on SME and Entrepreneurship Policy. It allows the Committee to fulfil its core mandate, notably by breaking down policy silos, encouraging action and monitoring under a shared, coherent framework and raising the profile of SME and entrepreneurship policy in the global debate. This is a long awaited step for SME Policy globally and

supports the OECD role as an international standard setter.

**13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

Prior to serving as Chair to the CSMEE, I was active for many years as both a Delegate for the CIIE and the WPSMEE and then a Vice-Chair of the CIIE. To support continuous improvement within the OECD, I think that the Chair and the members of the Bureau should maintain continuous constructive relations with the Secretariat and provide clear feedback in order to ensure productive meetings for delegates along with high quality data and policy advice.

**14. What are the practical implications of the work of your Committee/Group?**

Within the WPSMEE first and then as part of the CSMEE, OECD work on SME and entrepreneurship has established itself as a critical source of evidence and analytical work, and as a platform for peer learning and engagement with diverse stakeholders on SME and entrepreneurship policy.

Its analysis covers a range of key topics that have shaped the policy agenda and supported stronger contributions by SMEs and entrepreneurs to sustainable and inclusive growth, in areas such as, inter alia, SME and entrepreneurship financing, SME productivity and digitalisation, green entrepreneurship, SME scale up and entrepreneurship policy.

OECD work has led to the organisation of three Ministerial conferences: in Bologna in June 2000, in Istanbul in June 2004, and in Mexico in 2018. Through these, OECD Member and partner countries agreed to important commitments, as embodied in the Bologna Charter on SME Policies [OECD/LEGAL/0306], the Istanbul Ministerial Declaration on Fostering the Growth of Innovative and Internationally Competitive SMEs [OECD/LEGAL/0328], and the Ministerial Declaration on Strengthening SMEs and Entrepreneurship for Productivity and Inclusive Growth [OECD/LEGAL/0439].

**15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/Group?**

First, prior to taking up the post of Chair, I suggest participating actively and substantively in the Committee's work.

Second, once you assume your responsibility as Chair, listen carefully to the Committee's members as well as to the Secretariat and set up a clear and transparent path for the body.

Third, make use of opportunities presented – not everything can be planned in the Programme of Work and Budget.



## Committee on Statistics and Statistical Policy (CSSP)

Mr. Anil Arora

### 1. What is the mission and mandate of your Committee?

The mission of the Committee on Statistics and Statistical Policy (CSSP) is to support policy-making based on high-quality, internationally acceptable comparable data and evidence-based analysis and to provide this statistical information to all interested users, including civil society and the public at large.

### 2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?

I joined Statistics Canada in 1988 where I held a number of different positions in the agency. I worked in the regional offices as well as at Headquarters, leading a number of major transformations and high profile projects: from redefining the output database, internet dynamic publishing, and redesigning and modernizing the Census program to include innovative content and online reporting, to modernizing the legislative framework making the agency more independent and developing and implementing a modernized vision.

In 2010, I left Statistics Canada and worked in two key policy departments as Assistant Deputy Minister (Natural Resources Canada and Health Canada), before returning to Statistics Canada and becoming Chief Statistician of Canada in 2016. Over the course of my career and particularly during my time at Natural Resources Canada and Health Canada, I saw how important robust statistical information was to support effective policy making. Additionally, good data and statistical information are not just needed for domestic use but also required to support the international statistical system. International standards and methods are essential for international comparability – particularly in a global economy where the movement of goods and services, as well as the financial flows, do not stop at national borders.

Over the course of my career I have participated in and led a number of international initiatives such as being a member of the OECD team responsible for reviewing the Mexican statistical system. I also led the Conference of European Statisticians (CES), served as a Bureau member of the United Nations Statistical Commission (UNSC), chair the UNECE's High-Level Group for the Modernisation of Official Statistics (HLG-MOS) and led the United Nations' Friends of the Chair group on Economic Statistics.

I had opportunities to become familiar with the work of the OECD where I saw how important and beneficial international collaboration and knowledge-sharing amongst our OECD colleagues is. When I began my role as Chief Statistician, I wanted to continue the close relationship Statistics Canada has always had with the OECD – and the CSSP in particular – and now as Chair of the CSSP I have the honour to help steer the important work our committee undertakes.

### 3. What is your main priority as Chair?

My main priority as Chair is to ensure that, in collaboration with the OECD's Statistics and Data Directorate

(SDD) and the CSSP Bureau, both the OECD and CSSP members are able to leverage our collective expertise and experience in order to adapt to and capitalize on new and evolving issues. By working together to share best practices and innovative solutions we can address the most relevant and important issues facing us today. Whether it be adapting to the challenges brought on by the COVID-19 pandemic or addressing challenging measurement issues such as the digital economy, the environment and climate change, well-being or social cohesion, National Statistical Offices (NSOs) working in collaboration with the OECD as a cohesive global community is the best way meet these challenges together.

**4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?**

The CSSP plays a pivotal role in the OECD by ensuring the quality and coherence of the statistical information produced. This helps ensure that all the work undertaken by the various OECD committees and groups is underpinned by relevant, high quality statistical information that is developed using rigorous methods. One additional crucially important role that the CSSP plays which differs from others in the international fora is that the CSSP is able to address the needs of policy makers through its *consultative role* with other OECD Committees as well as within the NSOs of member states. This allows the CSSP to identify measurement issues related to emerging policy issues in addition to addressing statistical infrastructure issues to help with the modernization of statistical systems. The CSSP facilitates international discussions and the sharing of experiences and best-practices on statistical policy and data-related issues. The CSSP also plays a role as an innovator in the development of new statistical standards and practices.

**5. Are you facing any specific major challenge derived from the current multilateral environment?**

First is the COVID-19 pandemic which required a pivot to a complete virtual existence – NSOs and the international statistical community had to change many of their processes in order to gather and exchange information – and the global statistical community rose to this challenge. But additionally, it also meant policy makers required statistical information faster. The CSSP, tackled this information challenge head on – first, through its collection of information from NSOs on what they are doing to support their governments to address the pandemic – which allowed for effective sharing and exchange of best practices and lessons learned and second, through the collaboration with the Center on Well-being, Inclusion, Sustainability and Equal Opportunity (WISE) for creation of the COVID-19 recovery dashboard. This dashboard consists of 20 indicators to monitor the recovery from the pandemic grouped into four dimensions with gender inequalities highlighted throughout. The four dimensions are: Strong (related to economic prosperity), Inclusive (related to those most vulnerable), Green (related to people-centred green transition) and Resilient (related to withstanding future challenges). Of course, the pandemic is not over and the CSSP will continue to monitor and adjust its work as necessary in support of policy makers.

A second challenge in the current multilateral environment is related to the coordination of activities across the international statistical system. As various multilateral organizations try to address the emerging measurement needs, development of new statistical standards and methodologies, it is important for these organizations to ensure the work undertaken by different multilateral organizations is collaborative and not duplicative. A coordinated and coherent international statistical system is needed and this takes more collaboration across the multilateral environment. The CSSP is a key player in this and increased collaboration with the United Nations (both at the regional and global level) has been taking place which benefits National Statistical Systems.



## **6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

The work of the CSSP is relevant and timely, reflecting the new and evolving issues which NSOs are addressing in their country contexts. As most CSSP Delegates are the Head of an NSO or the highest recognized national statistical authority, it is in their interest to engage with the work of the CSSP so the work / discussions which come out of committee can be leveraged in their own domestic contexts, such as innovative methodological developments, data collection processes and resource allocations. This knowledge exchange and best practices sharing benefits all members in how best to respond to emerging issues or unexpected demands from policy makers and civil society.

## **7. How do you help maximise policy coherence through the work of the Committee?**

By maintaining a close relationship and open dialogue with both the Secretariat and Committee members to ensure that important policy issues with a statistical impact are brought to the attention of and reflected in the Committee's discussions and work. An example is the issue of well-being which has come to the fore during the Covid-19 pandemic and which will continue to be extremely important in the post-Covid world. With the creation of the OECD's WISE, overseen jointly by the CSSP and the Employment, Labour and Social Affairs Committee (ELSAC), the CSSP has committed to fill data gaps, emphasizing that statistically sound and robust data are essential for understanding well-being, especially for vulnerable populations.

## **8. How do you ensure effective decision making by the Committee?**

The CSSP is able to make effective decisions because it consults and works collaboratively and does not take a siloed approach. As chair of the CSSP, it is important to understand the priorities of the OECD Council and member states, through maintaining strong and open communication with both the CSSP Bureau and the Secretariat to identify policy-related or new or emerging statistical issues. Additionally, the current pandemic has resulted in an enhanced recognition of the importance of flexibility and adaptability of both what work we do and how we do it. Finally, work to ensure that discussions at the meetings are open and honest, but focussed with an aim to achieve consensus.

## **9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

That is in fact a difficult question to answer as the CSSP has undertaken and collaborated with many other committees to develop important statistical information. There are so many information needs and the CSSP has a crucial role in providing that trusted information. But let me list a few things released between 2020 and 2022.

- *The 2020 Report on the Implementation of the OECD Recommendation on Good Statistical Practice* provides an assessment of the implementation of the Recommendation and an overview of its usefulness and relevance. It confirms that the Recommendation has clearly filled a niche in the international spectrum of statistical codes of practice, highlights the main trends and developments across Adherents with respect to their implementation of its provisions, and underscores a selection of good practices and advanced statistical policy tools developed by Adherents, as well as challenges that they still face in the collection, production and dissemination of official statistics.
- *How's Life? 2020 presents the latest evidence from an updated set of over 80 indicators, covering current well-being outcomes, inequalities, and resources for future well-being.* It found that since 2010, people's well-being has improved in many respects, but progress has been slow or has deteriorated in others, including how people connect with each other and their government. Large gaps by gender, age and education persist across most well-being outcomes. It also points to emerging risks across natural, economic and social systems that can threaten future well-being.

- *Brick by Brick: Building Better Housing Policies* brings together evidence, international experience and policy insights for the design of housing policies developed under the aegis of the OECD Horizontal Project on Housing. The report lays out evidence-based options for concerted policy action to address the challenges of inclusiveness, efficiency and sustainability, while recognising complementarities and trade-offs among the different objectives of housing policies. The report is part of the OECD Housing Toolkit, which includes an interactive online dashboard of housing indicators and country snapshots.
- *COVID-19 and Well-being: Life in the Pandemic* explores the immediate implications of the pandemic for people's lives and livelihoods in OECD countries. The report charts the course of well-being – from jobs and incomes through to social connections, health, work-life balance, safety and more – using data collected during the first 12-15 months of the pandemic. It shows how COVID-19 has had far-reaching consequences for how we live, work and connect with one another, and how experiences of the pandemic varied widely, depending on whether and where people work, their gender, age, race and ethnicity, education and income levels.
- *The 2021 Compendium of Productivity Indicators* presents a comprehensive overview of recent and longer-term trends in productivity levels and growth across OECD countries. It also includes a special chapter on productivity measurement and analysis at the time of the COVID-19 pandemic.
- *Measuring the non-financial performance of firms through the lens of the OECD Well-being Framework: A common measurement framework for "Scope 1" Social performance* presents a conceptual framework for understanding the non-financial performance of firms through the lens of the OECD Well-being Framework. This paper emphasises the importance of measuring the well-being outcomes of stakeholders alongside the resources that firms produce and deplete. The paper also emphasises the importance of aligning the measurement of the non-financial performance of businesses at the macro-level and sectoral level by NSOs with micro-level measures collected by firms themselves.

## **10. How can you encourage synergies between policy communities?**

Synergies between the policy community can be leveraged, through the promotion of regular and effective consultations between the CSSP and other OECD Committees. As the statistical arm of the OECD, the CSSP and SDD have a unique vantage point as they work with various committees to provide statistical information for their work. The CSSP, through the SDD, may be able to leverage statistical work being done for other areas in support of other program areas, thereby reducing duplication and leveraging economies of scale and scope.

## **11. How do you see the role played by the Secretariat?**

The Secretariat brings a wealth of knowledge and experience to the work of the Committee. It oversees and coordinates the work of the OECD statistical system, identifies emerging issues with a statistical impact, and provides invaluable analytical and technical support. It also provides organizational and logistical support for Committee meetings and communicates effectively with Delegates.

## **12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

The OECD Council adopted the *OECD Recommendation on Good Statistical Practice* in 2015. It is the only OECD legal instrument concerning statistics, representing a key reference for assessing and benchmarking national statistical systems, and provides a detailed blueprint to establish a sound and credible national statistical system. The Recommendation applies to OECD Members but non-Members are also welcome to

adhere to it.

A 2020 report on the Implementation of the OCED Recommendation on Good Statistical Practice noted that the CSSP has clearly filled a niche in the international spectrum of statistical codes of practice by catering to the most developed statistical systems which allowed more specificity than UN-based instruments.

The Recommendation is now recognised as a key OECD standard for its Members and beyond, in particular in the context of the OECD accession processes and has established itself as a reference for non-Members, as attested to by the steady number of requests for adherence. While no revision of the Recommendation is currently being considered, further actions could include an update to the Set of Good Statistical Practices, with a focus on developing recommendations related to the data stewardship role that NSOs are undertaking in their countries, as well as reflecting changes made in various Quality Assurance Frameworks with respect to the acquisition and use of non-traditional data and of course by encouraging Adherents to optimise the dissemination and promotion of the Recommendations.

### **13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

By actively participating in the CSSP In-Depth Evaluation and promoting its recommendations, engaging in the Programme of Work and Budget processes and fostering a close relationship with both the Secretariat and Members in order to facilitate frank and open discussions on issues with a view to improving the work and outputs of the Committee and OECD as a whole.

### **14. What are the practical implications of the work of your Committee/Group?**

The CSSP plays a foundational role in the work of the OECD more generally through the development of high-quality internationally comparable data and statistics and providing evidence-based analysis in support of effective policy development. The DNA of the of the CSSP is seen in much of the work of the OECD. For instance, the CSSP approves common standards for data and metadata exchange between the OECD and national data and other international data providers and develops common approaches for OECD data sourcing and data management; it also works to improve the availability, quality and international comparability of statistics produced by national sources in both OECD Members and Partners and promotes the convergence in statistical standards used by the OECD and its Partners – this is the statistical infrastructure underpinning the data and statistics used by policy makers which ensures the data are coherent, reliable and trusted. Finally, to address emerging policy issues and statistical issues, the CSSP undertakes concrete discussions and dialogues to develop common approaches and share experiences to leverage knowledge in order to develop solutions to issues.

### **15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/ Group?**

My advice to a new Chair of the CSSP is three-fold. First, I would suggest that a new Chair continue to have contact with the Council to ensure a sound understanding of their information requirements. Concurrently, a new Chair should also consult with of CSSP members which would ensure the top down and bottom up information demands are examined and addressed. Of course, any CSSP chair needs to have a close relationship with the Secretariat (including the Chief Statistician of the OECD) as they are the executing entity for the activities that the CSSP will undertake. Finally, the Chair should ensure to the greatest extent possible that the Bureau is composed of a representative group of members in order to facilitate discussions on a wide range of topics featuring diverse perspectives.



## Competition Committee (COMP)

Mr. Frédéric Jenny

### 1. What is the mission and mandate of your Committee?

The OECD Competition Committee protects and promotes competition based on rigorous research and analysis validating the idea that vigorous market competition boosts growth and employment and makes economies more flexible and innovative. The focus areas of the Committee's work include:

- effective competition law enforcement;
- pro-competitive economic reform;
- policy convergence;
- improving awareness of the benefits of competition for businesses and consumers.

The Competition Committee also has two Working Parties:

- The mandate of Working Party No. 2 is: "enhancing the effectiveness of procompetitive economic reform, including by reviewing competition issues in jurisdictions and particular sectors and identifying options for addressing these issues and developing Best Practices for Working Party No.2 on Competition and Regulation".
- The mandate of Working Party No. 3 is: "enhancing the effectiveness of competition law enforcement, through measures that include the development of Best Practices and the promotion of cooperation among competition authorities of Member countries for Working Party No. 3 on Cooperation and Enforcement".

### 2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?

When I was appointed, I was able to draw on experience both as an academic (having been a Professor of Economics at the ESSEC Business School since 1972), a competition-law practitioner (through various senior roles with the French competition authority) and an economic policy advisor (to the French and other governments, as well as to international bodies such as the World Trade Organisation). Since my appointment, I have served as Non-Executive Director of the Office of Fair Trading in the United Kingdom (2007-2014), Judge on the French Supreme Court (*Cour de Cassation*, Economic Commercial and Financial Chamber) from 2004 to 2012, Vice-Chair of the French Competition Authority (1993-2004), and President of the WTO Working Group on Trade and Competition (1997-2004).

First, I took on the role based on a strong belief in the importance of international cooperation among competition authorities, and the OECD's unique position to facilitate this cooperation. The Competition Committee is a forum identifying opportunities for a common approach, and exploring the differences in perspectives and analysis within the competition community.

Second, as an academic trained in the US in the economics of markets, and as a policymaker, I have

always been convinced about the interaction between various approaches (law and economics in this case) and various policies (competition policy, trade policy, regulatory policy, consumer policy, the fight against corruption, etc.). The fact that the OECD covers a wide range of interconnected policies was an important reason for me to want to contribute to its work.

My background as both an academic and practitioner has been useful in ensuring that the Committee is at the cutting edge of new issues in the Competition Committee, and that our discussions maintain a practical perspective from the point of view of the competition law-enforcement bodies that make up our Committee.

### **3. What is your main priority as Chair?**

My main priorities as Chair are twofold: to ensure that Delegates obtain as much value as possible from our work; and to ensure that the competition perspective permeates all areas of economic policies. One way of achieving the first priority is to ensure that we cover cutting-edge topics with a practical focus. In addition, I encourage a diverse array of viewpoints from invited experts, so that Delegates acquire a good grasp of the debates within the competition community, including being exposed to new ideas and arguments. I also encourage Delegates to play an active role in suggesting new topics of discussion, to make certain that the agenda of the Committee and its Working Parties reflects the priorities and interests of competition authorities.

To achieve the second objective, I try to make sure that the Committee deals with some of the cross-cutting issues of interest to the OECD as a whole. Thus, at different times the Committee has engaged in deep thinking on:

- regulatory reform and competition: ultimately giving rise to a very successful Competition Assessment Toolkit;
- the financial crisis and competition: we held a number of roundtables on various aspects of competition in the financial sector;
- inclusive growth: in the context of the OECD Global Forum on Competition, we have *inter alia* taken up the topics of competition and growth, competition and unemployment, competition and poverty, and competition and the value chains. We have produced a number of documents on these issues;
- competition and the digital economy: we have held a number of roundtables tackling the challenges that the digital economy raise for competition-law enforcement and competition policy, and produced a guide for competition authorities on how to analyse competition on multi-sided markets.

### **4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?**

The OECD Competition Committee plays a unique role within the competition community as a place in which there is fundamental discussion among legal and economic experts on the one hand and competition policymakers on the other, on the principles on which competition policy should rest and the challenges it faces. Those discussions cover both the conceptual level and the way in which those concepts can be operationalised through Best Practice. The Committee's work includes competition-policy questions targeted at heads of competition authorities, and policymakers generally. The United Nations Conference on Trade and Development (UNCTAD) competition work has a different focus, namely building competition capacity in developing and emerging economies; whereas the International Competition Network, the other key international body for competition policy, is focused more on case handler and enforcement practices.

The Competition Committee's unique role is also evident from our agenda, which has included many

hearings on novel, emerging challenges, for example related to the digitisation of the economy, that are not yet well understood, but which our Delegates will need to tackle in the future. At the same time, we are working to enhance our legal instruments, to ensure that areas for which consensus exists are identified and formalised. The fact that the Committee is situated within the OECD is another source of unique value, since it allows us to bring together different policy areas that may not cross otherwise, allowing for multidisciplinary solutions to the complex challenges we face. The Competition Committee is also pursuing horizontal cooperation with other OECD Committees actively.

## **5. Are you facing any specific major challenge derived from the current multilateral environment?**

Some practical challenges that have arisen in the Committee include the difficulty of reaching a consensus on ambitious objectives and legal instruments that embody the maximum, rather than minimum, common denominator. In addition, we sometimes find that competition policy can have differing objectives from other areas of policy, resulting in the need to make trade-offs, and it can be difficult to know where to draw the line. The final practical challenge that I would highlight relates to encouraging implementation of standards set, since the Committee's legal instruments are not binding on Members, but are rather Recommendations. However, these instruments are used as the metric assessing countries applying for OECD accession.

More broadly, policymakers face many challenges today, including those related to globalisation, digitisation and economic inclusion. The OECD has significant opportunities to use its unique position to promote policy solutions that: (1) deepen international co-operation in law enforcement, including with respect to competition law, via information-sharing and a common approach to key issues; (2) promote a global level playing field, for example by encouraging the adoption of competitive neutrality principles; and (3) explore an under-examined, yet key contributor, to pro-growth policy frameworks, i. e. a fair, effective and efficient legal and judicial system.

## **6. How do you encourage, and ensure that national experts engage productively in the work of your Committee?**

Aside from the considerations on the selection of topics mentioned above, I believe that the planning of Committee discussions is crucial to keeping Delegates engaged in the work of the Committee. This requires that discussions be kept lively, with invited experts encouraged to respond to what they have heard at any point in the discussion, and to point to areas in which they disagree with any views expressed. Our approach to planning also includes the identification of long-term themes to guide the Committee's work. This helps ensure that we are able to build on Committee discussions with follow-up work (such as Recommendations, Best-Practice guidelines or additional discussions) and to provide Delegates with insight into our medium- to long-term agenda.

It is also crucial that experts from outside the competition field be invited to explain key topics, as we have done recently with our hearings on big data and algorithms. This helps ensure that the Committee can tackle emerging topics on the Competition Committee, with a focus on uniquely complex or multifaceted issues. These are particularly challenging for competition authorities and other international organisations to come to terms with, making the OECD the "place to be" for competition experts.

## **7. How do you help maximise policy coherence through the work of your Committee?**

The Committee encourages policy coherence within the competition community, and among our Delegates. Simply having the Committee discussions is a valuable way of promoting mutual understanding among competition authorities. Our Committee documents (delegate submissions, discussion summaries and background papers) also provide Delegates with a resource to refer back to when an understanding

of the perspective of other jurisdictions would be of benefit. The OECD Competition Committee and its Secretariat also follows up on work with capacity building in both the OECD Member and non-Member economies, as well as on in-country projects. Finally, our Recommendations on subjects including international cooperation promote a shared perspective on competition issues.

## **8. How do you ensure effective decisionmaking by the Committee?**

Providing ample advance notice when major decisions are required, or key documents must be approved, is crucial. In addition, the Committee's Bureau is an important forum for preliminary discussion on key decisions, so that a well-considered approach can be offered to the Committee.

The Bureau is composed of members selected from among our Committee's Delegates who are particularly active in the Committee discussions, and represent a broad set of views. As a result, the Bureau is an important source of ideas for future work, whether in terms of emerging topics or opportunities to build upon previous work. This approach ensures that the Committee is responsive to its Delegates, and benefits from the ideas of its most-engaged Members.

## **9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

The Competition Committee has produced a very wide range of work that will have practical impacts on the competitive environment in numerous countries, including:

- Peer reviews of the competition policy framework of several countries (including Denmark, Colombia, Romania, Kazakhstan and Ukraine), which helped identify legislative, budgetary and administrative improvements to competition law and policy in those jurisdictions;
- Competition assessment projects, culminating in reports analysing regulatory barriers to competition and potential reforms to deliver economic benefits (including reports for Greece, Mexico, Portugal and Romania);
- Documents for our Committee, Working Parties and Global Forum Meetings on a wide range of topics. These documents serve as helpful resources for our Delegates, and the competition community at large, as cases are analysed and policy decisions made. One particular focus in recent years has been on issues related to digitisation, including disruptive innovation in various sectors, the challenges of dealing with multi-sided markets, big data and algorithms.

## **10. How can you encourage synergies between policy communities?**

The Committee is an important forum bringing together different policy areas and perspectives. Competition law and competition policy apply across the entire economy, and so our work, and the work of sector regulators and policymakers, cannot be done in complete isolation. Competition policy is affected, and affects, the regulatory framework in each of those sectors. Therefore, understanding the interaction of these different policies and regulations is crucial, in terms of both objectives and the mechanisms through which they are applied. The Committee has had a wide range of discussions on policy questions with regulatory implications (e.g. with respect to the financial crisis, as I highlighted above), including joint sessions with other OECD Committees, and sessions benefitting from the participation of regulators as panellists. This allows Competition Committee Delegates to understand the thinking and objectives of different policymakers, as well as their perceptions of competition and competition law as applied to their sectors. Further, while competition and other policy areas may have different focuses, they need to work at cross-purposes. Indeed, an understanding of competition can improve the effectiveness of various policies, and prevent unintended economic consequences. The Committee has produced some practical tools, such as the Competition Assessment Toolkit, to help inform this type of discussion, and identify opportunities for regulatory reform that harness the benefits of competition. One important effort undertaken by the Committee is to encourage effective horizontal cooperation

within the OECD. We have engaged in Joint Meetings with other Committees, this being a valuable opportunity for our Delegates to share their competition perspective and hear about the ongoing work in other policy areas, in order to identify opportunities for further collaboration and to understand better any issues on which there is a divergence of views. For example, we have held a Joint Meeting with the Working Group on Bribery, since competition enforcers in areas such as big rigging may tackle similar issues, and we have a forthcoming digital economy-focused Joint Meeting with the Consumer Policy Committee. In addition, the Competition Committee has contributed to broader horizontal OECD initiatives, such as the *Going Digital* project.

### **11. How do you see the role played by the Secretariat?**

The Secretariat plays a crucial role in the work of our Committee, not just with logistical support, but also in terms of substantive discussion preparation, with experts identified for presentations and high-quality research in background papers. The Secretariat also provides important support to initiatives such as the revision of Recommendations, which the Competition Committee is undergoing as part of a broader OECD initiative described further below. The Secretariat works very harmoniously (and closely) with Delegates.

### **12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

As competition policy and competition law experts, the Delegates of the Committee are keenly aware of the fact that the "quality" of the competition law (whether at substantive or procedural levels) is crucial to facilitating or allowing competition on markets. However, there are many other dimensions of the general legal environment that make a large difference in term of economic results. For example, a bankruptcy law may favour shareholders or creditors or even seek to protect jobs, so the orientation will make an economic difference to investment and growth. Similarly, different types of contract law can have different consequences on transactions which are undertaken or on the cost of solving disputes, and therefore on economic growth. This issue is different from the quality of the enforcement (i.e. the quality of the judicial system). It relates to the analysis of the incentives created in different types of law (or the economic analysis of laws). I believe the OECD has a substantial opportunity to contribute to economic policy by developing a systematic analysis on the quality of the general legal instruments and their impact on economic development, or to develop Best Practices in this area.

In addition, the OECD's initiative to revise, update, and supplement its legal instruments is an important one that helps ensure that our work is relevant and as effective as possible. The Competition Committee is actively revising its legal instruments, and associated work products, for example by revising our Hard-core Cartel Recommendation, developing work to update the Competition Assessment Toolkit in the light of digitisation, and revising in the near future the OECD instruments relating to the treatment of IP in competition cases. Furthermore, the OECD Competition Committee web page offers the most extensive source of information on good practices, analytical developments, national experience, and background documents on competition law and policy issues, which cannot be found anywhere else in the world. This resource is used by the international economic and legal community in the whole world (in both OECD Member countries and others). This is an important way to disseminate the OECD's thinking and make it influential. At the same time, the Organisation must strive to be at the forefront of emerging policy issues in its purview.

### **13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

As mentioned above, active participation in horizontal initiatives and breaking down policy silos is crucial for the OECD's continued success.



#### **14. What are the practical implications of the work of your Committee/Group?**

Competition policy helps keep prices low for consumers, while promoting innovation, productivity, and economic growth generally. The Competition Committee, its Working Parties, and the Global Forum have delivered significant benefits in terms of improved competition policy frameworks, the identification of regulatory recommendations with tangible economic impact, and the promotion of competition within OECD countries and beyond.

#### **15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/Group?**

I would advise keeping a focus on Delegates, to ensure that they derive value from the unique positioning and environment at the OECD. To this end, I believe it is essential that Committee Chairs not shy away from controversial topics. A core purpose of the OECD is to serve as a forum at which different policy perspectives can be presented and debated. This debate may occur among invited experts, between experts and Delegates, and even among Delegates themselves. A debate need not end in absolute uniformity of opinion to be productive: Delegates may at least walk away with a better understanding of alternative perspectives in their policy community. For example, Competition Committee Delegates benefit from hearing about novel competition theories of harm with which they may disagree, but with which they may someday be faced (e.g. in the form of a consumer complaint or a defence in a competition law proceeding). Interactions with experts and representatives of the business community (e.g. BIAC) are also helpful in understanding how a competition authority's decisions are perceived, and the priority issues in the minds of these stakeholders. That said, there is a certain art to selecting topics for which the debate is likely to be productive. So listening to Delegates is essential, for example, to identify potential opportunities for a common understanding to develop, or even tools for competition authorities (such as Recommendations or guidebooks). These types of discussion are always preferable to ones selected for the sole purpose of being highly controversial, and which may in fact disincentivise Delegate participation.



