

# INSIDE THE OECD: COMMITTEES AND THEIR CHAIRS



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Permanent Representation  
of the Republic of Poland  
to the OECD



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Ministry  
of Foreign Affairs  
Republic of Poland

# INSIDE THE OECD: COMMITTEES AND THEIR CHAIRS



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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 September 2018 and December 2018.

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Photo: Ministry of Foreign Affairs of the Republic of Poland

## Foreword by Jacek Czaputowicz

### Minister of Foreign Affairs of the Republic of Poland

Contemporary states function and pursue their policies in complex environmental, economic, social and political conditions. Such interactions require state policies to be effective and efficient, while taking the external context into account.

Objective factors – such as nature or technology – have accompanied political intentions in leading to the emergence of a global economy, which has the potential to generate more aggregate wealth than the world of autarchic states. Still, along with the benefits, the wave of globalisation brings costs and threats.

Joseph Conrad, a 20<sup>th</sup>-century Polish writer who settled in the United Kingdom, described the perils of the globalisation of his times. We who live a hundred years later have a chance to maintain the benefits of economic openness while avoiding its costs. In seeking to achieve this, Poland stresses the importance of international law and rule-based trade and investment flows. This is why our country remains active in all the most important international organisations, including the Organisation for Economic Co-operation and Development.

The OECD is remarkable for its efforts to design and recommend public policies for implementation domestically. And to be relevant to domestic policies, the OECD has been equipped with Committees composed of Delegates from Member States. The quality of their work, and the very fact that National Delegates are engaged, is crucial to ensuring the benefits Member States draw from the Organisation.

This publication was initiated and edited under the guidance of Ambassador Aleksander Surdej, Poland's Permanent Representative to the OECD. I believe it will prove useful in understanding the division of tasks and responsibilities between the OECD's Secretariat and Member States for the desired outcomes of the OECD's work, which is to say *Better Policies for Better Lives*.

A handwritten signature in black ink, which appears to read "Jacek Czaputowicz". The signature is fluid and cursive.





Foreword by Angel Gurría  
Secretary-General of the OECD

I wish to congratulate Ambassador Aleksander Surdej, the Permanent Representative of Poland to the OECD, for his initiative in creating a compilation of the views and experiences of the OECD Committee Chairs. The twenty-seven responses provide a wealth of information and useful insights into their work. I therefore gladly welcome the opportunity to introduce this 2018 publication on “Inside the OECD: Committees and their Chairs”.

OECD Committees are at the core of the work of the Organisation. They discuss the evidence gathered, the analysis and Recommendations; and develop new standards. The role of the Chairs in delivering outcomes, promoting them outside the Organisation and helping it to identify emerging challenges, is key. This publication sheds light on the vision of the Committee Chairs as regards the policy issues they deal with; as well as providing readers with a unique insight into their daily work.

As our countries gradually recover from the worst economic crisis of our lifetimes, we remain confronted by complex emerging challenges. Low productivity growth, escalating inequalities, record low-levels of trust, a backlash against globalisation, growing automation and climate change to name just a few. To address these, we must redouble our efforts to defend an evidence-based approach to policymaking and support multilateral co-operation.

In this vein, the “Inside the OECD: Committees and their Chairs” publication provides an excellent opportunity to maintain our high level of dialogue, and to ensure that we continue to work together to design, develop and deliver better policies for better lives.

A handwritten signature in black ink, appearing to be "Angel Gurría".







Foreword by Gabriela Ramos

OECD Chief of Staff and  
Sherpa to the G20

I welcome this important initiative launched by Ambassador Aleksander Surdej, the Permanent Representative of Poland to the OECD, to gather views and insights from a wide range of OECD Committees. This collaborative effort between the Polish Delegation, the Secretariat, Committees and their Chairs gained the supported of the Office of the Secretary-General.

The following pages present the compiled survey results provided by Committee Chairs, which reveal an abundance of perspectives, outputs, impacts, synergies, challenges, priorities and decisionmaking processes. However, this all comes at a very challenging time for multilateral cooperation, amidst rising geopolitical tensions and a worrying retreat from global openness. Now is the time to share our Best Practices and work together towards common goals and values.

There is no one recipe for success; however, across all the responses to the survey, the importance of positive engagement between Committee Delegates and the OECD Secretariat is underscored. The detailed answers provided by Committee Chairs provide “food for thought” on where this partnership is working well, and where additional efforts can be made, as well as providing scope for the sharing of Best Practice.

This publication can serve as a source of information, not just for the OECD Secretariat and incoming Committee Chairs, but also for the approximately 40,000 senior officials from national administrations who attend the Meetings of Committees and related groups every year. In reading this publication, Committee actors can learn of – and draw on – each other’s experiences and challenges, with a view to their own methods and capabilities being enhanced, and synergy and horizontal cooperation strengthened.

I am confident that this collection of insights will showcase the pertinence and effectiveness of OECD Committees. I invite you now to explore the plurality, variety and diversity of the perspectives set out here, at the same time as you learn of the views of these officials, who dedicate their time and efforts to keeping multilateralism delivering.

A handwritten signature in black ink, appearing to read 'Gabriela'.





# Centre for Educational Research and Innovation (CERI)

Ms. Hege Nilssen (Norway)

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

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

"The work of the Centre reflects and complements the priorities of the OECD as a whole in providing employment opportunities for all, improving human capital and social cohesion. The Centre 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 the Centre 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 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. Around half of CERI's projects are discussed in detail at each Governing Board meeting. The Centre has no subsidiary bodies.

CERI projects typically involve national experts of participating and/or interested countries, and the Secretariat may also consult 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*. 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.

The CERI Governing Board agenda also includes Secretariat presentations on other projects being carried out in EDU or elsewhere, where these are relevant to CERI's work or of particular interest. Examples from the last few CERI Governing Board meetings include:

- *New Approaches to Economic Challenges* (NAEC) – a Final Synthesis by Gabriela Ramos (November 2016);
- *Overview of EDU work on Teachers, Teacher Professionalism and Teaching*, by Andreas Schleicher (April 2017);
- *Future of Education and Skills: OECD Education 2030* project by Miho Taguma (April 2017 and April 2018);
- *Going Digital* horizontal project by Molly Leshner (April 2018);
- *Skills Outlook 2019 – digitalisation and skills* by Stéphanie Jamet (April 2018).

The CERI Governing Board also has a standing item on INES and *Education at a Glance*. The EDPC is responsible for INES, while CERI is responsible for *Education at a Glance*, but in practice the two outputs are closely intertwined.

## 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 next edition due in 2019. Other CERI Publications since 2016 are shown below.

Books:

- Apr 2018 *Teachers as Designers of Learning Environments*;
- Dec 2017 *Educational Opportunity for All*;
- Oct 2017 *Computers and the Future of Skill Demand*;
- Sep 2017 *Schools at the Crossroads of Innovation in Cities and Regions*;
- Jun 2017 *The OECD Handbook for Innovative Learning Environments*;
- Apr 2017 *The Nature of Problem Solving*;
- Feb 2017 *Pedagogical Knowledge and the Changing Nature of the Teaching Profession*;
- Sep 2016 *Innovating Education and Educating for Innovation*;
- Sep 2016 *Education Governance in Action*;
- Apr 2016 *Governing Education in a Complex World*;
- Jan 2016 *Trends Shaping Education 2016*.

Working Papers:

- May 2018 *What difference do standards make to educating teachers?*;
- Apr 2018 *Social and emotional skills for student success and well-being*;
- Mar 2018 *Understanding innovative pedagogies*;
- Feb 2018 *Physical health and well-being in children and youth*;
- Feb 2018 *Emotional well-being of children and adolescents*;

- Nov 2017 *Harnessing Spatial Thinking to Support Stem Learning;*
- Oct 2017 *Understanding teachers' pedagogical knowledge;*
- Jul 2017 *Personality matters.*

#### **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 as it has:

- a key role in identifying future looking and strategic issues;
- a key role in the 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 Committee (CHEM)

Mrs. Sara Broomhall (Australia)

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

The bodies in question are the Chemicals Committee and the Environment Policy Committee's Working Party on Chemicals, Pesticides and Biotechnology. Both only meet jointly at the "Joint Meeting", which I chair, and both have the same mandate.

The mission is to contribute to green growth and sustainable development through protection of the human health and the environment against the risks chemicals pose, as well the prevented 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?**

My background in the Australian Government has involved the development of policy, regulation and assessment; as largely based around the sound management of chemicals. I have also gained reasonably extensive experience representing Australia *vis-à-vis* multilateral environmental agreements. I have postgraduate qualifications in a related discipline (a Ph.D. in ecotoxicology). The contribution of the OECD's chemicals work to the protection of human health and the environment is extremely important. For me, the model of cooperative work that underpins the workings of the Joint Meeting are essential to its success; hence my commitment to the role of Chair, with a view to ensuring that this model is maintained and enhanced.

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

My main priorities are to ensure that:

- the Committee functions in an efficient and effective manner;
- the priorities of countries are adhered to;
- the work remains useful to countries, which are also engaged in the work of the Committee.

### **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 Joint Meeting is a space for the harmonisation of scientific approaches to regulatory need 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, and with this affording tools 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 150 MEUR per year in 2010).



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

No. All countries still see the benefits of working together.

### 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?

The harmonisation of technical tools for the implementation of national chemical safety and biosafety legislation ultimately fosters the convergence of policy decisionmaking frameworks regarding risk management *vis-à-vis* chemicals and the products of modern biotechnology.

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

This is achieved by:

- having clear decision points in agenda documents;
- summarising conclusions and decisions made, following each discussion;
- focusing discussions on the most-relevant issues, and relegating all others to written procedures.

### 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?

- An update of the Council Decision-Recommendation on the Co-Operative Investigation and Risk Reduction of Chemicals [C(2018)51]. One of the main features of the update is the addition of a Decision for Adherents to implement the UN Globally Harmonized System for Classification and Labelling of Chemicals. While the criteria for classifying a chemical as hazardous to human health or the environment were developed at the OECD, there has thus far been no clear commitment on the part of OECD countries to implement this standard. This new Decision is clear in once more putting OECD countries at the forefront of chemical safety policy, while sending a clear signal to Partner countries;
- An update of some *Test Guidelines* for the safety-testing of manufactured nanomaterials, especially Test Guidelines checking the toxicity of nanomaterials as inhaled. This ensures that the safety testing of manufactured nanomaterials benefits from the OECD System of Mutual Acceptance of Data, which saves considerable resources to governments and industry;
- Update of the OECD *Guidance Document on Standardized Test Guidelines for Evaluating Chemicals for Endocrine Disruption*. This guidance document assists government agencies in identifying chemicals that may have adverse effects on human health and wildlife through interference with their hormone system. This is a high priority in many Member countries. This document is also a direct contribution to a wider collaboration between the OECD, WHO and UN Environment, with a view to countries being helped to identify and manage chemicals that act through this mechanism.

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

I rely on the Secretariat to identify connections with the activities of other Committees at the OECD. 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;
- methodologies by which to estimate the monetary benefits of chemicals being regulated;
- the consistent inclusion of issues regarding chemical safety in *Environmental Performance Reviews*.

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

As most projects are led by countries, the Secretariat mostly plays the role of organiser, rather than author. Due to the regulatory impact of the deliverables, frequent meetings between country experts are needed. The Secretariat has to service the 11 subsidiary bodies of the Joint Meeting, 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 allowing 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?**

The main response is to continue to be forward-looking, first and foremost in line with the needs of Member countries as mature regulators. Hence new standards should be developed where proving to be of use to them. In this way these will continue to constitute the most advanced multilateral standards, and lead the way in a wider international setting.

One of the pre-requisites for maintaining the relevance of our standards is the ability to have long-term projects (spanning over 10 years), so that technical tools can be developed to implement the standards.

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

Put emphasis on working collaboratively. Involve the Bureau in shaping the Programme and working methods.

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

The Joint Meeting 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 – nine years ago savings were estimated at more than 150MEUR per year.

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

Be committed!

Do your homework!

Be engaged!



## Committee for Agriculture (COAG)

Ms. Jennie Solving (Sweden)

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

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

### **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 post?**

Prior to the appointment, I was the Swedish Delegate to the Committee of Agriculture for many years. I believe I have been coming to Committee Meetings for about 12 years in total. I have worked for the government for 15 years and have a solid background in the issues concerned – food and agriculture – as well as long experience in representing the Swedish Ministry at international meetings. I believe there are too few female Chairs in the OECD today. One reason for me to accept was the hope of inspiring other women to take on the task of chairing a Committee or a Working Group.

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

I try to be a modern Chair in a rather old structure. I always aim for consensus and a light atmosphere, in which all Delegates can feel free to speak their mind and not feel intimidated. I also believe it is important to be mindful of the time we have during the meetings. We are all on tight schedules and need to be efficient.

### **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 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.

The comparative advantage of the OECD lies, not just in its policy focus, but also in its capacity to integrate ag 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.

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

Concrete cooperation internationally has become more complex, but the efforts of the Committee continue and, in the confines of our internal efforts, collaboration and policy dialogue across countries remains strong.

#### **6. How do you encourage, and ensure that 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.

#### **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.

#### **8. How do you ensure effective decisionmaking 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.

There is a mix of decisions at the level of the COAG and its subsidiary bodies, including via written procedures. The COAG has enhanced the use of written procedures to reduce the number of administrative items during Committee sessions, to enable routine updating or to allow for discussions on documents, prior to Committee Meetings. The Trade Portal is used actively as written procedures are followed, and as a repository of comments from Delegations on ongoing work, as well as place at which to post important updates or any other information.

Importantly, the Committee operates by consensus across Member and Partner countries. Progress is made where feasible, while intractable differences are occasionally set aside until the political climate is more ripe for progress.

#### **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?**

- *Agricultural policies, markets and trade*: In addition to its annual flagship publications, *OECD Agricultural Policy Monitoring & Evaluation* and *OECD-FAO Agricultural Outlook*, the Committee has produced a synthesis reviewing recent developments and proposing a practical way to move towards a more effective international trading system for food & agriculture, while at the same, pursuing important domestic policy goals;

- *India Agricultural Policy Review*: This publication was completed in collaboration with ICRIER, and in consultation with the Government of India. It proposes a comprehensive set of policy measures that would augment the incomes and wellbeing of farm households, improve nutritional outcomes for the most vulnerable members of Indian society, enable the farm and food sector to grow sustainably, and strengthen India's competitiveness on global food markets;
- A series of country reviews on Innovation, Agricultural Productivity and Sustainability that take a comprehensive look at the entire policy set impacting upon the performance of agriculture and food. The country reviews have been contributing very positively to national policy debates, focusing on strategic orientation and practical ways forward to make the sector more productive and sustainable in the future. While the analytical framework is common to all reviews, the product is tailor-made for an individual country's specific situation and policy challenges;
- New work exploring Global Value Chains in the agri-food sectors, undertaken in a series of papers, has provided new insights into changing patterns of agricultural and food trade globally. A high level of interest in this subject is evidenced by numerous presentations in Geneva; a request for work in the Southeast Asian region; and inclusion of this issue in the G20 Trade and Investment Working Group under the Argentine Presidency.

Major products (June 2017-June 2018):

- *OECD Monitoring and Evaluation of Agricultural Policies 2018* (annual publication);
- *OECD-FAO Agricultural Outlook* (annual publication);
- *Evaluation of Agricultural Policy Reform in the EU: The Common Agricultural Policy 2014–2020*;
- *Evaluation of farm programs in the 2014 US Farm Bill*;
- *Estimating the link between farm productivity and innovation in The Netherlands*;
- *OECD Global Forum on Agriculture 2018: Digital Technologies in Food and Agriculture: Reaping the benefits*;
- *Impact of Agricultural Export Restrictions on Prices in Importing Countries*;
- *Evaluating Dynamics, Sources and Drivers of Productivity Growth at the Farm Level*;
- *Improving Energy Use and Efficiency in the Agro-food Chain: What Role can the Private Sector Play?*;
- *Red Tape and Administrative Burden in Aquaculture Licensing*;
- *Water Risk Hotspots for Agriculture*;
- *Producer Incentives in Livestock Disease Management*;
- *Innovation, Agricultural Productivity and Sustainability in Estonia*;
- *Synergies and Trade-offs between Adaptation, Mitigation and Agricultural Productivity: A Synthesis Report*;
- *Innovation, Agricultural Productivity and Sustainability in Sweden*;
- *Modelling Policy Coherence Between Adaptation, Mitigation and Agricultural Productivity*;
- *Weather-Related Disasters in Southeast Asian Agriculture (OECD Studies on Water)*.

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

See response to Question 7.

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

As holder of all the information, the analytical competence, political expertise and institutional memory. The Secretariat and the Delegates attend the meetings and work together in symbiosis, the Committee as the “steering group”, setting the budget and declassifying the studies, the Secretariat as implementer and supporter of the Committee's work.

## 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 believe the time and timing have been to the advantage of my priorities as Chair. It is not because I sit in the chair that COAG now has the gender perspective in the PWB, but it is an attitude in a new direction. Just the influence I hope to have in the organisation.

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

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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 for a person taking up the post of Chair of an OECD Committee/Group?**

It is an advantage to have more profound knowledge of the essence and culture of the group you are to chair. To know what you like about it and what you wish to change. You can have a plan to change small things in the structure, but as Chair you are neutral and don’t push your country’s agenda. The position is for a maximum of three years, and after that you step aside and leave the job to someone else.



## Committee on Fiscal Affairs (CFA)

Mr. Martin Kreienbaum (Germany)

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

The Committee on Fiscal Affairs (CFA) is the leading global body for setting international standards for tax, and has broadened over time from a focus on international tax issues to the evolution of tax policy and Best Practices in tax administration. The CFA has become increasingly global, first by increasing regional consultations and in 2016 with the creation of the Inclusive Framework on Base Erosion and Profit Shifting (BEPS) format of the CFA – which now has over 125 Member jurisdictions on an equal footing. The current mandate of the CFA, last updated in 2013<sup>1</sup>, provides for the following overarching objective: “to contribute to the shaping of globalisation for the benefit of all through the promotion and development of effective and sound tax policies, international tax standards and guidance that will allow governments to provide better services to their citizens while maximizing economic growth and achieving environmental and social objectives. Its work is intended to enable OECD and Partner (i.e. non-Member) governments to improve the design and operation of their national tax systems, to promote co-operation and coordination among them in the area of taxation and to reduce tax barriers to international trade and investment.” The CFA’s mandate will expire on 31 July 2020, along with those of its subsidiary bodies. There will then be a review in the context of the outcomes of the forthcoming evaluation by the Council’s In-Depth Evaluation Committee.