## Co-Operative Action Programme on Local Employment and Economic Development (LEED)

Mr. Denis Leamy

### 1. What is the mission and mandate of your Committee?

The Co-operative Action Programme on Local Employment and Economic Development (LEED) works with national and local governments to provide practical solutions for how to build vibrant communities with more and better jobs for all. We do this by supporting countries in improving how national policies are implemented at the local level; identifying and scaling up successful local innovations; and building capacities and strategies for local development. The Committee takes a comprehensive approach, considering economic, social and well-being dimensions of what we like to call “creating good jobs in great places”. Our work covers a number of topics: local employment and skills; social economy and social innovation; entrepreneurship, including for underrepresented groups; and local development strategies, leadership and capacities. We are also increasingly doing deep dives into specific sectors, such as the role of culture and creative sectors in driving economic and social outcomes. LEED’s full mandate, which was renewed in 2020, can be found at [C(2020)117].

### 2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?

I am currently the Chief Executive of the state authority, Cork Education and Training Board, but was also engaged with LEED in my previous role as the CEO of Pobal, an Irish Government Interagency body for Social Inclusion and Local and Community Development. I’ve also worked closely with the OECD Local Development Forum since 2012. This experience working at the national and local levels, as well as working across government departments and ministries has given me a unique vantage point as the Chair.

### 3. What is your main priority as Chair?

My priority is to reinforce LEED’s role in highlighting why going local matters even in global debates and in providing practical and concrete solutions. I also strive to make sure that the work of the Committee – whether it is the discussions during our biannual Committee meetings or the overall programme of work – is as relevant and actionable for our members as possible. I want Delegates and other constituents to walk away from each of their engagements with LEED feeling like they have new, practical ideas that they can take back with them to their day jobs.

### 4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?

LEED is unique for a number of reasons. First, it works at the vanguard of the policy debate, helping to shine light on new solutions and local innovations that have the potential to be scaled up. This has been its *raison d’être* since its founding in 1982. At that time, governments were struggling to provide solutions to the jobs

crisis of the day and saw a need for an international forum to share innovative approaches to local job creation, social inclusion and economic growth. Since then, LEED has helped to bring attention to topics such as the social economy and women's entrepreneurship before they became part of the mainstream policy debate.

Beyond the "what", the "how" of LEED also makes it unique. LEED serves as a two-way bridge between local actors and the OECD. Many of our stakeholders, including through our Local Development Forum, extend beyond the standard OECD audience. This Forum is our stakeholder network of thousands of members, including local and regional governments, local practitioners, social innovators, entrepreneurs and other civic leaders. It is a unique platform for peer exchange and for bringing local voices into OECD debates. We also have a long history of capacity building work, including through our Trento Centre for Local Development in Italy.

#### **5. Are you facing any specific major challenge derived from the current multilateral environment?**

LEED has continued to be a place for constructive, international exchange but the move to a virtual working environment as part of COVID-19 has been both a challenge and an opportunity. On the one hand, the expansion of online meetings and events has helped us to engage a wider audience, who would not necessarily have been able to travel as frequently to in-person events. However, there is a limit to these types of virtual exchanges. When thinking about how to improve policy implementation, questions such as how to improve outreach in underserved communities or galvanise a community around a shared vision for change, are harder to capture in written reports or statistical databases. The face-to-face interactions are essential for this type of peer learning and sharing.

#### **6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

We take a very demand-driven approach to our work, from the development of the programme of work and budget to the numerous voluntary contributions countries provide to undertake more in-depth reviews. Our Committee Delegates engage with us through tailored projects, via Committee meetings and other events, and as peer reviewers for other country reviews. Like other OECD Committees, LEED also engages a broad network of subject matter experts and policymakers in its substantive work. We also benefit from the expertise and experience of the members of our Local Development Forum, which help us keep our ear to the ground. The Forum allows us to identify the issues that are emerging in different types of communities, better understand how local implementation challenges can derail national policies and identify local innovations that could be of interest to an international audience.

#### **7. How do you help maximise policy coherence through the work of the Committee?**

Local development is not a topic that fits squarely into any single ministry's or level of government's policy portfolio. Accordingly, all of our work considers how to better weave together policies, programmes and strategies originating from different ministries, levels of government and even from the third sector and the social economy. In fact, the OECD's 2014 in-depth evaluation of LEED specifically noted that LEED has helped spur progress toward more integrated policymaking. Often, this has happened through local and national roundtables or project steering groups organised as part of national reviews that gather a wide range of administrations and stakeholder organisations. Some countries have also set up their own national, cross-departmental dissemination to ensure that LEED work reaches the diversity of policymakers who could benefit.

#### **8. How do you ensure effective decision-making by the Committee?**

I work closely with the Secretariat and the other members of the Bureau in preparing Committee meetings and documents, which helps to facilitate the smooth running of the meetings. This includes, for example,

setting agendas for each meeting that balance covering the range of LEED work with allowing ample time for discussion and engagement for each item.

I also strive to bring in as many voices as possible during Committee meetings and ensure that all countries and Delegates feel vested in the work of the Committee. For example, pre-COVID-19, I would invite all new Delegates to lunch during the Committee meetings in Paris to explain the work of the Committee, encourage them to actively participate, and answer any questions they had about the Committee.

**9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

Every two years, we produce a flagship publication, *Job Creation and Local Economic Development*. This publication helps to raise awareness of the local dimension of key employment and skills issues, such as how the share of jobs at risk of automation varies across places or how COVID-19 may accelerate other megatrends that could drive local economies further apart. We also continued our ongoing series of Local Job Creation reviews, with a specific focus on how to prepare for the future of work, as well as work on the social economy, including its links with the circular economy.

However, perhaps even more important than this standard suite of products were our rapid response COVID-19 policy notes. These notes, for example, provided some of the first regional estimates of the share of jobs at risk from COVID-19 containment measures across the OECD, guidance on how policymakers can leverage the social economy to contribute to a more inclusive and resilient recovery, and the impacts on and policy responses for culture and creative sectors. The work on culture and creative sectors was particularly important, given how hard hit they were by COVID-19. LEED has played a leading role in bringing visibility to how to COVID relief measure were not always well-suited to the specificities of this sector and how to make these sectors more resilient over the long-term.

**10. How can you encourage synergies between policy communities?**

This is built into the structure of our Committee itself. It is cross-sectoral, including representatives from ministries of employment and labour, social affairs, economy, and regional development. This means that in each of the Committee's substantive discussions, we integrate the views of policymakers with different types of mandates and objectives. As mentioned above, our Local Development Forum is also an important tool to encourage dialogue across levels of government. Within the OECD, we also regularly invite other Committees to present their work at our Committee meetings and events to help promote exchange within the organisation.

**11. How do you see the role played by the Secretariat?**

The Secretariat plays an important role in supporting the smooth functioning of the Committee, for example in preparing agendas and coordinating the participation of the various Delegates. They also feed the discussions with substantive knowledge and expertise, providing a base for Delegate exchange. Finally, they provide tailored support to LEED members. At the most in-depth, this means coordinating national or local policy reviews, but it can also be more light touch, for example making introductions between Delegates who are working on similar reforms or struggling with the same challenges. LEED is privileged to have a hard working and committed secretariat that ensures success at all levels.

**12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

The first LEED legal instrument, the Recommendation on Global Events and Local Development, was adopted by the OECD Council in 2018. The Directing Committee is also looking into new standards for the social economy in 2022. Standards are a tool for raising awareness within the OECD but also for helping countries

in raising awareness with their policy communities as well as the private sector and civil society. What makes these standards particularly useful is the accompanying concrete guidance since the devil is in the details.

**13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

We aren't afraid to experiment with how we structure our meetings to make them as informative and engaging as possible. For example, pre-COVID-19, we had started the tradition of including small group discussions in our official Committee meetings to share best practices or discuss future areas of work, which our Delegates greatly appreciated. When COVID-19 hit, we tried different ways to bring this interactive spirit to our virtual meetings, from virtual break out groups to Zoom polls. LEED has also been taking steps to improve how it communicates about it works. Of course, the hallmark of the OECD is its rigorous studies and comparable international data, but we are continually exploring ways to communicate this work in ways that are accessible to a wider audience, for example through shorter policy briefs or infographics.

**14. What are the practical implications of the work of your Committee/Group?**

As we celebrate the 40th anniversary of LEED in 2022, we are currently undertaking a broader reflection on the key impacts of the Committee over the years. We are seeing three key areas of impact: (1) concrete policy reforms in countries and regions where we have undertaken reviews; (2) shaping the broader policy debate on topics related to local development and employment; and (3) building capacities to improve policy implementation. For example, the 2014 in-depth evaluation of LEED noted that LEED has played a role in improving – or even in some cases restoring – dialogue across levels of government, as well as in building awareness at the national level about the need to adapt policy measures to specific local conditions.

**15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/Group?**

The formal parts of the Committee discussions and processes are of course paramount, but do not discount the importance of the personal connections and informal discussions that happen between official business. Liaison and keeping contact with the national delegation staff at OECD is critical. Working closely with the Secretariat in preparing for meetings is key to success.



## Corporate Governance Committee (CGC)

Mr. Masato Kanda

### 1. What is the mission and mandate of your Committee?

The overarching objective of the Committee is to contribute to economic efficiency, sustainable growth and financial stability, by improving corporate governance policies and supporting good corporate practices. Furthermore, the Committee aims to fulfil effectively its responsibilities as the single international standard-setter in corporate governance, including with respect to the *Recommendations of the Council on Principles of Corporate Governance* and on *Guidelines on Corporate Governance of State-Owned Enterprises*. The Principles of Corporate Governance were endorsed by G20 Leaders as the G20/OECD Principles of Corporate Governance in 2015, and serve as one of the Financial Stability Board's key standards for sound financial markets. In addition, they provide the World Bank with the basis for national corporate governance reviews issued as Reports on Observance of Standards and Codes (ROSCs).

### 2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?

Since entering the Ministry of Finance of Japan, my professional career has been focused on, among others, the areas of the national budget and international finance, as well as management related to the Ministry's human resources. As Vice-Minister of Finance for International Affairs, I currently represent Japan in various fora, including the G20, G7, OECD, IMF, FSB, ASEAN+3 and MDBs including the World Bank, while in charge of fiscal and monetary policy, foreign exchange policy, and foreign reserve management. My professional experience has given me a strong appreciation of the critical importance of corporate governance in promoting the market economy and innovation, as well as its role in distributing resources for global prosperity. As Chair, I have been pleased to oversee a number of significant achievements of the Committee, including increased adherence to our instruments by major non-Member economies, the launch of the new OECD Capital Market Review series, and the analytical response to the COVID-19 crisis. It should also be noted here that our Secretariat is a great intellectual asset to the Committee, and a critical resource for its work despite limited resources. Now I am particularly honoured and excited to conduct, with my distinguished colleagues in the Committee and Secretariat, the review of the G20/OECD Principles of Corporate Governance, which are the single international standard in this area and have been endorsed by G20 Leaders. This recognition by global leaders is evidence of the strong influence of the Committee and we are determined to match meet their expectations with our full capacity. In addition, I graduated from the Law Faculty of the University of Tokyo and obtained an M.Phil. in Economics from University of Oxford. Corporate governance is one of the most important factors in shaping economic structure and culture under the strong influence of the legal and quasi-legal framework, which is what deeply interested me and encouraged me to contribute to this field.

### 3. What is your main priority as Chair?

My current priority is for our Committee to complete an ambitious and successful review of the G20/OECD

Principles of Corporate Governance. The Principles must take account of lessons learned from the COVID-19 pandemic crisis, and must help to equip policy-makers to adapt corporate governance frameworks to address global developments and priorities including the opportunities and risks related to climate change and the digitalisation of our societies. In today's interconnected world, corporations increasingly seek access to capital on a global scale, while institutional investors are ever more vigorous in seeking investment opportunities across borders. The potential benefits from these developments are obvious, but they need to take place within an orderly multilateral structure and a transparent process. Such challenges must also take account of the important geographical shift in capital market activities towards the Asian region and countries that are not OECD Members. An essential task for the Committee is therefore to use its standard in this field (the G20/OECD Corporate Governance Principles) to promote a smooth global integration of corporate governance frameworks and capital markets. This will reassure investors that their rights are protected, give companies access to a larger pool of capital, and contribute to financial stability.

**4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?**

The OECD Corporate Governance Committee clearly adds value in the field of corporate governance, as the single global standard-setter in this area. The G20/OECD Principles of Corporate Governance are endorsed by all non-OECD G20 countries. They are also used by other international organisations, such as the Financial Stability Board and the World Bank. Moreover, nearly all non-member G20 countries have now joined the Committee as Associates, with the effect that the reach of the OECD's policy messages is broadened and deepened. In practice, the Committee regularly carries out cross-country peer reviews on how countries are implementing various aspects of the Principles.

**5. Are you facing any specific major challenge derived from the current multilateral environment?**

The COVID-19 crisis has revealed or exacerbated pre-existing weaknesses in corporate governance and capital markets, such as the management of risks, including supply chain, health, climate change and other environmental, social and governance (ESG) risks, and the insufficient resilience of companies to unanticipated crises. The crisis also shed light on major shifts in capital markets, including the declining number of listed companies, particularly in advanced economies, meaning fewer companies were able to access equity markets to navigate the crisis, and the lower number of growth companies accessing public markets. Against this background, the OECD and G20 agreed to review the G20/OECD Principles with the aim of strengthening them, in particular to support corporate sector resilience, access to finance, and innovation to finance the climate transition, all major challenges of our time. As for many other policy communities, current geopolitical tensions and threats to multilateralism are also a challenge for the Committee, but our flexibility and cooperative approach in our regular work with over 90 Member and non-Member countries help us adapt agilely to times of rapid and sometimes disorderly change.

**6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

The continuous process of peer learning is an essential element through which to engage national experts in the work of the Committee. Mutual understanding pursued, not only among Member countries, but also with an increasing number of Partner countries, produces a very productive working environment in the Committee. Another important element essential to the Corporate Governance Committee's international standing and influence is our extensive use of empirical data and evidence. An obvious advantage of evidence-based standard setting is that the OECD instruments can be adapted to country-specific circumstances. With standard principles being followed, it is then outcomes that matter, not necessarily the detailed nature of a regulation. This is why, before making recommendations, the Corporate Governance Committee is careful to

collect data and information on specific country circumstances. This approach has enabled us to engage with many non-OECD countries in our work, ensuring that they also use the G20/OECD Principles.

## **7. How do you help maximize policy coherence through the work of the Committee?**

Internally, the Committee has made a number of important contributions to horizontal initiatives within the Directorate for Financial and Enterprise Affairs (e.g. annual *Business and Finance Outlook*, Trust in Business project) and across the OECD (e.g. Going Digital Horizontal Project, work on gender equality). This type of collaboration helps the Committee share its policy messages with other communities and in return to benefit from their perspectives on topics of mutual interest. Bringing many different policy communities under one roof is what makes the OECD such a unique organisation and allows Members to benefit from an easy cross-fertilisation of ideas to formulate coherent and balanced recommendations.

## **8. How do you ensure effective decision making by the Committee?**

Judging by our Committee's experience, it is imperative that its effective decision-making be ensured by basing all discussions on solid work arising from quantitative and comparative analysis. Standard-setting discussions that are not backed by such analysis and evidence will not win the support or appreciation of Delegates. We should thus stick to and preserve our comparative advantage when it comes to analytical capabilities.

## **9. Could you mention the most important documents/reports that the Committee has issued in the last 2 years? Why are these important and what has been their impact?**

The Committee is currently reviewing the G20/OECD Principles of Corporate Governance. The Committee's decisions to review the Principles and on the priorities areas to focus on are partly based on the conclusions of its report *The Future of Corporate Governance in Capital Markets Following the COVID-19 Crisis* (2021). The report provides an overview of developments in capital markets globally leading up to the COVID-19 crisis, documents the impact of the crisis on the use of capital markets, and identifies possible avenues to adapt corporate governance policies and practices to the post-COVID environment. The findings of the latest edition of the OECD *Corporate Governance Factbook* (2021) are also informing the Committee's discussions on the review. The OECD Corporate Governance Factbook tracks how countries are actually implementing the Principles. It covers 50 jurisdictions, including all the OECD and G20 countries, and is a unique source for monitoring implementation of the Principles around the world.

As part of the OECD Capital Market Review series, we have published the third OECD *Equity Markets Review of Asia*, covering 20 different economies, and the main aspects of the capital market ecosystem. We also published OECD *Capital Market Reviews* of Croatia, Portugal and Romania, making recommendations to improve companies' access to capital market finance. Publications in the series thus link up corporate governance, capital markets and the real economy, in this way reflecting a strong trend among national policymakers and authorities, such as securities regulators, who increasingly highlight capital market development as part of their mission.

The new OECD Recommendation on Anti-Corruption and Integrity in SOEs (ACI Guidelines) is the main recent landmark in our work on the corporate governance of state-owned enterprises. The ACI Guidelines complement the Guidelines on Corporate Governance of State-Owned Enterprises and are the first international instrument to offer the state, in its role as an enterprise owner, support in fighting corruption and promoting integrity in SOEs. Our work on SOEs has also included SOE country reviews of Brazil, Croatia and Ukraine, and the second edition of the *Compendium on Ownership and Governance of State-Owned Enterprises* (2021), which provides information on individual countries' institutional, legal and regulatory frameworks for state ownership of enterprises.



## **10. How can you encourage synergies between policy communities?**

The Committee's major ongoing work, the review of the G20/OECD Principles, also places great emphasis on synergies with other policy communities. As we progress on the review, we intend to consult a large number of other OECD committees/bodies, both within the Directorate for Financial and Enterprise Affairs (Financial Markets, Investment, Insurance and Private Pensions, Responsible Business Conduct) and in other Directorates (Economic Policy, Environment, Digital Economy, Fiscal Affairs), to ensure that these communities have an opportunity to share their perspectives on our new recommendations. We will also conduct a public consultation to allow even more communities to participate in the review, are also regularly consulting with the OECD's two consultative bodies, BIAC and TUAC. Overall, all these consultations will ensure that our work on reviewing the Principles and its contributions to the OECD-wide priorities on the recovery from the pandemic, the climate transition and digitalisation complements and reinforces the work done by other communities on these priorities.

## **11. How do you see the role played by the Secretariat?**

The Secretariat of the Corporate Governance Committee is an extraordinary source of knowledge and experience. Its conceptual, analytical and practical knowledge is an invaluable asset to the Committee. Strong intellectual support from the Secretariat enables our work to be understood, accepted and implemented globally. In return, the Committee attaches great importance to the allocation of sufficient resources for data collection and evidence-based analysis. In particular, the fact that it brings together experts representing 17 different Member countries provides a unique diversity of perspectives and experiences on topics of global relevance.

## **12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

The Corporate Governance Committee already has a clear plan to promote its relevance and impact over time. The main pillar includes its close links to the G20, FSB and World Bank, which all use the Principles; as well as the institutionalised regional frameworks with Partner countries which we will continue to strengthen. In terms of the priorities for the next few years, we have identified a need to support smooth global integration of increasingly interconnected capital markets and corporate governance frameworks. Another challenge identified is to analyse developments in corporate governance practices and capital markets that can help with the promotion of business dynamics and investment in the real sector. These priorities and challenges are all reflected in our ongoing work on adapting the G20/OECD Principles of Corporate Governance to new challenges, based on a detailed set of priorities agreed by the Committee following in-depth discussions. Markets are dynamic and evolving, and the Committee believes the Principles should be reviewed whenever changes in market conditions call for it, to maintain the Principles' relevance and impact.

## **13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

As I pointed out in response to previous questions, the Corporate Governance Committee is a careful gatherer of data and information on respective country circumstances, as it undertakes analysis or makes country-specific policy recommendations. I have supported this approach as an effective way to engage a growing number of non-OECD countries in our work, facilitating their use of the G20/OECD Principles, while also ensuring their particular circumstances are taken account of. This mind-set of flexibility and partnership also seems to be one of our strengths, allowing our work to be understood, accepted and implemented globally, even beyond OECD countries; with a contribution to continuous improvement within the Organisation also achieved in this way.

## **14. What are the practical implications of the work of your Committee?**

The G20/OECD Principles are the international benchmark for policymakers, investors, corporations and other stakeholders worldwide. Since the endorsement of the Principles by G20 Leaders in November 2015, several countries have revised their corporate governance codes or guidelines, with explicit reference to the Principles made. We are also assisting with corporate governance reform all the time, through the Committee's five Regional Programmes (addressed to Asia, Latin America and MENA), its accession reviews as well as country-specific projects (e.g. with Brazil, Indonesia, India, Italy, Portugal, Romania, Sweden, Viet Nam and Ukraine).

**15. What would be your key advice to a person taking up the post of Chair of an OECD Committee?**

The Committee's achievements are such that demand for its work is increasing steadily. With the G20/OECD Principles, we have assumed formal responsibility for a role as a truly global standard-setter. As a consequence, we need to ensure effective worldwide dissemination of the Committee's work, beyond just OECD Members, so that Partner countries remain engaged, and so that our work is used properly in informing policymaking. This all goes beyond the Principles as such, to take in what policymakers may learn from our ongoing empirical and analytical work. In sum, the Corporate Governance Committee has an exciting and challenging programme of work ahead of it.



## Council Working Party on Shipbuilding (COUNCILWP6)

H.E. Per Egil Selvaag

### **1. What is the mission and mandate of your Committee?**

The mission of the OECD Council Working Party on Shipbuilding (also called WP6) is to contribute to establishing normal competitive conditions in the global shipbuilding sector. As a Part 2 Committee, the WP6's Mandate is renewed every five years and puts forward two intermediate objectives of the WP6 which are to:

- Increase transparency and improve the understanding of the shipbuilding market, including supply and demand, economy-level policy settings, and international and inter-industry linkages;
- Contribute to a business climate that enables growth and innovation in the shipbuilding industry.

This contributes to a wider OECD strategic objective of promoting sustainable economic growth, financial stability and structural adjustment.

### **2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?**

I am a career diplomat, with an educational and practical background in trade policy issues, which I have found to be a useful background for someone chairing the Shipbuilding committee, given that much of the work aims at creating a level playing field in the sector. An important factor for taking up this position was the support from other members for me chairing the committee.

### **3. What is your main priority as Chair?**

My priority is to facilitate the work of the WP6 so that it can fulfil its mission and Mandate. This involves facilitating agreement among members and looking for possibilities for the committee to have impact on as larger a share of the global shipbuilding market as possible.

### **4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?**

The value-added of the WP6 is notably to bring together government representatives responsible for the shipbuilding industry in their countries as well as shipbuilding industry representatives. The WP6 is the only forum which provides this international platform for the exchange of information as well as the elaboration of economic and policy analysis on several aspects of the shipbuilding sector. Other fora dealing with the Shipbuilding industry have different missions; for example, the International Maritime Organization (IMO), which is a United Nations specialized agency, deals with the safety and security of shipping and the prevention of marine and atmospheric pollution by ships.

The WP6 maintains close working relationships with other relevant bodies of the OECD to complement and support WP6 work, in particular including those working on export credit issues as well as other organisations notably the IMO and the World Trade Organization (WTO), with a view to increasing synergies, avoiding duplication and supporting sound development of both global shipbuilding industry as well as international trading system and its rules.

**5. Are you facing any specific major challenge derived from the current multilateral environment?**

The global shipbuilding industry faces serious challenges including excess capacity and market distortions notably due the subsidies supporting the industry in some countries. Stakeholders in the industry have various views on how to address these challenges. The WP6 was created in 1966 and tried several times to develop a multilateral shipbuilding agreement (SBA) notably in 1995, 2002-2005 and a shipbuilding instrument in 2017-2019 to possibly put in place an international discipline on subsidies and injurious pricing in the shipbuilding sector. These trials were unsuccessful because the 1995 SBA was not ratified by all parties, and in the following trials, WP6 members and other interested shipbuilding economies did not reach an agreement. The WP6 facilitates the discussions between major shipbuilding economies and contributes to the initiatives to improve the multilateral dialogue on the international trading system.

**6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

As WP6 Chair, I encourage the active participation of delegates from all WP6 members, associates, participants and invitees during WP6 meetings. Moreover, several projects conducted by the WP6 are based on the inputs by countries for instance the WP6 inventory of support measures, various surveys sent to WP6 delegations as well as a questions & answers session in which delegations reply to written questions sent by other WP6 members.

**7. How do you help maximise policy coherence through the work of the Committee?**

We have procedures in place to ensure that the reports prepared by the Secretariat are in line with the key reference documents such as the WP6 Mandate and the WP6 Programme of Work and Budget. I have meetings with the Secretariat before WP6 meetings to discuss the draft reports, the substance in documents prepared by the Secretariat is discussed during WP6 meetings and subject to written comments by WP6 members.

**8. How do you ensure effective decision-making by the Committee?**

The Secretariat and the Bureau try to prepare the formal meetings of the WP6 with a view to facilitate effective decisionmaking by the Committee. Sometimes, contacts with and/or between delegations ahead of meetings are useful. Even if we are not successful in paving the way for quick agreement in the formal meeting, we get a feeling of what issues may be worth spending time on in the meetings, and which issues that are not mature for agreement, and perhaps not worth spending a lot of time on in the formal meeting.

**9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

The WP6 has in the last two years issued reports on Shipbuilding policy and market developments in selected economies (September 2021), State-owned enterprises in the shipbuilding sector (February 2021) and on China's shipbuilding industry and policies affecting it (April 2021).

These reports have contributed to a better understanding of the global shipbuilding industry and policies affecting it in selected non-OECD countries which are significant shipbuilding economies. The reports are

quoted in other publications and contribute to the international debate on a sound development of the international shipbuilding industry.

#### **10. How can you encourage synergies between policy communities?**

The WP6 has organised workshops in which we have invited representatives from other international organisations including the IMO, the WTO and UNCTAD. Moreover, the Secretariat has regular contacts with representatives from other international organisations, as well as various government representatives to collect information and get their comments on draft reports. The participations of representatives from the OECD Secretariat serving other committees is also encouraged, so that synergies between them and the WP6 are facilitated.

#### **11. How do you see the role played by the Secretariat?**

The Secretariat drafts and presents the reports that are included in the WP6 PWB. Moreover, the Secretariat organises the WP6 meetings, workshops and other events.

The Secretariat also assists me before and during meetings so that I am able to chair WP6 meetings efficiently. Good cooperation between Chairs and the Secretariat is, as I see it, a key success factor for the efficient functioning of OECD committees.

#### **12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

There are several instruments maintained by the WP6. The Revised General Guidelines for Governmental Policies in the Shipbuilding Industry and the Revised General Arrangement for the Progressive Removal of Obstacles to Normal Competitive Conditions in the Shipbuilding Industry include important principles in terms of policy recommendations but are not legally binding. The Sector Understanding on Export Credits for Ships is also maintained by the WP6 Secretariat in cooperation with the Trade Directorate. These instruments are important and contribute to the standard-setting role of the OECD. Standards are clearly important for the OECD to have relevance in a subject area. And lack of progress in the work on standards and instruments, or a lack of adherence to non-binding standards, means that a Committee does not reach its full potential.

The WP6 has on several occasions explored the feasibility of establishing a new shipbuilding instrument, so far without success. Even if such a process is useful to understand the areas where there are diverging views, the OECD would have become more relevant had the efforts succeeded.

#### **13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

Here it could perhaps be relevant to mention that as Chair of WP6, I contribute to surveys on important horizontal topics for the OECD for instance on the Programme of Work and Budget of the organisation. I hope that such inputs from Committee Chairs contribute to the continuous improvement of the OECD.

#### **14. What are the practical implications of the work of your Committee/Group?**

The WP6 keeps the lines of communications between competitors in the Shipbuilding industry open, and offers an arena for them to meet. The work under WP6 contributes to the transparency in the shipbuilding sector and to the exchange of views on the best practices to have better policies for a sustainable development of the shipbuilding sector.

There are many examples of reports declassified by the WP6 being used in the economic and policy debate, and contributing to a better understanding of the shipbuilding sector. In this way the reports raise awareness

about major challenges such as excess capacity and market distortions and about the OECD's policy recommendations for dealing with these challenges.

**15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/Group?**

Draw on the Secretariat, they are there to help you. Be accessible and at the service of members at all times. Look for opportunities to improve the situation within the area of your mandate.



## Development Assistance Committee (DAC)

Ms. Susanna Moorehead

### 1. What is the mission and mandate of your Committee?

The DAC's mandate is to promote development cooperation and other relevant policies that contribute to the delivery of the Sustainable Development Goals (SDGs) in developing countries. This means helping partner countries create better lives for their citizens, including by supporting inclusive and sustainable economic growth, poverty eradication, improved living standards and access to services. The DAC also promotes the importance of global public goods and policy coherence for sustainable development.

The DAC achieves its objectives in a number of ways:

- As the custodian of Official Development Assistance (ODA), the DAC sets the rules, standards and norms that govern its use. It monitors and reports on the provision of resources that support sustainable development by collecting and analysing data on ODA and other official and private flows, in a transparent way.
- The DAC reviews development cooperation policies and practices, particularly in relation to internationally agreed targets, upholds international norms and standards, protects the integrity of ODA, and promotes transparency and mutual learning.
- The DAC provides analysis, guidance and good practice to assist DAC members as donors and the wider international cooperation community to enhance innovation, impact, development effectiveness and results in development cooperation.
- The DAC analyses and helps shape the global development architecture, to maximise sustainable development outcomes, in support of the implementation of the 2030 Agenda for Sustainable Development and the mobilisation of resources in line with the Addis Ababa Action Agenda on financing for development.
- All DAC members are peer reviewed every five years. These provide in-depth examinations of member development systems and policies to ensure accountability and to maximise opportunities for lesson learning.