### **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?**

After I studied law at the Universities of Freiburg and Münster, Germany, I joined the German Federal Ministry of Finance in 1997. I have held a variety of positions in the areas of tax policy and international tax law, as tax attaché at the Germany Embassy in Washington, D.C., and as Press Spokesperson for the CDU/CSU parliamentary group in the German Bundestag and for the Federal Ministry of Finance. Since 2011, I have been Director-General of International Taxation at that Ministry.

My wide experience in the international tax world gives me a solid understanding of the complexity of today’s tax-policy issues. Domestic tax policy cannot be blind to the policies and practices of the multitudes of jurisdictions in which German taxpayers conduct their business or hold their assets. The discussions we have in the CFA are very much focused on how to deal with the interactions of national laws in an increasingly borderless world, whether it concerns enhancing cooperation among tax authorities, developing appropriate rules to govern international transactions to prevent double taxation or aggressive tax planning, or learning from the experiences of other jurisdictions as they grapple with the same issues facing many other Members of the CFA.

During my time as Press Spokesperson my work was closely connected to the political sphere of the Parliament, and later the Ministry. The day-to-day business was much influenced by the need to reconcile different positions, and to communicate compromises in such a way that everybody felt included in the outcomes. This is also important in my role as Committee Chair. Striving for the best solution from a country perspective is different from moderating a discussion and facilitating compromise. The latter in particular I found and still do find challenging as I chair the Committee.



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

As Chair of the CFA, my priority is to make sure the agenda reflects the issues of most relevance to our Members, and that the group plans and delivers high-quality, practical outputs that meet the demands and expectations of governments. In developing policies and solutions to today's tax challenges, we also need to consider the views and input of a wider community of stakeholders, such as business and civil society.

### 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?

Tax, as much as or perhaps more than anything else, is a global issue, even as it is clearly also a matter of national sovereignty. There are a number of tax issues over which the best policies can only be implemented fully if all relevant countries and jurisdictions respect and adhere to them. For example, a major part of our work relates to countering cross-border tax-base erosion and profit shifting (BEPS). To this end, the CFA operates in its Inclusive Framework format. Whereas the OECD has 36 Member countries, the OECD/G20 BEPS Inclusive Framework has more than 125 Members, including all G20 countries, the important financial centres and many developing countries. By being able to bring all these voices together on an equal footing, we can tackle tax avoidance more effectively than if each country tried to do things on its own. Another area in which the OECD's convening power is a major advantage is in our tax-policy work, particularly our work on Revenue Statistics. The CFA has long collected, analysed and published statistics on the tax revenue of its Members, and we have now expanded to cover more than 80 countries, including many developing states, through several regional editions of the Revenue Statistics publications and the global tax database.

This is all vital information for policymakers as they seek to benchmark their own systems against other economies over time, using a comprehensive and standardised set of data. I also believe that the OECD's work on increasingly important and forward-looking issues such as environmental taxation (including through carbon pricing), is one of its comparative advantages. I am very proud that the CFA has been at the forefront of working on such issues, and that we have strengthened our collaboration with other organisations of different focus or membership; so that our efforts are rather complementary than duplicative.

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

The OECD/G20 Inclusive Framework on BEPS is working on the tax challenges arising from the digitisation of the economy, with the objective of producing a Final Report in 2020. In March 2018, the Inclusive Framework's Interim Report on the *Tax Challenges Arising from Digitalisation* was delivered to the G20. It identifies countries' currently divergent views on how to deal with the tax challenges posed by digitisation, in the sense that, while some are satisfied with the *status quo*, others envisage targeted solutions, and still others feel that a broader discussion on the appropriateness of the current international tax rules is in order. Despite their differences, all Members of the Inclusive Framework have agreed to examine specific fundamental concepts within the international tax architecture, with a view to consensus being reached by 2020. The most pressing challenge for the Inclusive Framework – and the international tax community more generally – is how to bridge the divide among the various points of view, so that cohesion of the international tax system is maintained. I am confident that the 2020 Report will bring a common position allowing long-term challenges to be acted upon.

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

I think the best way to ensure engagement is to challenge Delegates with work that matters. The Programme Implementation Report (PIR) and the Medium-Term Orientation (MTO) survey both reflect the level of countries' satisfaction with our work in terms of both quality and impact, as well as the CFA's



priorities for the future. With respect to the PIR, the CFA scored higher than most in terms of usage – only 12 Output results in the OECD (out of 166) were identified by five or more Members as a basis for policy change; with the CFA having 4 of the 12 results (BEPS, EOI, the Model Tax Convention and Transfer Pricing Guidelines). The MTO survey shows that taxation is one of the 10 Output Areas receiving a preference for an increase by at least 5 Members; and is one of only 5 Output Areas in which no Member Country had a preference for a decrease in resources. Moreover, taxation is one of only two Output Areas in which all Member countries consider the work of high priority for either a constant level of resources or an increase (alongside the Digital Economy).

These results reflect the fact that the work of the CFA in the past decade has been of vital concern to governments, and has had a high profile within civil society. It even receives a high degree of media coverage. Much of the work we do has come from mandates of the G20. The stakes are very high and the decisions that we make, first in the Working Parties and ultimately on the Committee, have significant consequences on the ground, whether it is deciding on BEPS action items, on changes to the OECD Model Tax Convention on Income and Capital or developing *International VAT/GST Guidelines*. Because the stakes are high, governments know they need to be well-briefed, and well-represented to make sure their voices are heard and their points considered. The quality of debate in the CFA is very high.

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

As mentioned in many other responses, an efficient and coherent international tax system is essential to the creation of an environment promoting international trade and investment. A patchwork of rules that may often be inconsistent or contradictory is a drag on investment. The CFA's work on the OECD Model Tax Convention on Income and on Capital is a prime example of how the CFA can produce work that sets out an agreed approach to eliminate double taxation that applies between all the Members (as well as many non-Members that have adopted the OECD Model Tax Convention). This is something that could never have been achieved on a bilateral basis. The same is true of many other key achievements of the CFA, such as the *OECD Transfer Pricing Guidelines for Multinational Enterprises and Tax Administrations 2017*, the *International VAT/GST Guidelines* and the Multilateral Convention to Implement Tax Treaty Related Measures to Prevent BEPS ("the Multilateral Instrument" or "MLI").

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

A significant part of my role as Chair is to ensure that the questions put to the CFA are framed properly. They must relate to clear and distinct policy issues that are of relevance to the CFA and other stakeholders. They must also be analysed thoroughly, with the facts and policy options stated clearly. This goes a long way to ensuring that the debate by the Committee is focused and germane. In addition, I would refer to the role that the CFA Bureau and the Steering Group of the Inclusive Framework play in setting the agenda at the CFA and the Inclusive Framework respectively, and managing discussions. I count on the Bureau and the Steering Group Members to help us lay the foundations for identifying avenues and approaches that will lead us to 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?**

Delivery of the 15 *BEPS Action Reports* in October 2015, just 2 years after being mandated by the G20 to address the pressing issue of tax avoidance by multinational enterprises, was a landmark event. These comprise a comprehensive solution to a truly transnational problem. Since then, we have been focused on implementation. As a result, many of the reports that we have published in the last 2 years are showing the progress made to reach a level playing-field through implementation of the BEPS minimum standards. There is much work still to be done, but the results so far are extremely encouraging.

In November 2016, over 100 jurisdictions concluded negotiations on the Multilateral Convention to Implement Tax Treaty Related Measures to Prevent Base Erosion and Profit Shifting ("MLI") that

will swiftly implement a series of tax-treaty measures to update international tax rules and lessen the opportunity for tax avoidance by multinational enterprises. The MLI is a single treaty that allows jurisdictions to avoid the need to engage in costly and time-consuming bilateral treaty negotiations with each treaty partner. The MLI came into force on 1 July 2018, already has over 80 signatories, and impacts upon more than 1300 dual-taxation conventions.

Achievement of the climate goals set out in the Paris Agreement is one of the most pressing (if not the most pressing) issue of our times. In 2016, we produced a report on *Effective Carbon Rates* – basically the price put on energy sources. The goal is to determine whether prices match with costs to the environment of using energy. In September 2018, we will published an update to that Report that shows the effective carbon rates in all 42 OECD and G20 countries. This is very timely work giving a clear message to policymakers that more needs to be done, and done urgently.

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

Tax is an important lever to effect policy choices in virtually any area of society, be it the environment, health, gender equality, or the promoting of certain types of investment or business activity. Where appropriate, our Working Parties have the benefit of input from other Directorates and their experts, to ensure that our tax work is not produced in a policy vacuum, whether this is in respect of economic policy, issues around governance, or debates on environmental policy. On this last topic, the OECD's Joint Meetings of Tax and Environment Experts bring together officials from Tax and Environment Ministries from the OECD and Partner countries, to exchange information on and experience with the use of environment-related taxation. This is under the auspices of both the CFA and the Environment Policy Committee (EPOC), and illustrates a successful synergy. Important horizontal projects have in this way been engendered, in which tax plays a key role. Included here are the *Inclusive Growth* initiative, the *Future of Work* area, and the *Going Digital* project.

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

First, it is fair to say that there is no international organisation – by a long distance – that has more experience and expertise in the area of taxation than the OECD's Center for Tax Policy and Administration. The Secretariat ensures the highest level of excellence and guarantees the technical quality of our work. Indeed, it is made up of tax experts from all over the world that bring a high level of skill, experience and ultimately credibility to the CFA's products. Their technical capacity guarantees that the standards, analyses, statistics and conclusions developed by our Committee are highly respected by governments, business and civil society alike. The G20, the many developing countries that we work with, and financial centres that our work impacts upon are very respectful of the work the OECD does in regard to tax matters; and this would not be the case if our products were not technically excellent.

The Secretariat also plays an important role as a facilitator. Given the status of the OECD as a consensus-based organisation, activity to ensure that the views of all Members are heard and accounted for is fundamental to the Committee's achievement of positive outcomes.

Finally, I would say that the Secretariat is very often the face of the OECD to many of the jurisdictions in which the Organisation provides training, or participates in seminars or bilateral discussions with Members and non-Members alike. In this regard, the Secretariat serves an important diplomatic function in promoting our Committee's work.

#### **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?**

Effective monitoring of implementation is an essential complement to any standard-setting exercise. The OECD/G20 Inclusive Framework on BEPS is currently conducting peer reviews on the four BEPS minimum standards; and has already made numerous Recommendations to countries to ensure a level playing-field, including on how harmful tax practices can be eliminated, their mutual-agreement

procedures improved, and appropriate procedures and legislation secured and in place to provide Country-by-Country reports from relevant multinational enterprises. This gives countries an incentive to act, but also ensures that they know precisely what they need to do to meet the standard.

In addition, the standards themselves need to be revisited periodically, as circumstances change and new challenges emerge. This is also an area in which the results of monitoring implementation can point to deficiencies or gaps in the standard needing to be reinforced. Currently, the main challenge for the CFA and the Inclusive Framework relates to how standards need to be strengthened to meet the tax challenges arising from digitisation of the economy as described above.

Moreover, I would say that the world is a very dynamic place, and that that fact is something we cannot afford to disregard. One thing that the CFA is now looking at very seriously is the issue of tax certainty. There has been much of disruption in the tax area over the past decade, and we cannot ignore the impact such changes have on the investment environment, as well as the way in which these changes have brought new concerns regarding the effect of tax policy on business decisions, but also new opportunities for the investment environment to be improved via tax policy and new approaches to tax administration.

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

My view would be that the CFA has been in the vanguard when it comes to developing new approaches to global policy debates, given the way it ensures that the voices of both OECD and non-OECD Members are heard, with our work thus benefiting from the broadest input and achieving the widest take up. The Inclusive Framework is only one example. Our Global Forum on VAT is another. Tax Commissioners from 50 countries, including all G20 countries, make up the Forum on Tax Administration. In addition, the CFA has been very successful in developing multilateral instruments, such as the Convention on Mutual Administrative Assistance in Tax Matters and the BEPS multilateral instrument – an approach that has sparked the interest of some in the trade area is now being examined in the context of a multilateral trade convention. Of course, so many of today's issues are cross-cutting, and tax policy finds itself at the intersection of a number of critical debates, for example with regard to the future of work and how tax policy can affect skills development. The tax-policy considerations that lead to promotion of inclusive growth – how to achieve fairness and prosperity – represent another project on which we work with our colleagues from a number of other Committees, such as the Economic Policy Committee, the Committee for Scientific and Technological Policy, or the Employment, Labour and Social Affairs Committee; including through the OECD's horizontal *New Approaches to Economic Challenges* (NAEC) initiative, and also on issues of an environmental nature (with the EPOC) or development-related (with the Development Assistance Committee).

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

The global implementation of the CFA's standards on tax transparency is having a real, positive impact on the ability of tax administrations to collect revenue through cooperation with other authorities. It is estimated that, by June 2018, jurisdictions around the globe had identified EUR 93 billion in additional revenue (tax, interest or penalties) as a result of voluntary compliance mechanisms and other offshore investigations put in place since 2009.

Domestic resource mobilisation is critical if government services are to be funded, and development supported. Taxes are a critical domestic revenue source that can also impact on other social or economic outcomes. Understanding differences in the level and structure of tax revenues is therefore foundational to discussions of domestic-resource mobilisation and tax reform. The CFA's tax policy work on revenue statistics is critical in this debate. The *OECD's Global Revenue Statistics Database* compares tax-to-GDP ratios and tax structures across countries, regions and over time, for more than 80 countries, including many developing countries. The new database provides invaluable insights for researchers

and fiscal-policy analysts, and offers a high level of comparability and reliability. New work is being developed on corporate-revenue statistics, as well as analysis of the Country-by-Country reports now being exchanged under the OECD/G20 BEPS project. The implementation of the BEPS Project is currently leading to changes in countries' domestic legislation. Historically, the impact of the OECD's Model Tax Convention is also high, since most of the 3000 bilateral tax treaties in existence are based on it. Equally, the *OECD Transfer Pricing Guidelines* are applied by many countries' tax administrations around the world, going well beyond OECD Members.

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

It is important for me in my role as Chair to have an understanding of all the views around the table. It is therefore crucial that I get to know the Delegates, and maybe in particular try to understand the views of smaller countries, to make sure that they appreciate their status as a real part of the process. This is especially vital with the CFA in its Inclusive Framework format, wherein, for many Members, the meetings may be their only interaction with the OECD. The CFA also has a large number of subsidiary bodies, making it valuable to have both a bottom-up and a top-down approach, to make sure priorities established in the Committee are informed by the work and views of the subsidiary bodies. The well thought-through advice of highly-skilled tax experts does not always match political realities and expectations. Mediating between these two poles, and finding the right balance, is thus key to a Committee's success, and a main task for its Chair. Finally, and given the important role of the Secretariat, I think maintaining open lines of communication with the latter is crucial.

<sup>1</sup> Council note C(2013)84.



## Committee on Statistics and Statistical Policy (CSSP)

Mr. Konrad Pesendorfer (Austria)

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

The overall mission of the CSSP is to foster the development of policy based on reliable data and evidence-based analysis, and to provide civil society with reliable, internationally-comparable statistical information.

### **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 Director-General of *Statistics Austria* since 2010, and have quite a good knowledge of the OECD, due to prior professional contacts. The CSSP is a gathering of Chief Statisticians mainly from OECD countries, so I am meeting my peers on this Committee. I have been chairing similar international meetings in an EU and UN context, so I enjoy doing this for the OECD as well.

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

My main priority is – together with the Statistics and Data Directorate of the OECD and the CSSP Bureau – to select and discuss topics for/in the CSSP which are of high interest to our Committee Members. By exchanging a variety of international experience on similar topics we help ourselves make professional progress and promote innovation in a manner that is highly appreciated by our membership. Beyond that, we also attach priority status to work to reach out to non-Members and bring them up to the standards associated with OECD official statistics.

### **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 has an important role in ensuring that OECD data and statistics are produced according to high standards of quality, with a view to OECD Policy Recommendations being based upon reliable evidence. It differs importantly from other international statistical bodies in its close link to the needs of policy-makers, via the consultative role it plays with other Substantive Committees of the OECD, helping them anticipate and address statistical needs on emerging policy issues. The CSSP also has a role as an innovator in international statistical developments, given the way it tackles measurement aspects of new policy areas (e.g. wellbeing, digitisation, green growth and inclusive growth), and facilitates international discussions and experience-sharing as regards data-related and statistical policy issues (use of big data, dealing with fake news, the development of smart-data strategies, and so on), with a view to our knowledge being improved, and the evidence at our disposal for decisionmaking strengthened.

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

No particular problem has been experienced so far.

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

Nearly all CSSP Delegates are Presidents/Heads of national statistical offices or of the highest recognised national statistical authority. It is in their interest to provide input into the work of the Committee, as this

often has an effect on their own data-development and collection activities and resources domestically. Committee Members are also very keen to exchange on best ways to respond to and address new demands from policymakers and citizens.

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

By emphasising the discussion of important statistical-policy issues at CSSP Meetings. For example, dealing with the impact of globalisation and digitisation on economic measures has become a recurring item on the CSSP agenda in the last few years, and corresponds to the concerns and needs of policymakers.

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

Via strong preparatory work with the Secretariat and the Bureau, with a view to the most important issues being identified, and points for decision set out clearly for the Committee.

### **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?**

- *How's Life? 2017* presented the latest evidence from 50 indicators, covering both current wellbeing outcomes and resources for future wellbeing, and including changes since 2005. It found that during this period, there have been signs of progress, but gains in some aspects of life have been offset by losses elsewhere. This fourth edition highlights the many faces of inequality, showing that gaps in people's achievements and opportunities extend right across the different dimensions of wellbeing.
- The *OECD Guidelines on Measuring Trust* provided international Recommendations on collecting, publishing and analysing trust data, to encourage their use by National Statistical Offices (NSOs). The Guidelines also outline why measures of trust are relevant in monitoring and policymaking, and why NSOs have a critical role to play in enhancing the usefulness of existing trust measures. These will feed directly into the UN Praia Group that is developing a Handbook on Governance Statistics to measure progress as regards SDG 16.
- A Working Paper released in the summer of 2018 provides a *comprehensive review of patterns of wealth inequality* in 28 OECD countries, as well as information on the extent of asset-based poverty and on the role of inheritances in driving these inequalities. Empirical results and methodological challenges in this field were discussed at an international conference held in May 2018 under the aegis of the OECD Centre for Opportunity and Equality. OECD analysis is based on the OECD Wealth Distribution Database (WDD), which draws on the methodological choices and nomenclature of the 2013 OECD Guidelines on Micro Statistics on Household Wealth.
- The *2018 Compendium of Productivity Indicators* presents a comprehensive overview of recent and longer-term trends in productivity levels and growth in OECD countries, accession countries, Key Partners and some G20 countries. It also contains a special chapter analysing the diverging development of wages and productivity in many OECD countries.
- The *2017 Measuring Distance to the SDG Targets Study* provides a tool for interested countries as they develop their national implementation of the *2030 Agenda for Sustainable Development*. Drawing on the UN Inter-Agency and Expert Group Global List of indicators, and using OECD data, the Study provides a methodology by which to assess the distance countries need to travel to meet SDGs. Several countries have already used this in their national SDG planning, and in their National Voluntary Reports to the UN.
- The *2017 OECD-IMF interim report on the impact of digitalization on measures of GDP* provided a first answer to a question as to whether GDP adequately captures the many new forms of services and assets. The report has been cited broadly, and praised for its insight, with the result that additional research on these and other issues related to globalisation has been carried out, with the OECD here playing a leading role.

- The *OECD Smart Data Strategy* was presented to the CSSP in 2018, and proved to be well-received by the Committee, with a view to its serving as a possible blueprint for national statistical offices as they develop their own strategies in the face of the new digital environment.

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

The CSSP has set up an effective consultative process whereby Policy Committees that are launching an important project with a measurement component are invited to participate in a dedicated CSSP Session to discuss important issues arising, or likely to become critical soon. Recent examples have included advice on skills surveys; migration statistics; and transportation statistics.

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

The Secretariat has two main roles, i.e. the coordination and overseeing of the OECD statistical system and the identification of emerging policy-related issues that will have a statistical impact, and thus need to be brought to the attention of the Committee. There is a further important role when it comes to the supply of analytical inputs into the Committee's work, and assured good organisation and communication.

#### **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 CSSP's first standard-setting instrument (Recommendation of the OECD Council on Good Statistical Practice) was only put in place in 2015, and has demonstrated its usefulness, in particular in regard to non-Members, many of whom have requested adherence, with a view to a statistical system being strengthened, and/or helped with reaching international standards. At this point, there is no need to review the Recommendation's content, except marginally through the adoption of the list of good practices.

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

By engaging with – and taking account of – OECD evaluation mechanisms, such as the Programme Implementation Review and the Committee In-depth Evaluation Process; and by ensuring a highly transparent priority-setting process with regard to the development of the Work Programme.

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

The CSSP contributes directly to the development of high-quality and trusted internationally-comparable data and statistics, which are the landmark of the OECD, and one of its key assets. The CSSP develops, comments on, approves or endorses a variety of measurement guidelines and methodological recommendations on specific statistical areas. It also discusses current policy issues of concern to national statistical offices (e.g. dealing with 'fake news'; the appropriate use of non-official data; competition with private data providers), with a view to experiences being exchanged, and common approaches and solutions developed. The Committee is furthermore engaged in the development of new metrics in emerging policy areas.

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

To make the most of a Committee Meeting, you need to secure the good support of the OECD Secretariat, and have an active and representative membership in the Bureau of your Committee. This helps with best-preparation for Plenary discussions on the Committee. A constant challenge is not to overload the agenda, as enough time should be allotted to ensure that OECD Members have an interactive discussion.





## Competition Committee (COMP)

Mr. Frederic Jenny (France)

### 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.

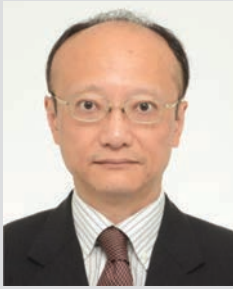
**14. What are the practical implications of the work of your Committee/Group?**

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.



## Corporate Governance Committee (CGC)

Mr. Masato Kanda (Japan)

### 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 OECD Principles referred to were endorsed by G20 Leaders as the G20/OECD Principles of Corporate Governance, and serve as one of the Financial Stability Board's twelve key standards. In addition, they provide the World Bank with a 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 his post? How do you consider your background and experience contribute to such a role and post?

Since entering the Ministry of Finance, my professional career has *inter alia* been focused on budgeting and international finance, as well as management relating to the Minister and the Ministry's human resources. In addition, when I took up the post of Deputy Commissioner for International Affairs at the Japanese Financial Services Authority, I represented Japan at various fora on financial regulation, including the G20, G7, IMF, OECD and FATF. My experience within both the FSA and the Ministry of Finance has given me a strong appreciation of the critical importance of corporate governance that helps to safeguard the market economy and promote innovation, as well as its role in distributing resources with global prosperity in prospect. As Chair, I have been pleased to see a number of significant achievements of the Committee. 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.

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

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. This is particularly true as we are seeing an 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 standards in this field (i.e. 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 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?

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, an increasing number of Key Partner countries are joining 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 arising out of the current multilateral environment?**

The Corporate Governance Committee is the only globally recognised standard-setter in corporate governance, and an increasing number of countries are keen to engage with it, and seek advice. In the context of multilateralism, we tailor our prescriptions to countries' specific circumstances. This flexibility and cooperative approach can foster long-term investment and facilitate corporate access to capital, even in times of rapid and sometimes disorderly change.

#### **6. How do you encourage and ensure that 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 on 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 maximise policy coherence through the work of the Committee?**

The work of the Committee relies on a structured process allowing the scope and purpose of given projects to be focused on specifically, as opposed to open-ended discussions. On that basis, the Committee collects facts and data on the core subject, as well as information on adjacent policy areas that may be of relevance.

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

Judging by our Committee's experience, it is imperative that its effective decisionmaking be ensured by the basing of 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/Group has issued in the last 2 years? Why are these important and what has been their impact?**

The *OECD Corporate Governance Factbook* is an important complement to the G20/OECD Principles of Corporate Governance, and tracks how countries are actually implementing the Principles. It covers 47 jurisdictions, including all the OECD and G20 countries. It is a unique source for monitoring implementation of the Principles around the world, and has become an international work of reference supplying a readily-accessible and up-to-date factual underpinning for any understanding of countries' institutional, legal and regulatory frameworks.

*Flexibility and Proportionality in Corporate Governance* is a report presenting the results of a set of thematic peer reviews based on the aforementioned Principles. The theme is the availability of flexibility and proportionality measures that can be used in implementing key areas of corporate-governance regulation, such as company law and securities regulation. The report covers 39 jurisdictions and offers in-depth case studies in respect of Italy, Japan, Portugal, Sweden, the United Kingdom and the United States.

The new *OECD Capital Market Review* series so far includes the OECD Equity Markets Review of Asia, extending to 17 different economies, and the main aspects of the capital market ecosystem. Then there is the OECD Capital Market Review of Italy, describing that country's corporate landscape, and providing a detailed analysis of Italian companies' use of public equity markets, corporate bond markets, market intermediaries and the secondary market structures. 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. This is also why the new chapter on institutional investors and stock markets in the updated G20/OECD Principles has gained the strong support of Member countries, and has been endorsed by G20 Leaders. This is indeed an area offering great opportunities for the further development of unique products and policy advice for national policymakers. A key reason is that the structure and reshaping of capital markets is an area of increasing importance to the functioning of our economies. The smooth integration of emerging capital markets, for example, will affect investors in developed economies. There is also a great demand for structural reforms in Europe, where these are seen as vital in bringing back sound and sustainable growth.

*State-Owned Enterprises and Corruption: What are the risks and what can be done?* is in turn a stock-taking report that presents evidence from 350 state-owned enterprises and 28 national administrations, in regard to the main corruption-related risks facing the SOE sector; as well as options by which these may be addressed. An evidence base is thus provided for an ongoing project to develop Anti-Corruption and Integrity Guidelines for SOEs, on the basis of the Guidelines on Corporate Governance of State-Owned Enterprises. Development here has taken place in co-operation with NGOs such as *Transparency International*, and findings have served as a point of departure for ongoing work to fight corruption in SOEs in the G20.

*State-Owned Enterprises as Global Competitors: A Challenge or an Opportunity?* is a report analysing the challenges arising from the globalisation of SOEs from the perspective of competition, investment, corporate governance and trade policy communities. It aims to develop a stronger understanding, based on empirical evidence, of how to address growing policy concerns with a view to keeping the global economy open to trade and investment. It was brought to the attention of the 2017 OECD Ministerial Council Meeting which gave a mandate to the OECD to develop, as part of its 2019–20 Programme of Work and Budget, a global reporting standard for internationally-active SOEs.

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

Our Committee plays an important role as a standard-setter through the peer reviews and its regional work in Asia, Latin America and other regions. Against this background, the Committee prefers that its work remains focused, while at the same time recognising its role in working with other policy communities. For example, the Committee and the Secretariat are actively engaged in dialogue with regulators in emerging markets, and as a result, since the endorsement of the Principles by G20 Leaders in November 2015, several countries have already completed the revision of their corporate governance codes or guidelines with explicit reference to the new Principles. We also provide technical support to regional corporate-governance initiatives led by the IFC, among others. In addition, we have made a significant contribution to the thematic peer review on corporate governance led by the Financial Stability Board. All these activities create productive synergies that help boost corporate access to capital markets.



### **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 addition, it should be noted how strong and influential our Secretariat is, despite its rather limited resources. Indeed, the Head of Division is one of the most respected leaders in corporate governance, both in analysis and policymaking and in implementation. Not only has he published a number of quite influential papers, he is also frequently asked for advice by countries, including mine – Japan. With his colleagues, he also receives regular invitations to speak at the most important international conferences, in this way ensuring that our findings and policies are disseminated, and a variety of experiences worldwide learned from.

### **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 fairly 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.

### **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 mindset 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/Group?**

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 – including Brazil, Japan and Korea – have already completed revision of their corporate-governance codes or guidelines, with explicit reference to the Principles made. In addition, the FSB has concluded a peer review of all 24 Member jurisdictions' implementation of those Principles with respect to their financial institutions. We are also assisting with corporate-governance reform all the time, through the Committee's Regional Programmes (addressed to Asia, Latin America, MENA and Southeast Asia), as well as those of a country-specific nature (for Brazil, China, Indonesia, India and Myanmar).

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

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.



## Working Group on Bribery in International Business Transactions (WGB)

Mr. Drago Kos (Slovenia)

### **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 Recommendation, etc.).

### **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 Council of Europe's 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 characterising the WGB, i.e. the way it deals with 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 two 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.

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

Yes. Some countries are attempting to avoid multilateralism and revert back to excessive expressions of their sovereignty in all its forms – and that is what makes our joint efforts in fighting foreign bribery such 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 evaluation teams, and have to take part actively in on-site visits, as well as the drafting, defending and adoption of evaluation reports; and that makes them responsible for their content. This alone ensures 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 (No. 3), 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 decisionmaking 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.

**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?**

The list comprises all monitoring reports adopted over the last two years, as well as certain “horizontal” reports on different topics. Of course, we also engage in standard-setting; in the last two years mainly in cooperation with other OECD Working Parties, to produce Joint Recommendations.

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

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 communities.

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

The Secretariat has to deal with two types of activity, of which the first arises out of the work of the WGB and the second from the Secretariat’s embeddedness in the wider OECD. It is usual for these two to run in parallel. Problems only emerge when this is not the case.

**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.

**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 fulfillment of the mandate of the Working Party and towards equal treatment of all states, there will never be room for any improvement. On the other hand, as it develops a climate of mutual trust, much easier engagement of all Member States is enabled, and the readiness and responsibility for improvements in all areas within the mandate of the WGB raised.

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

Changes in the anti-corruption legislation and institutional set-up of our Member States, and significantly enhanced enforcement of 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 find a proper balance between interests of the Member States, the role of the Secretariat and his/her own priorities.



## Development Assistance Committee (DAC)

Ms. Charlotte Petri Gornitzka (Sweden)

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

The overarching objective of the DAC is to promote development cooperation and other relevant policies so as to contribute to implementation of the 2030 Agenda for Sustainable Development (including sustained, inclusive and sustainable economic growth, poverty eradication and improvement of living standards in developing countries), and to a future in which no country will depend on aid.

To achieve this objective, the Committee:

- monitors, assesses, reports on, and promotes the provision of resources that support sustainable development by collecting and analysing data and information on Official Development Assistance (ODA) and other official and private flows, in a transparent way;
- reviews development cooperation policies and practices, particularly in relation to national and internationally agreed objectives and targets, upholds international norms and standards, protects the integrity of ODA, and promotes transparency and mutual learning;
- provides analysis, guidance and good practice to assist the Members of the DAC and the expanded donor community to enhance innovation, impact, development effectiveness and results in development cooperation, particularly as regards pro-poor sustainable growth and poverty eradication;
- analyses and helps shape global development architecture, with a view to maximising sustainable development results, supporting the implementation of the 2030 Agenda for Sustainable Development and stimulating mobilisation of resources in line with the Addis Ababa Action Agenda on financing for development;
- promotes the importance of global public goods and policy coherence for sustainable development.

### 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?

Before taking up this role as the resident full-time Chair, I served as Director-General of the Swedish International Development Cooperation Agency (Sida), as Secretary-General of Save the Children International (2008-2010) and Save the Children Sweden (2003-2008), and as Under Secretary-General and Director of Communications for the Swedish Red Cross.

I consider my experience from the public sector, private sector and civil society, as mixed with my management experience, to be of great value in this role.

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

Supporting the transition of the DAC to ensure fitness for purpose in the era of the Sustainable Development Goals. While the DAC continues to focus on its core strengths, we have identified six main strategic priorities in transforming the Committee to ensure it is fit to respond to the realities of the 2030 Agenda. These require us to: (i) focus on fostering development impact and mobilising resources; (ii) learn from existing development approaches; (iii) explore new development approaches; (iv) reach out to development actors beyond the Membership to influence and be influenced; (v)

increase transparency, proactively self-assess and hold ourselves to account; and (vi) work in effective governance, systems and structures.

This will require effort in addressing shared objectives, including the use of innovative tools and instruments, outreach, and civil-society engagement. In this regard, the DAC's subsidiary bodies and networks remain central to the work of the Committee and the advancement of this reform.

#### **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?**

The DAC is a unique and relevant body within global development cooperation architecture, as it remains the guardian of the integrity and definition of ODA and will transform itself to better promote development cooperation and policy coherence in the name of sustainable development.

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

In several Member countries there is a tendency to focus on domestic priorities more, for instance security- and migration-related issues. This affects the dialogue on policy issues, in which joint efforts and joint action are crucial to effective development cooperation.

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

National experts are engaged through subsidiary bodies, i.e.:

- the Working Party on Development Finance Statistics (WP-STAT);
- the Network on Development Evaluation (EVALNET);
- the Network on Gender Equality (GENDERNET);
- the Network on Environment and Development Cooperation (ENVIRONET);
- the Network on Governance (GOVNET);
- the International Network on Conflict and Fragility (INCAF).

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

Apart from peer learning via subsidiary bodies, the main vehicle for policy coherence is the peer-review instrument. Every year, 5-6 Member countries are subject to a peer review, under which their development cooperation is reviewed and discussed. The Committee then publishes a report with Recommendations. It is also trying to work more horizontally within the OECD to ensure better policy coherence.

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

We agree on an annual roadmap in the Committee to make sure all Members are aware of the major items and events ahead of us. We use informal meetings to discuss and find space to shape a consensus. All items are then discussed at a formal meeting, before the Committee is returned to for its decision.

#### **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?**

Since the DAC has the mandate to decide on the definition of Official Development Assistance, and since the Member countries report in line with this definition, the most important events are key decisions that affect this definition. During the DAC 2017 High-Level Meeting, Members agreed on two important items:

- Clarifications for Reporting Directives on In-donor Refugee Costs. This harmonisation effort establishes in more detail which costs are in line with the ODA definition and which relate to the integration of refugees or donors' internal and security policies and do not, therefore, conform to the ODA definition. The decision provides for more transparency and more coherent spending and reporting,

increasing accountability among Members. We were also in need of this, since we have seen divergent practices across donors that cast doubt on the credibility of ODA statistics;

- **Blended Finance Principles.** Blended finance is “the strategic use of development finance for the mobilisation of additional finance towards sustainable development in developing countries”, and this is a growing practice among Member countries. The Principles will assist the development cooperation community in delivering development impact from emerging blended finance approaches.

Two annual reports to be mentioned are:

- *The Development Cooperation Report*, containing the official statistics for ODA, and country profiles for providers of development cooperation. The 2017 volume focused on Data for Development. Though the value of data in enabling development is uncontested, there continue to be worrying gaps in basic data about people and the planet, and weak capacity in developing countries to produce the data policymakers need if they are to deliver reforms and policies that achieve real, visible and long-lasting development results. At the same time, investing in building statistical capacity – which represented about 0.30% of ODA in 2015 – is not a priority for most providers of development assistance. With the unfolding data revolution, developing countries and donors have a unique chance to act now to boost data production and use for the benefit of citizens. This report sets out priority actions and good practices that will help policymakers and providers of development assistance to bridge the global data divide, notably by strengthening statistical systems in developing countries so that better data for better policies and better lives are produced;
- *The States of Fragility Report 2018*, which exposes the critical challenge fragility poses, as states seek to achieve the aspirations of the *2030 Agenda*, sustainable development and peace. Twelve key aspects of fragility are highlighted, and are seen to defy common assumptions and simplistic categorisation. Progress made in fragile situations with the attainment of sustainable development reveals exit doors from the fragility trap. The current state of financing for the tackling of fragility is illustrated, with more effective approaches suggested, to take account of multidimensionality.

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

I have held meetings with some of the other OECD Committee Chairs, in order to discuss synergies; and we regularly invite other Directorates to DAC Meetings. At informal events, like the DAC Chair Roundtables, we also invite other Directorates to stimulate synergies.

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

The Committee depends on the Secretariat for expertise and guidance. This support is always of high quality and the staff are truly dedicated to the cause as expressed in the Committee mandate. Difficulties in the relationship between a Chair of Committee and the Secretariat are related to the management model within the OECD. Since a Director reports to the SG and a Chair reports to the Members through the Committee there are occasions when priorities of the Secretariat and the Committee differ. There are, for instance, stronger incentives for a Chair, as a representative of Member countries (as opposed to a Director who has to manage budget and staff), to find synergies with other Directorates, and to use expertise from other organisations.

#### **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 welcome the recent review of OECD standards, which has forced the DAC to take a hard look at its own legal instruments for their relevance and currency. Such “reality checks” should be more frequent and could be usefully scheduled on a regular basis. One area that merits strengthening in terms of OECD standards is the prevention of sexual exploitation and abuse (SEA). The DAC is in the process of developing a Recommendation on preventing and combatting SEA in development cooperation. An OECD-wide instrument, inspired by the DAC’s experience, would be a very useful contribution to global dialogue on this topic.