### 2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?

The position of DAC Chair is elected by the DAC's 30 members. While a British national, I am a neutral representative of the whole Committee. Over a 35 year career in international diplomacy and development, I have held a wide variety of senior executive, strategic, policy and operational roles - from the Board of the World Bank to delivering famine relief and rehabilitation in rural Africa. I've worked for CSOs, as an academic and applied policy researcher, for the multilateral system and bilaterally. I held a variety of senior roles in the UK's Department for International Development (DFID), including as Head of DFID India when it was the UK's largest bilateral aid programme. Before joining the DAC, I was British Ambassador to Ethiopia and

Djibouti and UK Permanent Representative to the African Union and the United Nations Economic Commission for Africa.

### **3. What is your main priority as Chair?**

My priority is to understand members' own priorities and views and reach consensus on issues that are critical to delivering better development outcomes for poor people in developing countries, thereby delivering our mandate and helping to make progress on the SDGs. Every two years I set out policy priority areas based on consultations with capitals, delegates and what is happening in the world. In 2022, my policy priorities are framed by the continuing need to respond to and recover from the Covid-19 pandemic and that the DAC does all it can to ensure that partner countries are not the hidden victims of Russian aggression in Ukraine.

In addition, we must deliver on the commitments in our recent Declaration on Climate, Environment and Biodiversity, which aligns development cooperation with the goals of the Paris Agreement. We must also implement recent DAC Recommendations on the Humanitarian-Development-Peace nexus, on Preventing Sexual Exploitation, Abuse and Harassment in the development cooperation and humanitarian sectors and on Enabling Civil Society. None of this is possible without redoubling efforts to get more financing for sustainable development, including from the private sector, and to make the resources we do have work harder. Last but by no means least, is working with other donors who are not DAC members, to learn from each other, but also to promote the DAC's values including gender equality, inclusion and respect for the rule of law and democracy.

### **4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?**

There is no other part of the international system that is responsible for the data, standards, rules and norms of ODA. Nor is there another international body that brings together most of the world's most generous aid donors. The DAC creates the most frequently used and referred to aid statistics in the world, which are the exoskeleton of all the DAC's work and of fundamental importance to members. This is complemented by our networks of policy experts from capitals and in partner countries. The DAC does not lend or spend itself, nor does it directly implement, hence it has a unique capability to be a neutral arbiter and normative policy leader.

### **5. Are you facing any specific major challenge derived from the current multilateral environment?**

The DAC is a consensus based coalition of the willing, based on shared values and standards, now with 30 members. We compromise, collaborate, take risks, innovate, evolve and learn from each other and from our mistakes – to build consensus to deliver better development policy, practice and outcomes for the most vulnerable people in developing countries. The world in general - and developing countries in particular - are facing multiple crises and challenges in first quarter of the 21<sup>st</sup> century – from global pandemics, to the climate crisis, famine and global supply chain issues exacerbated by the Russian aggression in Ukraine to escalating conflicts and humanitarian emergencies. All of this is made harder by a challenging macroeconomic outlook, rising debt and fiscal constraints. Demand for ODA is rising exponentially and supply cannot keep up. Multilateralism itself is under strain but is needed more than ever to tackle global challenges.

### **6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

The DAC has six policy networks (Statistics, Governance, Conflict and Fragility, Environment, Gender and Evaluation) and several other informal subsidiary bodies that bring together expertise from capitals and partner countries. Their purpose is to improve the quality of DAC engagement in partner countries through the sharing of best practice, evidence and data. Evidence based policy making is a theme running throughout the work of the DAC and the policy networks help us to ensure that our policies are informed by best practice.



Before the travel restrictions of Covid-19, I regularly visited members' capitals and am pleased that these are now resuming. It is a priority during these visits to meet experts and engage in policy dialogue. Virtual meetings have of course made it possible to keep conversations going, often with a wider audience. To be as efficient as possible, I use other international events to engage with members and partners. The DAC also hosts a number of specialist dialogues with key stakeholders, including other development cooperation providers and civil society organisations.

### **7. How do you help maximise policy coherence through the work of the Committee?**

Policy coherence across the OECD is a priority for members and the Secretariat is taking an active role to promote this. For DAC members, apart from peer learning via subsidiary bodies, the main vehicle for policy coherence is the peer review instrument. Every year, 5-6 members are subject to a peer review, during which their development cooperation is reviewed and discussed in the DAC. The DAC then publishes a report with recommendations. The DAC is encouraging the Secretariat to work more horizontally across the OECD to ensure better policy coherence. A good example of cross-Committee policy coherence is a forthcoming joint meeting of the DAC and the Environment Policy Committee (EPOC).

### **8. How do you ensure effective decision making by the Committee?**

We use the DAC Bureau (composed of the DAC Chair, Vice Chairs and representatives from the OECD secretariat) to prioritise the issues the DAC needs to discuss and to set the agenda for forthcoming formal Committee meetings. Given the vast array of issues of interest to the DAC, we aim to prioritise Committee time for decision making and high profile strategic discussions. We use informal groups and the DAC policy networks to iron out as many issues as possible before they come to the DAC. Delegates are provided with an updated annual forward look and roadmap on a monthly basis which helps them horizon scan and prepare for big decisions. Me, my office and Vice Chairs do a lot of preparatory work with delegates and – when appropriate – Ambassadors and capitals when difficult decisions have to be taken.

### **9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

In November 2021, the DAC agreed to a landmark Declaration on Climate, the Environment and Biodiversity that commits to align all DAC member's development co-operation and assistance (worth \$179 billion annually) with the goals of the Paris Agreement. It's a fundamental paradigm shift in how development cooperation and climate action work together.

The DAC has also agreed three significant Recommendations during my tenure: on enabling civil society in development cooperation, on stamping out sexual exploitation, abuse and harassment in the development and humanitarian sector; and on breaking down the silos and improve working across the humanitarian, development and peace sectors.

The annual release of the ODA statistics and the publication and launch of the Peer Reviews and Development Cooperation Profiles are some of the most used data and information from the entire OECD website.

We also have highly recognised and used reports that are "go-to" manuals for development practitioners globally including the Development Cooperation Report, the Global Outlook on Financing for Development, the Blended Finance Guidance and the States of Fragility.

### **10. How can you encourage synergies between policy communities?**

The DAC and its delegates are working hard to improve synergies between policy communities, within the international development system and across the OECD. I regularly invite Chairs of other Committees and their Directors to update the DAC on areas where there are, or could be, overlapping interests. The role of delegates who also act as co-facilitators of the policy networks is important as they are responsible for transmitting key messages between the Committee and the networks to increase synergies. I participate in

cross-OECD horizontal projects such as the Horizontal Project on Data Governance for Growth and Well-being (Going Digital III) and the Horizontal Project on Climate and Economic Resilience.

### **11. How do you see the role played by the Secretariat?**

The DAC is unusual in the OECD in that it has a resident full-time Chair and meets monthly. I am supported by a small private office. The vast majority of the preparatory work for the Committee is done by the Secretariat. The day-to-day running of the DAC could not happen without the administrative and technical support of the OECD Secretariat. The Committee and its policy networks depend on the Secretariat for policy expertise and general administrative support to deliver its mandate and vision.

### **12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

The development cooperation landscape has become broader and more complex, especially since the agreement of the universal SDGs in 2015. These are cross-cutting and reflect the reality of multiple crises, not least the Covid-19 pandemic and climate change. Members are clear that the core work of the Committee (statistics, peer reviews, networks) are of primary importance and the capacity and work within them should be prioritised and strengthened to reflect the changing global landscape. To maintain our relevance, I firmly believe the DAC must reach out to other donors and encourage them to adopt our technical standards and approaches, if not our values. That is why we have a DAC international engagement strategy governing our collective outreach.

### **13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

I actively attend and contribute to agendas across the OECD, from Digitalisation to the Friends of Gender. I regularly meet with other Chairs, Ambassadors, the Secretary General and his deputies and Directors for feedback and further engagement. I highlight work in other parts of the organisation in DAC meetings to promote synergies and collaboration. When speaking at external events, I emphasise the importance of the DAC as part of OECD. I believe there is scope to improve the OECD's collective impact on development in developing countries and I am supporting the Secretary General's agenda in this regard.

### **14. What are the practical implications of the work of your Committee/Group?**

The DAC enhances the impact of development cooperation so that ODA goes further, improves the lives of the poorest and most vulnerable women and men in the world and mitigates against the worst impacts of crises. We hold each other to account and promote best practice, transparency and other development effectiveness principles. If we get this right, we can ensure that the \$179 billion of ODA for which we are responsible can be made to work as hard as possible and maximise its impact on developing countries and the SDGs.

### **15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/Group?**

You should focus on the fact that there is much more that unites a Committee than divides it. The DAC is a values-based coalition of likeminded countries. I would encourage Committee Chairs to develop a shared, forward-looking vision so that everyone – the Chair, delegates, the secretariat, capitals – know what your Committee is for. Be clear about what matters and what you want to achieve. Make sure this is a mixture of uncontroversial but important work and equally important but controversial issues to keep key agendas moving forward. Pace matters. Prioritise ruthlessly and always ask "is this better done elsewhere?" and "what is our comparative advantage?". Be prepared to compromise and don't make the best the enemy of the good enough. Keep a sense of humour at all times. Don't forget what's happening in the real world. Never forget your fundamental objectives and *raison d'être* – the DAC's is to help deliver better outcomes for poor people in partner countries.



## Economic and Development Review Committee (EDRC)

Mr. Svein Gjedrem

### **1. What is the mission and mandate of your Committee?**

The mission of the EDRC is "to improve the economic performance of Members and non-Members on a sustainable basis by promoting a better understanding of their key economic challenges and to help strengthen their economic policies."

### **2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?**

I have been Governor of the Central Bank in Norway (*Norges Bank*) for 12 years and also served for a number of years as a civil servant at the Ministry of Finance, as well as as Permanent Secretary in the latter over two periods. I have participated in international cooperation within and beyond international multinational organisations. I participated in my first OECD meeting back in 1979, and have followed developments in the Organisation since then.

### **3. What is your main priority as Chair?**

My main priority is to help bring forward the best economic analysis and advice to the countries that the knowledge and experience of the Committee and its Secretariat can provide.

### **4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?**

The Committee and the Secretariat have broad insight into macroeconomic analysis and policies. Organisations like the IMF and BIS have the same staff. What is really different is the OECD and the EDRC focus on structural policies, structural reforms and broader measures relating to people's wellbeing.

### **5. Are you facing any specific major challenge derived from the current multilateral environment?**

Yes, we have frank and open discussions in the Committee, for example on trade policies, current-account developments and the balance between fiscal and monetary policies

### **6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

The Secretariat approaches both official and independent experts in their preparations for the Committee Meetings and their work on the surveys. Government representatives and experts participate at the meetings and bring forward their views on the draft Economic Surveys.

## **7. How do you help maximise policy coherence through the work of the Committee?**

We try to be consistent in our analysis and advice on economic policies over time and between countries.

## **8. How do you ensure effective decisionmaking by the Committee?**

My "instruments" are to chair meetings and draw conclusions from discussions. Efficiency, transparency and equal treatment of the Members of the Committee are very important.

## **9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important, and what has been their impact?**

The products of the EDRC are Economic Surveys of OECD Members and non-Members. They are all important, and it is difficult to rank them.

## **10. How can you encourage synergies between policy communities?**

Representatives from the IMF, BIS and the EU Commission participate in the meetings. In addition, there is obviously a close relationship between experts from the OECD Secretariat and from other organisations.

## **11. How do you see the role played by the Secretariat?**

The good work of the Committee would not be possible without preparatory work and professional contributions on the part of the staff of the OECD Secretariat. They have accumulated expertise on a broad menu of economic issues over the years. The overview and knowledge in macroeconomic issues are maintained, but in addition the staff are also able to bring forward research and Policy Recommendations on a wide range of structural issues. The Committee's task is to tap into this knowledge as advice is given to individual countries.

## **12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

The quality of the OECD experts and country representatives is definitely the key. In addition, I think it is important that account be taken of the fact that the Committee is not a "think tank". Since Committee Members are representatives of Member States, we like to view the process and the conclusions as a peer review of economic policies and developments in the individual countries. Furthermore, we review current policies and put forward practical policy advice. The discussions in the Committee are frank, but proposals should have some resonance in the country and in the Ministries that are supposed to implement them. The dialogue between the Committee, the Secretariat and officials from the examined country is important in achieving this goal.

## **13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

I focus on the work of the Committee. I try to engage its Members in an open, frank and efficient discussion that achieves high professional standards and reaches sound and workable policy conclusions.

## **14. What are the practical implications of the work of your Committee/Group?**

The Committee is responsible for the Economic Surveys of Members and non-Member countries. We believe firmly that the advice the Committee has to offer - based on the work of the Secretariat - has improved the economic policies pursued by many countries.

## **15. What would be your key advice for a person taking up the post of Chair of an OECD Committee/Group?**

Be open and frank, and offer equal opportunities to all Members to contribute and be



## Economic Policy Committee (EPC)

Ms. Cecilia Rouse

### 1. What is the mission and mandate of your Committee?

The overarching aim of the Economic Policy Committee (EPC) is to contribute to balanced and sustainable economic growth with due attention to social and environmental consequences. We promote financial stability and responsible structural, fiscal, and monetary policies.

### 2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?

In the United States, I am the Chair of the Council of Economic Advisers (CEA); this position has also traditionally chaired the EPC. In my role as chair of the CEA, I advise President Biden on domestic and international economic policy. As an academic, my focus is on labor economics, but I have also worked in both the Clinton and Obama Administrations. I decided to come back to public service because a core aim of the Biden-Harris Administration's economic policy agenda is to restore the public sector as a partner in fostering long-run growth. As the pandemic has so clearly proven, it is critical to have effective partnership between the private and public sectors if we are going to effectively respond to our biggest challenges.

I enjoy chairing the EPC because sharing experiences and perspectives is key to us all developing stronger and more effective economic policy. Importantly, cooperation tangibly advances our shared economic interests.

### 3. What is your main priority as Chair?

The OECD Vision Statement says it best: "we will pursue sustainable economic growth and employment, while protecting our planet. Our shared endeavour is to end poverty, to tackle inequalities and to leave no one behind. We want to improve the lives and prospects of everyone, inside and outside the OECD." My priority as chair of the EPC is to support work toward achieving these goals by developing actionable policies on behalf of our economies and our people.

### 4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?

OECD members are committed to shared values. These include the preservation of individual liberty; the values of democracy, the rule of law and the protection of human rights; and open, trading, competitive, sustainable, and transparent market economies. The EPC has top-notch experts that provide practical perspectives and experiences on fostering sustainable market economies. Our collaboration and expertise are what sets us apart from other international fora.

## **5. Are you facing any specific major challenge derived from the current multilateral environment?**

We have all faced challenges over the past couple years. The ongoing recovery from the pandemic has exposed vulnerabilities in our economies that arise from lack of competition and undiversified supply chains. Russia's invasion of Ukraine has highlighted the dire need to diversify energy sources, and to shift toward renewables in particular. At the same time, these challenges reinforce the importance of high-level economic discussions to share experiences and insights from our individual perspectives and circumstances.

## **6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

Since I've never really stopped being a professor, I have prioritized making the most of our committee's precious time together to have interactive discussions that spur cross-fertilization of thought. One of the innovations we have successfully employed is to encourage members to submit short written responses to questions in advance of the meetings so we can focus on substantive and constructive discussion and spend less time on pre-scripted statements. I have been grateful for, and benefited from, the active participation of our Committee members.

## **7. How do you help maximize policy coherence through the work of the Committee?**

The EPC makes well-considered policy recommendations based on economic evidence that work across different economies. We look at how economic policies have performed on national and regional levels and assess the effects of individual policies across countries. We consider political economy issues and pragmatic ways to achieve economic goals.

## **8. How do you ensure effective decision making by the Committee?**

We give everyone a voice and aim to have practical outcomes from our research and discussions. When faced with a gap or a problem, we boil it down to concrete, actionable items. For example, we wanted a greater focus on inclusive growth, but were missing some insights due to the aggregation of economic data being collected. Going forward based on our guidance, the Secretariat is collecting and analyzing additional disaggregated data to gain better visibility on inequality within the economies they analyze. As a result, publications such as Going for Growth will have an augmented focus on gender issues and more nuanced recommendations.

## **9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

The March, 2022 Interim Report Economic and Social Impacts and Policy Implications of the War in Ukraine and the WP1's Framework to Decarbonise the Economy are two examples of important and timely publications that provide common ground for responding to the challenges of the invasion of Ukraine and the green energy transition, respectively. The Ukraine report was one of the earliest economic analyses following the invasion, and it helped inform governments' and international organizations' thinking about the crisis. I understand it was one of OECD's most downloaded reports ever.

## **10. How can you encourage synergies between policy communities?**

The EPC recognizes that economic policy is not created in a vacuum. Our issues are cross-cutting by their nature: climate change, labor markets, inequality to name a few. We have made a practice of interacting with other directorates and committees by sharing insights, reviewing products, and finding synergies. I would love to see even more of this kind of collaboration.

**11. How do you see the role played by the Secretariat?**

The Secretariat provides historical context, linkages, and perspective from inside the OECD. They are an invaluable partner in enabling the EPC to achieve its goals.

**12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

The OECD is an innovative platform for setting standards and building consensus. This is not quick work, so it is important to develop sustainable standards over the long term, and to begin the work of updating them before they become obsolete.

**13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

I'm proud of the way the EPC has adapted to the COVID-19 environment with in-person, virtual, and hybrid collaboration. We have remained responsive to the changing economic environment by providing analysis, for example, of the anticipated economic impact of the situation in Ukraine on global energy markets and the recovery of labor markets amid the COVID-19 pandemic. The work of the EPC and the Economics Department on these issues has served to inform policymakers of member countries.

**14. What are the practical implications of the work of your Committee/Group?**

The EPC advances core OECD priorities, including potential economic reforms. Our work is sometimes challenging, but always relevant for both members and nonmembers.

**15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/Group?**

It is important to get to know your colleagues and build good relationships across the organization. Although we have only sporadically been able to meet in person, we have seen the fruits of collaboration with trusted partners.



## Employment, Labour and Social Affairs Committee (ELSAC)

Ms. Ilze Zvidrina

### 1. What is the mission and mandate of your Committee?

The mandate of the Employment, Labour and Social Affairs Committee (ELSAC), which was revised in 2020 [[C\(2020\)79](#)], spans over three distinct but interrelated policy areas: employment, migration and social policy. The overarching objective of the ELSAC is to foster comprehensive, cost-effective and innovative employment and social policies to promote strong, sustainable economic growth, high employment rates and enhance social inclusion. This is accomplished by Output Results that assist policymakers in designing, adapting and implementing policies that promote growth and generate good jobs, develop skills, assist Members to manage better international migration, enhance social cohesion, reduce inequality and poverty, improve the position of vulnerable groups on the labour market, and promote equality of opportunities for all. The Committee has also provided significant support to countries in their policy responses to the COVID-19 crisis and in identifying policies for the recovery.

The work is very much forward looking, to assess the impact of digitalisation, globalisation, demographic changes and green transition on labour markets and how to adapt employment and social protection policies to enable all workers and companies to grasp the opportunities and address the challenges of these megatrends.

The committee has the four subsidiary bodies: Working Party on Employment, Working Party on Migration, Working Party on Social Policy, and the Board of Participating Countries for the Programme for the International Assessment of Adults Competencies (PIAAC) – jointly with the Education Policy Committee (EDPC).

### 2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?

From 2017 until 2021 I was the Chair of the EU Employment Committee that is tasked with the coordination of employment policies in the EU and reports to the EU Council of Employment and Social ministers. I am also the Deputy Director of the Labour Market Policy Department at the Ministry of Welfare of Latvia and have more than 15 years of experience in the public sector with having been involved in employment/labour market policies and analysis including active labour market programmes, impact evaluations, minimum wage, mobility/migration, undeclared work, VET, work based learning, labour market integration of groups at risk of social exclusion, employment protection legislation, social assistance, benefits, and others. I also designed and steered crisis related active labour market policy measures during the financial, economic crisis in Latvia. Thus, I believe that the experience I have can be a considerable contribution to the work of ELSAC.



### **3. What is your main priority as Chair?**

The main priority is ensuring that ELSAC's outcomes and outputs are relevant and accessible to policy makers and are of high quality. It is important for me as the Chair that Ministerial meetings provide a strong mandate for ELSAC work including the Employment Ministerial to take place in 2022. It is also important that ELSAC responds in a swift way to new challenges. The response to the Covid-19 pandemic has been a very good example of this. There is also a role for ELSAC to play in providing previous lessons and policy advice regarding the refugee situation of Ukraine.

### **4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?**

With this work, the committee's work responds to three policy priorities that lie at the heart of OECD governments' action: delivering more and better jobs for all; enabling life-long economic opportunities for diverse societies; and providing effective support to those in need.

The comparative value-added to other international fora working on similar topics comes from the OECD's unsurpassed evidence and analytical knowledge base. The work of ELSAC allows for a continued collection and analysis of data and policies for the OECD Members and key Partner countries; for developing policy recommendations and for monitoring their implementation; for peer learning through discussion that informs national policymakers and the deliberations of other international fora. The participation of country delegates in OECD Committees is essential for all of these and a real value added for the OECD.

As proof of the value that the work of the ELSAC brings to the international community, the Committee has also played an important role in shaping the work of other international fora, such as the G20, G7 or the European Commission.

### **5. Are you facing any specific major challenge derived from the current multilateral environment?**

The COVID-19 crisis has posed important challenges to the work of the committee. The committee has had to adapt its working methods to the sanitary restrictions made necessary by COVID. In addition, labour market and social protection were at the heart of the policy responses in many countries and the committee and secretariat were very solicited in supporting policy making. By quickly adapting its programme of work, the Committee was able to provide significant support to countries. More recently, the committee is also being solicited to support policy makers as they are called to respond to the refugees fleeing from Ukraine since the aggression from Russia.

Some policy areas under ELSAC's responsibility have become more politically sensitive in the current multilateral environment – notably migration or historically disadvantaged groups. Work within the Committee, however, has continued to be constructive and productive, and delegates of the Committee have greatly appreciated the role of the OECD in documenting the evidence, identifying good policy practices and promoting open dialogue. Another challenge is how budget negotiations may affect the Committee's capacity to conduct its program of work in the same breadth and depth and respond to requests from countries.

### **6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

The Bureau and the Secretariat work hard to set a clear agenda for the Committee meetings, including specifying which decisions need to be made so that delegates can come prepared. We also strive to share drafts of publications in advance of the meetings. We discuss publications in the meetings as much as possible and make sure that comments from the delegates are properly addressed in reports produced by the

Committee. The ELSAC also encourages an open debate on the substance of policy recommendations, notably by inviting delegates and national experts to present their experiences to the Committee.

Lastly, the Bureau and the Secretariat work to find a balance in dates and frequency of meetings, to allow full participation and engagement. The Committee is also taking advantage of the possibility of organizing ad-hoc virtual meetings to discuss specific items of special relevance at a given time. To maintain relevance and seek guidance on its program of work, the ELSAC also regularly organizes meetings at the ministerial level and high-level meetings, making sure the agenda and statement reflect the most pressing issues for ministers of employment, social policy and migration.

## **7. How do you help maximize policy coherence through the work of the Committee?**

For the ELSAC, this begins with ensuring that there is a proper coherence between the Committee and its three subsidiary working parties. To ensure this, we work to represent adequately the work of the working parties in the Committee meetings and we invite reports back from the Chairs of the working parties during committee meetings.

The ELSAC also helps maximize policy coherence across the OECD by holding joint sessions with committees with which we do joint work (as done for example for the new Jobs Strategy), by inviting presentations at the ELSAC meetings from the Secretariat of other committees (and vice versa), and by participating in and coordinating relevant horizontal projects with presentations from the Secretariat on these projects and in-meeting discussions of the drafts of reports.

The work the committee has been doing on horizontal projects – on housing for example – or in developing cross-committee recommendations also ensure policy coherence. The committee's longstanding work on youth – for example – has enabled us to promptly start developing, in collaboration with other committees, an OECD Recommendations on promoting opportunities for young people. The views of the OECD Council expressed during the dialogue with ELSAC on priorities also play an important role.

## **8. How do you ensure effective decision making by the Committee?**

It is important to keep the committee discussions on track and to ensure that the agenda items are clear, follow a clear aim and written approval procedure is followed. In general, the ELSAC performs very well in this regard. In the last IDE, feedback on process efficiency was "largely positive". Ensuring effective decision-making is quite closely linked to the answers provided for question 6 in ensuring productive engagement.

On effective decision-making specifically, the Bureau and the Secretariat strive to share the agenda and documents sufficiently ahead of the meeting so that the delegates have enough time to review materials. We also leave enough time for discussion during the meetings, particularly for issues that countries have flagged as priority issues. Lastly, we give the opportunity for follow-up in writing on any decisions that may need consultation with the capital.

## **9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

Through the work of the Committee, policy-makers have access to a combination of flagship reports as well as policy briefs and country notes, for example, that allow easy access to both information to respond to immediate policy needs and to evidence of the rigorous analysis used to produce such information. Through the Committee and its delegates, policy makers can also have access to experts in the Secretariat to help inform their consultations on policy reforms.

Publications released by the committee in the past two years include – the Employment Outlook, the International Migration Outlook, Pensions at a Glance; and Society at a Glance. The committee has also produced a vast number of country reviews on skills, on active labour market policies, on gender equality and

family policy, on youth, on housing, on integration of migrants and their children, on the middle class and social mobility – just to name a few.

#### **10. How can you encourage synergies between policy communities?**

The ELSAC has a long-standing history of cross-Committee collaboration. ELSAC has led a number of OECD Recommendations: Gender Equality in Education, Employment and Entrepreneurship, Ageing and Employment Policies, Integrated Mental Health, Skills and Work Policy with the Health Committee, and is leading the preparation of the proposed OECD Recommendations on promoting opportunities for young people.

ELSAC also has several cross-Committee outputs, such as the OECD Jobs Strategy, Pensions at a Glance, AI WIPs, and Housing. The Committee also engages and collaborates with other Committees within the OECD, to facilitate synergies on issues of common interest. Social partners and business representatives are invited to a large part of committee meetings. This allows the Committee to hear about diverse perspectives and views, and hearing diverse expertise.

More broadly, the ELSAC hosts various workshops and conferences open to civil society, social partners, and businesses, organizes exchanges with think tanks and academics, and participates in other policy fora.

Gender equality has been an important issue for ELSACs work in employment, social and migration policies as it is intrinsically linked to the goals those policies aim to achieve. However, mainstreaming of the gender dimension across different policy areas might be something that would need further work as it is not always evident that even policy areas that are not very directly linked to the social domain, opportunities and equality of opportunities can have a decisive gender equality dimension.

While many policies have an intersectoral dimension - skills, and productivity are two of the examples – it is however still important that each committee has its distinct expertise and it is also about enhancing and deepening this expertise at the Committee levels and then bringing it together.

#### **11. How do you see the role played by the Secretariat?**

The ELS Secretariat is the main ingredient in the knowledge base the ELSAC develops, maintains, and shares. In addition to the rigorous, relevant, and topical research they do on a variety of issues, they have an expert view of similarities and differences in governments structures, and political and cultural developments across countries. This allows them to be a "matchmaker" of sorts, matching successful policies in one country to others where the environment might make it feasible to implement those or substantively similar policies.

It is therefore also crucial that the ELS has sufficient resources allocated to perform its tasks especially considering that the employment, social and migration policies are at the core of developments like the Covid-19 pandemic or the refugee crisis in Ukraine.

It will also be important to explore how ELSAC can support the steering of the work of the WISE centre.

#### **12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

The ELSAC will continue to work on the monitoring of the implementation of the OECD Council Recommendations on Integrated Mental Health, Skills and Work Policy, as well as the Gender Equality in Education, Employment and Entrepreneurship. If adopted by Council, it will also co-lead the The monitoring strives to assess the relevance of the recommendations as indicated by the extent to which countries have implemented policies and programs that reflect the recommendations. That is, the monitoring is not done to "call out" individual countries for their short comings or strengths, but to assess the value of the recommendation itself.

One possible area for improvement for the ELSAC is broadening adherence to its recommendations beyond Member countries

**13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organization?**

One role of the ELSAC Chair is to make sure that there is follow through on decisions taken by the Committee. A common area of discussion between the Chair and the Secretariat is about progress made on this front. Additionally, when possible I try to attend meetings that include Chairs of other committees, to get a sense of areas of common interest and to highlight ELS work that may be useful to them. Also, in the ELSAC dialogue with the OECD Council I have emphasized the importance of ELSAC work in dealing with important policy priorities in OECD countries.

**14. What are the practical implications of the work of your Committee/Group?**

ELSAC's commitment to the establishment and maintenance of a strong knowledge base of cross-country information and excellent intra-OECD and inter IOs relationships also allows us to respond with agility and effectiveness to crisis-type situations. This work places ELSAC in a very strong position to support countries in addressing temporary and structural crisis, such as the COVID-19 or refugee crisis.

**15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/Group?**

I would like to emphasize the importance of learning about different international perspectives especially on difficult topics and also the value of international collaboration.

It is important to recognize that the key function of the Chair is to find and identify the areas of consensus in the Committee deliberations, particularly when the deliberations are to lead to a decision. The Chair works actively through all parts of a Committee meeting, if not speaking then by deliberately listening.