**13. How have you ensured that your actions or influence contribute to continuous improvement within the Organisation?**

As Chair of the DAC, my role involves delivering political messages on development cooperation within and outside the OECD. One of my main priorities since taking up my post has been to expand the influence (and openness to being influenced) of the DAC. In this regard, I have helped it welcome CSOs and non-OECD “Participants” (e.g. Saudi Arabia and Romania) into its discussions, in this way expanding the relevance and influence, not only of the DAC, but also of the whole OECD.

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

The work of the DAC helps with the upholding of overall ODA levels, and ensures that countries’ development cooperation is transparent and subject to regular review.

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

Understand the political environment for the specific policy area, and Members’ positions. Also nurture good relations with the Secretariat and other relevant international organisations shaping the narrative around the policy area.





## Digital Economy Policy Committee (CDEP)

Mr. Wonki Min (Republic of Korea)

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

The Committee on Digital Economy Policy (CDEP) is responsible for developing evidence-based policies through multi-stakeholder processes that:

- 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.

### 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?

Currently I am Leading Professor at the Department of Technology and Society of SUNY (The State University of New York) Korea. Before joining SUNY Korea, I was Deputy Minister at the Ministry of Science, ICT and Future Planning of Korea. Internationally, I served as Chair of the 2014 ITU Plenipotentiary Conference, the 2015 ITU Council, and the OECD Working Party on Telecommunication and Information Services Policies. In addition, I worked at the OECD, the World Bank and the UN APCICT as a senior ICT expert.

I was very grateful when I was approached to take the Chair role at the CDEP, because I believed that it would give me an opportunity to contribute to the formulation of future digital policies for the OECD Member States.

Chairing the CDEP requires a very high level of understanding of such rapidly-evolving digital economy policy issues as the platform economy, data ownership, security and privacy, communications infrastructure including the allocation of scarce resources such as spectrum, emerging technologies including AI and Blockchain, etc. My experience as a high-level government policymaker, policy analyst with international organisations, and Professor at a University helps me keep abreast of developments in the digital economy, making it possible for me to lead discussions at the Committee, with the aim of Policy Recommendations in this field being formulated.

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

While I have many important priorities as Chair, the main one is to keep the work of the CDEP relevant to its objectives and useful from the point of view of policymakers and Ministers.

### 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 Internet, cyber security, privacy, communications regulations, etc. It is noteworthy that the Policy Recommendations on privacy, cyber security, e-commerce, etc. are widely adopted by Members as well as non-Member States.

Compared with other international organisations, the OECD is more forward-looking and responsive to the evolving needs of governments. This is possible given the organisation's non-issuing of binding resolutions (in contrast to bodies like the ITU, which spends most of its time developing Resolutions on current policy issues). This leaves ITU discussions focusing on near-term issues, while the OECD is free to focus more on the long-term socio-economic impacts of related policies.

#### **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 wherein countries have diverse positions. While the OECD has long been recognised as an international body composed of "like-minded" countries, a growing divergence of views is nevertheless visible in reality, where critical policy issues are concerned. This comes together with changes in the international political situation and the growing complexity of global value-chain mechanisms in the digital economy. 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 that 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. In addition, almost all the CDEP Meetings include an agenda item introducing recent national developments on specific policy issues, under which national experts normally make presentations. Furthermore, in the CDEP there are many expert groups composed of national experts seeking to support the work of the CDEP and its subsidiary bodies. The CDEP also works very closely with stakeholders including the TUAC, BIAC, and the Internet Technical Community, as well as with civil society.

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

First, the format of the meetings changed a few years ago and the CDEP and its 3 Working Parties meet in the same week, twice a year. This enables Delegates from the different Working Parties to stay over the week, to be exposed to other facets of the CDEP's work, and to participate in the Committee Meeting. We have also modified the duration of the mandates of the Working Parties to ensure that they coincide with the PWB. The mandates also include a specific provision guaranteeing that the Working Parties work jointly on measurement issues. In addition, the extended Bureau Meeting – that includes the Committee Chair and Vice-Chairs and the Chairs of the Working Parties – is convened regularly to ensure policy coherence throughout the work of the Committee. In practice, the extended CDEP Bureau Meeting is scheduled during the year twice in Paris and four times online. In addition, I have frequent talks and exchanges of emails with the Chairs of the Working Parties, to share information and provide updates. The Committee is also updated on developments, and the work of its Working Parties, at each of its plenary meetings.

#### **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 the Member States to review documents and submit their opinions within the requested time.

After identifying the Member States' 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 members; 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 States 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 your Committee/Group has issued in the last 2 years? Why are these important, and what has been their impact?**

First, the CDEP prepared a Ministerial Declaration on the Digital Economy (the Cancun Declaration) in June 2016. That drew on several evidence-based analytical reports covering all the policy areas of the CDEP and developed in cooperation with other OECD Committees dealing with education, social affairs, public governance and consumer policy. The Cancun Ministerial Declaration ensured that digital issues were placed firmly on the global political agenda. It also called upon the OECD (in particular) to assess the effects of digital transformation on the economy and society, to identify benefits and challenges, and to examine policy options and governance issues needing to be addressed, as well as to take advantage of these transformations.

Second, in 2017-18, CDEP work ensured advancement of the *Going Digital* project, and two of its key horizontal components, i.e. the “integrated policy framework for digital transformation” and the “measurement of digital transformation”, as both finalised at the end of 2018. It also conducted the first *Going Digital Review*, launched in June 2018, which analyses digital policies in Sweden, and provides the government with Recommendations for improvement. This report is very informative, and its publication represented a success measurable in terms of the several expressions of interest submitted by other countries in their undergoing a similar exercise (a review of Colombia is ongoing, while Brazil, Norway, Spain and Germany have all indicated their willingness to follow).

Third, I will retain the CDEP biennial flagship publication *Digital Economy Outlook 2017*, which examines and documents the evolution of emerging opportunities and challenges in the digital economy. It provides policymakers with comparative evidence (on the supply and demand sides), in this way helping them maximise the potential of digital transformation as a driver of inclusive growth and innovation.

Finally, I would mention the reports on enhanced access to data, on privacy and digital security, on artificial intelligence and on various facets of communication infrastructure, which have been produced in support of the development, as well as the review of legal instruments under the purview of the CDEP.

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

With the keen recognition of the importance of cooperation among international and multilateral organisations, the CDEP works very closely with the G7, G20, EU, ITU, ICANN, the World Bank, the WEF and other international bodies. The CDEP engages actively with these organisations by co-organising events and pursuing cooperative research. In addition, the CDEP leadership team (myself included) participate at 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 evidence-based analytical reports in the context of the Committee. 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/or a staff Member of the OECD, World Bank, ITU and UN APCICT, 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, I have been very impressed by the first-class outputs the Secretariat delivers.

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

The CDEP has produced (and still produces) legal instruments in almost all its policy areas, essentially Council Recommendations, as well as a few Ministerial Declarations. 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, and to confine monitoring to instruments that need updating, such as Recommendations on digital security. This one area, which will likely need strengthening in the near future, is related to both existing instruments on privacy and enhanced access to data.

**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.

**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 and measurement surveys often lead to changes in policy and regulation at national level. It is not rare for countries to leverage OECD Recommendations, practices and comparative indicators, with a view to domestic barriers to change being overcome. The work of the CDEP also facilitates cross-border exchanges, an essential matter in an open digital environment.

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

- Make yourself familiar with the OECD way of working
- Remain attentive so as to address forward-looking issues
- Be holistic to understand matters in a macro perspective
- Engage with all stakeholders
- Work as a team with other Bureau members and Chairs of Working Parties.



## Economic and Development Review Committee (EDRC)

Mr. Svein Gjedrem (Norway)

### **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 efficient!



## Economic Policy Committee (EPC)

Mr. Kevin Hassett (United States)

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

The mission of the Economic Policy Committee (EPC) is to provide the OECD with sound advice on macroeconomic issues, as well as structural reforms. The EPC offers its Members the expertise necessary to ensure that Policy Recommendations provided are evidence-based and grounded in economic literature.

The EPC's overarching mandate is "to contribute to balanced and sustainable economic growth with due attention to social and environmental consequences." As such, the EPC Bureau's key roles and responsibilities are to:

- advise and assist the Programme of Work and Budget (PWB) process, as well as the strategy of the OECD Economics Department (ECO), so that strategic objectives and goals of the OECD offer an accurate reflection of Member States' interests and priorities;
- coordinate and set the agenda for the semi-annual EPC Meetings.

### 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?

Historically, the role of EPC Chair has been assigned to the Chair of the U.S. Council of Economic Advisers (CEA). This is a tradition I wanted to honour. Furthermore, my extensive expertise in the economics field allows me to better recognise important issues that need to be addressed, and to help shape the future work of the Economics Department (ECO). In my current role as CEA Chairman, I offer objective policy analysis and advice to the President of the United States; this experience nicely compliments my role as EPC Chairman.

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

My main priority is to ensure that the OECD's work remains Member-driven, while maintaining a scope that is within the boundaries set by the OECD Charter. My job is to promote and further the OECD's leading priorities, especially as described in Article 1(a) of the Convention<sup>1</sup>, while promoting deeper engagement of EPC Members in the decisionmaking process. The role therefore includes the highlighting of areas of disagreement, as well as full transparency *vis-à-vis* the Secretariat, where the Committee believes the OECD has diverged from its original objectives and mandate.

### 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 EPC comprises leading experts and economic thinkers and policymakers from across the world. The value added is the variation in perspective and context that each Member brings to the table, against the common backdrop of like-mindedness and the shared goal of achieving the highest sustainable growth. The EPC also relies on the professional OECD-trained economists at ECO, who help turn the EPC's ideas into valuable products that inform countries' internal debates and policy outcomes.

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

A big challenge I have faced with large multilateral organisations such as the OECD is the paper flow – I often find that the EPC, for example, receives a flurry of long documents with very little time to review. This often makes working within a multilateral environment look quite challenging. In order to provide thoughtful feedback, I strongly encourage the idea that we be given advance notice of what documents are headed our way, and that we receive the documents in a timely manner, allowing for sufficient review and response.

A second challenge is that, as multilateral initiatives and directorates multiply and membership grows, it becomes more and more difficult to ensure that multilateral organisations remain Member-driven.

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

The CEA invested in the OECD's work. However, I augment my role as Chair by joining my staff in maintaining open and continuous communication with both ECO and the U.S. mission to the OECD. We are involved in meetings, such as the WP3, WP1, EPC, and STEP, and meet frequently with OECD staff (including the Secretary-General), as well as ECO economists, and the Directorate for Science, Technology and Innovation. Additionally, we engage with other leaders within the U.S. government, and keep them informed of the OECD's work and our Committee's progress.

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

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

Combined answer to Questions 7 and 8.

My goal since day one as EPC Chair has been to maintain an open and dynamic flow of information between the Committee and the Secretariat. This includes receiving documents under review in a timely manner (see Question 5). However, it also involves effective engagement of Members of the EPC, with a view to ensuring that they are brought into the conversation. For example, when tasked with review documents, I try to hold an initial discussion limited to Bureau members, with subsequent consultation bringing in the broader EPC. Other times, I request written feedback from Members and then compile major points of agreement (or disagreement if applicable). This allows the EPC to have a cohesive voice, and be better prepared for subsequent conversations with the Secretariat.

**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?**

The *2018 OECD Economic Survey of the United States* presented and reviewed at the May 2018 EDRC session is of great value and has already helped push U.S. economic policy conversations in the right direction. The impartial advice it provides to the United States for achieving the “highest sustainable economic growth and employment and a rising standard of living” will prove useful in our internal political debates. We particularly appreciate the focus on long-term downward trends in labour-force participation, and policies necessary to the re-attaching of workers who have left the said labour force. We have also found studies issued by the EPC to address important policy questions that are otherwise under-studied by the Academy. Excellent examples in the past two years have included *The quantification of structural reforms in OECD countries: A new framework*, and *The Long View: Scenarios for the World Economy to 2060*. Both studies provide policymakers with objective benchmarks that can inform policy discussions.

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

I encourage the active participation of my CEA staff at various OECD events, workshops, and meetings. Developing an expansive network of experts across various policy communities is key to sharing ideas and information and learning from one another.



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

I believe that the Secretariat's role is to serve as the OECD's overarching coordinator – coordinating across Directorates and among Member countries. The OECD's organisational framework is such that the Secretariat can and should listen to what Committees' priorities are, what research and work they would like the OECD to commit its resources to, and respond by meeting the needs of its Member 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?**

For the OECD to maintain its impact and retain the support of its Members, it is critical that the organisation follows through with its plans for an independent evaluation. An external evaluation will allow for an objective assessment of the OECD's working methods, administrative practices, roles and responsibilities. Such an evaluation will not only enhance credibility, but also highlight current Best Practices and help identify areas for improvement that will further boost the OECD's impact.

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

I maintain dialogue with other U.S. Federal agencies involved in the OECD-related work and the U.S. mission to the OECD. This way, our entire network remains coordinated, and conveys consistent messaging to the OECD that best serves both U.S. and OECD interests. Through the various WPs, the EPC, STEP, and EDRC Meetings, we have also ensured that the OECD research output adheres to the highest academic standards and remains consistent with the aims of the OECD Charter.

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

We help to protect the consistency and excellence of economic data used in a global context, ensuring that all policy discussions are grounded in evidence and are sound scientifically. Quality economic data represent one of the most important outputs of the OECD, which is why the EPC, through the various meetings noted above, ensures that the OECD research output on economic policy adheres to the highest academic standards, and remains consistent with the aims of the OECD Charter.

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

I would tell my successor to have a clear understanding of what his or her role is, and to be involved. With so much paperwork and the many moving parts, it is easy for things to fall through the cracks, with the Committee then just allowed to run on autopilot. But an active EPC Chair has much value added and can help the voices of other Members be heard. An active EPC Chair who knows his or her responsibilities can help influence conversations, and have an impact on OECD proceedings.

<sup>1</sup> Article 1 of the Convention on the Organisation for Economic Co-operation and Development states:

The aims of the Organisation for Economic Co-operation and Development (hereinafter called the "Organisation") shall be to promote policies designed:

- to achieve the highest sustainable economic growth and employment and a rising standard of living in Member countries, while maintaining financial stability, and thus to contribute to the development of the world economy;
- to contribute to sound economic expansion in Member as well as non-Member countries in the process of economic development; and
- to contribute to the expansion of world trade on a multilateral, non-discriminatory basis in accordance with international obligations.



Education Policy Committee (EDPC)

Ms. Marie-Anne Persoons (Belgium)

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

As stated in the text of the mandate, the EDPC is responsible for:

- assisting governments to develop effective, efficient and evidence-based policies for education and learning to meet individual, social, cultural and economic objectives through the development of specific Policy Recommendations, policy reviews, analyses and data collection;
- overseeing the strategic direction, coherence, quality and communication of OECD work on education carried out by the education bodies;
- exchanging information and promoting international co-operation among OECD Members and, where relevant, with non-Members on the objectives identified under point one above;
- disseminating its policy advice, data and policy analysis to a wide range of stakeholders in OECD Members and non-Members<sup>1</sup>.

The mandate indicates clearly that:

- the EDPC had a *strategic overview and coordination role* that encompasses education policy work conducted by other education-focused bodies
- the Governments are responsible for shaping the work and priorities of the EDPC in the first place (of course, in good cooperation with the OECD Secretariat).

Both modes of operation are highly relevant as guiding principles at this particular juncture, when the working arrangements of the EDPC are revisited in the follow-up to the In-Depth Evaluation.

### 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 main motivation comes from a strong commitment to contribute to the success of the EDPC, on which I had already served as one of the Vice-Chairs from 2015; as well as from the opportunity to offer for service my policy committee-related experience in various international organisations (not only the OECD, but also the EU, including as Chair of the Education Committee), UNESCO, the CoE and BENELUX.

Above all, it was the confidence of Delegates, and their expectations expressed in the context of rethinking the governance of the EDPC, that convinced me to accept the nomination.

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

See also my answer to Question 2 above. Fulfilling my mandate, I defend the interests of the Member States in shaping the (global) educational agenda of the OECD in a multilateral spirit and in close cooperation with colleagues from the OECD EDU Secretariat.

It should be noted that the present time is crucial for the EDPC in the light of the recent In-Depth Evaluation, the renewal of its mandate and the revisiting of its working arrangements. For the modes of operation/guiding principles, see also my answer to Question 1.

#### **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 important to distinguish between the activities of the OECD Secretariat and those of the Committee as a whole – which represents the OECD Member States' perspective.

The staff of the Secretariat is, for instance, heavily involved in activities surrounding the UN Agenda for Sustainable Development, notably in cooperation with UNESCO on the monitoring of the education-related goal SDG 4. They are also in regular negotiations with the European Commission as regards co-funding of OECD products via the EU *Erasmus+* Programme. The OECD thus feeds into the monitoring of the EU countries in the context of the “European Semester”.

From a Member State's perspective the challenge remains to avoid “blurring boundaries” between the decisionmaking processes in different international organisations of which the OECD countries are Member States as well. In particular, the EDPC has to ensure that the Secretariat receives sufficient guidance and structural advice in their “Secretariat-to-Secretariat” cooperation with other international organisations.

It should nevertheless be underlined that the OECD has a “unique niche of expertise”. The Organisation's strength is connected to the degree to which it lives up to its core mission: “promote policies that will improve the economic and social wellbeing of people around the world”, and in which it applies a rigorous scientific methodology in presenting its solutions to governments and other stakeholders as a “hallmark” for the quality of the OECD work. A key differentiator is indeed the “evidence-base” that the OECD provides in the field of education, notably via surveys (e.g. PISA, TALIS and PIAAC) and thematic and country reviews.

As an organisation geared towards economic development, the OECD will be consistent in applying a predominantly socioeconomic and systemic lens as it looks at issues such as equity and quality in education. This lens is not necessary identical to that of other multilateral organisations that will – for instance – tend to depart from the perspective of human rights and the entitlements of individuals. And that in its turn requires other formats via which progress may be monitored. This also implies that the perspective of other international organisations can be a welcome complement to the OECD approach to education, and *vice versa*.

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

Multilateralism as mode of operation is not questioned on the EDPC. All the Committee's work starts from a conviction that, in the globalised world of today, national education policies cannot be designed in isolation, but only in dialogue with other education systems that face the same (global) challenges; and by taking advantage of the expertise and comparative perspective that international organisations provide.

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

Experts of national governments are the key actors on the EDPC and should be encouraged to take the initiative as much as possible.

It is a constant concern, both for the EDPC Bureau and the Secretariat, to make sure that national experts are well-informed, and in a timely fashion; and that they come fully mandated to EDPC Meetings in order that the latter may yield the expected outcomes/decisions. Early consultation with all EDPC Members during the process of drafting key documents, and transparent communication on the Bureau's preparatory activities play a pivotal role in this context.