The Chair has to have a separate identity from their country's delegation, so that the Chair can be viewed by all country delegations as a neutral and fair interlocutor.



## Environment Policy Committee (EPOC)

Mr. Kaarle Kupiainen

### 1. What is the mission and mandate of your Committee?

The objective of EPOC is to support the development of policies aiming at protecting and restoring the environment, as well as responding to major environmental issues and threats. There is particular focus on promoting improved environmental policies and their integration with economic, social and sectoral policies in line with a green-growth and sustainable-development approach. EPOC encourages cooperation among Member and Partner countries in the pursuit of shared environmental objectives and improved environmental performance. An aspect of this work is identifying environmental trends, progress and deficiencies for countries through the development and use of environmental and green-growth indicators and standardised, comparable sets of data and statistics.

### 2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?

I hold a PhD in Environmental Policy and work as the Minister Advisor in the Ministry of the Environment in Finland. My role is to represent the Finnish government in a number of international fora, such as the UN Framework Convention on Climate Change, the International Panel on Climate Change, the International cooperation on short-lived climate pollutants, including black carbon and methane within organisations such as the Climate and Clean Air Coalition, Arctic Council, World Bank GGFR and the Global Methane Initiative. Being able to connect the dots between all the international work, and understanding the global challenges for the environment allow me to contribute much to the role and function of the EPOC Chair.

### 3. What is your main priority as Chair?

EPOC has a very broad and ambitious work programme. My main priority as Chair will be to ensure that the work programme is undertaken and delivered ensuring that delegates have the space and time to fully digest and debate the issues.

### 4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?

It is clear that the environmental issues, especially issues such as Climate Change, Biodiversity and Circular Economy are issues that are being studied by many committees at OECD. EPOC is the highest-ranking OECD committee with a mandate to help countries tackle the major challenges. Unlike other international organisations, OECD is an international organisation that focuses its work on domestic policy challenges. This is a unique role and one EPOC plays well. OECD being an economic organisation means the economics of these issues is at the forefront of the work produced.

## **5. Are you facing any specific major challenge derived from the current multilateral environment?**

It is clear the key challenge is keeping the environmental issues on the front burner given the current global context – a world pandemic and a war in Ukraine.

## **6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

It all starts from how the programme is built. In EPOC, we work hard to produce a work programme thinking of the substance first, and ensuring everyone sees something of value in the work we undertake. This is the key to ensuring national experts engage productively in the work of the Committee.

## **7. How do you help maximise policy coherence through the work of the Committee?**

Maximising policy coherence comes from working horizontally. EPOC is leading the Horizontal Project on Climate and Economic Resilience. Working with over 13+ committees to deliver this work ensures that the work across the Programme and across the Organisation is consistent and the messages make sense.

## **8. How do you ensure effective decision-making by the Committee?**

Effective decision-making is a combination of good working methods (delegates know where information is located) and the decision-making is transparent (delegates know the position of others and has complete and well-written analysis from the Secretariat). Once these two elements are brought together, Delegates are able to have a meaningful opportunity to exchange opinions and come to an outcome that is embraced by the Committee as a whole.

## **9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

It is clear the most important document came out of the most important meeting: The Meeting of the Environment Policy Committee at Ministerial Level. At this meeting all Member countries and 5 non-members signed up to the ambitious "Declaration on a Resilient and Healthy Environment for All". The Declaration underlines the key role of the OECD and EPOC in supporting the development of transformative and innovative policies and standards to build stronger, sustainable, net-zero, resilient, and inclusive economies. To this end, it call on Adherents to develop and implement effective and ambitious environmental and climate strategies, strengthen efforts to align COVI-19 recovery plans with environmental and climate goals, and develop comprehensive and coherent life cycle approaches to tackle plastic pollution.

## **10. How can you encourage synergies between policy communities?**

The Horizontal Project is a key catalyst for encouraging synergies between policy communities. It will help countries to better define and understand issues of interest to a number of ministries. In addition, EPOC has always worked in a very horizontal way, understanding that there is a need to align all policy areas if we are going to tackle today's environmental challenges.

## **11. How do you see the role played by the Secretariat?**

The Secretariat provides the analytical rigour to ensure EPOC has a full understanding of the issues. We also count on them to push the envelope, look at the new issues on the horizon and muster interest from Members to study them at an early stage. Over time, there has been a lot of trust built between the Secretariat and the Countries. This is essential given the importance of the issues, and the important transition through which, countries will need to shepherd their citizens.

**12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

Environment Ministers have invited the OECD, through EPOC, to develop new work in a number of key areas including updating OECD standards on the environment. Twenty percent of all OECD instruments are under the responsibility of EPOC. There is a need to ensure that the instruments are kept up to date and EPOC has started the work to ensure the "Acquis" is modernised and useful.

**13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

To all we do we are constantly looking for partners to strengthen the horizontal nature of our work. The Committee is a place where countries can come and discuss best practice that inspires and renders national policy making more useful. Finally yet importantly, the committee is dedicated to the "value-for-money" logic.

**14. What are the practical implications of the work of your Committee/Group?**

All 38 countries are engaged in the work of EPOC. This comes from providing robust analytical outputs that can be used by policy makers. In addition, the issues treated by EPOC are of interest to many other committees and working together, we manage to help countries to align their policies for a cleaner environment and better economy.

**15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/ Group?**

I am new to the position, but from my point of view it is important that anyone who takes on this role be committed. This means, taking the time to read the documentation and understand what the playing field. Each country will come with their view, finding consensus is the goal. To do this the Chair has to understand the different views, be a good listener and look for the common accords, not just the disaccord. Last but not least, have some experience, or some natural talent in chairing meetings.



## Fisheries Committee (COFI)



**Mr. Björn Åsgård**

**Mr. Santiago Wills**

### **1. What is the mission and mandate of your Committee?**

The mission of the Fisheries Committee is to be "a respected source of policy advice derived from sound economic analysis effectively used by governments to improve the sustainability of fisheries and aquaculture."

The mandate of the Fisheries Committee is to promote sustainable, well-managed, efficient and resilient fisheries and aquaculture that contribute to healthy ecosystems, while supporting sustainable livelihoods and communities, as well as contribute to food security, responsible trade and consumption consistent with the overall mission of the OECD. Based on high-quality economic analysis, policy advice and understanding of Best Practices, the Committee will provide a forum for the discussion of issues related to all aspects of fisheries and aquaculture developments and policies, including cross-sectoral issues implicating fisheries and aquaculture, with a view to:

- promoting mutual understanding of developments;
- achieving sustainable fisheries and aquaculture, i.e. biological, economic and social sustainability through effective and sustainable management, good governance and sound business arrangements of fisheries and aquaculture; and
- improving the effectiveness and transparency of policies, at domestic and international levels while considering that the fisheries and aquaculture sectors operate within a broader context of economic activity which increasingly requires innovative cross-sectoral solutions.

### **2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?**

Björn Åsgård: While my university background is in International Relations, I have worked in fisheries management for 15 years in a variety of roles and covering a broad range of issues such as rights-based fisheries management, subsidies, and marine protected areas. Since 2018 I am the Swedish delegate to the OECD Fisheries Committee and equally to the FAO Committee on Fisheries. I have been a Bureau Member of the OECD COFI since 2020. I hope my contribution as co-Chair will be both an in-depth understanding of the issues relevant for the Committee as well as of the position the Committee has in the global discussion on sustainable fisheries and aquaculture.

Santiago Wills: I'm a lawyer, mostly focused on International Economic Law, and have spent most of my professional life working on international trade and investment. I'm currently Ambassador and Permanent Representative of Colombia to the World Trade Organization (WTO). Since November 2019 I took the role as Chair of the Negotiating Group on Rules of the WTO, including the Fisheries Subsidies Negotiations. I hope



that my contribution to the OECD COFI will be in creating synergies between the work carried out by the OECD and the WTO on the fisheries sector. At this juncture, close coordination amongst multilateral organizations is key in finding the right dynamic to deliver outcomes and designing good public policies.

### **3. What is your main priority as Chair?**

The main priority will be the review of the COFI mandate following the in-depth evaluation taking place in the first part of 2022, and to ensure the continued relevance of OECD COFI in the global context. There is also a great interest from the Committee in doing further work related to aquaculture, so it is a priority to accommodate that into the limited resources of the COFI.

### **4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?**

Fisheries Committee work uses unique data collection and applied economic analysis to answer policy questions of interest to its Members. This acts in support of policymakers, the global research community and Member activity at other fora, such as the WTO and UN. The main alternative source of international fisheries data is the FAO. While the OECD is more focused on economic statistics and the FAO targets sectoral production and other physical data, there are some areas of overlap, and we cooperate with the FAO and more broadly with the Coordinated Working Party on Fisheries Statistics over these. The COFI is a unique global platform on which to discuss all relevant elements of fisheries policies (economic, governance-related and environmental), and it also offers a platform for Members to reflect on their own policies.

### **5. Are you facing any specific major challenge derived from the current multilateral environment?**

Negotiations on fishery subsidy disciplines have been underway for some time at the WTO. Our work on measuring fisheries support and its effects is relevant to this multilateral process. Multilateral objectives for progress in fisheries are expressed in the UN Sustainable Development Goals, and COFI work on data collection is supporting and adding value to national efforts with respect to SDG 14.

### **6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

COFI frequently hosts workshops and Expert Meetings designed to engage national experts on topics related to the COFI PWB. The Fisheries Committee Delegates corner is a useful instrument to engage Delegations in COFI work between sessions. The virtual meeting format resulting from the COVID pandemic has in some ways facilitated for national experts to follow discussions, and lessons should be drawn from that when we are able to also host some meetings in Paris again.

### **7. How do you help maximise policy coherence through the work of the Committee?**

By providing sufficient time at COFI Meetings for the exchange of views on reports into fisheries-related activity before other OECD Committees, as well as reports from Member countries, participants and observers that are of relevance to COFI. And by promoting collaboration with other OECD Directorates and international organisations, as well as organising specific workshops together with other relevant organisations.

### **8. How do you ensure effective decisionmaking by the Committee?**

By preparing the COFI Meetings in advance as much as possible (meetings with the Secretariat, COFI Bureau and bilateral contacts with Delegations), in order to ensure good insight from the outset into the playing field and possible controversial issues. This has been especially important in preparation of virtual meetings. To prepare specific issues in focused technical meetings or workshops can facilitate decision-making when

informal discussions are difficult to arrange during virtual plenary sessions.

**9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

The OECD Review of Fisheries is the flagship publication of the Committee. It is published biennially and remains the reference publication for data and analysis of the economic aspects of fisheries and aquaculture, including subsidies to the sector. In addition to OECD Members, the publication also includes key data from other important global fishing nations, giving it a broad audience of policymakers and stakeholders interested in sustainable management of fisheries and aquaculture. During 2020, the Committee also quickly produced a working paper on issues and policy responses to COVID-19 in the fisheries and aquaculture sectors. This publication was highly appreciated by the membership and provided an important reference to governments as well as giving some recommendations on how to find sustainable responses to the challenges.

**10. How can you encourage synergies between policy communities?**

Ocean issues cut across many OECD Committees, and we already communicate with others to stay abreast of relevant work. COFI recognises the value of more horizontal work and is actively exploring how to collaborate with other Committees. We recently hosted a virtual workshop on Opportunities and Challenges for Fisheries in the Blue Economy, where the invitation was extended also to Government officials not normally involved in COFI and with the involvement of other OECD Committee Secretariats.

**11. How do you see the role played by the Secretariat?**

In its task as provider of assistance and advice, as guardian of progress PWB, the Secretariat identifies opportunities/risks/problems, identifies improvements of work processes and functions as a source of policy ideas and a sounding-board for the Chairs and Bureau.

**12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

The COFI has not been involved in standard-setting and remains mostly engaged in data collection and analysis that is of direct use to Member countries. The COFI presented in the past two Recommendations (decommissioning, rebuilding fish stocks) on fisheries policies which have been withdrawn. However the issue/need of a standard-setting role involving COFI should be discussed in the forthcoming review of the Committee mandate.

**13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

By close coordination with other Bureau Members, as we are all new in our roles, as well as with the Secretariat. The upcoming in-depth evaluation provides an excellent opportunity to develop the functioning and relevance of the Committee.

**14. What are the practical implications of the work of your Committee/Group?**

COFI provides information and advice of benefit to Members and in support of their national and international activities. COFI work therefore increases the information underpinning fisheries and aquaculture policy-making, in this way improving its quality. COFI provides a platform for Members to reflect on their fisheries and aquaculture policies.

**15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/ Group?**

The post of Chair of an OECD Committee is both an honour and a big responsibility. It's an honour as you're trusted by the OECD Membership to guide the work of the committee and support members in their decisionmaking processes within the Committee. It's a big responsibility, as the coordination and organization of the Committee work has proven to be essential in facilitating discussions amongst OECD members and thus moving the work forward and creating added value to the membership.



## Global Forum on Transparency and Exchange of Information for Tax Purposes

### Ms. Maria José Garde

#### **1. What is the mission and mandate of the Global Forum on Transparency and Exchange of Information for Tax Purposes (Global Forum)?**

The Global Forum is a group of over 160 jurisdictions that includes all OECD and G20 countries, all financial centres, and an increasing number of developing countries, which are now the majority of its members. The Global Forum is charged with promoting the effective implementation of the international standards of transparency and exchange of information for tax purposes, either on request or automatic (the standards). Its mission is to ensure a rapid and effective global implementation of these standards through monitoring their implementation, undertaking peer reviews, developing tools and assisting members to implement the standards effectively. Monitoring and peer review processes are ongoing exercises. Jurisdictions are expected to act on any recommendations in their reviews and to report to the Global Forum on action taken. A comprehensive capacity-building programme has also been developed and made available to the members.

The Global Forum is a Part II programme of the OECD.

#### **2. You have been designated Chair of the Global Forum. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?**

I took office on 1 January 2017 as Chair of the Global Forum and have combined this important responsibility with my duties as Director for Taxation at the Ministry of Finance of Spain. During the past twenty years, I have developed my expertise in a wide range of taxation and tax policy areas, including international taxation. When I was appointed Chair of the Global Forum, I was responsible at home for the negotiation and implementation of tax treaties and EOI agreements, and for the work done on taxation matters within the OECD and the European Union.

I was honoured to take on this role, and felt prepared to promote the work on transparency and EOI for tax purposes. More importantly, I saw this role as an opportunity to ensure better co-operation amongst member jurisdictions. As you can expect, this role is more than just heading and representing the Global Forum. There are times of crisis, during which it is crucial to have an open and consultative position and apply people skills to solve sensitive issues and ensure progress by all our members.

#### **3. What is your main priority as Chair?**

As my term is ending at the end of this year, I can confirm that my main priority as a Chair has been to promote co-operation in EOI for tax purposes on a global scale. This included a strong focus on the outreach and technical assistance activities – a programme that celebrated its 10<sup>th</sup> anniversary last year – to ensure that developing countries could (also) benefit from the transparency and EOI standards. The Global Forum Secretariat in collaboration with regional organisations are providing regional capacity-building programmes

around the globe. Four regional initiatives (Africa, Latin America, Asia and Pacific) with specific mandates are currently ongoing.

#### **4. How would you define the added value of the Global Forum in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?**

The benefits of the Global Forum are widespread and globally recognised. For 12 years, the Global Forum has worked to support the international community to ensure that all taxpayers pay the tax that is due. It has worked to promote the effective implementation of transparency and exchange of information for tax purposes worldwide. In this regard, remarkable progress has been achieved in cross-border co-operation, reflected in the breadth of the membership of the Global Forum, now comprised of 163 jurisdictions. Since 2009, not only has banking secrecy essentially been eliminated, but also over 100 jurisdictions have begun to automatically exchange information each year on vast amounts of financial assets held offshore. In this respect, in 2020, information on more than 75 million financial accounts worldwide, covering total assets of around EUR 9 trillion was exchanged automatically.

#### **5. Are you facing any specific major challenge derived from the current multilateral environment?**

I see the diversity of the Global Forum membership as a strength, which brings much opportunity for co-operation to tackle global challenges that can only be resolved if we all work together. In my experience, we have always managed to overcome divergences and to achieve major progress, despite differences. There are new but also ongoing challenges in transparency and EOI for tax purposes that the Global Forum is ready to tackle. In this respect, the Global Forum is working on its future direction to ensure it will keep its relevance and remain able to best address the current and new challenges to the implementation of the transparency and EOI standards.

#### **6. How do you encourage, and ensure national experts engage productively in the work of the Global Forum?**

The monitoring work through peer reviews and assessments would not be possible without the dedication of national experts and assessors provided by our member jurisdictions and the national delegates sitting in the working groups of the Global Forum. Thanks to them, in addition to the great expertise they provide, the Global Forum can function on the principle of global level playing field.

In addition, some generous members regularly provide experts to deliver ad hoc technical assistance or trainings. I would like to take the opportunity to thank these national experts for all the work undertaken and without whom the Global Forum would not be able to function on a level playing field.

#### **7. How do you ensure effective decision-making by the Global Forum?**

The Global Forum plenary, which includes all members, is the sole decision-making body of the Global Forum. Each member's voice counts equally and each decision requires consensus (minus one, in some cases) amongst members. In order to facilitate its work, the Global Forum has established three subsidiary groups focusing on different aspects of the Global Forum's work, all of which report to the Global Forum including with any proposals for adoption by the Global Forum.

- The Steering Group, which includes 20 members and the Chairs of the 2 working bodies, prepares and guides the work of the Global Forum.
- The Peer Review Group (PRG), which consist of 30 members of the Global Forum, delivers the Global Forum's peer reviews in relation to the EOIR Standard., which are then submitted for adoption by the Global Forum.

- Finally, the Automatic Exchange of Information Peer Review Group (APRG), delivers the peer reviews against the AEOI standard. The APRG is comprised of 30 members from the AEOI Peers and takes the form of the APRG+, with three additional members, when dealing with confidentiality and data safeguards.

## **8. Could you mention the most important documents/reports that the Global Forum has issued in the last 2 years? Why are these important and what has been their impact?**

All reports from the Global Forum are important but I would like to draw your attention to:

- [Peer Review of the Automatic Exchange of Financial Account Information 2021](#), which presents updated results of the peer reviews conducted by the Global Forum with respect to the domestic and international legal frameworks put in place by the first 102 jurisdictions to implement the AEOI Standard. It also provides details of the peer reviews being conducted by the Global Forum with respect to the effectiveness of the implementation of the AEOI Standard in practice. The detailed results of these peer reviews are expected to be published in 2022.
- The [Global Forum 2021 annual report](#), which provides a good overview and key figures on the Global Forum's activities and achievements.
- The [Capacity Building Strategy](#) issued at the 2021 Global Forum Plenary meeting has been developed to ensure that developing jurisdictions receive the assistance they need to implement and benefit from transparency and exchange of information.
- The [2022 Global Forum Capacity Building Report](#) highlights ten years of progress and provides an update on the Global Forum's capacity-building programme and outreach activities carried out in 2021.
- The [Confidentiality and Information Security Management Toolkit](#) is designed to ensure more developing countries can benefit from the Automatic Exchange of Financial Account Information. It provides detailed guidance on implementing the building blocks of a legal and Information Security Management framework that adheres to internationally recognised standards or best practices, as required by the AEOI Standard, and ensures the confidentiality of the exchanged information. The toolkit also provides guidance on establishing effective processes to address potential confidentiality breaches.
- The [Toolkit for the Implementation of the Standard for Automatic Exchange of Financial Account Information](#) designed to assist countries that wish to implement the Standard for the automatic exchange of financial account information (CRS-AEOI standard or Standard).

## **9. How do you see the role played by the Secretariat?**

The Global Forum has a self-standing dedicated Secretariat, based in the OECD's Centre for Tax Policy and Administration, in Paris, France. The Secretariat plays a key role to coordinate and advance the work of the Global Forum, under the guidance of the Steering Group, and working with the members of the peer review groups of the Global Forum. In addition, they carry out extensive capacity building and outreach activities for the members. Finally, the Secretariat assists me in my role as Chair.

As its membership has expanded, the Secretariat has also expanded and currently includes about 50 members of staff from around 20 member jurisdictions that speak more than ten languages. They come from a variety of backgrounds including from national finance ministries, tax administrations, legal and advisory firms and academia.

The Secretariat's role is fundamental to assist the members and provide the support needed to help discussions (and decisions), and to try to reflect all views (including interests and concerns) in the discussions

and decisions. The Secretariat is important to facilitate difficult discussions and to try to build bridges when the positions are very far from each other.

**10. What would be your key advice to a person taking up the post of Chair of an OECD Committee/ Group or a Part II body?**

My term is ending at the end of this year, after 7 years of chairmanship. It has been an intense and fruitful experience for me and I thank the Global Forum members for their trust and support during my mandate. I would also like to thank the Secretariat for their continuous assistance. To my successor, I would first like to wish him/her the best in this position. International co-operation is more important than ever to combat tax evasion and illicit financial flows. There will be challenges and I would advise my successor to keep the co-operation and family spirit of the Global Forum very much alive to solve differences and continue the progress made in the last 12 years.



## Health Committee (HC)

Prof. Johannes Brug

### 1. What is the mission and mandate of your Committee?

The overarching objective of the Health Committee is to foster improvements in the performance of Members and Partners health and long-term care systems, for the benefit of the people and the patients, in the following key areas:

- i) Financial sustainability, access and efficiency of their health and long-term care systems;
- ii) Better public health policies and health prevention and promotion initiatives; and
- iii) The provision of high-quality, people-centred health and long-term care to all.

With the COVID-19 pandemic, the Committee has devoted significant time and resources to support countries policy responses to improve the resilience of health systems and their preparedness, through the development of new indicators, new policy analysis, and by adjusting existing work programme to reflect COVID-19.

The committee has the following subsidiary bodies

- Working Party on Health Care Quality and Outcomes (HCQO)
- Working Party on Health Statistics
- Expert Group on the Economics of Public Health (EGEPH)
- Expert Group on Pharmaceuticals and Medical Devices
- Working Party for the OECD Patient Reported Indicator Surveys (WP-PaRIS)

### 2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?

Since September 2018, I am Director-General (DG) of RIVM, the Dutch National Institute for Public Health and the Environment, and professor of health behaviour at the University of Amsterdam. I have a background in health sciences and epidemiology. Before my present position, I held positions as full professor at various universities in the Netherlands and an honorary professorship at Deakin in Melbourne Australia, and as dean, member of the executive board, and research director at the two university medical centers and universities in Amsterdam, the Netherlands.

As DG of RIVM I have integral responsibility for the overall running of the institute, with its three 'domains' (Infectious Disease Management; Environment & Safety, Public Health & Health Care). The broad perspective contributes to my role as Committee Chair.

For both my academic as well as my current responsibilities, national and international collaboration and knowledge sharing is crucial. High quality data and data management in its broadest sense, is of utmost importance as a basis for policy analysis. Furthermore, international collaboration is inspiring and a great



learning experience. We have experienced this even though in my term as committee chair so far, all meetings have been online. It is great to see that with such good leadership, support and great experience from the OECD Director and Secretariat international collaboration and progress can be very well supported in and via such online settings. Unfortunately also due to the enormous amount of work within my primary position because of the Covid-19 pandemic I could dedicate less time to my role as a Chair as I had foreseen but luckily I could rely very much on the Secretariat as a driving force.

My goal as chair is very much to support the committee's process and decision making in preferably a friendly and collaborative way of working, and from a well informed position.

### **3. What is your main priority as Chair?**

A very strong advantage of OECD is to promote evidence based health policy making through sharing of good practices and international benchmarking. Indeed, the Health Committee leverages the unique competitive advantages of OECD: its data, economic analysis, and ability to work horizontally. As a chair, it is my ambition to strengthen the role of the Committee in these three main areas, as well as promote cross-country learning and sharing.

I became chair of the Health Committee right before the beginning of Covid-19. The pandemic has clearly demonstrated how high-performing health systems are key to the health of societies and economies. It has also highlighted how important the Health Committee's work is in supporting comprehensive policy responses to the COVID-19 crisis.

Topics that are of particular importance seem to be how to make health systems more resilient; how to make health systems more responsive to the needs of patients (eg the OECD PaRIS initiative); how to increase economic analysis of public health policies; how to strengthen the health workforce for the future; and so forth.

As the Committee will soon start a process of preparing for the next meeting of Health Ministers, an important priority will also be to help chart an agenda for the future work of the Committee to support country policy making.

### **4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?**

There is significant value added of the Committee:

- **OECD standards and disruptive data**

The OECD is recognised as a worldwide leader in benchmarking health system performance. For decades, the OECD Health Committee has helped governments address health system challenges through insightful, high quality and internationally comparable data. The Committee data help track the impact of their policies through standardised reporting of health activities, resources and outcomes.

The Committee has for example led the development of global standards for health accounts and quality of care indicators. Publications like the Committee's Flagship publication: Health at a Glance have become the go-to resource for assessing OECD countries' health systems' performance. Another key standard are the Council Recommendations, notably on Health Data Governance and on Mental Health.

The Committee is also a leader in developing disruptive data on health and health systems. An example is the PaRIS initiative. PaRIS stands for patient reported indicators surveys. This OECD survey is the first international survey on patient's outcomes and experiences of care. Health systems are very good at collecting

information on what is done, and also on the clinical results of this activity. But we still do not have a systematic way of determining how care received impacts patients' lives. PaRIS will address this major gap.

- **Ability to work horizontally**

The Health Committee is not only a leader in measuring health system performance, but also on providing policy analysis and advice. A unique advantage of the Committee relative to other international organisation like the WHO is the ability to work with other Committees, offering a cross-government approach and analysis.

For example, the COVID-19 crisis has underlined that health systems were and are not as resilient to shock as they ought to be, even in the most advanced countries. But resilience is not a unidimensional policy question. It cannot be built by solely focusing on, for example, anticipation of the next pathogen or on solely preparing for pandemics. It requires a more horizontal approach.

For example, building health system resilience requires taking a horizontal policy approach on issues such as: how supply chains for medical products can be made more robust to shocks; how to leverage digital transformation to equip health systems with better ability to support policy response with real time data cutting across the whole health system; how to improve social systems for the elderly; how to address the financing and provision of global public goods (e.g. vaccines). All these issues are addressed in a cross-committee, horizontal activity, a clear advantage compared to other international organisations.

There are several other examples of work where the Committee interacts with other Committees, for example collaboration with the Nuclear Energy Agency (NEA) on work on medical Radio-isotopes to ensure that supply chains are strengthened to avoid medical imaging disruption; work with the Committee on Digital Economy Policy on the 2016 OECD Recommendation on Health Data Governance; work on health financing and budgeting with the Joint Network of Senior Budget and Health Officials.

- **Value added in terms of economic analysis**

The work on the Committee applies economic analysis to health systems, differently from other institutions work. An example concerns the work on public health. To help countries address the challenge of obesity, the OECD has developed a microsimulation model that calculates the impact of policy actions on population health and on healthcare expenditure. The model also calculates the impact on national economies and labour productivity, it calculates the return on investment of policies promoting a more active lifestyle and healthier diets, as well as the impact of proposed policy packages on health outcomes, productivity and GDP. This work brings together the Committee strengths in health and economic analysis, on high priority issues for member countries. Another example concern work on Anti-Microbial Resistance.

Finally, the work of the Committee is key to providing an economic lenses to issues of people and societal concerns, including through designing good practice policies to respond to mega trends affecting health systems from ageing to climate change, to digitalisation and technological developments, as well as health inequalities and opportunities.

- **Collaborations with other International Organisations**

To avoid duplication, the Health Committee exchanges regularly its Programme of Work and Budget with other International Organisations, engages in significant efforts to harmonise work, and organises joint data collections (e.g., the Joint Health Data questionnaire with WHO).

The Committee also supports other global fora, such as the G20, G7 or European Commission and the Universal Health Coverage 2030 partnership.

Overall, the work of the Committee is highly rated by countries, as reflected in the high quality ranking for quality and for impact of the most recent Programme Implementation Report (PIR).

### **5. Are you facing any specific major challenge derived from the current multilateral environment?**

Although the Health Committee is not directly affected, in the current geopolitical context the Committee and its bureau reiterate a strong sense of commitment to OECD value and principles and a rule based international order. The work of the Committee contributes to this, by promoting strong health systems that are instrumental to peoples good health and well-being, and contribute to strong societies and sustainable growth.

Specifically on the challenges in the multilateral environment, the Committee works on some sensitive areas and issues, such as on pricing of pharmaceuticals, or the financing of global public goods like vaccines. Other work is sensitive due to the interest by industry, notably the work on alcohol and obesity.

Throughout its work, the Committee maintains high standards for rigor in the analysis, constructive dialogue with stakeholder and with countries.

### **6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

The Committee is very dynamic and with significant participation at all meetings. Since I have been serving as chair of the Committee, all meetings had to take place virtually due to the pandemic. While this is clearly suboptimal, meetings have been highly engaged with good country participation and willingness to share experiences and lessons learnt, especially in the COVID-19 pandemic context. I believe such high level of participation reflects the importance, high quality and relevance of the Committee work, as also reflected in PIR rankings.

As a chair, I work closely with the bureau and the Secretariat, and this strong collaboration is key to ensure good coordination and policy relevance of the discussions. At each meeting, certain delegates are invited to share their particular experiences before opening to general discussion.