In addition, Member States organise themselves informally to hold “country-led preparatory meetings” the evening before each EDPC. At these gatherings, they pass through the EDPC agenda to test the waters for possible consensus. Bureau members can feed into the deliberations with extra

information where necessary. The feedback from these meetings can then be used by the Bureau for further briefing of the OECD Secretariat, and for the refinement of preparations for the EDPC session itself. These types of informal meeting started in 2015, with only the sub-group of EU Member States. However, since April 2018, the scope has been expanded to all OECD countries.

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

The classical answer would be that the EDPC Biannual Programme of Work and Budget (PWB) is the compass for creating coherence between the different actions. But in a context where the Part I budget for education is very modest, the activities in the field of education rely heavily on voluntary contributions from individual countries and other organisations (e.g. the EU). This situation poses particular challenges for the coherence of the programme.

Moreover, the EDPC has a wide range of subsidiary bodies (e.g. INES WG, PIAAC BPC<sup>2</sup>), and also informal working groups, to pursue important parts of its Programme.

Finally, it should be noted that the EDPC is not the only Level-1 body in education. At the same level there is also the CERI Governing Board, the PISA Governing Board and the TALIS Governing Board. The EDPC is, nonetheless, the only “Policy Committee” and as such is expected to fulfil its mandate by duly playing a *strategic-overview and coordination role* for all OECD EDU work.

The situation described above has also been the subject of the last In-Depth Evaluation, and it led to a recommendation that the EDPC revisit its working arrangements, as well as reinforcing its role in the overseeing of all EDU work.

In this process, the coordination between the four Level-1 bodies is a factor of critical importance to success. With a view to more synergy and alignment being achieved, much is expected from the adoption of a joint Medium Term Strategy for all EDU work.

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

The answer to this question connects intrinsically to those to Questions 6 and 7. Key words are: (timely) preparation, early-stage involvement of all EDPC Members, good cooperation with the OECD Secretariat, transparent processes and coherence throughout the PWB.

### **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?**

As, given the very nature of its educational policy domain, the EDPC is not very active in generating standard-setting instruments, output is mainly achieved *indirectly*, by steering different action lines and programmes that deliver such concrete products as flagship publications (like *Education at a Glance*), surveys in the context of PISA, TALIS and PIAAC, and subsequent data analyses, country and thematic reviews, analytical thematic reports, etc.

Moreover, in line with its mandate, the EDPC is responsible for overseeing the *strategic direction*, coherence, quality and communication of OECD work on education, as carried out by all education-related bodies.

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

The EDPC has institutional links with the Employment, Labour and Social Affairs Committee (ELSAC) via the Programme for the International Assessment of Adult Competencies (PIAAC), whose Board of Participating Countries (BPC) reports to the two Committees.

The EDPC has worked closely with other Committees where there are joint activities. These concern the Economic and Development Review Committee (EDRC) – within the framework of the Economic Surveys; as well as the Committee on Financial Markets (CMF) and the Insurance and Private Pensions Committee (IPPC) – with respect to their joint work in the area of financial education. In the context of the NAEC Horizontal Project, some EDPC Delegates have participated in most of the NAEC Group

Meetings; and the Committee, including at subsidiary-body level, has been kept informed of the Project's progress, consulted on its draft outputs and been involved in discussing the implications for its own work arising from insights.

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

Although the EDPC, as a policy committee, is expected to be clearly Member State-driven, the Secretariat plays a key role in the preparation, running and follow-up of meetings. Due to its experience and overview of the different aspects of EDU activities and programmes, the Secretariat also represents the "institutional memory" 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 EDPC has relatively few standard-setting legal instruments, due to the nature of the policy domain (and the high degree of decentralisation/subsidiarity and autonomy of stakeholders in the field of education). However, it should be noted that some outcomes of EDU work and methodologies, notably as applied to assessments of learning outcomes, comparative and country reviews, etc. play a *de facto* standard-setting role due to the quality of analysis. In several cases, they are also promoted by other organisations such as the European Union, which relies on OECD instruments (notably PISA) in the design of its own monitoring systems. Moreover, there might be scope for expansion of existing legal instruments to cover areas such as the use of administrative data for research and innovation, the design and use of longitudinal information systems in education, and vocational education and training. However, for the moment this is not generally regarded as a priority.

The EDPC has three legal instruments under its responsibility. Where two Recommendations dating back to 2005 are concerned, reports to the Council as regards implementation are due every 5 years. As the last was from 2014, the next should appear in 2019. The measures in question are:

- The Recommendation concerning Guidelines for Quality Provision in Cross-Border Higher Education [C(2005)147]<sup>3</sup>;
- The Recommendation of the Council concerning Guidelines on Earthquake Safety in Schools [C(2005)24]<sup>4</sup>.

There is also a measure from 1978, i.e.:

- The Declaration on Future Educational Policies in the Changing Social and Economic Context [ED/MIN(78)4/FINAL].

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

Education and skills play a horizontal role in any policy on economic and social development, and in particular on inclusive growth, as was also stated in the *Framework for Policy Action on Inclusive Growth* Report, and the contribution of the Directorate to the Key Issues paper for the 2018 MCM. See also my answer to Question 10 as regards cooperation with other committees.

As a Member States-driven policy committee, the EDPC is particularly well-placed to guarantee good coherence between the *strategic overview and coordination role* of the OECD EDU work and the strategic objectives and horizontal programmes of the Organisation as a whole.

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

The EDPC oversees the wide variety of activities and products (reports, reviews, models of policy analysis, etc.) that benefit the global community of policymakers in education. See also my answer to Question 9.

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

Always remember that you work under a mandate that was collectively given to you by the OECD Member States. Keep the communication lines with all Committee Members open, and foster dialogue.

In the context of the latter, stimulate the Bureau to play a pivotal role by reaching out to the Members of the Committee to capture what is “living” among them in terms of expectations and concerns. Be aware of “regional” and national differences within the group of OECD countries. Work in a collegial spirit with the OECD Secretariat and make good use of their informed advice, expertise and institutional memory. Strive actively for compromise between the expectations of countries and the administrative and budgetary constraints under which Secretariat colleagues have to work. Pay sufficient attention to the link between the work programme of your own Committee and that of other Committees active in the same or adjacent policy domains and finally, to the overall goals of the OECD as an organisation.

<sup>1</sup> Link to the full mandate: [https://one.oecd.org/document/C\(2011\)90/en/pdf](https://one.oecd.org/document/C(2011)90/en/pdf).

<sup>2</sup> PIAAC BPC – Board of Participating Countries (BPC) of PIAAC.

<sup>3</sup> With regard to the Recommendation concerning the guidelines for quality provision in CBHE it should be observed that the guidelines themselves have been developed in close cooperation with – and under the coordination of – UNESCO.

<sup>4</sup> With regard to the guidelines on Earthquake Safety, awareness-raising in respect of the Recommendation and the results of a monitoring exercise was achieved via a brochure published in 2017 and still available online.

## Environment Policy Committee (EPOC)



Mr. Nuno Lacasta  
(Portugal)



Ms. Walker Smith  
(United States)

### 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 Members and Partners 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?

Nuno Lacasta: I'm a lawyer by training and an environmental law and policy practitioner for almost 25 years. I have extensive experience with international organisations such as the UN, the OECD and the EU (e.g. with negotiation of multilateral environmental agreements and EU Directives). I have chaired dozens of Committees and Working Groups at the national and international level, and have as such driven many discussions and consensus-building efforts on a wide variety of topics. My current day-job is that of the CEO of the Portuguese Environment Agency, Portugal's main environmental regulator and implementing body with 800+ staff.

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

Nuno Lacasta: Clearly implementing EPOC's ambitious and cross-cutting Work Programme, which focuses on critical topics such as climate change and the circular economy. Furthermore, as Mr Gurría rightly recognised, EPOC is probably the OECD's most cross-cutting Committee, as we team up with others.

Walker Smith: Priorities include ensuring that the Delegates understand the issues and have an opportunity to express their views.

### 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?

Nuno Lacasta and Walker Smith:

- The economic focus of the Work Programme and its horizontal links allow the messages to be heard, not just in Environment Ministries, but also in those responsible for finance and trade. This deepens the impact of the work developed in EPOC;
- The OECD Working Party process is unique to the OECD, and no other research institute is subject to the same scrutiny and engagement on the part of policymakers;

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

Nuno Lacasta: The two key challenges are: the slow pace of climate-change mitigation actions; and the need to foster the right economic analysis and environmental assessment of public policies in a rapidly-changing world.

Walker Smith: There are always numerous challenges in the multilateral environment.

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

Nuno Lacasta and Walker Smith:

- Keep a Programme of Work in which each country has at least some “high priority” items;
- Develop links within the Programme, and with those of other OECD Committees, with a view to gaining the interest of National Delegates;
- Use the robust platform (the EPOC Community Site), which allows Delegates to be connected to the work in between sessions.

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

Nuno Lacasta and Walker Smith:

- Work horizontally;
- Ensure that messages are consistent across the different workstreams.

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

Nuno Lacasta: Basically, by fostering a transparent, timely and broadly-owned agenda, which is setting the process and products, and allowing Members ample opportunity to exchange their opinions with a view to meaningful outcomes being reached.

Walker Smith: Ensure that the materials are well presented, that there are clear explanations, and that all Delegates have an opportunity to speak in the allotted time.

### 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?

Nuno Lacasta and Walker Smith:

- *Investing in Climate, Investing in Growth* – modelling and analytical work drawn from across the OECD, the International Energy Agency, the Nuclear Energy Agency and the International Transport Forum. This brought to the table of the G20 the case for governments to pursue an integrated policy approach that combines climate action with fiscal initiatives and structural reforms. It showed that countries can achieve strong and inclusive economic growth while reorienting their economies towards development pathways with low greenhouse gas emissions and high resilience to the effects of climate change;
- *Mainstreaming Biodiversity for Sustainable Development* – allowed countries to compare their experiences with experiences and insights from 16 predominantly mega-diverse countries, with the information being used to look at how to better mainstream biodiversity into economic growth.
- *Improving Markets for Recycled Plastics* – provided analysis, not only on the diffusion of waste plastics into the wider environment, but also on the negative impacts of the emissions from plastic production. It has helped countries to understand the issues and what can be done to find solutions to concerns;
- The Global Forum on the Environment looking at *Plastics in a Circular Economy: Design of Sustainable Plastics from a Chemicals Perspective* – this event brought together over 100 participants from 25 countries, including a number of Partner countries, with significant participation from private-sector and civil-society organisations. This is a cutting-edge issue facing states and the OECD allowed countries, industry and civil society to come together to talk about problems and share their views;
- *Conference on Genome Editing: Applications in Agriculture – Implications for Health, Environment and Regulation* - allowing for a comparison of regulatory approaches in the OECD countries, with a view



to possible new challenges being addressed. This is an issue over which countries (both policymakers and regulators), industry and civil society need a “safe space” for discussion – and the OECD has provided this.

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

Nuno Lacasta and Walker Smith:

- Use the *Green Growth and Sustainable Development Forum* to better define and understand issues of joint interest, and gaps in the current literature in relation to which EPOC could provide useful input;
- Continue to look for areas in which other communities have an interest – environment issues tend to be extremely horizontal in nature, so this comes quite easily. Mention could be made of the work with Trade, Tax and Agriculture over which we have formal joint Working Parties; as well as work done in the Development and Cooperation area, in which we have joint task forces.

Walker Smith: In addition, I would just say that there are multiple opportunities, including in joint work, and at joint policy fora.

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

Nuno Lacasta and Walker Smith: The Secretariat is obviously key, and EPOC's is a stellar secretariat. We see them as the facilitators, analysts, statisticians and modellers that ensure the analytical rigour and supply a watchdog function in respect of issues that will be hitting policymakers in the near future, and on which they will need information.

#### **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?**

Nuno Lacasta and Walker Smith: The old *acquis* needs to be modernised – this is currently happening in EPOC for the *acquis* in the area of the Environment, including Waste. The Joint Meeting is ensuring the modernisation of the *acquis* for Chemicals. A new *acquis* arrives when there is a body of work to support it; and a political will. We have just added the Water Recommendation, for example.

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

Nuno Lacasta and Walker Smith:

- We apply *Value for Money* logic continually;
- We share all Best Practices with others;
- We are constantly on the lookout for partners to strengthen the horizontal nature of our work.

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

Nuno Lacasta and Walker Smith:

- Policymakers have a robust body of work on current issues to use in their decisionmaking;
- Issues on the horizon are identified, and work started at an early stage, so as to allow for a better understanding of the issues and prepare policymakers for future decisions.

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

Nuno Lacasta: Listen, engage broadly, drive issues forward and manage time smartly. Work closely with the Secretariat and foster cross-cutting analysis and exchanges.

Walker Smith: Any person considering chairing a Committee should ensure that he or she has the time to attend all the relevant Committee and Bureau meetings and read the relevant materials in advance. He or she should also understand that they are chairing the Committee and not voicing a Delegation's concerns.



## Fisheries Committee (COFI)

Mr. Leon Lomans (Netherlands)

### **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 sector 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?**

My background is as an agricultural economist with long experience in the Dutch public service and national/international fisheries policies. I started my activities in OECD COFI in 2007 as a Member of the Dutch Delegation, and from 2008 I served as a Bureau member. The OECD COFI is a unique global platform for dialogue on fisheries policies. The challenge to guide discussions, to bridge different points of view and to increase the relevance of COFI in the global context convinced me to take up this post. My background as an economist; my longstanding experience in discussions on the EU Common Fisheries Policy, also as Chair in several Presidencies of the EU Council Working Party on internal and external fisheries policy; and my experience as COFI Delegate/Bureau member from 2007 all offer a necessary basis for me to take the chair effectively and efficiently.

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

The priority is to increase the visibility of COFI to the outside world, as well as its work in the global fisheries dialogue (such as at the WTO or UN); and last but not least to pursue the PWB of COFI effectively and efficiently.

### **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 – increasingly – 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 potential useful instrument to engage Delegations in COFI's work between sessions. Also the recently-created Fisheries Innovation Platform should have this function, but this is still to be evaluated.

**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.

By giving the opportunity for bilateral discussions to take place outside the plenary COFI Meetings, with a view to as many problems as possible being resolved before they are discussed and decided on at the Plenary 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 results of the Programme of Work and Budget 2017–2019 do respond to actual issues and needs in fisheries policy. The report on Illegal, Unreported and Unregulated (IUU) fishing analyses the progress of the last 10 years in the fight against this problem, and provides all parties concerned with valuable and practical recommendations for addressing IUU. Also the report on encouraging policy change for sustainable and resilient fisheries provides useful recommendations as to how fisheries policymakers can be more successful in bringing policy change. The analysis made very good use of practical experiences in the past and lessons learned. Last but not least, the outcome of the study on impact of support policies will be a helpful and useful contribution to the WTO discussions on fisheries subsidies; helping countries identify which support policies are most effective at achieving fishery objectives at national level.

#### **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 have already produced joint work with the CTP, with respect to tax crimes in the fisheries sector.

#### **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 Chair 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.

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

By meeting and discussing regularly – also outside the context of a COFI Meeting – with the Secretariat; and by targeted contacts with COFI Members.

#### **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 policies.

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

The bridging of differences, bringing together of Delegations, and exploration of consensus solutions all require that the Chair should have a good insight into/knowledge of Member countries' economic context/background (including cultural aspects). It is not only experience in managing a Committee Meeting process-wise, but also a thorough knowledge of the policy area/dossiers that are under discussion that are a prerequisite for effective and efficient chairing of a Committee. Last but not least frequent contacts/dialogue with the Secretariat are necessary, *inter alia* also inter-sessionally.



## Governing Board of the Development Centre (DEV-GB)

Ms. Monica Aspe (Mexico)

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

The mandate of the Governing Board of the Development Centre is described as follows:

“The purpose of the Centre shall be to bring together the knowledge and experience available in participating countries of both economic development and of the formulation and execution of general economic policies; to adapt such knowledge and experience to the actual needs of countries or regions in the process of economic development and to place the results by appropriate means at the disposal of the countries concerned. In accomplishing this purpose, the Centre shall in particular take into account the interdependence of the political, economic, and cultural conditions existing in the countries in the process of economic development” [C(62)144(Final), Article 2].

The Development Centre is driven by its biennial Programme of Work and Budget (PWB), which is designed in coordination with the Governing Board that monitors its implementation. Also, in coordination with, and with the approval of, Members, High-level Meetings (HLM) of the Governing Board provide clear directions to the Development Centre on the way forward, and are instrumental in shaping and consolidating the Centre’s work programme.

The Governing Board (GB) brings together delegates from the Centre’s 52 Member countries plus the European Union. The OECD countries that are not Members of the Development Centre can attend GB Meetings, but have no influence on its decisions or proceedings. In 2014, the GB was the subject of a review of governance (DEV/GB(2014)14 and DEV/GB(2014)16), which aimed at enhancement of the role of policy-dialogue platform among countries at various levels of development.

To ensure operationalisation of the mandate and a clearer presentation of the value it adds, the Development Centre designed a Results Framework that links the Centre resource base and capabilities (including the Governing Board) to four broad work-streams, four objectives, two high-level outcomes (influencing the global debate on development; providing target policy advice to governments) and an overarching objective (improved wellbeing through sustainable growth and poverty reduction in developing countries and emerging economies).

The results of the most recent HLM (of 2015 and 2017), confirmed the pertinence of the Centre’s mandate, and confirmed its future orientation, as reflected in its PWB 2017–2018 [DEV/GB(2016)8/REV4] and in the PWB 2019–2020 [DEV/GB(2016)3/REV4] (under finalisation), in particular in areas such as: development in transition, gender equality, migration for development and social protection. Other key deliverables that reflect the Centre’s national and regional analysis are its annual flagship reports: *Perspectives on Global Development* (PGD); and *Regional Outlooks* and reports on Africa, Asia and the LAC, respectively.

The selection of main areas of work of the DEV and its deliverables contribute to Member countries’ priorities in four different ways. The implementation of the 2017-2018 PWB and that of 2019-20 (currently under finalisation) aims to help the Centre’s Member countries better respond to the SDGs and shape an international architecture that is conducive to global development. In line with the previous biennium, it is proposed that the PWB 2019–20 will assist Member countries to:

- identify emerging global issues and analyse their interactions and impacts on development outcomes to better adjust their responses;
- promote stronger co-operation with and within regions, and international cooperation for knowledge sharing;
- support the design of better national strategies and policies to implement the SDGs through stronger diagnostic and implementation tools;
- enhance their ability to dialogue and partner with development stakeholders, such as regional institutions and non-state actors (firms, foundations and think tanks).

**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 was designated Chair of the Development Centre's Governing Board in January 2018. My application for the position was motivated by 15 years of professional experience related to the design and implementation of public policies that link well with the Centre's focus on domestic public policies and Best Practices for development.

Thanks to Mexico's active engagement in the Centre over recent years, and my previous participation in its activities, I have been able to gauge the Centre's role and value-added to policymakers in Member countries and beyond.

As Mexico's Vice-Minister for Communications, I was in charge of the design and implementation of a sweeping overhaul of the telecommunications sector (one of the most successful reforms in the past decade). Also, I have dealt with issues that are highly prominent in the Centre's Work Programme, areas of high priority on Mexico's policy agenda, in particular social-protection schemes, the economic and social impact of labour migration and persistent gender inequality (particularly acute in many developing countries).

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

My main priority as Chair is to strengthen the role of the Development Centre and its Governing Board as a platform for policy dialogue on development in the OECD and international community at large, taking into account its broad membership of currently 52 Members, including 27 OECD countries and 25 non-OECD countries. This entails:

- guaranteeing the continuity of regular activities of the Centre by ensuring that our PWB for 2018 is properly funded and completed;
- ensuring that the directions given by the DEV Governing Board's High-level Meeting (most recently HLM 2017) are implemented properly, also by building upon the major achievements of the Centre in recent years;
- engaging proactively with all Members to identify ways to strengthen their engagement and ownership of the Centre;
- further promoting the inclusiveness of the Centre, aiming at a regional and thematic balance that reflects the interest of all of the Centre's Members, including paying particular attention to engagement with Least Developed Countries and their agendas, as well as increasing the membership of non-OECD countries in all regions;
- striving to consolidate a solid, but flexible and mutually beneficial relationship between the Centre and relevant Committees and bodies of the OECD;
- pursuing and further strengthening the relationship between the Development Centre's Governing Board and the Development Assistance Committee (DAC);
- further enhancing the relationship between the Members and the Secretariat of the Development Centre, ensuring its adaptation to new realities;

- with the help of the Bureau and the Secretariat, promoting ongoing conversations among all Members of the Governing Board on how best to adapt our governance structures and working methods to the evolving environment.

#### **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 Centre and its Governing Board have a distinct added value and comparative advantage: a multi-sectoral approach (the Centre deals with the design of development strategies, hence analysis in several policy areas) and multi-dimensionality (that analysis takes as its starting point the idea that development is more than income growth and needs to be measured and understood in a multi-dimensional way), diverse membership (52 countries from different regions and at various levels of development) and partnerships (solid engagement with non-state actors, such as through networks of enterprises of foundations and systematic partnering with other international organisations for the production of its knowledge products and policy dialogues). The Centre combines policy-oriented research on a wide spectrum of policies with the capacity to engage governmental and non-governmental stakeholders and key international and regional organisations around policy dialogue and knowledge-sharing. Thanks to its multidisciplinary perspective, the Centre also plays a complementary role to the traditional sector-by-sector approach, which may overlook the synergies and sequencing of policies needed to remove constraints to development. The unique value added of the Centre is the possibility of findings and policy tools being discussed and knowledge exchanges promoted within the large membership of countries at different levels of development.

Thus, the successful implementation of the Centre's work depends on:

- the effective engagement of its Governing Board;
- co-operation with other Directorates and regular contributions to the OECD's horizontal activities, initiatives and institutional priorities; and
- participation in the processes that shape global development architecture.

#### **Value added of the Governing Board:**

The Centre's commitment to fostering exchange of ideas is embodied in its Governing Board, on which Member governments from developing and developed countries around the world have an equal say. In contrast to the UN bodies within which these countries also meet, the Development Centre is not a negotiating body, where states tend to come with political, predetermined positions. This gives the Centre the unique advantage of serving as a platform on which developing and developed countries can discuss more openly a broad range of policy areas affecting development.

The DEV aims to broaden mutual understanding among its Members with a view to possibly expanding common ground around issues where there might not yet be consensus. The Centre complements the outreach and engagement efforts of OECD Committees in two ways:

- it helps adapt the OECD tools to better suit the specific conditions of developing countries (e.g. a high prevalence of informality, low fiscal capacities, low productivity growth). Some examples include the adapted wellbeing framework, the MDCRs, and the rural paradigm for developing countries;
- It brings to the OECD the views and experience of non-OECD Members on a wide range of issues related to development strategies and policies.

The Governing Board defines the major orientations, and approves the Programme of Work and Budget, of the Centre. The Board consists of the representatives of each of the Member countries and has undertaken import reforms since 2014. These have led to a revising of the decision as to how frequently the Board holds meetings (from 16 to 8 per biennium, including up to two at High-Level), and as to meeting structure (with more emphasis now placed on substantive debates around the PWB deliverables).

Thanks to a focused programme of work, with an integrated results framework, an effective Membership and Outreach Strategy, and the active engagement of its Members, the Governing Board

has strengthened its capacity as a solid “platform” through which governments can advance their common understanding of global priorities, discuss issues where consensus does not yet exist, and promote mutual learning through the commitment of Governing Board Members and their ownership of the Board. Specifically, the assumptions have concerned:

- consistent reinforcement of the Board’s governance role and its contribution to the pursuit of institutional priorities;
- strengthened policy dialogue through the organisation of consultation processes for each flagship publication, and the provision of issue papers for the Board to discuss;
- the addressing of Recommendations and follow-up actions linked to the OECD internal evaluation processes, such as PIR and IDE (carried out on a voluntary basis as these evaluation tools are not mandatory for DEV as a PART II programme);
- a strengthened contribution to the OECD horizontal initiatives (e.g. *Inclusive Growth*, *Global Deal*, gender, *Going Digital*, G20) and Programmes that aim to engage non-Members (e.g. Regional and Country Programmes).

The Governing Board, served by the Development Centre Secretariat, supports the OECD by:

- deepening understanding of major global trends as regards sustainable development;
- adapting and upgrading analytical frameworks and policy tools to better respond to a world that requires new, multi-dimensional solutions;
- contributing to and enhancing OECD efforts, as appropriate, in support of the international agenda and global development architecture, such as relevant UN processes, the G7/G20 development agendas, and regional fora on South-South and Triangular co-operation.

How does it differ from other international fora dealing with the same topic:

The Governing Board was created in 2002 following a reform of the OECD Development Structure [C(2002)181/REV2] (its directing body had hitherto been an Advisory Board). At that time it was agreed that the new governing board of the Development Centre:

“would have competencies similar to that of an OECD Committee, while respecting the necessary intellectual independence of the Development Centre the results of whose research would continue to be made public and disseminated under the authority of the Secretary-General”.

Thanks to its broad membership, and interactions of its Member States on an equal footing, the Centre offers many comparative advantages, including:

- a role as a Forum providing an arms-length platform for independent, multidisciplinary analysis and policy dialogues with a wide range of governments and non-traditional actors (the private sector, foundations and think tanks);
- a comfort zone within which OECD Members can discuss and identify common ground with non-OECD countries, and *vice versa*;
- an exploratory role that is instrumental in alerting the OECD to such key emerging policy issues as shifting wealth, middle-income traps and industrial policies;
- an active part in shaping the international debate illustrated by the Centre’s participation in the G20 work on development;
- an inclusive approach that goes beyond governments, through engagement with other key development stakeholders such as the private sector, including the Emerging Market Network (a platform for dialogue among multinationals from the OECD and emerging market economies); foundations working on development, and the heads of communication in development cooperation agencies.

The Centre differs from other development-oriented organisations in several respects:

- difference from the DAC, given that the latter has a different membership bringing together the OECD main providers of ODA and focusing on the question of development finance (ODA and TOSSD) and effectiveness of development cooperation – the DEV is of broader membership and focus, looking at development policies (not their external financing);



- difference from UN agencies, given the UN's universal membership that the DEV does not aspire to (a manageable size is needed for meaningful policy dialogue) – the DEV works with several UN agencies that have a better footing in regions (e.g. the UN Regional Economic Commissions) or complementing expertise (e.g. UNIDO and UNCTAD in the areas of trade, industry and innovation);
- difference from the IFIs given the latter's focus on financial assistance and projects.

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

From the perspective of the Development Centre and its Governing Board there are so far no concrete direct impacts deriving from the current multilateral environment. However, there is a general awareness of the urgency of international cooperation being reviewed and renewed; and the question of the ongoing challenges faced by developing countries in the implementation of the SDGs that will be affected negatively if the multilateral framework does not provide a conducive external environment. Thanks to its knowledge-sharing capacity and policy dialogue, the Development Centre can prove helpful in addressing some of the challenges arising out of the current multilateral environment.

Additionally, the Development Centre has the widest and most diverse membership of all OECD bodies, especially having regard to emerging economies and developing countries. I therefore believe it can attain strategic relevance as regards the outreach process of the OECD, as well as in its engagement with non-OECD Members. However, I feel the current “division of labour” or institutional design is not ideal to promote collaboration among OECD bodies, and to facilitate organisational outreach.

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

The Bureau, in coordination with the Secretariat, and via a directing role, enjoys solid relations with all Members of the Governing Board and encourages active outreach to engage with countries, the DEV Members and others. The Secretariat plays a proactive role in engaging with the Governing Board Members in Paris, and with experts in the capital.

Thematic policy dialogue networks and mutual learning groups bring around the table experts from Member countries and beyond, in areas such as extractive industries; industrial policy and female economic empowerment. The MDCR MLG (a subsidiary body of the GB) reviews the multi-dimensional country reviews and promotes peer learning around development-strategy design and implementation, and specific policy areas.

There is broad dissemination of the Development Centre's flagship reports, through:

- DEV Presentations in the capital: road shows organised as and when our Delegates commission them, and specific invitations to DEV to participate in international and regional events, with government officials and other key actors in development;
- Paris-based OECD-DEV seminars: DEV Talks, Informal Consultation Groups, Expert Meetings and the High-Level Meeting of the Governing Board;
- The Development Centre's innovative web platforms that help raise awareness of development topics.

The networks and Forums of the Development Centre are also catalysts for policy dialogue and peer learning.

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

- Thanks to a focused PWB 2019-2020, based on a clear Results Framework, which highlights the interactions across different DEV activities, promotes targeted cooperation and enhances the Centre's contribution to the OECD's mission, as well as to developing countries' own development;
- Thanks to a PWB that has as guiding principle to propose that activities add value to the work of the rest of the Organisation, particularly the work of the Development Cluster;
- By ensuring effective cooperation with the rest of the OECD, as an ongoing priority for the Development Centre and its Governing Board;

- Thanks to an effective Membership and Outreach Strategy and active engagement with all development actors.

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

The decisionmaking process on the Governing Board is effective thanks to:

- Regular and Enlarged Bureau Meetings;
- 4 Governing Board Plenary Meetings a year;
- the Annual High-Level Meeting of the Governing Board (4 since 2012);
- Informal Working Groups, including joint collaboration through the Regional Programmes;
- Expert Meetings to advance work drawing up flagship publications;
- a Mutual Learning Group for Multidimensional Country Reviews [MLG-MDCR].

#### 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?

- Migration and Development: *Perspectives on Global Development 2017* and the outputs of major migration projects (IPPM and ECLM) helped shed light on the migration and development nexus, with emphasis on developing and emerging economies;
- The *Africa's Development Dynamics 2018* report as the first-ever continental economic development report from the African Union, produced jointly with the DEV, and setting the stage for a deeper policy dialogue between the OECD and African policymakers;
- *Latin American Economic Outlook 2018*: focusing on the declining trust of citizens in institutions and the need to rethink the state-market-citizens nexus.
- *Economic outlook for Southeast Asia, China and India 2018*: focused on digitisation and development.

Membership and Outreach Strategy [DEV/GB(2016)31/REV2]: The updated Strategy took account of the global development landscape; the specific nature of the Development Centre, its ongoing and upcoming Programme of Work and Budget; and the outcomes of the 2016 High Level Meeting; the role of the Centre in the OECD Development Cluster, in the OECD at large and in the pursuit of the OECD global relations strategy; as well as the role of the Centre, which through its cross-cutting multi-dimensional analyses supports the implementation of the *2030 Agenda for Sustainable Development* and other international processes such as the G20.

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

- Through involvement in the OECD's horizontal work: the DEV takes part in most horizontal initiatives, despite being a Part II body. It would be useful to assess how resource allocations (e.g. CPF and LTR) provide adequate incentives and opportunities to join such initiatives;
- Through effective coordination between the entities of the Development Cluster and more broadly, across the OECD Directorates;
- By inviting other OECD bodies to participate in Governing Board Meetings, in line with the theme or activity addressed. And *vice versa*.

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

The Secretariat:

- plays a key supportive role in helping the Governing Board strengthen its governance role further and contribute to the achievement of institutional priorities (to this end, the Secretariat plays an active and instrumental role in helping both Centre and Board achieve the mandate and implement the Programme of Work);
- in my experience as Chair, provides for the close collaboration and fluid communication I consider key to effective pursuit of the Centre's mandate.

**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 Centre has a key role to play, thanks to its policy-dialogue tools, and most especially at a time when agreeing to hard instruments proves so challenging as compared with a few years ago. The fact that the Centre is not a standard-setting body of the OECD actually ensures complementarity with the work of other OECD bodies. This difference also permits a more diverse membership of the Centre, with key emerging economies such as India and China also included. In fact, I believe the OECD has not leveraged sufficiently the opportunities that this wider membership of the Development Centre brings.

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

- Thanks to an active engagement with my fellow Ambassadors and colleagues, including an active voice on the Council;
- Through strong engagement in OECD horizontal initiatives, for example, currently as Co-Chair with the UK Ambassador of the group of friends on digitisation, and also in all other initiatives, such as the Regional Programmes (e.g. on LAC and SEA), Country Programmes, inclusive growth, and *New Approaches to Economic Challenges*, and joining hands in implementing the OECD's Action Plan on the SDGs;
- Providing opportunities for the OECD Secretariat and Member countries to engage with non-OECD experts and policymakers.

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

- A broadened mutual understanding among OECD and non-OECD Members regarding sustainable-development issues, with possible broadening of common ground and consensus-building;
- Strengthened joint work conducted with other Directorates (e.g. Multi-dimensional Country Reviews) and policy-dialogue initiatives, benefitting from active involvement and inputs from other Directorates;
- Broadened coverage, and OECD tools and databases adapted to developing and emerging economies (e.g. revenue statistics jointly undertaken with CTPA), as well as new tools on wellbeing and gender developed;
- Continued engagement with non-governmental actors (firms, foundations) through established platforms and networks;
- A contribution made to the advancement of social dialogue.

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

Build consensus, ensure regular contacts with Delegations and engagement with policymakers in capitals. Consult broadly and then put forward an agenda for your tenure that clearly defines the results / outcomes you want to achieve and the means of their achievement. Promote regular updates on progress made. Rely on, and work smoothly with, the Secretariat.

Remember that a different membership generates different results. It is therefore natural that the views of the Governing Board of the Development Centre do not coincide seamlessly with the views of the OECD membership or of the DAC membership. These differences can be enriching, and strengthen the OECD family as a whole, and so should not be viewed as a threat. On the contrary, in times when multilateralism is being questioned, this reflection of diversity should be embraced.



## Health Committee (HC)

### Ms. Olivia Wigzell (Sweden)

#### 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 patients, in the key areas of:

- financial sustainability, access and efficiency of health and long-term care systems;
- better public-health policies and health prevention and promotion initiatives;
- the provision of high-quality, people-centred health and long-term care to all.

The Committee's subsidiary bodies are:

- the Working Party on Health Care Quality and Outcomes (HCQO)
- the Working Party on Health Statistics
- the Expert Group on the Economics of Public Health (EGEPH)
- the Expert Group on Pharmaceuticals and Medical Devices
- the Working Party for the OECD Patient Reported Indicator Survey (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?

I have a background as both a civil servant and a politician. To have knowledge and experience of what is policy-relevant and logical from a political point of view is very important. Of equal importance is to be fact-based and have experience on how to conduct analyses, and how these can be used to achieve improvement, as well as to guide evidence-based policymaking. Understanding of national and international collaboration is key.

It is also good for a Chair to have experience with the creation of a climate supportive of discussion and the exchange of views. To be inclusive, promote an open atmosphere and be talented socially is also very good.

I have been a County Council Commissioner, as well as a Deputy Mayor. I have worked at the Ministry for Health for many years as the Director General (DG) and also as the DG for the Swedish HTA Agency and now the National Board for Health and Welfare. I have also been a Member of the Board of the Executive of WHO, and have chaired an EU MS group on HSPA.

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

I see my main function as a facilitator of discussions on the Committee and a help in pushing forward the global health agenda. There is such an enormous amount of information for policymakers to take account of as they shape national policies, and if I can help bring evidence-based interventions to the attention of legislators, I have fulfilled my role as Chair. I also want to promote learning and guidance for the Member States.

Topics that I prioritise include the evaluation of health systems from a patient's point of view (PROMS) and from a population point of view, mental health, indicator collaboration, efficiency analysis and the healthcare workforce.

**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 Health Committee comes from its commitment to contribute to the good health and wellbeing of people in the Member countries of the OECD. The Committee aims to make health systems more people-centred, innovative, and knowledge-based. It is also central to many of the concerns and debates faced by individuals in our societies: how to deliver better outcomes and experiences for people; how to adapt health systems to the changes that digitisation, technological development and population ageing are having on our health and our health systems; how to address health inequalities in our countries.

The work of the Health Committee is distinguishable from that of other bodies, such as the fora working on the same topics, in that it allows for the sustained collection and analysis of policies and data for OECD Members and key partner countries; for peer learning through discussion on Policy Recommendations; and for monitoring of the implementation of such Recommendations. The Committee offers economic analysis of health and health systems in Member countries that is different from the focus of work of other international organisations (IOs) in this area, in terms of both type of analysis and geographical coverage. The OECD devotes significant effort to coordination with other IOs with a view to duplication of work being avoided. Thus, the OECD engages in regular information exchange *vis-à-vis* the Programme of Work, and organises joint data collection (e.g. via the Joint Health Data questionnaire with the WHO), and joint activities with other IOs that ensure complementarity, and again avoid the duplication of work.

Via the Health Committee's contributions, policymakers have access to experts in the Secretariat who can help inform their consultations on the subject of policy reforms, as well as to detailed reports and summary products (such as policy briefs, charts and country notes). These provide for easy access to information and rigorous analysis, both of which allow immediate policy needs to be responded to.