A further way to ensure relevance and seek feedback from countries is by organising ad hoc discussions and high-level meetings. Immediately before starting as a chair, a high-level meeting on the digital transformation of health systems was held for example. Soon the Committee will start preparations of the next meeting of OECD Health Ministers for 2023-2024.

### **7. How do you help maximize policy coherence through the work of the Committee?**

The Health Committee provides policy coherence on work on health across the OECD. Relevant work by other Committees is presented in the Health Committee, and similarly health work can be presented to other Committees as appropriate. The Committee is also responsible for the horizontal activity on health system resilience.

The Health Committee has responsibility for ensuring policy coherence and oversight of all work on health produced by the 5 Working Parties and Expert Groups reporting to the Health Committee. Chairs of the Working Parties have been invited to the Committee meetings to update on key priorities, directions, and deliverables. An update on the work of Working Parties is provided to Committee delegates orally during the meeting, and through a document summarising recent outcomes. The bureau also offers directions to the Secretariat on priorities and provides a check to ensure coherence in the work – including in relation to working parties activities, links to other committees and coordination with other IOs.

## 8. How do you ensure effective decision making by the Committee?

The Health Committee has an efficient and effective decision making process. There is clarity on the objectives of the meeting, presentations and expected outcomes, as well as on deadlines for written comments. Items requiring formal decision – eg in relation to approval of the Council Recommendation on Health Data Governance – are clearly signalled and directions are clearly provided. Agenda and documents are shared sufficiently ahead of the meeting to give delegates enough time to review materials. Despite the challenges of working virtually over the past two years, meetings allow for enough time to ensure adequate discussion. Close involvement between the bureau and Secretariat is key to ensure effective decision making. The last in-depth evaluation (IDE) of the Committee took place in 2016. At least two-thirds of Members' assessed the Committee's technical efficiency (quality of products) as high or very high.

## 9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?

Among the most important documents from the last two years are:

- A large series of **policy briefs on the impact of COVID-19 on health and health systems**. <https://www.oecd.org/fr/sante/covid-19.htm>
- **Flagship publications – Health at a Glance, Health at a Glance Europe, Health at a Glance Asia/Pacific and HaG Latin America**. These provide updated data and monitoring of health and health systems. Numerous Members have quoted this work in parliamentary discussions and in policy discussion within government. State of Health in the EU's Country Health Profiles 2021 is a concise and policy-relevant overview of health and health systems in the EU/European Economic area, emphasizing the particular characteristics and challenges in each country.
- **Work on mental health**, notably the report *Fitter Minds, Fitter Jobs - From Awareness to Change in Integrated Mental Health, Skills and Work Policies*; and **A New Benchmark for Mental Health Systems - Tackling the Social and Economic Costs of Mental Ill-Health**;
- The report on alcohol **Preventing Harmful Alcohol Use**, including the policy brief on the impact of the pandemic.
- The Committee's work on health systems policies and challenges to make health systems more centred around the needs of patients and populations, such as the report **Health for the People, by the People – Building People-Centred Health Systems** and the report **Realising the Potential of Primary Health Care (June 2020)**
- The Committee has worked on addressing the challenges posed to elderly care systems, including in the context of COVID 19. Reports include: **Who Cares? Attracting and Retaining Care Workers for the Elderly (June 2020)** and **Pricing Long-Term Care for Older Persons**
- Other key reports produced looked at other health policy challenges, such as the report **Empowering the health workforce: Strategies to make the most of the digital revolution (November 2020)**, **Waiting Times for Health Services: Next in Line (May 2020)**
- The Committee has also produced **country specific reports** such as *OECD Reviews of Health Systems and Primary Health Care in Brazil*; *Towards an Integrated Health Information System in the Netherlands, February 2022*; and *OECD Reviews of Public Health*.

Media impact on flagship publications such as Health at a Glance is significant.

The importance of these publications is evidenced by the In Depth Evaluation (IDE) of the Health Committee, as well as by the media coverage that these publications usually attract. For example, the last IDE reports that more than three quarters of members assessed the Committee's three product groups *Monitoring health and health systems*, *Health care quality*, and *Economics of prevention* to have a "significant overall and actual" impact in the 2007-2014 period.

#### **10. How can you encourage synergies between policy communities?**

The Committee engages and collaborates with other Committees within the OECD, both as part of the horizontal activity on health system resilience, and more broadly to facilitate synergies on issues of common interest. Social partners and business representatives are invited to a large part of committee meetings. This allows the Committee to hear about diverse perspectives and views, and hearing diverse expertise.

The Health Committee has hosted workshops and conferences open to civil society, social partners. Working groups on specific topics under the various Working Parties of the Committee also engage with relevant policy and technical communities.

The Secretariat regularly meets with staff from other directorates, and shares drafts of publications to ensure that the OECD has a cohesive vision in a policy area. The Secretariat engages with a wide range of different policy communities, think tanks, academics, and other groups.

#### **11. How do you see the role played by the Secretariat?**

The Secretariat is key to the effective and efficient work of the Committee. I'm very impressed by their work, and it is indeed a pleasure to work with them. I sometimes joke that they very much support me in an almost idiot proof manner! They manage the work deliverables to be discussed and reviewed by the Committee, ensure effect management of the meetings and manage the budget available to do the work.

The Secretariat is responsible for all the documents and the work in between meetings. They prepare the meetings together with the Bureau. The Committee gives high rating to the efficiency, quality and openness of the work of the Secretariat.

The Secretariat is at the forefront of efforts to continue to develop stronger measurement of health system performance, effective health policy comparisons, and policy advice. The Secretariat provides strong input to help the Committee set direction for the work. The Secretariat is highly professional and reliable, always very well prepared and also prepares me very well.

#### **12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

The Health Committee will continue to work on the monitoring of the implementation of the OECD Council Recommendation on Health Data Governance and the Council Recommendation on Integrated Mental Health, Skills and Work Policy, following the recent report to the Council five years since their adoption.

The Committee and Expert group will continue work to refine and consolidate global standard such as the system of health accounts, and other innovative indicators for health system monitoring developed by the Committee, such as indicators on quality of health care and PaRIS.

#### **13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

I am keen to ensure and maximise synergies with other work within the organisation and in strong cooperation with other Organisations, relying on the Secretariat for advice and directions.

I am keen that the Committee operates in a high level of professionalism, efficiency, and that discussions are open, unbiased and policy relevant.

#### **14. What are the practical implications of the work of your Committee/Group?**

Members rate the Health Committee work as high quality and high impact. During the last IDE, the work was assessed as maintaining "high" effectiveness.

Certain reports of the Committee have significant impact and implications for health policy making in member and partner countries. This concerns reports such as the Health at a Glance; work on the financial sustainability of health systems, health spending and the dialogue with Budget officials; work on tackling waste in health systems and on new technologies, including on access to innovative medicines and on the digital transformation of health systems. This work is used as a basis for policy development in countries. The standards – data, counsel recommendations, and economic modelling capabilities are also used as reference by other international organisations such as the WHO.

The Committee's commitment to the establishment and maintenance of a strong knowledge base of cross-country information and excellent intra-OECD and inter IOs relationships also allows us to respond with agility and effectiveness to quickly changing policy contexts. Examples of collaborations with other International Organisations include the Working For Health activities jointly run by the ILO, OECD and WHO; the joint report on quality health care with World Bank and WHO, and the partnership with these organisations on work on Universal Health Coverage; State of Health in the EU initiative with the European Commission; work on AMR with ECDC, EMA; and so forth.

See also Question 4 for information on the work in the committee in the international context.

#### **15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/Group?**

See also my answer to Question 2. Try to keep focus on the mandate which will keep the relevance high. Also I would like to mention the importance of understanding the common ground for the discussion especially on sensitive topics.

And my last remark, don't forget to enjoy the unique setting, the in-depth discussions and broad perspectives on relevant topics.



## Insurance and Private Pensions Committee (IPPC)

Prof. Yoshihiro Kawai

### 1. What is the mission and mandate of your Committee?

The mission of the Insurance and Private Pensions Committees (IPPC) is to promote fair, efficient, open and sound market-oriented insurance and private pensions systems, based on high levels of transparency, confidence, and integrity, and respecting recognised social objectives of these systems. The Committee is supported by the Working Party on Private Pensions, the International Network on Financial Education, the Task Force on Financial Consumer Protection, and the Task Force on Institutional Investors and Long-term Financing.

The Committee seeks to enhance the long-term efficiency, resilience, stability and inclusiveness of insurance markets and private pensions systems; support the contribution of insurers and private pensions to well-diversified financing of long-term investment and inclusive growth; promote risk awareness, financial education and adequate consumer protection; strengthen the capacity of private pension systems to ensure adequate retirement income within overall pensions systems and address the challenges of ageing; and strengthen the capacity of individuals, businesses, and governments to address risks.

### 2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?

My professional background is in the financial sector and in particular the insurance sector. In the past, I worked for a Japanese insurance company and later joined the OECD as Secretariat staff, taking care of the Insurance Committee. After the OECD, I supported the Government of Poland in the establishment of comprehensive insurance regulation. I later joined the International Association of Insurance Supervisors (IAIS) to support its creation and expansion. I led the IAIS for 15 years as Secretary General. Through my experiences, I have gained a strong track record in insurance regulation and supervision, as well as in international cooperation among insurance and financial authorities. I took up the post as I understand the importance of OECD work on insurance and am confident that I am able to promote its mission and activities, given my background and the range of my activities.

### 3. What is your main priority as Chair?

As Chair of the IPPC, a key priority for me is to ensure that the Committee can develop policy analysis and guidance with a view to ensuring the availability and affordability of insurance, particularly in the context of growing large-scale risks, such as climate and cyber, but also in light of environmental, market, technological, and demographic trends, which may create new industry dynamics and risks and introduce challenges for insurance markets and policyholders.

Insurance markets make a critical contribution to the growth and sustainability of economies, by pooling and diversifying risks that people and businesses would find difficult to manage on their own. I am keen in exploring how insurability challenges, often stemming from risks that lead to highly-correlated losses – making

diversification challenging – can be solved by the market, possibly in partnership with governments. By bringing together policymakers and regulators, the Committee provides a unique forum for discussing this key policy issue, as well as other selected challenges that impact the functioning of insurance markets.

**4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?**

The IPPC's comparative advantage, relative to other international organisations and fora, is its focus on emerging trends, policy issues, and market monitoring related to the insurance sector, including its economic and social role and contribution to inclusive and sustainable growth. Moreover, the IPPC brings together policymakers who are responsible for insurance policy and regulatory frameworks and interested in the role of insurance in the economy, which entails a unique, and broader, perspective on insurance issues. It also provides an effective platform for engagement with public and private stakeholders. Its other key comparative advantage is the ability to leverage the work and expertise of other OECD bodies. The IPPC has established international leadership in certain areas, such as catastrophe risks, cyber, and health and long-term care, and in regard to insurance and private pension statistics and related monitoring work.

**5. Are you facing any specific major challenge derived from the current multilateral environment?**

The recent Russian aggression against Ukraine and related sanctions are creating challenges for insurance markets, particularly specialty lines such as aviation and marine, political risk, trade credit, political violence, and potentially cyber. Any resulting retrenchment from open international insurance markets could limit the capacity of the insurance sector to diversify risks internationally. These challenges highlight the critical role played by insurance in the functioning of our economies and international trade. The Committee will soon begin discussing the various implications of the conflict.

Other key challenges include how to ensure that the insurance and pensions sectors can contribute to sustainability objectives, especially climate; how to leverage the benefits of digitalisation while ensuring adequate protection policyholders and pension plan members; how to manage demographic challenges such as ageing populations in pensions systems and insurance markets; and how to support insurance markets in the face of large-scale or systemic risks, including from climate change.

**6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

The best way to ensure effective engagement and participation is to have the Committee address topics and issues that have high policy relevance for our delegates and capital-based policymakers. A key mechanism to achieve this is the development of the Committee's Programme of Work and Budget (PWB), which involves a bottom-up exercise of gathering inputs on domestic priorities and proposals for future work, and a top-down exercise involving the consideration of, and alignment with, the priorities of the Secretary-General and OECD Ambassadors. This process for developing the PWB makes delegates more willing to contribute to surveys and to participate in the Committee and its work.

**7. How do you help maximise policy coherence through the work of the Committee?**

A key way to maximise policy coherence is to ensure that any work conducted by the Committee and its subsidiary and related bodies is properly coordinated, where relevant and feasible, with the work of other OECD bodies and benefits from a horizontal approach to assessing and analysing specific policy challenges. The OECD is uniquely placed to provide a comprehensive and coherent perspective on, and analysis of, policy issues that might normally cross several ministries in national governments and which could prove complex.



The Committee's Programme of Work and Budget outlines areas where cooperation might be sought with other OECD bodies and potentially other international organisations and fora.

In addition, we identify opportunities to contribute to OECD Horizontal Projects, which themselves seek to build policy coherence on key horizontal themes and issues, affecting most if not all OECD countries.

### **8. How do you ensure effective decision-making by the Committee?**

The IPPC Bureau, which brings together key interested countries, plays a key role in Committee decision-making, for instance by providing strategic inputs for the PWB, reviewing proposed agendas for our meetings, suggesting topics for our roundtables, and discussing how the activities and working methods of the Committee can be further improved. If consensus can be gained within the Bureau, we are generally on track in terms of Committee decision-making overall.

### **9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

In terms of its insurance work, I would highlight the Committee's response to the policy and regulatory challenges related to COVID-19, including on the coverage available for COVID-19 losses and costs and how policymakers and regulators responded to risks and challenges in the market. A key analysis was focused on [Responding to the COVID-19 and pandemic protection gap in insurance](#), which discussed the challenges insurance markets faced in providing coverage for the revenue losses that businesses faced as a result of COVID-related business closures and mobility constraints, and potential ways to develop some financial protection for businesses for future infectious disease outbreaks. This provided a clear example of the Committee's value in providing timely analysis of a critical insurance policy issue.

### **10. How can you encourage synergies between policy communities?**

I encourage the Secretariat to look for opportunities for cooperation with other OECD bodies, in the context of our PWB, including through possible contributions to OECD Horizontal Projects. For instance, the Committee is currently engaged in the development of a report on the financial management of climate-related risks which is involving three Directorates and several OECD bodies, and which will also inform current G7 discussions on climate resilience. This joined-up work will result in an OECD analytical framework on how governments can effectively manage the financial impacts of climate-related risks. The Committee is also contributing to a Horizontal Project on integrating climate and economic resilience with some analysis on how the insurance sector can make a greater contribution to supporting climate adaptation.

### **11. How do you see the role played by the Secretariat?**

The Secretariat plays a number of key functions, including the organisation of the meetings and roundtables and preparation of related agendas, the elaboration of the analysis and policy guidance for Committee review and discussion, the undertaking of outreach to non-Member economies and key stakeholders; and the dissemination of our work. The Secretariat also plays a valuable role in ensuring internal coordination and cooperation, so that OECD Committees are informed of each other's work and can cooperate where relevant.

### **12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

The ongoing OECD review of its standard setting is proving useful in ensuring a proper review of the relevance of OECD legal instruments, some of which may be outdated and may not fully reflect recent developments and OECD best practices. Furthermore, the Council's requirement for the preparation of implementation reviews of OECD instruments provides a good basis for assessing the state of implementation, their continued relevance and where further work is needed to achieve the objectives set out for the policy areas. Finally, the requirement for Committees to review their legal instruments as well as subsidiary bodies when they seek to

renew their mandate provides an opportunity for Committees to step back and review their standards and how their work is being organised.

In terms of improvements, we should assess where new standards may be needed, in new or emerging policy areas, and how we can promote non-Member adherence to OECD standards.

**13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

In the development of our PWB every two years, we effectively consider how the work is organised and conducted, which provides an opportunity for reflection (especially by the IPPC Bureau) on how improvements can be made, both in terms of strategic directions but also in the delivery of the work and activities. I should mention as well that we systemically conduct an evaluation at the end of our meetings, which enables regular feedback.

**14. What are the practical implications of the work of your Committee/Group?**

Through the work of the Committee, we ultimately seek to achieve policy relevance and impacts for governments, which in turn can lead to positive outcomes for citizens and businesses. We are seeking concretely to: support the digital transformation from the perspective of insurance markets and private pensions systems; promote the adequacy, sustainability, and efficiency of pension systems; promote resilience to large-scale risks and climate challenges; promote the development of well-functioning and efficient insurance markets; support alignment with the SDGs and climate objectives; and promote financial well-being and resilience through financial literacy, consumer protection, and financial inclusion. Also, we aim to contribute to global agendas, including the Paris Agreement, the 2030 Agenda on Sustainable Development, the G20, the G7, and APEC.

**15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/Group?**

My key advice would be to leverage the OECDs comparative advantages, mentioned above, and ensure a clear policy focus, so that it can achieve policy impacts and complement the work of other international organisations. Insurance plays a major role in our economies and societies and it is essential that we, at the OECD, keep a broad and forward-looking perspective, ensuring that insurance markets are not only stable, but are also resilient, innovative, inclusive, and efficient, capable of meeting the needs of people and businesses and safeguarding their interests. I would also advise that the Chair play a role in communicating the work of the Committee, both in OECD outreach activities and more generally.



## Investment Committee (IC)

### Mr. Manfred Schekulin

#### **1. What is the mission and mandate of your Committee?**

The mission of the Investment Committee is to "promote investment for inclusive growth and sustainable development through international co-operation and policy reform". Consistent with this, the overarching objective carrying through all of the Committee's work relates to the social and economic impact of international investment, and the activities of multinational enterprises (MNEs), including a focus on:

- better understanding of the factors that shape inward and outward investment trends;
- strengthening of policies ensuring transparency, non-discrimination and at the same time, a positive social impact of inward and outward investment;
- ensuring that investment policies contribute effectively to efforts to address global challenges and goals (e.g. climate change and the SDGs).

#### **2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?**

I spent most of my career in trade and investment policy. In 2004, when I was first elected Chair of the Investment Committee, my position was Director for Export and Investment Policy, today it is Director for Trade and Competition Policy Analysis and Strategies at the Austrian Federal Ministry for Digital and Economic Affairs. And I know/knew the OECD well: in 2004, I had already been Austrian delegate to the CIME (Committee on International Investment and Multinational Enterprises), one of the predecessors of the IC, for 10 years, including during the MAI (Multilateral Agreement on Investment) negotiations, and instrumental in the 2000 review of the OECD Guidelines for Multinational Enterprises (MNE) and in the merger of the CIME and CMIT (Committee on Capital Movements and Invisible Transactions) that led to the creation of the Investment Committee in 2004.

#### **3. What is your main priority as Chair?**

- To ensure that the OECD approach to investment policy is at the forefront of international best practices;
- to further enhance the global impact of the OECD's work in the area of investment, capital movements and responsible business conduct;
- (for which it is necessary) to keep the OECD investment instruments relevant with regular updates and continuous implementation.

#### **4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?**

The defining feature of the IC is the unique combination of legal instruments, functioning implementation mechanisms and vibrant policy debate. Regarding instruments: the recently updated OECD Codes of

Liberalisation of Capital Movements are cornerstones of the international financial architecture, the only binding multilateral framework covering the full range of capital flows. Another longstanding set of OECD instruments is the 1976 Declaration and Decisions on International Investment and Multinational Enterprises, which pioneered a balanced approach to investment policy and – with the OECD Guidelines for MNEs – more or less created the modern concept of responsible business conduct (RBC). That the MNE Guidelines are still, more than 40 years after their first adoption, the benchmark of the international RBC regime is the result of continuous efforts to adapt and further strengthen them, including with an ongoing stock taking exercise to keep the Guidelines fit for purpose. Let me also mention the creation of the network of National Contact Points (NCPs) in 2000 to disseminate and deal with specific cases, and the introduction of a ground breaking chapter on human rights, and of the concept of supply chain responsibility, in the latest Guidelines review in 2011. The supply chain concept, embedded in the due diligence provisions, has been further developed, with new instruments intended to help business implement due diligence in different sectors, including minerals, extractives, agriculture, garments and footwear, the financial sector, and most recently also horizontally, across all sectors, in the form of a general due-diligence guidance. In the meantime, supply-chain responsibility as defined by the MNE Guidelines has become a fixture in a number of legislative projects, for instance in the US, in Germany and recently in the EU. What sets the OECD approach to RBC apart, compared to efforts in other international organisations such as the UN (Guiding Principles for Business and Human Rights) and the International Labor Organisation (Tripartite Declaration), are the horizontality, the systematic stakeholder involvement and the relentless focus on implementation and practical application. Since the 2000 review, NCPs set up by Adherents to the MNE Guidelines have treated over 500 specific instances in over 100 countries and territories. With the Policy Framework for Investment (PFI), first published in 2006 and updated significantly in 2015, and the FDI Qualities Recommendation and Policy Toolkit adopted at the 2022 MCM, the IC has redefined the global understanding of the state-of-the-art as regards investment policy as a balanced, whole-of-government effort to optimise the benefits of cross-border investment flows. Again, the focus is on inclusiveness well beyond the traditional OECD membership. Almost 40 national and regional Investment Policy Reviews (IPRs) based on the PFI have been conducted and have contributed to a better understanding and wider dissemination of the OECD approach to investment policy far beyond membership. This has been reflected in new adherents to the Declaration, now standing at 51 countries (Uruguay and Bulgaria being the latest); the development of new platforms like the Roundtable on Investment and Sustainable Development and new projects on the Future of Investment Treaties and on FDI Qualities, all involving a network of member and non-member-governments, stakeholders, international organisations and academics.

## **5. Are you facing any specific major challenge derived from the current multilateral environment?**

The international investment community is confronted with a particularly challenging situation characterized by declining cross-border investment flows, a widening of the SDG financing gap, changing societal expectations and rising geopolitical tensions, which have been further amplified by the COVID-19 pandemic and Russia's aggression against Ukraine.

The OECD Investment Committee's answer to these challenges is a balanced, "whole-of-government" approach to investment policy enshrined in the Policy Framework for Investment that advocates openness of markets but not without adequately addressing legitimate concerns; that strives for more investments while not losing sight of the fact that their impact - their net positive contribution to societal welfare - is as important as their quantity; and that focuses on the crucial role of investment in resilient and sustainable supply chains and for the swift transformation towards carbon neutrality.

The new OECD Recommendation on FDI Qualities, the first government-backed instrument aiming at enhancing the positive contribution of international investment to the SDGs, and the Policy Toolkit that accompanies it, are cornerstones of this approach. I hope that the new project on the Future of Investment

Treaties will help to shape this debate and to advance necessary reforms. Finally, the changing global environment has further increased the need for timely and meaningful investment statistics and the update and implementation of the OECD Benchmark Definition of Foreign Direct Investment (FDI) (through the Working Group on International Investment Statistics) is a crucial endeavour to ensure that these data are available. In parallel, the IC is intensifying the use of micro-level and green project databases to complement FDI statistics in order to better understand the dynamics behind international investment trends.

Another challenge are rapidly-changing expectations with respect to business behaviour. Civil society and public opinion increasingly expect firms to respect human rights, meet their fiscal responsibilities and manage environmental and social risks throughout their operations and supply chains, even in countries with weak governance. The MNE Guidelines' stock taking report that is currently prepared will be an important instrument to shape expectations in the years to come.

## **6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

Delegates to the IC typically come from capitals, mainly from the investment policy units of ministries with portfolios in economics, trade or foreign affairs. Because of the pandemic, all meetings since early 2020 have been held in a virtual format. Despite many disadvantages, this made it possible to reach new communities of investment experts and stakeholders. Already before COVID the IC had begun to organise much of its work in topical workshops and in virtual formats – virtual conferences and webinars – made it easier to include, to name just a few, investment-treaty negotiators, representatives of Investment Promotion Agencies and practitioners of FDI screening mechanisms from around the world.

## **7. How do you help maximise policy coherence through the work of the Committee?**

The IC efforts to ensure policy coherence – which is included in the Committee's mandate – advance on three interrelated fronts. Most fundamentally, the IC pioneered a horizontal and "whole-of-government" approach to investment policy with the PFI and the MNE Guidelines and now with the FDI Qualities Initiative, which aims to provide tailored policy advice to improve the impact of investments on specific areas of the SDGs (decarbonisation, job quality and skills, gender equality, and productivity). Accordingly, efforts to create, update and/or implement these instruments routinely involve, not only the IC and its stakeholders, but also many policy communities within the OECD, non-Member countries and international organisations. In addition, the IC engages actively in relevant horizontal projects (e.g. Going Digital and Climate Change); and regularly provides substantive contributions to these, with a view to generating new policy insights by combining policy perspectives; furthermore we develop horizontal work with tax experts (investment incentives); trade experts (GVCs); SMEs experts (linkages between MNEs and SMEs) and development experts (role of development cooperation for mobilising FDI and enhancing its sustainable development impacts) among others. Where necessary, work is conducted in subsidiary bodies set up jointly with other OECD Committees like the Advisory Task Force on the OECD Codes of Liberalisation that was created in 2011 by the Investment Committee, the Committee on Financial Markets and the Insurance and Pension Committee.

## **8. How do you ensure effective decision making by the Committee?**

The main elements of the IC's efforts to ensure efficient decision-making are: (1) subsidiary bodies that facilitate the participation of experts and stakeholders in the discussion and preparation of issues that are then ripe for decision-making when they come to the IC proper; (2) a well-functioning Bureau; and (3) continuous engagement with delegates between sessions, e.g. in the form of regular letters sent by the Chair to all delegates ahead of each meeting.

## **9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

The Policy Framework for Investment was first endorsed at the 2006 OECD Ministerial Council Meeting (MCM). An update process launched in 2013 benefitted from an inclusive multi-stakeholder process, guided by a task force including countries at all levels of development and chaired jointly by Finland and Myanmar. The updated PFI was endorsed at the 2015 MCM and proved particularly relevant to further support of the post-2015 development agenda, finding financing for development solutions and implementation of the SDGs. Over the past two years, the OECD – working with Member and non-Member economies, partner organisations, donors and stakeholders – has developed methodologies, including indicators of progress, and engaged in institutional capacity-building for the effective use of the PFI in light of different circumstances and needs.

In this context, the Investment Committee has initiated the FDI Qualities Initiative, which includes indicators assessing the impact of investment in four areas of the SDGs (decarbonisation; job quality and skills; gender equality; and productivity and innovation) and has now developed an OECD Recommendation and Policy Toolkit with policy principles, guidance and good practice examples on policies to enhance the impact of investment in these SDG areas. The Recommendation was adopted at the 2022 MCM and is the first government-backed instrument on how to enhance the positive contribution of international investment to the SDGs.

Last, but not least, the OECD Guidelines for Multinational Enterprises recommend that enterprises pursue due diligence in order to identify, prevent or mitigate and account for how actual and potential adverse impacts are addressed. Endorsed at the 2018 MCM, the OECD Due Diligence Guidance for Responsible Business Conduct provides plain-language explanations of its due-diligence recommendations and associated provisions. Implementation of these Recommendations can help enterprises avoid and address adverse impacts related to workers, human rights, the environment, bribery, consumers and corporate governance, that may be associated with their operations, supply chains and other business relationships. The Guidance includes additional explanations, tips and illustrative examples of due diligence.

#### **10. How can you encourage synergies between policy communities?**

As already mentioned, cooperation with other policy communities within and outside the OECD is a core element of our work. Examples of where such collaboration has led to significant success include the stock taking exercise of the MNE Guidelines (with the involvement of over 25 OECD bodies) and of the FDI Qualities Initiative (9 Committees involved). The review of the Codes was prepared by a joint task force of the IC and two other Committees, while further cooperation with the Tax, the SMEs and Development Committees included Joint Meetings in 2020-21. Externally, cooperation is extensive with all major international organisations (in particular the UN, IMF, World Bank Group, UNCTAD, and ILO), resulting inter alia in regular G20 reporting, due-diligence guidance and the development of indicators. Equally substantial and substantive is the collaboration with regional organisations such as the UN regional Economic Commissions, the regional development banks, and RTA secretariats (including the EC, ASEAN, ECOWAS and SADC). These relationships have significantly increased our capacity to reach out to new audiences, to have global reach, and to achieve synergies.

#### **11. How do you see the role played by the Secretariat?**

The IC is benefitting greatly from the dedicated and excellent work of Secretariat staff, in particular the Investment Division of DAF. On the other hand, one has to be aware that the interests of the Secretariat, presumably because it takes a broader, organisation-wide view, are not always identical with those of the Committee.

#### **12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

The impact side need to be strengthened, and we have been developed the FDI Qualities Policy Toolkit and Recommendation. The MNE Guidelines have gone through a stock taking process to test whether they are fit

for purpose and the 5<sup>th</sup> Benchmark Definition of FDI is a major update to provide more relevant information to policy makers. Relevant standards, not limited to the investment field alone, are nearly always global – the challenge is to get non-Members on board without lowering the level of ambition.

- Standards need to be accepted – all relevant stakeholders need to be involved in the standard setting process;
- they need to be implemented – successful standard-setting requires the political will and availability of resources for meaningful implementation;
- and they need to be credible – nothing hurts credibility of standards more than adherents not living up to them with impunity.

**13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

I have always been an advocate of a strengthened role for the Committees within the Organisation. I appreciate the opportunity to regularly present IC work to Council and to contribute the IC's point of view to OECD-wide discussions (e.g. on the PWB) wherever appropriate.

**14. What are the practical implications of the work of your Committee/Group.**

The IC's work has made the OECD the leading international player in the field of international investment and RBC, and has significantly influenced what is understood to be the global "state-of-the-art" in these fields.