In regard to the Health Committee's work with the international community, the significant inputs to be noted include the "public goods" of data and data standards (including the System of Health Accounts, global standards for accounting of health spending and financing); the Council Recommendations (e.g. on Data Governance and on Mental Health); and some of the outcomes arising from work with the G20, G7 or European Commission. For example, the HC work has involved discussions at the G7 on universal health coverage and ageing; at the G20 on antimicrobial resistance; at global Ministerial Meetings on patient safety (UK, Germany, Japan); and at a forthcoming international Ministerial Meeting on mental health. The work done by the Committee on health indicators also informs the work of the European Commission.

The added value of the HC, along with ELSAC, is emphasised in the In-Depth Evaluation (IDE) that both Committees have undergone, most recently in respect of the 2009-2017 period.

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

The Health Committee's current challenges concern the political sensitivity of pricing of pharmaceuticals. Furthermore, the work on risk factors (alcohol, obesity) is also highly sensitive, given the presence of vested interests in the industry. The HC maintains an independent assessment in areas where sensitivities are high, while facilitating an open and constructive dialogue across countries and with various stakeholders.

Lastly, along with ELSAC, the Committee is facing challenges with regard to budget negotiations that hamper its ability to pursue its Programme of Work, along with its capacity to respond to growing requests from the Member countries.

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

On the basis of the last In-Depth Evaluation (of 2016), 80% of Delegates from capitals attended the Health Committee Meetings in 2015. First, this is a reflection of a high perceived level of relevance among

Member countries and partners to the HC Programme of Work. The “high” relevance rank achieved by the Committee during the last In-Depth Evaluation is proof of that. The Chair works with the Bureau and the Secretariat to coordinate the agendas of meetings, to identify key topics for discussion, and to ensure that relevant drafts of publications are available for delegates’ review in a timely fashion.

The Committee also encourages dialogue on the substance of policy recommendations, notably by inviting delegates and national experts to present their experiences to the Committee and, as appropriate, to other stakeholders.

Ministerial and High-Level Meetings have also been set up periodically with the aim of reconciling our agenda and mandate with the most pressing issues for Health Ministers. For example, the Committee recently agreed to hold a high-level forum on knowledge-based health systems, a request originating directly among Ministers, when they met at the OECD in January 2017.

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

The Health Committee makes certain that there is oversight of the work undertaken by its Working Parties and Expert Groups. An update on this work is provided to Delegates both orally, in the course of meetings, and in written form, through a document summarising recent outcomes. In addition, regular discussions within the Bureau take place, and are meant to ensure cohesion of direction, and to offer steering of the Secretariat in regard to priorities and synergies, including with the work done by other IOs.

The Committee also works to ensure policy coherence on work that relates to health across the OECD, for example by ensuring that the relevant work done by other bodies will be discussed at the HC (and *vice versa*); and by participating in horizontal initiatives and in-meeting discussions concerning the drafts of reports.

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

The HC aims to promote and ensure effective decisionmaking. In the last In-Depth Evaluation (2016), at least two-third of the Members assessed the Committee’s technical efficiency (quality of products) as high or very high. An effective decisionmaking process is achieved through enhanced collaboration and internal organisation, for example with the Bureau and the Secretariat making the agenda and relevant documents available early enough for Delegates to review them *ante*.

### **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 draw your attention to the following:

- In 2017, the Committee organised a Ministerial Meeting and Policy Forum on the Future of Health, at which Ministers discussed the design and implementation of the Next Generation of Health Reforms. The mandate given by the Ministers for future work of the Committee includes the development of new health statistics that measure and compare patient-reported experiences and outcomes in care (the Patient-Reported Indicators Survey, PaRIS); the development of analysis of knowledge-based health systems; the enhancement of people-centredness through analysis of primary healthcare, public health and health inequalities; and the study of potential modernisation of delivery models.
- Flagship publications, like *Health at a Glance*, *Health at a Glance Europe* and *Health at a Glance Asia/Pacific*, that provide updated data and monitoring of health and health systems. Numerous Members have quoted this work in their parliamentary discussions, and in policy discussions within governments.
- Work on healthcare quality, notably the reports *Delivering Quality Health Services: A Global Imperative* and *Care Needed: Improving the Lives of People with Dementia*, which both offer in-depth analysis as to how quality care might be provided, and healthcare systems in ageing societies adopted.
- Publications on public health, such as the reports *Fit not Fat* and *Tackling Harmful Alcohol Use*, and the formatting report on addressing antimicrobial resistance, provide economic analysis of risk factors to health, and address emerging new public-health challenges.

- The Committee's work also addresses new challenges for health systems, for instance with the report *New Health Technologies: Managing Access, Value and Sustainability*, which provides analysis of health-system performance and efficiency (e.g. *Tackling Wasteful Spending in Health*).

The importance of the abovementioned publications is evidenced by the In-Depth Evaluation of the Health Committee, as well as by the media coverage these reports 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 as having a "significant overall and actual" impact in the 2007-2014 period. The media impact in relation to flagship publications such as *Health at a Glance* is likewise significant.

The Committee has also produced reports on health inequalities and access to care, health policy and prevention, as well as on health workforce policies. All of these had a large impact – as their reception in the press, social media and the policy community make clear. For example, in the last IDE report, Mexico mentioned that studies on preventing obesity had been used as the foundation for it to develop a national strategy on obesity prevention; while work in the area of the health workforce has influenced policy change as regards the training and licensing of nurses in Israel.

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

Along with ELSAC, the Health Committee aims to generate synergy and collaborative research with other OECD Committees. The Secretariat meets regularly with staff from other Directorates, and shares the drafts of publications to ensure that the OECD has a cohesive vision in a policy area.

Furthermore, the HC ensures the participation of business representatives and social partners in its meetings, in order that the views and ideas of the latter on the Committee's work might be heard, and further benefit gained from expertise in the topics under discussion. The HC also reaches out to civil society, the social partners, businesses, think tanks and academia.

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

The Secretariat is the heart of the Committee. Its staff ensure that we do what is required of us, and that we deliver what we have promised to deliver. For sure, they will push us to take bigger and bolder steps to continue to develop better and more-effective health-policy comparisons. The Secretariat needs to be composed of visionaries and realists at the same time, and to ensure that requests from Member States are taken into consideration as work to be done is planned. There is a well-functioning partnership with the Member States, built on trust and professionalism!

The Secretariat is responsible for all the documents and work between meetings. It joins the Bureau in making preparations for meetings. The Secretariat performs excellently, and the HC often praises its work, at the same time underlining how well the Secretariat listens to all the remarks and comments arising from the HC.

#### **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 monitor the implementation of the OECD Council Recommendation on Health Data Governance and the Council Recommendation on Integrated Mental Health, Skills and Work Policy, while reporting to the Council within five years on their implementation, and thereafter as appropriate.

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

I always aim to ensure that we learn from others and do not reinvent the wheel, so to speak. We look at what other OECD Committees are doing and try to learn from them, to create synergies within the Organisation. Working together will allow for a greater impact.

We also keep track of all our collaborations within the Organisation. And learn from our work. Personally, I have contacts with other Chairs and other areas within the Organisation.

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

During the IDE, the HC was ranked by Members as having maintained a “high” level of effectiveness. The *Health at a Glance*, *Fighting Anti-Microbial Resistance*, *New Health Technologies* and the obesity update reports have been mentioned repeatedly and referred to by countries in developing policy, and by other organisations such as the WHO.

The Committee is committed to preserving in-depth knowledge based on cross-country data. Additionally, brilliant intra-OECD and inter-IO relationships also allow us to respond with swiftness and efficiency to rapidly-changing policy contexts. Examples of collaboration with other IOs include the *Working for Health* activities run jointly by the ILO, OECD and WHO; and the *State of Health in the EU* initiative with the European Commission. Question 4 has more information on the practical implications of work of 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. I think you need experience. But also to feel the joy in engaging in international collaboration to improve our world. The Member States’ perspective is important.





## Insurance and Private Pensions Committee (IPPC)

Ms. Norma Alicia Rosas Rodriguez (Mexico)

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

The current IPPC mandate (2015-2019) states: “The overarching objective of the IPPC is to promote efficient, open and sound market-oriented insurance and private pensions systems, based on high levels of transparency, confidence, and integrity, and respecting recognized social objectives of these systems.

The main objectives of the Committee are the following:

- Enhance the long-term efficiency, resilience and stability 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 through prudent investment strategies;
- Promote risk awareness, financial education and adequate consumer protection in insurance and private pensions;
- Strengthen the capacity of private pensions systems to ensure adequate retirement income within overall pensions systems and address the challenges of ageing;
- Strengthen the capacity of individuals, businesses, and governments to address financial and other risks, including disaster risks, through enhanced insurance and private pension 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 hold an Actuary's degree and a Master's degree in Business Administration from the Autonomous Technological Institute of Mexico (ITAM). I also obtained diplomas in Applied Statistics and Public Administration from the Mexican National Public Administration Institute. I am the founder and co-ordinator of the ITAM Diploma Course on Insurance. Since August 2015, I have been the President of the National Insurance and Surety Commission of Mexico (CNSF). In this position, I am responsible for supervising the insurance and reinsurance markets in Mexico. I worked for the insurance industry for over 10 years and joined the CNSF in 1996. I have over 20 years' experience in the regulation and supervision of the insurance and annuity markets, and I have also developed extensive experience in solvency regulatory issues.

I had an important role in the development of the new Mexican insurance law that introduced a Solvency II Type regulatory framework, keeping up with the most progressive international practices. Indeed, the European Commission granted Mexico the status of “third country equivalence under Solvency II” on June 2015.

In the international field, I am an active member of the Executive, Policy Development, Macro-Prudential, Implementation and Assessment Committees and the Insurance Capital Standard Task Force of the International Association of Insurance Supervisors (IAIS). I am also the Chair of the Executive Committee of the Latin-American Association of Insurance Supervisors (ASSAL). Since 2003, I have been a Member of the Insurance Regulation Committee of the Solvency Subcommittee of the International

Actuarial Association (IAA). Since November 2015, I have also been the Chair of the OECD Insurance and Private Pensions Committee, but before that, I had participated for many years in the work of the OECD. Having mentioned previously the reasons for accepting posts, I can add that, since 2000, I have been involved in the work of the OECD's Insurance and Pensions Committee, supporting the participation of the former Chair of the IPPC (also the ex-President of the CNSF), which allowed me to take part in Committee Meetings on a regular basis for more than 10 years. In 2015, when Manuel Aguilera left the CNSF and resigned from his position as Chair of the IPPC, I considered I could continue supporting the work of this Committee, offering great support to the tasks accomplished by the IPPC Secretariat and providing for its continuity. I think my participation in other international organisations, such as the IAIS (International Association of Insurance Supervisors), the IOPS (International Organization of Pension Supervisors), the IAA and the ASSAL allows me to have a clear vision of topics mattering at international level, in order to reinforce cooperation and, as far as possible, avoid controversies and overlap.

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

In my position as Chair of the IPPC, my main priority is to continue encouraging the participation of different Members of the OECD in the Committee's work – first through the Bureau, so that Members offer their active support as work, working methods and practices are defined; and second through all other Members of the Committee.

The other priority is to promote the sharing of different Member States' recent experiences with the regulation and supervision of insurance and pensions. I also aim to draw attention to interesting topics, and to act in support of the development of insurance markets. Another goal is to continue incrementing the response of emerging countries to several questionnaires of the OECD that gather statistical information on the insurance and reinsurance markets.

Additionally, I perceive key priorities in insurance markets to be cyber risk, innovation (Fintech), the structure of supervisory bodies, consumer protection, and financial inclusion/literacy. In addition, I would list the updating of supervisory methods as regards:

- the surveillance and transparency of insurance and private pensions, and the monitoring of innovation, opportunities, risks and trends;
- insurance and financial resilience against risks, and the efficiency, stability and trust characterising insurance markets;
- adequate retirement income;
- the financing of sustainable development and growth via a common mandate with the OECD Committee on Financial Markets (CMF);
- inclusive finance: financial consumer protection, financial education and financial inclusion.

In the area of pensions, the collection of comparative information on pension statistics and regulations is of great importance; as is the provision of policy analysis and the development of regulatory principles and guidelines (to ensure a standard-setting role where private pensions are concerned). It is also important to mention that the IPPC is a Committee open to industry observers. This represents an interesting way to gather opinions and comments from such observers and experts, with a view to the results and impact of the Committee's work being strengthened. There is always an expectation that consultations with relevant stakeholder groups will take place, with the private sector included here, as well as consumer groups where relevant.

### **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?**

A continuous effort mounted by the IPPC concerns the generation of databases such as the Global Insurance Statistics and Global Pensions Statistics, as well as the publishing of annual editions of *Global Insurance Market Trends and Pension Markets*, and the generation of useful information for surveillance and better market performance of insurance and pensions worldwide. In accordance with the wider

OECD objectives and the IPPC Global Relations Strategy, the intention is to increase country coverage and improve the data in the two statistical databases. On the insurance side, there have been some moderate successes with the inclusion of Sri Lanka and Tunisia in recent years, and increased efforts will be made to target Asian countries in particular. On the pensions side, collaboration with the World Bank should make it possible for the country coverage of the OECD Global Pensions Statistics (GPS) to be extended, while data collection will encompass regulation across OECD and non-OECD countries, and include the financial and tax treatment of retirement income. It is important to mention that the creation and maintenance of these databases is an activity by which the OECD can distinguish itself from other international organisations specialising in support for insurance and pension supervision.

The work of the IPPC has focused on analysis of issues not necessarily addressed by the “standard-setters”, and on policy issues as opposed to supervisory matters. The IPPC has tried to differentiate itself by addressing issues such as improved insurance and awareness of insurance, private pensions and education, the strengthening of private pension systems and annuities with a view to their better addressing challenges like ageing, the improved financial management of large-scale risk, with the financial risk landscape addressed, and the improved understanding of important issues such as reinsurance, long-term care, health insurance or systemic risk – all of which are not being addressed by other international fora. The Committee also benefits from having a more diverse Delegate attendance, given the representation of Ministries of Finance, with the result that a more governmental-level discussion of insurance policy can take place, as opposed to the focus being merely on prudential matters. As the global standard-setter in the field of private-pension regulation, the Working Party on Private Pensions has a clear comparative advantage internationally.

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

In the macroeconomic field, a challenge to the safety of supervised markets is posed by the current context of low interest rates in developed countries, and high levels of public and corporate debt in the face of equity markets performing strongly and likely at above-growth prospects.

It is important to mention that a further challenge to the penetration and generalisation of insurance and pension products lies in the fact that economic opportunities brought by globalisation have not been enjoyed by all parts of society, contributing to worsening income and wealth inequality and disparities. Trust was a badly-hit victim of the financial crisis and shows little sign of recovering, even as some aspects of the economy improve. When combined with a string of high-profile misconduct cases in major financial institutions, even after the crisis, public confidence in the financial system has eroded even further.

Major trends that are and will further constitute a challenge to the financial system, insurance, private pensions systems and their contribution to inclusive and sustainable growth, are as follows:

- increasing digitisation of the economy and financial systems through new technologies (including Blockchain) that continues to enhance efficiency, competition and (potentially) trust and ensures profound change being made to existing business models, at the same time as new risks for consumers and small businesses appear;
- large-scale catastrophes (especially those ushered in by environmental issues) requiring the mobilisation of further (private) funding to ensure sustainability of growth;
- population ageing needing to be addressed through adapted and equitable financing regimes based on an adequate assessment of longevity risks and their implications;
- high-quality and sustainable infrastructure representing a pre-condition for economic and societal good health, and requiring increased and diversified financing of long-term investment with a view to ensuring inclusive and resilient growth.

A multilateral approach to these trends and economic challenges is needed to ensure a level playing field and opportunities for all, in support of more resilient, inclusive and sustainable growth, as called for in the *2030 Agenda on Sustainable Development*. In an era of rapid change, complexity and

interconnectedness, no individual government can achieve its policy objectives alone. Through the horizontality of its work on financial markets, insurance and private pensions, the OECD is well-placed to shape and advance this agenda.

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

The collaborative participation of regional experts in insurance and pension matters is being channelled through the work of the Working Party of Governmental Experts on Insurance (WPGEI), which is technical, and an *ad hoc* group of governmental experts that surveys and analyses regulatory and supervisory systems and techniques existing in Member countries. It concerns the solvency of insurance companies, the main issues currently raised in this field, and measures and practices used – or capable of being used – to address them. This Group reports regularly to the IPPC on developments in its work.

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

The Programme of Work and Budget (PWB) of the IPPC for 2019–2020 will help support policymakers as they design, adopt and implement policies with a view to achieving objectives in their own countries *vis-à-vis* the areas of insurance and private pensions. The OECD has taken an active look at its policy-development activities, and is encouraged to consider areas in which further Best Practices or Recommendations could be developed. To define policy priorities, we have a chart summarising policy priorities and domestic policy initiatives<sup>1</sup>.

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

Firstly, through special sessions involving members of the Bureaus of the IPPC and WPPP. Secondly, Delegations are encouraged to participate at the special sessions, given the objective of major working priorities for the Committee gaining confirmation. These meetings are restricted to governmental representatives. Thirdly, if there is another issue in need of further analysis, then efficient decisionmaking process on the Committee is achieved through iterative consultations coordinated, compiled and summarised via the Secretariat. These consultations are electronic and/or in writing, though it is typical for highly relevant issues to be discussed during face-to-face 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?**

The 2019–2020 PWB for the Insurance and Private Pensions Committee – as this document provides the IPPC with its main directions, proposals of work and a determined budget. The OECD has looked actively at its standard-setting, and is encouraged to consider areas where Best Practices or Recommendations might be developed. In this sense, I can also mention: *Core Principles of Private Pensions Regulation* (2006), *Disaster Risk Financing Strategies* (2017) and *Guidelines on Insurer Governance* (2017).

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

There is considerable interest in close coordination and cooperation with other OECD bodies like the Committee on Financial Markets, the Employment, Labour and Social Affairs Committee, and the *Going Digital* project, which could be involved in the development of joint products.

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

The Secretariat directs consultations and debates, but also reviews and compiles work as necessary. The support of the Secretariat is essential to establishing the necessary coordination among Committee Members. In my opinion, the Secretariat is formed of a small group of strongly-committed experts whose main task is the fundamental one of assuring that IPPC objectives are achieved.

**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 has also taken an active look at its standard-setting activities, and the IPPC is considering areas in which Best Practices or Recommendations could be developed. On the basis of the approved revised instruments of recent years, i.e. the aforesaid *Core Principles of Private Pensions Regulation* (2016), *Disaster Risk Financing Strategies* (2017) and *Guidelines on Insurer Governance* (2017), the IPPC is scoping out areas in which the Committee could provide greater guidance, e.g. in the fields of sustainable finance or private health insurance.