**15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/Group?**

Start by ensuring, together with delegates and the secretariat, that there is a shared, future-oriented understanding of what the Committee stands for and what it wants to achieve; and subsequently never lose sight of this vision in day-to-day work and decisions. Always put the interests of the Committee above your own and those of your country. And if you are not able or willing to do so, don't become a chairperson.



## OECD Network on Fiscal Relations across Levels of Government Dr. Junghun Kim

### **1. What is the mission and mandate of your Committee?**

The OECD Network on Fiscal Relations across Levels of Government (OECD "Fiscal Network") provides policy analysis and statistical underpinnings on the relationship between national and subnational governments, and its impact on efficiency, equity and macroeconomic stability.

### **2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?**

I am currently President and CEO of Fiscal Policy Institute (FPI) in Seoul, Korea. Previously I was Vice President of Korea Institute of Public Finance (KIPF), a government research institute specializing on fiscal and tax policy. Throughout my twenty-seven year career, I have played a key role in many government committees such as Conditional Grants Evaluation Board of Ministry of Strategy and Finance, Presidential Special Committee on Fiscal Reform, and Medium Term Fiscal Framework Support Committee. I have also consulted for international organizations such as the OECD, the World Bank, and the ADB on various issues of fiscal policy, tax policy and intergovernmental fiscal relations.

In the early 2000s, experts from the OECD, the World Bank, and the IMF gathered together in Paris to initiate an OECD committee on intergovernmental fiscal relations, and I was one of the members in the kick-off steering group. By that time, my academic background and the mission of the KIPF had led me deeply involved in various issues of fiscal decentralisation in Korea and the OECD Network on Fiscal Relations provided me with great opportunity to get to know the statistical and institutional context of fiscal decentralisation in many OECD countries. So I was fully committed to the activities of the Fiscal Network. I guess that is why I was elected as Chair of the OECD Network on Fiscal Relations in 2011.

### **3. What is your main priority as Chair?**

The mandate of the OECD Network on Fiscal Relations is to provide in-depth policy analysis and high-quality statistical information on the intergovernmental fiscal relations in order to enhance efficiency, equity and macroeconomic stability. So my main priority is to contribute to developing the committee's agenda that fits with this mission and is consequential and relevant for member countries.

A particularly important aspect of intergovernmental fiscal relations is the fact it has to deal with diverse policy issues such as tax policy, expenditure policy, education policy, labour market policy, and regional development policy. Collaboration across different committees is strongly encouraged inside the OECD, but dealing with the interactions of various policy issues is not an option but a requirement for the success of the OECD Network on Fiscal Relations. So I try my best to get the benefit of collaboration across different OECD committees as well as developing committee agendas that fit with such purpose.



**4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?**

At the initial stage of launching the OECD Network on Fiscal Relations in the early 2000s, both the IMF and the World Bank joined the initiative. This was because the issues of intergovernmental fiscal relations are important for developing countries as well as OECD countries. It should be noted that high-quality policy research on fiscal decentralisation are done not only by the OECD but also by the IMF and the World Bank. The reason why the IMF and the World Bank were interested in the creation of the OECD Network on Fiscal Relations was that high-quality and reliable time series of public finance data across levels of government is not easy to construct for many developing countries. Even for OECD countries, it requires a lot of work to construct reliable data on, for example, the taxing power of subnational governments. So it can be said that the mission of the OECD's Fiscal Network is to produce reliable data and conduct high-quality analysis on the various issues of intergovernmental fiscal relations so that they have policy implications not only for OECD member countries but also for developing countries.

**5. Are you facing any specific major challenge derived from the current multilateral environment?**

The main challenge of the OECD Network on Fiscal Relations is to give interesting and policy-relevant statistics and analytical results to member countries with diverse experience in terms of their fiscal decentralisation. Since federalism and decentralisation are not just about fiscal issues, but also about politics and constitutions, going beyond the realm of fiscal matters is often necessary to make the activities of the Network interesting to many member countries. Political economy is now becoming a part of mainstream analysis of economic policy, so this challenge is not unique to the Network. But compared to other OECD committees, taking into account the diversity of intergovernmental fiscal relations is very important and challenging for the Network.

**6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

One of key missions of the Network is to exchange diverse experiences of member countries and learn from each other. Whenever economic and social shocks -- such as Global Financial Crisis in 2009 and the Covid-19 Pandemic - take place, the function of information exchange becomes especially important. I hold frequent brainstorming meetings with the Secretariat of the Network and discuss how to have national delegates get involved in this process. A common and effective tool we employ for this purpose is to have round-table sessions in the Network meetings and have enough time for all delegates to pro-actively get involved in presentation and discussion.

**7. How do you help maximise policy coherence through the work of the Committee?**

As defined by the OECD, policy coherence requires coordinating across many policy areas, and across levels of government. So, by definition, the mission of the OECD Network on Fiscal Relations is to strengthen policy coherence. Policy incoherence often takes place because the interactions of central and subnational fiscal policies are not properly taken into account by policy makers both in central and subnational governments. Also, it needs to be understood that the effects of inclusive growth policies are different not only across individuals but also across regions. So the OECD's Fiscal Network has put an emphasis on integrating fiscal policies and sectoral policies, and on understanding alignment of key policy initiatives such as inclusive growth across levels of government.

**8. How do you ensure effective decision-making by the Committee?**

The decision-making in the Fiscal Network takes place at four levels. I frequently hold informal brainstorming meetings (on-line and off-line) with the Secretariat of the Network about what to do and how to do it for the

next annual meeting and during the Programme of Work period. The Secretariat of the Network also meets with the directors of the four OECD directorates (CTPA, GOV, CFE, and ECO) that are related to the activities of the Network. This is an important step because the Network is one of few OECD committees whose mission is directly related to more than two directorates. Once a draft plan is prepared, this is first circulated to the Bureau members and then to all delegates of the Network. The draft plan is formally discussed at the annual meeting, and after getting feedback from the delegates over several months, a final decision is made and announced.

**9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

I have to firstly say that all documents produced by the Network is important because they deal with various important topics of intergovernmental fiscal relations. But two documents – *Fiscal Federalism 2022* and *Fiscal Decentralisation and Inclusive Growth* – signify the mission of the Network. In *Fiscal Federalism 2022*, a flagship volume of the Network, you can find up-to-date statistics and analysis of the most important topics of intergovernmental fiscal relations such as fiscal equalisation systems, measuring subnational tax and spending autonomy, and promoting public sector performance across levels of government. The volume of *Fiscal Decentralisation and Inclusive Growth* is one of pioneering studies on the relationship between Fiscal Decentralisation and Inclusive Growth. This volume discusses why intergovernmental fiscal frameworks are a core driver of inclusive growth. In particular, the quality of public sector outcomes depends on how responsibilities and functions such as education or health care are shared across government levels. This implies that intergovernmental fiscal frameworks, which drive the division of roles of the central and subnational governments, critically influence growth and the inclusiveness of an economy.

**10. How can you encourage synergies between policy communities?**

The four OECD directorates that are related to the activities of the Network are CTPA (tax policy), GOV (budget policy), CFE (regional policy), and ECO (economic policy). Almost all topics that the Network deals with are related to two or more directorates and their corresponding committees (Working Party No. 2 on Tax Policy Analysis and Tax Statistics, OECD Working Party of Senior Budget Officials, Regional Development Policy Committee, and the Economic Policy Committee). The Network closely works with these directorates and committees depending on the specific topics it deals with. For example, in order to conduct analysis and construct reliable statistics on autonomous taxing power of subnational governments, it closely works with CTPA/WP2. Regarding autonomous spending power of subnational governments, it collaborates with GOV/SBO. For the analysis of fiscal decentralisation and inclusive growth, it benefits from collaboration with ECO/EPC (inclusive growth) and CFE/RDPC (regional policy).

The spectrum of the collaborative works of the Network is probably the broadest among the OECD committees. Obviously, the wide spectrum of policy combination (across revenue and expenditure and across sectors and levels of government) offers a good opportunity for the Network to encourage synergies between various policy communities.

**11. How do you see the role played by the Secretariat?**

As mentioned, the OECD Network on Fiscal Relations is unique in terms of its broad relationship with other directorates and committees. This is certainly an advantageous aspect of the Network since it creates a good opportunity to reap the benefit of collaborative works. However it also requires a great deal of communication efforts from the Secretariat of the Network and other related directorates and committees. Fortunately, I am proud of and thankful to the Secretariat staff for their collaborative efforts and performance demonstrated for the past two decades. I believe that, professionally and personally, the Secretariat are critical elements in the success of the committees in the OECD.

**12. In relation to the standard-setting role, what do you suggest to maintain the relevance and**

### **impact of OECD standards over time? Which areas need strengthening?**

First of all, let me evaluate the contribution of the OECD's role of standard-setting from the perspective of Korea. Ever since Korea joined the OECD in 1996, it benefited tremendously from the standard-setting role of the OECD. Whenever a tough decision has to be made in, e.g. labour standards, environmental standards, or fiscal reform, the benchmark and guidelines provided by the OECD has been instrumental in making reform happen. I think this is more the case for more recent OECD member countries such as Korea and Poland compared to older OECD member countries.

Having said that, it should also be recognized that there are policy areas for which applying OECD benchmark and guidelines are not straightforward. For example, the difference in the air quality or water quality among OECD countries is easy to interpret. However, the difference in the number of students in a class among OECD countries is more difficult to interpret. In the policy areas of intergovernmental fiscal relations, the statistical indices that we use are more like the latter than the former. Therefore in order to strengthen the standard-setting role of the OECD, it is very important to enrich the quantitative information with qualitative analysis. And it is exactly the methodological approach adopted by the OECD Network on Fiscal Relations.

### **13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

As said previously, the mission of the OECD's Fiscal Network is to produce reliable data and conduct high-quality analysis on the various issues of intergovernmental fiscal relations so that they have policy implications not only for OECD member countries but also for developing countries. Keeping this mission in my mind, I have been trying to extend the activities of the Network beyond OECD countries. In this regard, the fact that I am from Korea has helped me to play the role of bridge in connecting the OECD activities to non-OECD Asian countries. Korean government also helped me and I was able to get research funds for collaborations with the OECD. A series of the Network publications including the two above-mentioned volumes (*Fiscal Federalism 2022* and *Fiscal Decentralisation and Inclusive Growth*) were produced with the support of the collaboration research fund. We also established Roundtable of the Network on Fiscal Relations in Asia (RoNFRA) and published a series of conference volumes such as *Fiscal Decentralisation and Inclusive Growth in Asia*.

### **14. What are the practical implications of the work of your Committee/Group?**

The benefit of fiscal decentralisation is largely determined by complementarities between various political, fiscal, and administrative factors which are in turn influenced by legal institutions and history. Therefore concentrating on separate policy targets is not likely to reap the benefit of fiscal decentralisation. For example, the federalism model of the United States is remarkably different from that of Germany. A single decentralisation index such as the share of subnational tax revenue in the US or Germany does not tell much about the benchmark practice of decentralised decision-making. What is more important is to understand in what context various kinds of decentralisation indices are generated. In terms of the typology of decentralisation, OECD countries can be categorized into five or six groups in terms of decentralisation model. With this in mind, the large amount of statistical and analytical information provided by the OECD, including that of the Network, will be of practical use in formulating decentralisation policy in each individual country.

### **15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/Group?**

I think the most important element in being successful in the role of Chair of an OECD Committee is how much one likes the agenda of the committee. Being Chair of an OECD Committee involves a lot of work on communicating with delegates, the Secretariat, and directors and staffs of involved directorates and committees. What makes this process interesting and fun is the extent to which Chair is committed to the agenda of the committee.



## Programme for International Student Assessment Governing Board (PISA) Dr. Michele Bruniges

### 1. What is the mission and mandate of your Committee?

PISA's mission is to support participating countries in achieving high-quality lifelong learning by improving the quality of learning outcomes, increasing equity in learning opportunities, and enhancing the effectiveness and efficiency of educational processes and the impact of learning outcomes.

The PISA Governing Board oversees the strategic policy and implementation of PISA. The Board is made up of representatives from 40 OECD Members and PISA Associates, and Observers from 43 Partner economies. The current version of the PISA mandate (from 2016) defines the mission and the scope of the PISA Governing Board's work. In particular, the PISA Governing Board:

- determines the policy priorities for PISA and oversees adherence to these priorities during implementation (standards for data development, analysis and reporting are set, and the scope of work that will then form the basis for PISA implementation is determined)
- ensures compliance with policy objectives and design parameters as milestones in the course of implementation are reached
- develops and approves its Work Programme and Budget, as well as the scale of floor contributions, in line with the medium-term strategy developed by the EDPC
- prioritises activities and outputs in consultation with the EDPC
- monitors the quality and timeliness of output results, activities and projects
- disseminates policy advice, analysis, research and data to a wide range of Members and Partners participating in PISA
- evaluates the outcomes of work
- seeks the guidance of the EDPC for Recommendations with major policy implications and for decisions to launch major new activities with significant financial implications for OECD Members.

The PISA Governing Board, guided by the OECD's education objectives and the Education Policy Committee, determines the policy priorities for PISA, makes sure that these are respected during the implementation of each PISA survey, and develops and approves Work Programmes and Budgets.

### 2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?

It was in April 2017 that I was appointed Chair of the PISA Governing Board. I gave careful consideration to taking on the role in light of my responsibilities as Secretary of the Australian Government Department of Education and Training, a role to which I was appointed in April 2016. In 2019 I was reappointed for another term as Chair. I have been honoured by the endorsement of the PISA Governing Board for both appointments and am pleased to be conducting the role with full support from the Australian Government and my portfolio Ministers.

Working with the OECD as Chair of the PISA Governing Board has complemented my interest in educational assessment. I have a PhD in Educational Measurement and a Master's in Education with expertise in assessing educational outcomes based on evidence, effective data collection and analysis. Prior to my role as Secretary, I worked across all aspects of education from being a teacher to leading the New South Wales Department of Education, one of Australia's largest state government departments with a workforce of over 84,000 and direct responsibility for over 2200 schools. This breadth of experience enables me to understand the implementation of education policy and reform at all levels and allows me to provide a unique perspective in leading the PISA Governing Board.

### **3. What is your main priority as Chair?**

First, I wanted to ensure that the PISA Governing Board takes a strategic and forward-looking approach to the opportunities that innovation and technology provide to enhance the value of PISA to participating countries, while maintaining the integrity of the strong PISA 'brand', along with its technical rigour and credibility.

My second priority was to facilitate effective and constructive decision making by the PISA Governing Board. To achieve this, I work very hard to ensure that all countries at the table have a voice, that the strategic direction of the Board is clear to Members and Observers, and that decision points are clearly indicated to mitigate against re-visiting previously resolved issues.

I want to recognise the ongoing impacts the COVID-19 pandemic has had on PISA and its operations and acknowledge the hard work by the Secretariat. The Board decided that PISA 2021 be delayed by one year, allowing for Field Trials to be conducted, preparatory activities to be repeated and to take into account the additional costs associated with COVID-19. I would like to extend my sincere thanks to participating countries for their amazing efforts throughout these last two years. It is through these efforts that our Governing Board is well placed to best consider issues relating to PISA 2022 and beyond.

### **4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?**

PISA is an influential international education survey because of its application in a range of policy areas. It differs from other international education assessments in two ways:

- through its focus on applied knowledge and the skills needed for young people to succeed in their future lives
- in terms of the analytical work undertaken to identify effective policies and practices from the most successful education systems.

PISA also adds value through:

- the continuous development of assessment instruments ensuring alignment with developments in education and societies more broadly, including through PISA's innovative assessment domains such as Creative Thinking, Financial Literacy and Learning in the Digital World
- equity in learning outcomes as a key component of successful education systems
- global reach – given coverage extending to more than 80 countries and use in the monitoring of the Sustainable Development Goals for education.

### **5. Are you facing any specific major challenge derived from the current multilateral environment?**

The PISA Governing Board is updating its Global Relations Strategy to reflect a growing number of participating countries, from 71 in 2015, to 84 countries in 2022.

The participation of non-OECD Members in the work of the PISA Governing Board has been of benefit, ensuring access to more-diverse perspectives on educational reform, and a wider range of policy experience and solutions. The challenge is to maintain a forward looking, inclusive assessment while continuing to ensure a measure of system-level outcomes, with a strong focus on cognitive assessment.

Multilateral collaboration requires collective decision making on common priorities while taking account of the specific needs and interests of countries. In this regard, negotiating and agreeing on the PISA innovative domain has sometimes proved challenging. To address this, the PISA Governing Board has encouraged the Secretariat to develop a 'pipeline' of potential innovative domains which can be socialised with participating countries well in advance of their having to make a decision for each PISA cycle. This approach is being utilised for the selection of innovative domains in PISA 2025, leading to the inclusion of the innovative domain of Learning in the Digital World. This aims to measure student's ability to engage in self-regulated learning while using digital tools.

Further, the PISA Governing Board invites all participating countries, regardless of their membership status, to participate in its plenary discussions, and has decided to allocate two seats in its Strategic Development Group specifically to non-OECD/Associate countries.

## **6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

National experts are involved in all phases of PISA cycles. The PISA Governing Board is invited to recommend national experts to participate in the development of the domain frameworks and assessment items, data collection, sampling, translation and survey implementation.

In addition to participating in PISA's international Expert Groups, national experts from each country participate through PISA's National Project Manager meetings.

Overall, PISA is the product of hundreds of national experts' contributions that ensure a status as a unique international network of education assessment experts.

## **7. How do you help maximise policy coherence through the work of the Committee?**

Active engagement in the PISA Governing Board and its Sub-Committees is important for achieving policy coherence. I aim to maximise this by helping the Governing Board to articulate a clear strategic direction, and by ensuring effective, inclusive governance. As mentioned previously, PISA Governing Board Members have the opportunity to participate in the Sub-Committees to make sure their opinions are considered in direction setting and policy development. It is also open to all Members to observe Sub-Committee Meetings, with transparency in direction-setting and policy development ensured in this way.

Further, the OECD Secretariat utilises communication channels with senior policymakers and decisionmakers, such as through the PISA Strategic Development Group's Senior Policy Maker Survey, with a view to confirming that the strategic direction and outputs of PISA remain helpful and relevant to participating countries.

## **8. How do you ensure effective decision making by the Committee?**

Effective decision making is a key priority and cornerstone of strong governance. Over the last two years, convening the Governing Board online has increased the importance of effective decision making. I have continued to ensure that all parties have a voice in decision making at PISA Governing Board Meetings. I am sensitive to linguistic or other constraints that may limit Members' preparedness to air concerns at such a large forum. I seek to address this by developing effective working relationships and listening to Members' concerns in the course of both formal discussions and informal bilateral conversations.

I have also encouraged the OECD Secretariat to schedule smaller, breakout discussions to support meetings of the PISA Governing Board. These are especially effective when a policy issue is at a development stage and there is a need for concerns to be explored and addressed early.

As Chair, I clearly identify when we are at a decision point in a meeting, and when decisions are made, I make certain there is a clear understanding of what has been decided, in order to safeguard against any possible confusion or delay. Accurate and timely meeting papers and records form an important foundation for effective decision making.

### **9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important, and what has been their impact?**

PISA analytical reports have an impact on the national and international discourse surrounding education policy priorities. These reports have been particularly influential in raising issues related to the emerging relevance of global awareness and digital literacy, and regions where improvements should be made to solve issues of inequity. Some of these have included:

- *Education in Eastern Europe and Central Asia* (published in 2021): a report describing the improvement in outcomes showing how performance in the region, but they are still generally lower than that of science has flatlined in many countries across the OECD. Learning outcomes in the region are highly inequitable, differing between genders and urban/rural areas.
- *21st-Century Readers* (published in 2021): a report analysing the digital literacy and awareness of students, relating to detection of bias and scams, navigation behaviours and digital reading strategies, and the impact of reading in paper format compared to digital format.
- *Education in the Western Balkans* (published in 2020): a report outlining that overall outcomes in the region are improving, however, the performance is still lower than that of other countries across Central and Eastern European Countries, the European Union and the OECD. Learning outcomes in the region are highly inequitable, differing between genders, linguistic minorities, and upper-secondary/vocational programmes.
- *Benchmarking the Performance of China's Education System* (published in 2020): a report highlighting the strengths and potential areas for improvement in the education system of China, with particular focus on learning environments, curriculum and pedagogy, student outcomes, and education governance.

The publication *World Class: How to Build a 21st Century School System*, authored by Andreas Schleicher and released as part of the OECD's *Strong Performers and Successful Reformers* in Education series, is relevant to all interested in educational policy. World Class uses data from PISA to explore the overarching factors that high-performing school systems have in common, such as setting high expectations, recruiting and retaining high-quality teachers, finding the right level of school autonomy and wise spending as opposed to merely higher levels of spending.

In addition to OECD PISA publications, most participating countries have followed up on the international reports with their own national reports and analyses.

### **10. How can you encourage synergies between policy communities?**

At PISA Governing Board Meetings, participating countries regularly express interest in exploring synergies between PISA and other surveys.

Clear linkages between PISA and TALIS have already been established through the development of the joint conceptual framework, the alignment of the survey cycles, and the creation of the TALISPISA Link Project. There are opportunities to enhance these existing synergies further by identifying research and policy issues that can be explored through both Programmes, and continuing communication between the two Governing

Boards.

In addition, PISA participant countries often organise policy-dialogue events to build on the analysis of PISA results, and PISA Governing Board Members and the OECD Secretariat engage actively in this process.

### **11. How do you see the role played by the Secretariat?**

The OECD Secretariat carries out the day-to-day management of PISA, including budget oversight, the development of PISA through the oversight of international contractors, and the analysis and reporting of results. They also facilitate the work of the PISA Governing Board by preparing proposals, commissioning expert papers and suggesting agenda items for the Board's Meetings.

The Secretariat took a proactive approach in moving meetings online in 2020 and 2021, to ensure the agenda of the PISA Governing Board could still be progressed. This required additional technical support and logistics considerations, and the Secretariat successfully delivered a professional and collaborative meeting environment throughout.

### **12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

PISA does not have a standard-setting role. Rather, it is an influential international survey that supports the reform of education policy in participating countries. PISA is also used as a key instrument by which to support the implementation and monitoring of the Sustainable Development Goals on a global scale.

PISA's strength is its forward looking agenda and capacity to anticipate emerging needs in the field of education. It could continue to strengthen its analytical power by continuing to offer guiding elements for policy making.

### **13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

As Chair, I work to ensure the continuous improvement of PISA through active leadership in long-term strategy development and direction-setting. I also engage actively with issues surrounding the dissemination and communication of results and the critical analytical insights they deliver.

### **14. What are the practical implications of the work of your Committee/Group?**

The PISA Governing Board is responsible for determining the policy priorities for PISA, including by setting priorities and standards for data development, analysis and reporting, as well as determining the scope of work that will then form the basis for PISA's implementation. The Governing Board is also responsible for disseminating policy advice, analysis, research and data. The practical applications of all of these strands of work are far-reaching when it comes to educational policy and reform.

### **15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/Group?**

I would encourage any new Chair to devote time to fostering strong personal relationships and developing levels of trust and open communication with PISA Governing Board Members and the team at the OECD.

I would also underline the critical importance of fundamental chairing skills to an international group of this size and diversity. In my view, these are to maintain effective, transparent governance, to establish clear purpose and objectives, and to ensure that Members have a voice so that the decision making they engage in is effective





## Regional Development Policy Committee (RDPC)

Ms. Flavia Terribile

### 1. What is the mission and mandate of your Committee?

The Regional Development Policy Committee – the RDPC – was created in 1999 to respond to the growing awareness that national policies had asymmetric impacts at territorial level and subnational governments did not all have the same capacities to address the challenges or capitalise on the opportunities. Over the last 20 years regional development policies have become an essential tool for governments to promote national cohesion and sustainable growth. Today, the Committee serves as the premier international forum promoting a vision of regional development policy that is place-based, multi-level, multi-sectoral, evidence-based, and innovative. The RDPC oversees three working parties, on Urban Policy, Rural Policy and Territorial Indicators, the Water Governance Initiative, and more recently a new Expert Group on Multi-level Governance.

The Committee seeks to enhance well-being and living standards in all regions, from cities to rural areas, and improve their contribution to national performance and more inclusive and resilient societies. To this aim, the Committee promotes the design and implementation of policies that are adapted to the relevant territorial scales or geographies, and that focus on the main factors that: sustain productivity and growth; generate environmentally sustainable, inclusive and liveable regional economies; promote effective and innovative governance at all levels of government.

The COVID-19 pandemic has had a significant impact on our economies and societies and while it is too early to assess the consequences of the war in Ukraine, it is already clear that rising inflationary pressures and supply-side bottlenecks are challenging an already fragile and uneven recovery, with asymmetric effects across people, places and firms. This is particularly true for the most vulnerable groups in our society concentrated in certain cities and geographical areas. The inability to assist those struggling the most has shown to bring significant social and political negative consequences and undermine trust in institutions. The Committee can offer pragmatic and targeted approaches to policymaking, providing a place-based and multi-level governance lens across different sectors (such as, education, health, housing, migrant integration, transport systems, SMEs and innovation). Understanding the spatial dimension of the crisis and developing place-based policies is vital to support the recovery and resilience to future shocks in all regions. For example, the Committee has developed the Regional Recovery Platform to provide granular data and explore policy solutions to strengthen the recovery, and carried out policy dialogues with cities, regions and megaregions to design tailored support for the implementation of recovery strategies.

### 2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?

My experience with the OECD dates back to early in my career when I was a young professional and then economist in the Economics Department of the OECD. Since the Committee's official creation in 1999, I have been serving as national delegate, representing Italy's Ministry of Economy and Finance and, more recently,

the Presidency of the Council of Ministers (Prime Minister's office). As a member of the Bureau for several years, I have developed strategic partnerships, networks, and collaborative relationships with a broad range of institutions including multilateral development agencies, non-governmental organisations and academic institutions. I am currently Economic Advisor to the Minister for Infrastructure and Mobility supporting the process of evaluation and implementation of Italy's Recovery and Resilience Plan. This long association with the OECD and the Regional Development Policy Committee has given me a clear understanding of the roles and responsibilities of being a Chair, which I have had the honour of performing since 2018.

### **3. What is your main priority as Chair?**

The impact of COVID-19 pandemic has not been equal across regions within countries, and new territorial and social disparities are emerging. The evolving international context is creating additional risks to the strength of the recovery. My priorities are to steer the Committee's work in 3 directions: i) promote place-based policies for a strong, sustainable and inclusive recovery, ii) build regional resilience through future proofing, and successful climate and digital transitions, and iii) strengthen anticipatory multi-level governance and finance to manage megatrends and future shocks.

We live in transformational times. The Regional Development Policy Committee is focused on addressing risks and exploiting opportunities from megatrends such as the green and digital transitions and demographic changes, as well as from shifting patterns of globalisation in different types of places (cities, rural areas). Testament to the relevance of RDPC work is the sharp increase in downloads of RDPC-supported publications from the OECD iLibrary in 2021. My current priority as the Chair is also to maintain, if not increase, the impact of the high-quality work this Committee produces and develop platforms for dialogue with a wider range of stakeholders, so as to better support policymakers in member countries.

### **4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?**

Over the last 20 years regional development policies have become an essential tool for governments to promote national cohesion and sustainable growth. The RDPC is the leading international forum on regional development issues – possibly the only multilateral organisation with such a platform *dedicated to regional development* – providing a place-based perspective to a wide range of national policy priorities. The opportunity for peer exchange is an important element of the Committee meetings and work. Peer reviewers from one country participate actively in missions to another country in the true spirit of exchange of good practices; it is part of the "DNA" of our Committee approach.

A unique database of subnational statistics and indicators, ensures the level of granularity needed to assess the impact of policies on different places. In the last years the Committee has expanded the breadth and depth of data and indicators available for OECD regions, cities and rural areas in many domains, including SDGs, well-being, business environment and demography, environmental quality, migration. New metrics and territorial classifications have been developed to improve the international comparability of subnational data, increasing their relevance in a rapidly changing world. For example, the Functional Urban Area, developed by the RDPC jointly with the European Commission, is the first, and currently only, globally-agreed definition of cities and their commuting zones for statistical comparisons.

The OECD is also critical for setting standards benefiting from its strong convening power and the RDPC has been active in this area in recent years. The Committee has developed standards on *Effective Public Investment across Levels of Government* which are now contributing to the discussions of other international fora, such as the G20. The RDPC has also produced and adopted three sets of OECD principles on Urban Policy, Rural Policy and Water Governance, which have proven valuable to guide policy reforms in these areas. This policy toolkit is essential to help countries take territorial differences into account when designing,

implementing and monitoring policies.

## **5. Are you facing any specific major challenge derived from the current multilateral environment?**

Deep and rising inequality within countries represents a danger for open democracies, development and peace. In many countries, territorial disparities and the lack of opportunities in many lagging-behind and declining regions are at the root of growing discontent and political instability. The economic and social repercussions of the current large scale aggression by Russia against Ukraine will be highly asymmetric across regions within countries, further stirring social, political, and economic tensions. The mission of the OECD as a promoter of policies that preserve peace, enhance democracy, and increase economic and social well-being is more important than ever.

In these challenging times, policymaking must be adaptive and transformative. The Covid-19 crisis has been a catalyst for change in many areas, such as the use of digital technologies. We need to use this moment to promote a new stakeholder approach and rethink policies in such a way as to “bounce forward” in the direction of building a more resilient and inclusive society. Countries need to use this opportunity to disrupt existing structures of exclusion and inequality. This will also require better access and more even distribution of good quality public services for all. We need to use this moment to better anticipate changes and facilitate the green and digital transitions. Our aim is to provide new evidence, integrated analytical frameworks, and policy evaluation tools to support countries and regions in their efforts to achieve an inclusive and sustainable development. We strongly believe that enhanced multilateral cooperation and better implementation of international standards and agreements by all countries will contribute to build up a world that performs better for all people and places.

## **6. How do you encourage, and ensure that national experts engage productively in the work of your Committee?**

The Bureau seeks to ensure that all Members are productively engaged in our work. We have a very active Committee and Bureau – and national experts regularly contribute as peers in specific reviews. The demand by Member countries is manifest, with growing number of VCs over the past decade. Furthermore, one of the strategies we use is to actively engage national representatives in the “consortia” model. These projects complement the country/region-specific peer reviews to ensure wider interest and impact of Voluntary Contributions across the membership. We also often organise short surveys with delegates to understand their priorities and collect information on recent developments.

## **7. How do you help maximise policy coherence through the work of the Committee?**

Regional development is a field where a lack of policy coherence can be a serious impediment to achieving policy targets. The challenge in promoting policy coherence at territorial level, is complicated by the wide array of policy sectors with relevant spatial impacts (from education and health, to transport and broadband infrastructure) and shared responsibilities across levels of government. Moreover, the quality of governance and capacities to deliver effective policies vary significantly across regions (also due to their fiscal positions). If left unaddressed, such differences might reinforce pre-existent strong inequalities, and in turn undermine the political stability and cohesion of our societies. The work of the Committee explicitly considers the intersection of different sectoral policies at territorial level and the capacity to govern interaction among levels of government and among public, private and civil society actors to better align priorities and meet the specific needs of different territories.

## **8. How do you ensure effective decisionmaking by the Committee?**

We promote discussion, transparency and engagement of the Bureau to support the Committee’s decision-making process. Indeed, the governance elements can be somewhat overwhelming for some delegates,

especially for those who are new to the Committee. The Secretariat is a valuable facilitator to support and steer the Committee's work. We also have a RDPC Community Platform in which we share all relevant information and encourage open discussions with Members.

### **9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

The underpinning factor for the Committee's work is of course the evidence-base. In 2021, of the 1 800 OECD databases available in the OECD Statistical portal (OECD.Stat), regional statistics and indicators were among the top 3% of the most-consulted OECD datasets – regional demography and economy in the top ten. Regions matter! Given the political attention to regions "left behind", the work of the RDPC is more important than ever. The RDPC produces dozens of publications every year, so I will just highlight a few:

- The flagship indicator report *Regions and Cities at a Glance* builds on different subnational databases (regional, metropolitan, regional well-being, subnational finance, etc.) and offers comparative policy data at subnational scale. It is one of the most popular publications of the OECD iLibrary. The data is also increasingly used by other OECD Committees in their work, as they recognise the critical element of granularity provided by the subnational data.
- The flagship policy report *Regional Outlook* is in its 5th edition. The last edition on *Addressing COVID-19 and Moving to Net Zero Greenhouse Gas Emissions* highlights how a place-based approach is vital for resilience in the face of both the COVID-19 crisis and climate change. It analyses the different territorial impacts of COVID-19 on health and economy, and provides a compendium of policy solutions so as to leave no region behind.
- *The territorial impact of COVID-19* was the topmost downloaded COVID note at the OECD in 2021 demonstrating a recognition of the need for regional responses. Due to its popularity, the note went into four iterations, sparking the idea of developing the Regional Recovery Platform.

### **10. How can you encourage synergies between policy communities?**

Regional development is multi-disciplinary by nature and synergies across policy communities in each country are an essential part of the daily work of delegates. We hold our RDPC and Working Party meetings back-to-back to enable officials from one body to also participate in the other or in combined sessions in an effort to encourage such synergies. Many of the project case studies and peer reviews engage in the process different policy communities.

Network and policy dialogue initiatives are an essential tool to promote knowledge sharing and cross-fertilisation across policy areas, engaging governments at all levels and their associations, the business sector and financial institutions, NGOs and social partners, academia and experts. The Committee also ensures that policy communities across the OECD are engaged in its work, mainly through participation in meetings or substantive contributions between the RDPC and other OECD committees. Close partnerships with the European Commission and other International Organisations can enhance common knowledge on the implementation of recovery plans and projects.

### **11. How do you see the role played by the Secretariat?**

The Secretariat ensures the analytical competence and technical quality of the Committee's work. There are also numerous administrative issues with which the Secretariat helps the Bureau to stay on track. They offer intellectual leadership to help the Committee Members take a step back from their daily policy imperatives and to gain a new perspective that they don't obtain elsewhere. Delegates have considered a benefit this unique space for reflection and the value of networking aimed at finding solutions to common problems.

## **12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

With almost 60% of public investment carried out by subnational governments, ensuring relevant investments in different regions requires institutions – at national, regional and local level – to work better together, enhancing synergies and policy coherence. The RDPC had its first instrument, the *Recommendation on Effective Public Investment across Levels of Government*, approved by the Council in 2014. Since then, an innovative online toolkit, coupled with analysis and sharing of information, have ensured active and regular monitoring in order to promote high impact of this standard-setting instrument.

Ministers at the 2019 meeting of the RDPC at Ministerial level recognised the importance of regional policy as a lever for economic growth, social inclusion and sustainability when they adopted the Committee's second legal instrument, the *Declaration on Policies for Building Better Futures for Regions, Cities and Rural Areas*. Also approved by the RDPC delegates, and welcomed in the Declaration, were the *OECD Principles on Urban Policy* and the *OECD Principles on Rural Policy*, as key tools for countries to use for designing, implementing and monitoring policies in each of these areas, and support linkages and co-operation between urban and rural areas. Other standard-setting activities include the *OECD Principles of Water Governance*, which were co-produced with members of the OECD Water Governance Initiative in 2015 and included verbatim in the *OECD Council Recommendation on Water*. The Principles were endorsed by 43 countries, and 170 stakeholders to maximise relevance, outreach and impact.

We are now moving towards developing standards on regional development policy. Our experience with the formal OECD standards shows that when we build on years of OECD work, we have a greater enthusiasm coming from countries which can subsequently contribute to their long-term impact. Engaging other international entities has been another tool in ensuring a broader impact beyond the OECD Members, but still within the interest of the Members.

## **13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

Prior to serving as Chair to the RDPC, I was active for many years in the Bureau of the Committee. To support continuous improvement within the OECD, I think that the Bureaus should maintain constructive relations with the Secretariat and provide clear feedback to it in order to ensure productive meetings for delegates along with high quality data and policy advice.

## **14. What are the practical implications of the work of your Committee/Group?**

The Committee offers a range of products and instruments (reports, reviews, policy platforms, data and indicators) across the topics covered, which relate to regional, urban and rural development, territorial indicators, multi-level governance and water governance. Countries take home new theoretical perspectives for their work and practical guidance for decision-making, ranging from standards, benchmarks and peer learning to design and implement regional development projects (from the local integration of migrants to using the SDGs framework for improving regional performance).

## **15. What would be your key advice for a person taking up the post of Chair of an OECD Committee/Group?**

I believe it is essential that Committee Chairs promote a common ground to facilitate and encourage understanding, learning and mediation among national proposals and positions. To ensure a high level of dialogue, it is important to take into account differences in institutions, policy competences and cultural diversities. In these challenging times, multilateral cooperation aimed at finding solutions to common problems is more important than ever.



## Regulatory Policy Committee (RPC)

Mr. Stephan Naundorf

### **1. What is the mission and mandate of your Committee?**

The Regulatory Policy Committee is dedicated to make the world a better place by strengthening the rule of law and supporting rule-based collaboration. We offer governments, international organisations and many other actors analysis, guidance and hands on support for effective, efficient and comprehensible regulations. We promote evidence-based and innovative policy-making. We support rule-makers to design and deliver in collaboration with those concerned resilient and equitable regulations. We advocate for and support the development of agile regulatory policies that enable governments to tackle present challenges and to develop more flexible regulatory systems that will be more resilient to future shocks.

### **2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?**

From a domestic point of view, I am an atypical civil servant, since I have been working for more than ten at the business sector before joining the Federal Government of Germany. In a similar way the academic background of holding a master degree in business and administration and another in political science, does not qualify me straightforwardly to specialise in Regulatory Policy and law making. However, this is my issue of (professional) dedication for more than 15 years now. Perhaps exactly this mix of experiences, both from the business-start-up-scene as well as having Aristotle, Jean-Jacque Rousseau or e.g. Benjamin Barber in my mind, might qualify me for the job to chair the Regulatory Policy Committee.

### **3. What is your main priority as Chair?**

Challenges like the COVID-pandemic, climate change, digitisation, demographic and societal imbalances, and the so far unimaginable violation of peaceful international collaboration we experience right now are far from being mastered. State governments have four main chances to act: they may, tax, spend money, regulate or communicate, either jointly or in isolation. Thus, it's time to mobilize the governments' creativity and to listen carefully to those concerned, both in Committee work and beyond, when working on mastering these challenges. The Regulatory community needs continuously to re-fresh and re-evaluate its concepts, tools, and deliverables in close co-operation with the sectoral policy communities.

### **4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?**

The RPC plays a unique role in the world when it comes to regulatory policy and governance. No other international forum deals with this topic to the extent the RPC does. The RPC is a standard-setting body in this area building on vast expertise and experience of its members. It is safe to say that the OECD put regulatory quality and issues such as regulatory impact assessment and administrative simplification on the

priority lists of most governments around the world.

## **5. Are you facing any specific major challenge derived from the current multilateral environment?**

It goes without saying that there is no one-size fits-all solution suitable for all countries. There are diverse legal systems and administrative cultures around the globe and therefore it is sometimes difficult to come up with standards, for example in the area of law making, that would be applicable to all member countries. But the Committee always manages to find a compromise and agree on the common denominator – good practices that can be applied by all administrations.

Beyond these rather practical challenges we also see many attempts to fundamentally defy the rules based co-operation of jurisdictions. The RPC has been engaged for many years now in offering opportunities for the exchange of experience, understanding and systematically analysing international regulatory co-operation. This includes most prominently a partnership with about 50 international organizations. In consequence we now can provide data and analysis also in this domain. Evidence clearly proves the benefits of multilateral, rule-based co-operation for societies and the global community. This work stream has led to a draft recommendation of the OECD on International Regulatory Co-operation to Tackle Global Challenges which is today close to adaption.

## **6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

First of all, one of the main responsibilities of a chair is to get delegations and experts involved, e.g. also from the academic field. Sometimes this may include to invite delegates actively to contribute their experience, sometimes it may also mean to search the right balance between regions and issues. This also includes to check-out developments in the related fields of expertise, a type of horizon scanning. Committee work should also refer to similar fields of action and interest in other OECD domains. Finally, we also need to engage actively in further developing the formats and methods of collaboration. Thus, we have for example done design workshops working in small groups drawing funny pictures at flip charts, while developing our strategic agenda.

## **7. How do you help maximise policy coherence through the work of the Committee?**

Actually, achieving policy coherence is one of the core objectives of regulatory policy. This contributes to the fact that both the Secretariat and the Committee delegates understand the need for its maximisation. We use the 2012 Recommendation on Regulatory Policy and Governance as a basis for all our work, all other documents have to be linked, one way or the other, to this Recommendation and be in line with its objectives.

## **8. How do you ensure effective decision making by the Committee?**

Mostly through sharing documents sufficiently in advance of the meetings and allowing enough time for open discussion enabling all delegates to express their views either during the meeting or through a written procedure. We also have practically tested and applied elements of the service design and design thinking tool boxes. However, COVID-19 has unfortunately also prevented us from pursuing this path further. I am eagerly waiting for chances to further expand our methods of collaboration.

## **9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

Probably the most important document issued recently by the Committee is the 2021 OECD Recommendation on Agile Regulatory Governance to Harness Innovation. The Recommendation aims to help governments develop and implement agile and resilient regulatory approaches and facilitate institutional co-operation in

response to and to further stimulate innovation. The pace, scope and complexity of innovation pose far-reaching and interrelated regulatory challenges for governments. The RPC has developed this Recommendation to catalyse efforts to improve regulatory policy and governance in order to support government reform and facilitate co-operation in response to those regulatory challenges.

In addition, the Committee is now also preparing a new Recommendation on International Regulatory Co-operation for Tackling Global Challenges. It should react to the current need for strengthened regulatory cooperation to deal with issues such as climate change, health, etc.

#### **10. How can you encourage synergies between policy communities?**

As regulatory policy is naturally a horizontal agenda and the RPC standards for regulatory quality can be applied in all areas and sectors, the RPC has been constantly trying to deepen its co-operation with other OECD Committees and working parties, such as the Trade Committee, the SME Committee, the Committee on Scientific and Technological Policy and many others through joint papers, projects and meetings. We are also cooperating with policy communities outside the OECD, e.g. the World Bank, or regional networks (ASEAN, APEC).

#### **11. How do you see the role played by the Secretariat?**

Without the excellent preparation, support and extremely high professional standards and eager engagement of the secretariat the Committees could not succeed. Many delegates just see the performance of the secretariat in the meetings. However, analytical work, research, but also administrative professionalism, a focus on deliverables and a thoughtful and future oriented management of issues and relations the secretariat provide a solid fundament for the members' work in the committees. The OECD has managed to attract a truly exceptional staff which is dedicated to the mission of the OECD and its members.

#### **12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

The OECD needs to make sure that its standards are ambitious, up-to-date and achievable at the same time. Despite being so called soft laws, the OECD should make sure that all member countries are trying to achieve the maximum level of compliance with these standards. Lastly, all standards need to be reviewed periodically to see whether they are still applicable or need an update.

#### **13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

Actually, our standards for impact assessments, participation of those concerned in rule-making or reviews of existing regulations can be applied, besides national governments, also to the work of international organisations such as the OECD. We provided substantive input, for example, to the OECD standards for stakeholder engagement or evaluation.

#### **14. What are the practical implications of the work of your Committee/Group?**

If we have done our work well, governments may take up impulses and tools from our body of expertise: They may engage stronger in outreaching with those concerned, they may adopt systematic evaluation procedures, or they may provide in a comprehensible way evidence on which they have build their (political) decisions.

In any way, taking up practices like these, building on the experience of other governments, inspired, empowered and motivated by the deliberations at the RPC, governments make a true difference for citizens and businesses. Their regulation becomes more effective, more accessible and trustworthy for those concerned.



Making a difference in real life is the proud ambition and the strongest motivation for anybody working on Regulatory Policy.

**15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/Group?**

From my understanding of the function of a chair, somebody aiming for this position should first of all be keen to listen and to understand. Being communicative eases the job, obviously. And knowing the respective field of expertise, being eager to always scan the horizon of this field, might help a chair to moderate a strategic debate and to further develop the agenda of her or his committee.



## Steel Committee (STEEL)

Mr. Ulf Zumkley

### 1. What is the mission and mandate of your Committee?

The Steel Committee provides a unique forum for governments and industry to come together to discuss multilateral problems in the global steel industry and policy solutions to these challenges. The Committee's mandate was updated and renewed in 2018 [C(2018)134].

The overall objective of the Committee is to foster close co-operation between governments to ensure that markets for steel remain as open and free of distortion as possible. This is to contribute to the wider OECD strategic objective of promoting sustainable economic growth, financial stability and structural adjustment.

The intermediate objectives are to:

- i) Support swift, concrete and effective actions worldwide to address excess capacity and its root cause: market-distorting subsidies and other types of support by governments and related entities that contribute thereto;
- ii) Ensure that trade in steel will remain as unrestricted and free of distortion as possible. Restrictive actions should be avoided and, where necessary, strictly limited in scope and time and in conformity with the WTO rules;
- iii) Reduce barriers to trade of steel products and related materials, on both the import and export side, including non-tariff barriers;
- iv) Act promptly to cope with crisis situations in close consultation with interested trading partners and in conformity with agreed principles;
- v) Facilitate needed structural adaptations that will diminish pressures for trade actions and promote rational allocation of productive resources with the aim of achieving fully competitive enterprises;
- vi) Ensure that measures affecting the steel industry are consistent to the extent possible with general economic policies and take into account implications for related industries, including steel-consuming industries and workers;
- vii) Avoid encouraging economically unjustified investments while recognizing legitimate development needs;
- viii) Avoid the provision of preferential treatment to state-owned steel enterprises and ensure that such enterprises act in accordance with market principles and principles of competitive neutrality; and
- ix) Facilitate plurilateral and multilateral co-operation consistent with the need to address excess capacity, maintain competition, to anticipate and, to the extent possible, prevent problems.

**2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?**

I have been working in various areas of industrial policy for many years. I have always been interested in the related commercial and competition law issues. Working in an international environment is an enriching inspiration for me.

The perspectives and approaches to political issues are different worldwide. It is all the more important to be able to build bridges. That is the main task of the Chair. I have gained experience in various national bodies and this now helps me to fill this position internationally.

**3. What is your main priority as Chair?**

As Chair, my main priority is to ensure that the Committee fulfills its mandate. In the process, I work closely with the Secretariat and the bureau to make sure that the Committee functions smoothly, that the agendas of meetings are as policy-relevant as possible, and that the Committee's useful work advances and is made visible internationally. I also work to promote good working relationships amongst the membership. This also means working to bridge different views and perspectives to help the Committee reach consensus in key areas of its work.

**4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?**

The Steel Committee provides a multilateral venue for policy makers and stakeholders responsible for the steel industry to meet regularly to discuss developments affecting the global steel industry. The Committee is unique in terms of its strong co-operation with steel industry associations from around the world as well as its engagement with a number of non-OECD steel-producing countries that participate actively in its work. Steel is a vastly important material for economic and strategic reasons, but the sector can be affected by market-distorting policies that tilt the playing field and create frictions between trading partners. Such frictions have led to crises for the global steel industry in the past. The Steel Committee adds value as the only OECD platform dedicated to open dialogue specifically on steel, which raises transparency and helps to ease tensions during steel crisis periods. The Committee also helps Members achieve broader Organisation-wide priorities such as supporting open trade and transparency by focussing on distortive policies in a sector that plays such an important role for achieving a global level playing field. The work of the Steel Committee complements that of the Global Forum on Steel Excess Capacity (GFSEC), a G20 initiative that is facilitated by the OECD.

**5. Are you facing any specific major challenge derived from the current multilateral environment?**

Yes, the multilateral environment creates challenges. A major challenge continues to be the need to address market-distorting government interventions that generate and maintain excess capacity in the global steel sector, which ultimately creates trade disturbances, weakens the viability of the industry, and results in trade actions being taken by many countries on their steel product imports. At the same time, excess capacity hinders the industry's needed transition to low-carbon steel production. A major challenge will be to ensure a policy framework that supports the steel industry's low-carbon transition while also helping to mitigate excess capacity and ensuring a level playing in the industry.

## **6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

As Steel Committee Chair, I feel that ensuring a topical and highly policy relevant agenda for the discussions is an important driver to maintain high interest and engagement by national experts in the work of the Committee. It is also important to encourage members to take ownership of the work. For example, the Steel Committee works on a range of topics, from identifying effective policies for restructuring steel industries and taking stock of subsidies, to monitoring supply and demand developments in the global steel industry, among many other issues. National experts may have special interest in certain topics, and as such can lead discussions on these issues, organise workshops under the auspices of the Committee, and/or support the Secretariat in advancing the work. Maintaining the relevancy of the Steel Committee's work in the international context will also continue to be an effective way to encourage more engagement among national experts.

## **7. How do you help maximise policy coherence through the work of the Committee?**

An important way to maximise policy coherence is to ensure that the Committee's work and meeting agendas are aligned with the principles of the Committee's mandate and consistent with the goals of the Programme of Work and Budget. As Chair, I also find it important to engage with other OECD policy communities to make sure that the Committee contributes to horizontal work that involves steel issues to ensure policy coherence more broadly. For example, there are many areas of work in DAF, TAD, ENV and the IEA relevant for the Steel Committee, and where we can play a supportive role.

## **8. How do you ensure effective decisionmaking by the Committee?**

I believe that clarity in procedure, transparency and engagement are key to effective decision-making by the Committee. With the help of the Secretariat, I try to make it very clear to the Committee's Members and Associates which decisions are being tabled, what the procedure is, and to engage all members to contribute to the decision-making.

In practical terms, I indicate at the beginning of each Steel Committee meeting the decisions that will need to be taken during the course of the meeting. After the discussion on a specific item where a decision needs to be made, I specify the decision again and encourage all members to express their positions. As decisions are taken by consensus, I make sure that all delegations have an equal opportunity to contribute to the process. In cases where further deliberation may be necessary, I can work closely with the Secretariat and bilaterally with Members to advance the process.

## **9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

The Steel Committee has issued important reports over the last few years including regular publications on [steel market](#) and [capacity](#) developments, [barriers to exit](#) in the steel sector, steel [capacity and trade dynamics](#), and [state enterprises](#) in the steel sector.

These reports promote a better understanding of the global steel industry and policies affecting it. These reports are often cited in the press and are referred to by industry stakeholders around the world.

## **10. How can you encourage synergies between policy communities?**

As I noted above, I try to encourage horizontal work with other OECD directorates, such as DAF, TAD, ENV and the IEA, in areas that are relevant for the Steel Committee and where we can provide mutual support. I encourage the Secretariat to liaise regularly with other policy committees to implement collaboration that can help generate synergies. The Steel Committee also organises workshops with representatives from other policy communities. Examples include a workshop on facilitating structural adjustment in the steel sector, where we engaged with trade union representatives and the labour policy community. More recently, a

workshop was organised under the auspices of the Committee in October 2021, focussing on Blockchain and the role of other digital technologies for tracing steel trade, where we enjoyed the participation and contributions of different policy communities such as customs authorities.

**11. How do you see the role played by the Secretariat?**

As the OECD and the Steel Committee are member-driven, the normal role of the Secretariat consists of supporting the work of the Committee and its membership with its research and policy work, preparing and following up the sessions, and engaging in regular co-operation with the bureau. The Secretariat also provides important assistance to me during the preparations and running of meetings, always making sure that I have all the necessary information to chair effectively. The good cooperation and relationships between Chairs and the Secretariat seem to be an important input for the smooth functioning of meetings and the everyday work of committees.

**12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

I think it is important to ensure that OECD standards and legal instruments are reviewed and updated regularly, to make sure that they continue to respond to an evolving international environment where governments continuously experience new and emerging challenges. It might be important for the OECD to continue looking at new policy areas or cutting-edge issues where it can take a leading role in setting global standards.

The Steel Committee has one legal instrument under its responsibility, namely, the "Multilateral Guidelines" which are an integral part of its mandate. These guidelines remain very relevant today given the structural and adjustment challenges that continue to face the steel industry.

**13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

I encourage updated approaches or methods to the analytical work of the Committee and strive to improve the quality and visibility of the results of the Committee's work, for example through stronger engagement with international stakeholders. I also participate in OECD horizontal activities, for example in surveys and strategic issues concerning the Organisation's Programme of Work and Budget, and when possible reflect best practices from the Steel Committee.

**14. What are the practical implications of the work of your Committee/Group?**

The practical implications of the Steel Committee's work is that it contributes to much greater dialogue and transparency about the challenges facing the global steel sector and to the implementation of best practices and policies that contribute to a more sustainable and viable steel sector for the benefit of all members.

**15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/Group?**

Chairmanship is about allowing the multi-faceted ideas and positions of the members to develop freely. A chair is impartial and focuses always on bridging differences. Only in his way can the group achieve the desired results together at the end of the working process.



## Strategy and Policy Group

### Dr. Ibrahim Assane Mayaki

#### **1. What is the mission and mandate of your Committee?**

Firstly, the Sahel and West Africa Club (SWAC) is an independent, international platform hosted at the OECD. Its mission is to help improve the economic and social well-being of the people in the Sahel and West Africa. More specifically, SWAC strives to improve the regional governance of food and nutrition security, develop the knowledge base around ongoing transformations in the region, and inform policy making through spatial and forward-looking analyses.

The SWAC's Committee or governing board is called the Strategy and Policy Group (SPG). It is composed of Members who are responsible for governing and monitoring SWAC's work. They meet once a year to define work priorities and approve the Programme of Work and Budget. Through this, they ensure that SWAC's work is relevant, useful and complementary to West African regional organisations and partners in the international community. Members of the SPG also provide financial contributions for the implementation of SWAC's work programme.

#### **2. You have been designated Honorary President of the Sahel and West Africa Club. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?**

I am from the Republic of Niger and I am currently the CEO of the Secretariat of the New Partnership for Africa's Development (NEPAD). My political career started in 1997, when I became Minister for African Integration and Co-operation in Niger, before subsequently holding the position of Minister for Foreign Affairs and then Prime Minister of Niger.

Throughout this time, I have followed the work of the Club. I have watched it grow and evolve as it serves one of the world's most fragile regions, always nurturing the need for regional thinking and integration. In these concepts, I am a firm believer. I have also seen how SWAC has provided a space for something unique and powerful to be created: a long-term alliance between the region and its partners for better policy coherence and adaptation in the face of rapid change.

Moreover, SWAC's approach is founded on what I believe to be the cornerstone of accelerating development: the production of evidence-based analysis from a regional perspective. SWAC's work enhances our ability to formulate policies and strategies that are more in step with regional realities. It is for these reasons that I accepted the role of Honorary President of SWAC, as well as the fact that SWAC's mission and vision aligns with so much of what I have strived to achieve, while in government, as well as in my current role as CEO of NEPAD.

Finally, the work towards regional co-operation is never entirely finished. My role and experience contribute to advocating for this cause in a context of multiple development challenges. I accompany SWAC in facilitating regional dialogue across a range of decision-makers and stakeholders as well as in its strategic thinking on

issues of importance to the region.

### **3. What is your main priority as Honorary President ?**

In accordance with the SWAC mandate, I represent SWAC on the West African and international scene. This means facilitating inclusive multi-stakeholder dialogue at various levels. It also means calling for more appropriate, co-ordinated strategies that are finely attuned to the underlying dynamics of the region, as well as to medium and long-term prospects. This is the core of SWAC's work and the reason why its outputs serve as a benchmark in development forums today.

### **4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?**

The SWAC is the oldest partnership between Africa and the OECD. Its origins date back to 1976 and it was founded by Sahelian countries and OECD member countries. No other OECD directorate is entirely dedicated to African issues or an African region. No other OECD directorate has African intergovernmental organisations as members of its Committee or governing board, playing a key role in defining its programme of work. The SWAC clearly offers significant added value to the OECD in this regard. Moreover, SWAC wishes to build on these attributes by contributing to deepening the OECD's engagement with Africa as a whole. It is a continent that speaks with one voice and must therefore be heard as such on the international stage.

### **5. Are you facing any specific major challenge derived from the current multilateral environment?**

One major challenge I see in the current multilateral environment for the Sahel and West Africa is that there is a mis-match between the long-term, sustainable financing needs of governments and the fact that international financial partners are devoting an increasing share of their budgets to humanitarian aid. This type of short-term assistance serves to manage emergencies. It does not enable governments to effectively address the root causes of multiple interconnected crises ravaging the region – food, security and health. Instead, it leads to a perpetual state of managing emergencies.

Secondly, the Russia-Ukraine conflict has a twofold effect on the region. On the one hand, we have seen a surge in wheat prices as well as energy and transport costs. This could further increase the price of fertilisers and other agricultural inputs thereby negatively impacting the harvests and exacerbating the food and nutrition security situation. According to the Food Crisis Prevention Network, some 38.3 million people are expected to face a food crisis or worse in June-August 2022. At the same time, the Russia-Ukraine conflict has somewhat detracted international partners' attention from the unfolding food crisis in the Central Sahel and the Lake Chad regions. In some cases, partners have reallocated funding.

### **6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

As I mentioned earlier, regional intergovernmental organisations, ECOWAS, UEMOA and CILSS, are members of SWAC's SPG and are fully engaged in defining SWAC's strategic orientations and its programme of work as well as the monitoring and evaluation of its outputs. Together, these organisations represent the 17 countries across the Sahel and West African region. The SWAC also draws on the expertise of a large and varied network of national experts, researchers, practitioners and decision-makers to expand research and mutual learning.

### **7. How do you help maximise policy coherence through the work of the Committee?**

A concrete example of how SWAC helps drive policy coherence is through the work of the [Food Crisis Prevention Network \(RPCA\)](#), which it co-animates together with CILSS. The overlapping nature of crises and

the scarcity of resources to deal with them underscore the need for greater co-ordination and alignment across stakeholders including States, regional organisations, non-governmental organisations, civil society and technical and financial partners. One key objective of the RPCA is to drive greater co-ordination, alignment and accountability for results. Moreover, it strives to strengthen the information available to stakeholders to help achieve this objective. The development of tools such as interactive maps with geo-localised databases on the food and nutrition interventions across the region, a knowledge base on best practices on resilience, as well as various other studies and tools, all contribute to the greater ambition of stakeholders working together in a more co-ordinated and effective manner.

## **8. How do you ensure effective decision-making by the Committee?**

All decisions made by the SPG are taken by consensus. Regular, effective dialogue with Members of the SPG serves to ensure mutual understanding and collaborative decision-making.

## **9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

Two major innovative pieces of work stand out for me. The first is a tool to inform policy-making called the [Spatial Conflict Dynamics indicator \(SCDi\)](#). Insecurity is a long-standing feature of the Sahel and West Africa. However, the type of conflicts and their different forms are changing and becoming more complex. In response to this critical development challenge, the SWAC Secretariat, in collaboration with the University of Florida, developed the SCDi. This tool enables policy makers to better understand the underlying dynamics of conflict in the region. It measures, quantifies and maps the intensity and concentration of conflict, indicating the reasons why conflicts break out or die down, how long they typically last as well as the effects of various military interventions. This tool is tailored to help policy makers navigate the new complexities of security issues in the region today.

The second piece of innovative work I would like to mention is [Africapolis](#) - a research and data visualisation tool used to map, analyse and understand urbanisation and urban growth in Africa. This tool makes a huge amount of data and new analyses available to decision-makers to help them better understand the most far-reaching change the African continent will undergo this century. Moreover, the publication of "[Africa's Urbanisation Dynamics 2020: Africapolis, Mapping a New Urban Geography](#)" shines a light on the key challenges that will be at the heart of tomorrow's problems and the inadequacy of current policies and investments to meet them.

## **10. How can you encourage synergies between policy communities?**

This is a good question and one that we are constantly striving to address. I would like to draw on two concrete examples of how we have increased synergies across policy areas in the area of gender and climate change.

Firstly, gender features as a transversal theme across SWAC's programme of work. The SWAC Secretariat explores the interconnections between gender and food security and food systems as well as gender and conflict. The SWAC Secretariat also seeks synergies within the OECD Development Cluster on gender and social norms or more recently on the topic of financing for gender equality in the Sahel and West Africa region.

Secondly, I have also witnessed increasing co-operation and synergies in the area of climate change within the OECD Development Cluster. Over the course of the next biennium, SWAC will examine the linkages between urbanisation and climate change. The ways in which cities take shape - meaning where buildings and roads are constructed, how close schools and shops are to housing, along with where people live - greatly influences their ability to cope with shocks like climate change. This work will help inform policies for urban development that are more adapted to climate sustainability. At the same time, the Development Co-operation



Directorate's focus on climate finance is an integral part of this agenda, as is the Development Centre's focus on natural resource-based development and supporting a low carbon transition. This is another example of how synergies across policy communities and directorates can be found. A spirit of openness and working together for the greater good makes fostering synergies not only possible but more efficient and productive.

Finally, the OECD wishes to deepen its co-operation with Africa. I believe that this represents a key opportunity for the OECD Development Cluster to further collaborate and foster synergies. By leveraging their respective areas of expertise, they can collectively inform OECD's outreach strategy with the continent.

### **11. How do you see the role played by the Secretariat?**

The SWAC Secretariat is in charge of implementing the orientations and decisions of the SPG. In particular, it carries out the programme of work defined by the SPG.

Its missions include:

- facilitating multi-stakeholder policy dialogue, information-sharing and consensus-building;
- producing innovative evidence-based analyses and formulating policy recommendations;
- monitoring and reviewing changes taking place in the region; and
- fostering synergies between the Club and the OECD.

### **12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

N/A

### **13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

The SWAC Secretariat has put in place a monitoring and evaluation framework that enables the SPG to review continuous improvement of the SWAC Secretariat's work over time in the form of impact assessments.

### **14. What are the practical implications of the work of your Committee/Group?**

I would like to cite three major practical implications of the work of the SPG: Oversight, insight and foresight. The combination of these three functions that sets the SWAC apart and gives it a voice on the international stage.

For example, in the 70s and 80s, during a period of great droughts, the SWAC supported the setting up of monitoring tools and early warning systems covering the food-supply situation, rainfall and crops. That **oversight function** is still functioning today in the context of the Covid-19 pandemic and the food and nutrition crisis.

Today, the SPG wishes to go beyond emergency situations to fully understand the dynamics at play in the region. This calls upon our ability to provide **insight and foresight** through developing the knowledge base on urbanisation, the food economy as well as the different types of insecurity affecting the region including the role of women in these areas. Anticipating developments and providing a vision of medium to long-term prospects are key to formulating appropriate policies.

### **15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/Group?**

That is an interesting question! I am sure the answer would vary depending on the OECD committee referred to. For SWAC, in the midst of a myriad of development challenges, my advice would be to keep SWAC's mission to the forefront of their mind: promote regional co-operation and ensure West Africa's voice and agenda are recognised and acknowledged on the international stage.



## Tourism Committee (TOU)

Dr. Sérgio Guerreiro

### 1. What is the mission and mandate of your Committee?

The recently renewed mandate of the Tourism Committee is to optimise the economic, environmental and socio-cultural benefits of tourism at national and sub-national level through medium and long-term strategic planning and sustainable development, soundly-developed data-driven tourism policy, and an integrated governmental approach promoting greater coherence between tourism and related policies. It seeks to improve the competitiveness, attractiveness and inclusiveness of destinations, and promote the digital, green and structural transformations for a sustainable tourism economy.

### 2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?

With more than 25 years of experience in the tourism sector in the areas of strategy, market intelligence, tourism policy and innovation, I am currently Senior Director for Knowledge Management and Innovation at Turismo de Portugal.

I Chair the OECD Tourism Committee and European Travel Commission's Market Intelligence Group, and am also a Tourism Expert in several workgroups from other international bodies including UNWTO and WEF.

I have a PhD in Tourism, a MSc in Public Management and Administration and a BSc in Economics, and teach in the tourism field as Invited Adjunct Professor at Nova SBE, Nova IMS and Universidad Europea das Canarias and Executive Director of NovaSBE's Westmont Institute of Tourism and Hospitality.

I have been involved with the Bureau of the Tourism Committee since 2011. I fully understood the role it has to play, and believed that my experience might help the Committee achieve its goals.

### 3. What is your main priority as Chair?

My priority as Chair of the Tourism Committee is to continue to raise the level of engagement of Committee Members, and to improve the visibility of the Committee's work.

I have been working in areas critical to the future of tourism policies, like innovation or sustainability, and I believe I have a responsibility to bring that vision to the Committee, to help share knowledge in this area, and to work to ensure that the Tourism Committee is positioned as a leading organisation in this field that better supports governments as they work to define their strategic options.

### 4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?

The long OECD history and 74 years of Tourism Committee experience to improve prospects and policies for

tourism means it is also ideally placed to lead the recovery.

The OECD Tourism Committee is the only international tourism forum associating all advanced economies (almost half of OECD Members are not members of the UN World Tourism Organization).

The work of the Committee is focused on economic, data-driven and policy issues important to highly-developed economies (e.g. competitiveness, the labour market, trade, transport, digital and climate transition).

The OECD, as a horizontal organisation, is uniquely placed to provide policy support to countries in the area of tourism and to better address the challenges of the sector (such as digitisation, inclusive growth and sustainability).

#### **5. Are you facing any specific major challenge derived from the current multilateral environment?**

The tourism economy has been seriously challenged by the depth and duration of the crisis triggered by the COVID-19 pandemic. International tourism fell by around 73% in 2020, and only now in 2022 are signs of a strong recovery in the industry beginning to be seen. Multilateral efforts are key for the recovery, given the global and interconnected nature of sector – including for a co-ordinated and safe resumption of international travel. The Russian invasion of Ukraine is creating new uncertainties, and is expected to slow recovery, push up inflation and hit consumer confidence.

#### **6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

The engagement of delegates with the work of the Committee is an important function of the Chair, perhaps even the most important. Continuous dialogue with delegates, encouraging them to participate in discussions and to share their experiences is fundamental to the success of the Committee. I try to have a close relationship with all the delegates and get to know their work in their countries.

#### **7. How do you help maximise policy coherence through the work of the Committee?**

Tourism cuts across many policy areas, making co-ordination essential. The Committee is active in building linkages with important agendas and the work of other Committees (e.g. digitalisation, transport, skills, green transition, statistics).

There is also a strong alignment of priorities among the members of the Tourism Committee and it has been relatively easy to get the Committee's outputs to be consistent, aligned with the priorities of Governments as well as the private sector. In fact, our practice of having frequent dialogues with the private sector has strengthened this coherence.

Finally, I believe that my professional experience and recognition among peers has also contributed to ensuring this alignment of approaches.

#### **8. How do you ensure effective decisionmaking by the Committee?**

This has been a strong point of the Committee. We have a very well-defined agenda and priorities are clear to all delegates. The advance planning of work topics and decision points has clearly been an added value of the Committee. This is supported by discussions in the Bureau, whose level of experience and engagement is high.

I have to highlight here the important work of the Secretariat, which supports the Committee in an exemplary way.

**9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

These two years were years of very intense work by the Committee due to the need to support governments in the face of the challenges of the pandemic.

A first note to highlight is the work of the Committee to respond to the tourism crisis triggered by the COVID-19 pandemic, and support recovery and resilience efforts. The policy note on Tourism Policy Responses to COVID-19 was one of the top notes on the OECD COVID-19 Hub, with over 650 000 downloads in 2020-21. It has been continuously updated during the course of the pandemic and which has constituted an important document to support governments in decision-making in the face of a greater challenge.

Another key reference is our flagship publication, OECD Tourism Trends and Policies, which is today an international benchmark for public policies in the field of tourism. The 2022 edition of will bring new analysis and insights on recovery efforts, with a focus on navigating the recovery in times of crisis, while promoting a resilient and green recovery.

The Tourism Committee has been supporting the G20 tourism agenda, including through the development of the G20 Rome Guidelines for the future of tourism under the 2021 Italy Presidency, and identified the promotion of tourism strategies that strengthen resilience, mobility, sustainability and inclusion, at a time when it is increasingly important to prioritise digital investments for a more sustainable future.

One last reference to the organisation of the 2021 edition of the OECD Global Forum on Tourism Statistics, Knowledge and Policies hosted by the Ministry of Culture, Sports and Tourism of the Republic of Korea on 3-5 November 2021, on the theme Reshaping tourism for a more resilient and sustainable tomorrow. It brought together more than 900 people from over 70 countries, who heard from more than 40 speakers, including ministers, vice ministers, senior officials, statisticians and industry leaders. It provided an important platform to collectively reflect on the future of tourism, and start to build a common agenda to move a stronger, fairer and more sustainable tourism economy in the future.

Publication of OECD Tourism Papers on *Mitigating the impact of COVID-19 on tourism and supporting recovery*, *Managing tourism development for sustainable and inclusive recovery*, *Preparing the tourism workforce for the digital future*, and *indepth Portugal case study*.

**10. How can you encourage synergies between policy communities?**

The Tourism Committee's position greatly favours the achievement of these synergies, given the common agenda with SME, Entrepreneurship or Regional Development. This holistic approach that we have been trying to have and the frequent contact with other committees (health, digital) help a lot in the pursuit of a whole of government approach that favours the development of coherent and consistent policies in the sector.

**11. How do you see the role played by the Secretariat?**

As I said, the Secretariat plays an essential role in supporting the functioning of the Committee and above all in liaising with other horizontal areas of the OECD on issues critical to the development of the sector.

Proximity and working relationships with delegates are another positive factor that I would like to underline.

**12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

The Tourism Committee naturally seeks to keep its legal instruments adequate to the priorities that the sector justifies and in line with the general guidelines of the OECD. The Committee is a reference source of international standards, and completed an indepth review of the two legal instruments under its responsibility in 2019. Work will shortly restart to revise these instruments and develop a single consolidated instrument, reflecting the changed policy context and post-COVID-19 priorities for tourism.

**13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

As Chair, I have sought to contribute to improving the impact that the OECD has on tourism, representing the Committee at various conferences and seminars and sharing my experience from other international organisations.

**14. What are the practical implications of the work of your Committee/Group?**

The Tourism Committee's analytical work is insightful, evidence-based and highly respected, and is today a think tank internationally recognised for the relevance of its research and for the policy recommendations it formulates. The fact that it emanates from an economic organisation such as the OECD gives it a unique role as an enabler of data-driven tourism policies, a role amplified by the concrete analysis of key challenges and policy responses that will shape tourism in the years to come. The Committee actively promotes an integrated, whole-of-government approach linking tourism to policies such as economy, investment, transport, trade, including growth, employment, innovation, green growth, local development, SMEs and entrepreneurship.

**15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/ Group?**

I strongly believe that openness and dedication to this role are fundamental for the success of the work expected by a Chair. They are essential to ensure effective participation by delegates who bring important knowledge, to establish close working relationships with the Secretariat and to work with other Bureau members.



## Trade Committee (TC)

Mr. Colin Bird

### **1. What is the mission and mandate of your Committee?**

My inner lawyer would have me just read from our agreed text, but let me put it in my own words. Our mission is really to ensure that the rules-based trading system is grounded in solid analysis and evidence and that OECD members can be leaders in identifying the path forward for trade policies that advance global prosperity in a sustainable way. We have a far-reaching mandate to champion trade liberalization, promote coherence between domestic and trade policies, advance work at the WTO and support a growth agenda, including through support to bilateral and regional free trade initiatives. To a growing extent, we are looking at “trade and” issues to ensure that under-represented groups can benefit from trade and that trade supports social and environmental objectives. We are also increasingly looking to see how we can better ensure a level playing field for trade globally. Finally, we have responsibility for guiding our efforts on export credits, which is also a level playing field issue.

### **2. You have been designated Committee Chair. What is your background and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?**

I have worked in the non-profit sector addressing the impact of trade on development, which gives me some perspective on the views of stakeholders who are more challenging of the benefits of trade. I have worked as a trade lawyer at the WTO and in NAFTA dispute settlement, which gives me insights into how important it is to have rules that are well grounded in economic realities. In my current position in the Government of Canada, I am our senior trade official for the G7, G20 and APEC as well as heading up our headquarter’s team for engagement at the WTO. This gives me a valuable opportunity to see how the work of the OECD is central to advancing work in these other fora. Immediately before taking up my current position, I led Canada’s trade policy team at our Embassy in Washington. My five years in Washington were valuable not only for understanding U.S. trade policy. It was also an opportunity to collaborate with diplomats from many other OECD members as well as to benefit from the deep trade policy expertise in DC-based think tanks and policy circles. This background, as well as a couple of years experience on the Bureau of the Trade Committee, are what made me want to take on this challenge.

### **3. What is your main priority as Chair?**

My core priority is to see the work of the OECD on trade continue to reflect the priorities of its members and that the members maintain a strong role in guiding the direction of the work. I also hope to use my time in the chair role to engage more with other committees of the OECD, since our work on trade is increasingly connected to issues under consideration elsewhere in the house. Social policy, environmental policy, and competition policy are all highly relevant to our work in the trade committee, to name just a few of the key linkages.

**4. How would you define the added value of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?**

The OECD really does have a leadership role in the trading system. There is no other organization that brings together the intellectual and analytical capacity of our amazing staff with the political will of a Membership dedicated to an evidence-based and rules-based trading environment. Our role is to show the world a road forward that benefits everyone. Sometimes that requires we consider evidence and research that challenges our current policies and approaches. Because we are like-minded and focused on the importance of governance, the OECD has more leeway than is found in most international organizations to let the facts and analysis speak for themselves. Many members of our committee play an important role in deliberations at the WTO in Geneva. This ensures a great cross-fertilization between debates in Geneva and the work of the committee and staff here at the OECD. It is both exciting and challenging to be relevant.

**5. Are you facing any specific major challenge derived from the current multilateral environment?**

Within the OECD family we are seeing greater convergence on the need for trade policy to take into account social and environmental considerations. This development makes my role easier than it was for some of my predecessors who had to confront far deeper internal divisions. However, as we see other actors outside of the OECD family play an ever larger role in trade, we are also seeing more challenges in identifying consensus and charting a path forward. OECD analytical work can help us take the temperature down in some areas of policy and values conflict, but it can also make it harder to move beyond stale talking points in some fora. As we now confront a destabilizing war in Europe and the challenges of pandemic recovery, we will have to keep very focused on defending the open market values that have been key to global prosperity in the rules-based trading system.

**6. How do you encourage, and ensure national experts engage productively in the work of your Committee?**

We have a great tradition on the trade committee of fostering a genuine dialogue between national experts and the OECD staff on approaches and methodology. I have been impressed in my time on the committee by the extent of the feedback that Members provide in the drafting process and the openness of the staff to the feedback. This is especially true when OECD staff are embarking on novel research, like some of the recent level playing field research, where finding necessary data is an investigative challenge. National experts are very excited when new sources are identified. It also works the other way around. To take a Canadian example, I know that some of the work that Canadian experts have done on disaggregating data for gender-based analysis has been very well received by OECD staff as has some of the Canadian government work on supply chain vulnerabilities in the Canadian economy.

**7. How do you help maximise policy coherence through the work of the Committee?**

We are making a point now of including an agenda item in our meeting for a report on relevant work underway in other parts of the OECD. We are leveraging the engagement of some of our delegates who sit on other committees to ensure we are kept up to date. For our next meeting, I have invited representatives of another committee and a joint working party to join our meeting for a special dialogue. At the end of the day, however, we continue to rely on the staff keeping us informed. It is great to see a real focus on policy coherence from Council and our new Secretary General.

**8. How do you ensure effective decision-making by the Committee?**

Ask me in a week! We are just about to go into our first full meeting on our next Programme of Work and Budget. The key is having a strong staff that keep themselves informed about the interests and priorities of

the membership and can help identify landing zones on challenging issues. I do think the new budget process helps ensure that our priority setting process is now better informed by the financial realities we face and that can only help improve decision-making.

**9. Could you mention the most important documents/reports that the Committee/Group has issued in the last 2 years? Why are these important and what has been their impact?**

Ask each member and you will probably get a different list. Each of us as consumers of the work of the committee are cheerleaders for different products. In Canada's case, I find my expert groups on services and digital trade are among the most keyed-in users of materials produced by the staff. My senior management in Ottawa probably have commented most to me on the recent work on the aluminum sector and horizontal level playing field work. The aluminum sector study grabbed the attention of a very large and active sector of the Canadian economy and was hugely appreciated for the quality of the analysis. In my own work on addressing trade restrictive measures imposed during the pandemic, I found the speed and quality of the reports developed by TAD to be hugely helpful. I credit them with really informing the policy debate on global value chains in Canada when there was a high degree of anxiety in the system that could have led to bad decision-making in the absence of good OECD analysis.

**10. How can you encourage synergies between policy communities?**

We are looking at the potential for more joint meetings, for example on responsible business conduct and competition. Joint workshops featuring voices from different communities can help create new connections. I have appreciated the opportunity as a committee chair to have more insight into work underway in related policy communities, but at the end of the day committee chairs only serve as a conduit to the full committees as none of us can claim to represent the full spectrum of views in the membership.

**11. How do you see the role played by the Secretariat?**

I have enormous respect for the role they play in managing complex work products while being responsive to a diverse membership. I have always thought that industry association president's have some of the toughest jobs in the policy world as they are constantly juggling the perspectives of a membership who are in direct competition with each other. I like to think that the OECD membership is more like-minded than the average national industry, but I also know we are far more demanding in expecting the leadership of the Secretariat to have a deep substantive grasp of the issues they follow.

**12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

I am interested in exploring more opportunities for the directorate to convene academic, private sector and national government experts to ensure we keep that cross-fertilization process going. As linkages between trade and other areas of policy become a greater focus, I think we will have to look at new ways to engage with other IOs with related expertise. As resources stay static and demands become more varied, we will have to do more thinking about bringing in relevant expertise for shorter term projects.

**13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

It has been important to review the survey results to get a sense of where we are hitting or exceeding the mark and where there appears to be less member engagement. The mid term review of the programme of work and budget is a great opportunity to take stock and reflect.

**14. What are the practical implications of the work of your Committee/Group?**

I am convinced the work of the committee will help us break some of the conceptual stalemates in the



multilateral trading system over time. As we confront increasing tensions between different economic models, the work of the trade committee and staff can help ensure that we have some evidence-based analysis available to ground disputes in reality. As we look at the intersection between climate, social sustainability and trade, the work of the committee will help inform policy options for the future.

**15. What would be your key advice to a person taking up the post of Chair of an OECD Committee/Group?**

Listen and engage with your members. Work closely with the Secretariat staff to identify solutions and a path forward.



## Working Group on Bribery in International Business Transactions (WGB)

Mr. Drago Kos

### 1. What is the mission and mandate of your Committee?

The Working Group on Bribery was established to monitor and ensure compliance of its Member States vis-à-vis the OECD Convention against Bribery of Foreign Public Officials in International Business Transactions, and related legal instruments: the 2009 and 2021 Recommendation for Further Combating Bribery of Foreign Public Officials, the OECD Recommendation on Tax Measures for Further Combating Bribery, the OECD Recommendation on Bribery and Officially Supported Export Credits, the OECD Guidelines for Multinational Enterprises, the OECD Recommendation on Public Procurement, the OECD Recommendation on Guidelines on Anti-Corruption and Integrity in State-Owned Enterprises, Recommendation of the Council for Development Cooperation Actors on Managing the Risk of Corruption, the Recommendation of the Council on the OECD Due Diligence Guidance for Responsible Business Conduct and the Recommendation of the Council on Public Integrity.

### 2. You have been designated Committee Chair. What is your background, and what has convinced you to take up this post? How do you consider your background and experience contribute to such a role and function?

I am a lawyer with a State Bar Exam, previously acting as Chair of the similar body at the Council of Europe: the Group of States against Corruption (GRECO), which is a fact assisting me significantly in performing my current function. The publication of the position vacancy influenced my decision to apply.

### 3. What is your main priority as Chair?

To ensure equal treatment of all Member States in the monitoring process; and their highest possible level of compliance with the anti-corruption standards monitored.

### 4. How would you define the value added of your Committee in relation to the work of the OECD in an international context? How does it differ from other international fora dealing with the same topic?

Two things are characterising the WGB: monitoring a real enforcement of the OECD Anti-Bribery Convention in fighting foreign bribery and the fact that among all international monitoring bodies, it is the one pursuing the strictest process of monitoring (of the enforcement of the Convention). These features enable the WGB to achieve its main goal, which is to level the playing field in international commerce for all companies of the world. That goal supports the general goals of the OECD and of all other OECD committees since bribery is undermining all of their efforts in their respective areas of competence and by fighting it, the WGB adds its part to their effectiveness.

**5. Are you facing any specific major challenge derived from the current multilateral environment?**

In the last years some countries are trying to avoid multilateralism and revert back to excessive expressions of their sovereignty in all its forms, including in the area of fighting foreign bribery. From time to time, that makes our joint efforts in fighting foreign bribery in the Working Group a very difficult task.

**6. How do you encourage, and ensure that national experts engage productively in the work of your Committee?**

National experts are members of the countries' delegations and evaluation teams. As such it is expected from them that they will take active part in the Group's sessions and actively participate in the process of examination of their peers, including in on-site visits, as well as in the drafting, defending and adoption of evaluation reports; and that makes them responsible for their content. This alone ensures their full engagement in the work of the WGB.

**7. How do you help maximise policy coherence through the work of the Committee?**

Through strict application of my priorities listed above and through strict implementation of the WGBs' very focused mandate, which makes it fairly easy to ensure constant policy coherence – on condition that Member States participate sincerely in the activities of the Group and the pursuit of its goals, which is generally almost a rule.

**8. How do you ensure effective decision making by the Committee?**

Through the quality of the decisions proposed and the "all minus one" principle of voting, whereby countries whose reports are being debated, cannot vote on those reports. High expertise of participating delegates and lead examiners and their willingness to discuss openly all, even the most sensitive issues, makes a very solid ground for the effective processes in the Group.

**9. Could you mention the most important documents/reports that your Committee/Group has issued in the last 2 years? Why are these important, and what has been their impact?**

By far, the most important document we delivered, was the 2021 Recommendation for Further Combating Bribery of Foreign Public Officials, which enhances the existing and introduces new standards in fighting foreign bribery. Despite the Covid-19 pandemic we also adopted many evaluation reports over the last two years. Of course, we also engaged in standard-setting in cooperation with other OECD Working Parties in order to produce joint Recommendations.

**10. How can you encourage synergies between policy communities?**

Through breaking the silos, through open and frank exchange of information on the work planned and done, through close co - operation in achieving common goals and through elimination of (subjective and objective) feelings of competition among different policy communities.

**11. How do you see the role played by the Secretariat?**

The Secretariat has an extremely important role in functioning of the WGB as a monitoring body, supporting and very often also guiding and streamlining its activities in the sense of preparation of ideas and documents for the adoption by the Group. It is additionally burdened by the workload arising from its embeddedness in the wider OECD, which sometimes also has different ideas on how to approach corruption problems in the world.

**12. In relation to the standard-setting role, what do you suggest to maintain the relevance and impact of OECD standards over time? Which areas need strengthening?**

Relevance and impact of adopted standards can only be achieved through their regular review and enhancement. In addition, the OECD and its Working Parties should deliberately devote some time annually to exploring new areas of/ideas for engagement and to breaking strong silos, which still exist the OECD.

**13. How have you ensured a contribution of your actions or influence to continuous improvement within the Organisation?**

The fight against foreign bribery is a very sensitive issue, which might lead to unnecessary negative exposure of our Member States. If the latter do not believe that activities of their Chair are directed exclusively towards fulfilment of the mandate of the Working Party and towards equal treatment of all states, there will never be room for any improvement. As it develops a climate of mutual trust, equal engagement of all Member States has to be ensured, followed by the enhancement of their readiness and responsibility for improvements in all areas within the mandate of the WGB.

**14. What are the practical implications of the work of your Committee/Group?**

The adoption of new and changes in the existing legislation, development of the institutional set-up of our Member States for fighting bribery and ensuring effective investigations, prosecutions and adjudications of foreign bribery offences in practice are all elements, significantly enhancing the enforcement of our basic legal text, the OECD Anti-Bribery Convention.

**15. What would be your key advice for a person taking up the post of Chair of an OECD Committee/ Group?**

To ensure the global approach in fighting foreign bribery, to find a proper balance between interests of the Member States, interests of the OECD, the role and abilities of the Secretariat and his/ her own priorities, all accompanied by absolutely equal treatment of all Member States.



Photo: OECD

## Concluding remarks by Aleksander Surdej Permanent Representative of the Republic of Poland to the OECD

### **OECD Committees in the pursuit of *Better Policies for Better Lives***

The numerous challenges today's world is facing require both bilateral and multilateral cooperation among a number of different actors. Lacking provision of global public goods, negative spillovers and systemic effects – to name but three of the most important phenomena – clearly demonstrate that the reality has become multilateral, and that an adequate response to common challenges will likewise need to be multilateral in nature.

But multilateral activities rarely happen spontaneously, as all collective actions require a certain degree of institutional facilitation. This may take the form of *ad hoc* meetings, regular fora, periodic summits or conferences, or else more-formalised cooperation within international organisations. The latter are not an absolute necessity for multilateral cooperation to occur, but without them there is every chance of such cooperation becoming fragile, unstable and most likely far less frequent.

There exist many international organisations (IOs) today, and the division of labour among them does not always seem clear and precise. Therefore, a careful re-examination would be needed to design an optimal policy area for each of them.

But against this background of IOs, the OECD stands out in terms of its size, mission and outcomes. From the outside, an organisation of 38 Member States might look like an elite club of mostly highly-developed market economies. But the OECD's focus on maintaining economic openness, while encouraging domestic policies that spread wealth (as summarised in the slogan "Better Policies for Better Lives"), makes it clear that "Better Policies" benefit all countries, prevent detrimental rivalry and – most importantly – are designed to be implemented nationally. This is how the direct and indirect outcomes of the OECD's work extend far beyond its Members.

The OECD Committees can be thought to embody a kind of two-way transmission belt between Member States and the Secretariat. The former interact intensively with the Organisation as a whole, via their Permanent Representations on the one hand (see the previous volume "Inside the OECD: the Ambassadors"), and via their Delegates to Committees on the other. Delegates' role is to signal outstanding issues in given policy areas that might require research and policy advice, participate in the elaboration of advice of this kind, and support their own countries in contextualising OECD recommendations. By inventing an organisational structure comprising substantive Committees, the OECD's founding fathers have helped the Organisation to "go national", and its Member States to have a mechanism that serves accelerated policy learning.

The interviews brought together in this volume reveal the Committees' comprehensive internal procedures providing for intermediation between Secretariats and Member States, as well as the status of Committee Chairs as experienced leaders engaging wholeheartedly in the work of these bodies. It is for the Member States to examine whether their own Delegates to each and every OECD body are equipped with the necessary expertise, motivation and administrative position to ensure that OECD-generated knowledge improves domestic policy. And if this volume helps Members optimise delegation to OECD bodies, and the work that Delegates do, then it will have achieved its major objective.

### **Zbigniew Rau, Minister of Foreign Affairs of the Republic of Poland**

The OECD is a unique forum for the exchange of experiences and best practices within the Committees composed of the Delegates from Member States supported by the Secretariat. The role of OECD Committee Chairs is essential for the development of norms and standards, elaborating relevant recommendations and conducting the peer reviews.

### **Mathias Cormann, Secretary-General of the OECD**

The OECD's Committee structure is part of our "DNA". It is unique among international organisations, incorporating around 300 bodies in total and covering an expansive range of topics from improving economic performance and creating jobs to fostering strong education, tackling inequality and youth unemployment and fighting international tax evasion.

### **Aleksander Surdej, Permanent Representative of the Republic of Poland to the OECD**

The OECD Committees can be thought to embody a kind of two-way transmission belt between Member States and the Secretariat. The former interact intensively with the Organisation as a whole, via their Permanent Representations on the one hand (see the previous volume "Inside the OECD: the Ambassadors"), and via their Delegates to Committees on the other.