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

The IPPC PWB is elaborated and agreed by Delegates. This ensures compliance with IPPC goals. The 2019–2020 PWB offers a description of priority issues for the Committee, as well as practical guidance for the development of activities during the next two years. Personally, I have tried to make more discussions during working sessions more accessible and inclusive. Last year we celebrated the 100th session of the Committee by offering a small cocktail party to strengthen relationships among Delegates and other stakeholders, including the industry. I think this has contributed to a strengthening of the bond between participants, and of the Committee itself.

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

The purpose of the IPPC's work is to improve awareness and understanding of developments, trends, new risks and relevant policy actions on financial markets and insurance markets, and as regards private pension systems and financial consumer protection and education. This also informs discussions of the G20, G7, APEC and other international fora. The main use is in the development of more effective policy approaches and responses to financial, insurance, pensions and consumer-finance issues, with OECD analysis drawn on, as well as Best Practices and standards where relevant. The expected outcomes are greater long-term efficiency of the financial system, resilience, competitiveness, transparency and increased and more-diversified financing of long-term investments and infrastructure.

We also do our best to contribute to:

- more-effective public-debt management and efficient public-debt markets;
- better pension-system adequacy and efficiency, with a view to ensuring adequate retirement income within overall pensions systems, and to addressing the challenges of ageing;
- efficient insurance, and the financing of major risks, in order to ensure greater resilience and sustainable growth;
- the emergence of better-educated and protected consumers of financial services, and an enhanced ability on the part of individuals and businesses to access and use financial services;
- enhanced capacity on the part of individuals, businesses and governments, when it comes to addressing financial and other risks, through an enhanced financial system, as well as insurance and private-pensions systems.

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

I would suggest that the Chair focuses on output results where the OECD has clear international leadership, and where it can achieve real policy impact. It is important to remember that the development of good practices and guidelines combined with in-depth and/or comparative policy analysis (including the development of policy options) will contribute to the development of high-quality and high-impact output.

<sup>1</sup> The 2019-2020 Programme of Work and Budget for the Insurance and Private Pensions Committee: Table 2.1. Summary of policy priorities and domestic policy initiatives – p.9



## Investment Committee (IC)

Mr. Manfred Schekulin (Austria)

### 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 a positive social impact of inward and outward investment;
- ensuring that investment policies contribute effectively to efforts that 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 have spent most of my career in the field of national trade and investment policy. In 2004, when I was first elected Chair of the Investment Committee, I was working as Director for Export and Investment Policy, today as Deputy Director General for Trade Policy and European Integration, at the 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 IC 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 movement and responsible business conduct;
- (for which it is necessary) to safeguard the credibility of the OECD investment instruments.

### 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 OECD Liberalisation Codes are cornerstones of the international capital-movement regime, to such an extent that – until a few years ago – their achievements were more or less being taken for granted. This perception changed with the global financial crisis. Today their importance seems undisputed and efforts to update them, taking into account the lessons of the crisis, are well underway.

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 MNEs Guidelines still are, 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. Let me also mention the creation of the network of National Contact Points (NCPs) in 2000, and the introduction of a groundbreaking chapter on human rights, and of the concept of supply-chain responsibility, in the latest (2011) update. 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 the EU and in China. The IC is supporting these efforts with a setting of new instruments based on the MNE Guidelines intended to help business implement the Recommendations of the Guidelines in different sectors, including minerals, extractives, agriculture, garment and footwear, the financial sector, and most recently also horizontally, across all sectors, in the form of a general due-diligence guidance. 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 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 400 specific instances in over 100 countries and territories. With the Policy Framework for Investment (PFI), first published in 2006 and updated significantly in 2016, 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 – the latest update was co-steered by Myanmar, included regional consultations in Indonesia, South Africa, Peru and Sri Lanka and two online public consultations, and involved dozens of non-Member governments as well regional communities, the World Bank Group and other international organisations, BIAC, TUAC, OECD Watch, other representatives from business, non-governmental organisations, and think tanks. In addition to the Investment Committee and the Development Assistance Committee, thirteen other OECD bodies were involved in the update of the Framework. More than 30 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.

Regarding the policy debate, IC understood early that its effectiveness depended on the meaningful involvement of non-Members. Today, most policy debates are conducted within the framework of the Freedom of Investment Roundtable (FoI RT), organised twice a year. These debates have led, *inter alia*, to the elaboration of new guidance to deal with emerging issues such as national security and sovereign wealth funds (SWFs). Regional programmes also offer important opportunities for policy debate with non-Members.

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

The main challenge is provided by policy trends that threaten open-investment regimes. Although governments have largely avoided openly protectionist responses in the wake of the financial crisis, the number of areas in which open investment regimes are under threat has been growing. Especially worrying is a growing disregard for multinational disciplines, including the MFN obligations in the OECD investment instruments.

A second challenge is in turn posed by rapidly-changing expectations with respect to business behaviour. Civil society and public opinion are more and more inclined to 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. While this is in principle a welcome development, with the OECD being in my opinion well positioned to address these concerns, expectations evolve fast, and sometimes not only faster than business practices, but also faster than policy responses, leading



to discontent and tensions. A related challenge emerged from the intensified debate on the nature and scope of investment treaties, the latter being the subject of harsh criticism in many countries, at the hands of a variety of different groups.

Some major economies have exited agreements, others are introducing or advocating significant institutional change, and many are reviewing and updating their approaches to investment treaties, to seek to address issues such as their impact on the right to regulate or on sustainable development. Again, the OECD is well positioned to make informed contributions to these developments, and to come up with new approaches; but the broadness of the debate and the variety of issues at stake stretch the Organisation's capacity to its limits.

Finally, the emergence of global supply chains has increased the importance of having appropriate and timely investment statistics at one's disposal. Improvements in information and communications technologies have combined with sharp drops in transport costs to allow firms to establish supply chains that are increasingly dispersed geographically, across the globe. Participation of countries in supply chains allows new countries and different types of firm (for example SMEs) to integrate more easily into the global economy. In addition to promoting the wider implementation of the Recommendations in the OECD Benchmark Definition of foreign direct investment (FDI), the IC (through the Working Group on International Investment Statistics) is developing new measures of FDI that better encapsulate the financial and economic linkages between countries. This new approach takes advantage of big-data techniques (such as web-scraping), to better track the activities of large MNEs and uses micro-level data to complement FDI statistics and to better understand the dynamics behind international investment trends.

#### **6. How do you encourage, and ensure that 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. To facilitate participation by experts, the IC has begun to organise more of its work in topical workshops addressed to investment-treaty negotiators, or representatives of Investment Promotion Agencies (IPAs). The annual March conference on investment treaties has been organised since 2015; while the third Meeting of the OECD IPA Network was held on 22 October 2018.

#### **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. Accordingly, efforts to 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. NAEC, *Inclusive Growth and Policies for a Low-carbon Economy*); and regularly provides substantive contributions to these, with a view to new policy insights being generated through a combining of policy perspectives.

Where necessary, work is conducted in subsidiary bodies set up together with other OECD Committees, like the Advisory Task Force on the OECD Codes of Liberalisation that was created in 2011 by the IC, the Committee on Financial Markets, and the Insurance and Pension Committee. In each case, the aim is to ensure a pooling of expertise to achieve updating of the Codes.

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

The main elements of the IC's efforts to ensure efficient decisionmaking are: (1) subsidiary bodies to facilitate the participation of experts and stakeholders in the discussion and preparation of issues that are then ripe for decisionmaking when they come to the IC proper; (2) a well-functioning Bureau; and (3) continuous efforts to engage with Delegates between Meetings, 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 two 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). The experience accumulated through its use as one of the only policy instruments developed by governments to support international investment-policy dialogue, co-operation, and reform. The 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. It is particularly relevant to further support of the post-2015 development agenda, finding financing for development solutions and implementation of the Sustainable Development Goals. Over the past two years, the OECD – working with Member and non-Member economies, partner organisations, donors and stakeholders – has assisted in developing methodologies, including indicators of progress, and institutional capacity-building for the effective use of the Framework in the light of different circumstances and needs.

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 or outside the OECD is a core element of our work. Examples of where such collaboration has led to significant success include the update of the MNEs Guidelines (with the involvement of six Committees and one Working Group) and of the PFI (13 Committees involved). The ongoing review of Codes is prepared by a joint task force of the IC and two other Committees, while further cooperation with the Trade Committee is expected after a Joint Meeting was held in October 2018.

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 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 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?**

- Relevant standards, not limited to the investment field alone, are nearly always global – the challenge is to get non-Members on board without the level of aspiration being lowered.
- Standards need to be accepted – all relevant stakeholders need to be involved in the standard-setting process.

- Standards need to be implemented – successful standard-setting requires the political will and availability of the resources for meaningful implementation.
- Standards 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, and I am quite proud that one of the major recent developments in this regard, namely the establishment of the annual working lunch of the SG with the Chairs of the Committees ahead of the MCM, goes back to an idea of mine.

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

The IC's work has made the OECD the leading international organisation in the field of international investment and RBC, and has significantly influenced what is understood to be the international "state-of-the-art" in these fields.

**15. What would be your key advice for 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 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. If you are not able or willing to do so, don't become a Chair.



# Programme for International Student Assessment Governing Board (PISA)

Dr. Michele Bruniges (Australia)

## 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 36 OECD Member countries 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. I was honoured by the endorsement of the PISA Governing Board and was pleased to take on the role with the full support of the Australian Government Minister for Education, Senator the Hon. Simon Birmingham.

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 of the Australian Education Department, 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?**

I have two clear priorities for my tenure as Chair.

First, I want 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 is to facilitate effective and constructive decisionmaking 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.

### **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;
- 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 72 in 2015, to 80 in 2018, and up to around 100 countries by 2021.

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 forwardlooking, inclusive assessment while continuing to ensure a measure of system-level outcomes, with a strong focus on cognitive assessment.

Multilateral collaboration requires collective decisionmaking 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 2024.

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 decision-makers, such as through the PISA Strategic Development Group's recent 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 decisionmaking by the Committee?**

This is a key priority and cornerstone of strong governance. I seek to ensure that all parties have a voice in decisionmaking at PISA Governing Board Meetings. As Chair, I clearly identify when we are at a decision point in a meeting, and what decision has been taken.

I am also 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 at 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.

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 decisionmaking.

## **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 science education and the need for improvements to keep up with technological developments, environmental and societal challenges, and future labour-market demands. Some of these have included:

- *PISA 2015 Excellence and Equity in Education* (published in 2016): a report showing how performance in science has flatlined in many countries over the last decade, despite increased spending on education.
- *PISA 2015 Collaborative Problem Solving* (published in 2017): a report analysing collaborative problem-solving and social skills.

- *PISA 2015 Students' Well-Being* (published in 2017): a report covering students' motivation to perform well at school, and their relationships with classmates and teachers.

In my view, the recently-released book *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 facilitates the PISA Governing Board's work by preparing proposals, commissioning expert papers and suggesting agenda items for the Board's Meetings. The Secretariat also facilitates meetings of the Board and its Sub-Committees. The Secretariat carries out the day-to-day management of PISA, including budget oversight, development of PISA through the oversight of international contractors, and analysis and reporting of results.

#### **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 forwardlooking 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 policymaking.

#### **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?**

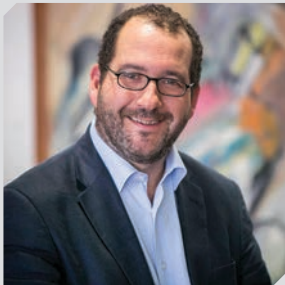
The PISA Governing Board is responsible for determining the policy priorities for PISA, including by setting priorities and standards for data development, analysis and reporting, as well as determining the scope of work that will then form the basis for PISA's implementation. The Governing Board is 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 for 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, that the decisionmaking they engage in is effective.



## Programme for Teaching and Learning International Survey Governing Board (TALIS)

Mr. Joao Costa (Portugal)

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

The TALIS Committee is in charge of the discussion and effective implementation of the TALIS survey. It has an important role in reaching out to teachers and school principals, in accounting for the conditions in which teaching and learning take place, as regards the profile of teachers and their career development.

### **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'm a Professor of Linguistics, with a background in Education and Teacher Training. I'm currently a member of the Portuguese Government, as Secretary of State for Education. I was honoured to be nominated for this position, and I thought my knowledge of education and education systems around the world would ensure a worthwhile contribution.

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

Ensuring cohesion among TALIS goals and relations with other committees, and in particular with the view on education endorsed by the *Education 2030* Project.

### **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?**

TALIS is one of the few fora collecting detailed information on teachers' profiles and working conditions. The survey provides very important information to both policymakers and experts working on education as regards the areas it addresses.

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

The discussion of key items is always rather tense. Clearly, the topic of teachers' wellbeing is not consensual.

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

The importance assigned to TALIS across countries is sufficient to guarantee engagement. No further effort is necessary.

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

Via regular discussions with the OECD team, as well as effective discussions at the regular meetings.

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

Through consensual decisions with enough room for discussion.



**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?**

I wouldn't single out any particular study. Most publications in *Teaching in Focus* and other reports represent very important contributions to the reflection decisionmakers need to engage in in their own countries.

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

Through good practice of sharing what is done with the results of studies and surveys.

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

Essential. The Secretariat is highly competent, and undoubtedly the most important component element when it comes to the quality and coherence of work produced.

**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 most crucial aspect is guaranteeing the convergence of different projects and surveys. *Education 2030* must be the guiding policy for other projects. To this end, regular fora at which the different Committees meet are very important.

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

I'm not sure I have a clear view on this.

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

Effective implementation of TALIS, the communication and dissemination strategy.

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

Willingness to listen to everyone, and the ability to keep focused on the mandate.



## Regional Development Policy Committee (RDPC)

Ms. Flavia Terribile (Italy)

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

Today, regional development is acknowledged as a major domain in which global challenges are responded to nationally and multilaterally. In line with its current (2015-19) mandate, the Regional Development Policy Committee (RDPC) should serve as the premier international forum for senior-level policymakers to identify, discuss, develop, and disseminate a vision of regional development policy that is place-based, multi-level, multi-sectoral and evidence-based.

The Committee seeks to enhance wellbeing and living standards in regions of all types, from cities through to rural areas, and to improve their contribution to national performance and more inclusive and resilient societies. To this end, 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; and promote effective and innovative governance at all levels of government.

### **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 at the Economics Department of the OECD. Since the Committee's official founding in 1999, I have been active as the Delegate from my country representing, initially, the Ministry of Economic Development and, more recently, the Presidency of the Council of Ministers (Prime Minister's Office). Having served at the RDPC Bureau for many years, I took the opportunity recently to take a more active leadership role as Chair. This long association with the OECD and the Committee has given me a clear understanding of the roles and responsibilities of being Chair, which I have now had the honour of performing since 2018.

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

The Committee is reaching its 20th anniversary, and we have seen tremendous progress in countries with respect to their policy approaches. When we began our work within the RDPC, regional development policy was seen as a policy to subsidise areas lagging behind, and not as a tool to promote growth and wellbeing in all regions (the more dominant paradigm today). In addition, the regional agenda is increasingly mainstreamed into other policy debates. The impact of megatrends on different types of place (cities or rural areas) is the subject of our upcoming Meeting of the RDPC at Ministerial level. My current priority as Chair is to increase the communication and impact of the high-quality work that we produce, building on the momentum of this Ministerial Meeting and upcoming mandate renewal, to further mainstream regional issues across sectoral policy portfolios.

### **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 Regional Development Policy Committee plays a truly unique role in the international landscape as policymakers rarely come together to consider regional development in a comprehensive way. Often the constituencies focus on a subset of issues (urban development, rural development, governance, etc.)

and fail to see the connections that contribute to the strength of national economies and the wellbeing of those residing in them.

More generally, the OECD stands out in an international context for its compelling data, analysis and policy advice that allow for the assessment of key policy complementarities at national and international level. The harmonisation of data is the backbone of the OECD platform for policy dialogue and cooperation. The opportunity for peer exchange is also 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. The OECD is also critical for setting standards benefiting from its strong convening power. All of this leaves our Committee looking unique in the international landscape of regional-development issues.

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

Current threats to multilateralism stem in part from the insufficient attention being paid to regional divides. RDPC issues today are even more politically salient, as territorial inequality is one of the roots of the problem. This situation is likely to go on intensifying, further stirring social, political and economic tensions. As a Committee, we have the goal of ensuring that all the OECD Members see the value of our work for their domestic priorities, in the regional-development area and beyond.

Our next Programme of Work and Budget (PWB) will explore the regional dimension to some global trends that will exert a strong impact on our societies over the next 10–20 years – such as an ageing population, migration, climate change, scarcity of resources, diffusion of technology and innovation. Addressing some of these challenges will require multilateral solutions. In the other cases the RDPC’s multilateral setting is valuable for peer exchange, the understanding of opportunities and the finding of solutions to challenges back home.

### **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 engage productively in our work. Given that the vast majority of our PWB is funded by Voluntary Contributions, the demand by Member countries is evident. Furthermore, one of the strategies we use to engage national representatives actively is the “consortia” model. In this context, we encourage Members in respect of certain projects and specific topics to have some countries come forward together for more in-depth knowledge-sharing and peer review. These projects complement the country/region-specific peer reviews to ensure wider interest and impact of Voluntary Contributions across the membership.

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

Regional development is a field in which a lack of policy coherence can be a serious impediment to the achievement of policy targets. The challenge in promoting coherence for the development of different types of regions in Member countries is complicated by the wide array of policy sectors (education, innovation, transport, the environment, etc.), as well as levels of government. Within the RDPC family, for example, there may be up to four different Ministries represented across the Committee and its three Working Parties, given the different topics addressed that are critical for regional development. The work of the Committee explicitly considers the intersection of different policies to identify where coherence is lacking and how to raise awareness about the negative impacts of that. To give just one example, our recent work on land-use governance highlighted numerous contradictions in policies within countries that resulted in higher housing costs, more-limited inclusion, environmental challenges and inefficient transport routes in particular cities.

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

We promote discussion, transparency and engagement of the Bureau in support of the Committee’s decisionmaking process. Indeed, the governance elements can be somewhat overwhelming for some

Delegates, especially for those who are new to the Committee. That is why it is important for the Chair to explain the different procedural steps to 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?**

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 our different subnational databases (regional, metropolitan, regional well-being, subnational finance, etc.) and offers comparative policy data on a subnational scale. Collectively, the last three editions have been the subject of over 330,000 downloads at the OECD iLibrary. The data also increasingly gain use on other OECD Committees in their work, as the latter recognise the critical element of granularity that the subnational data the RDPC manages are able to offer.
- The flagship policy report *Regional Outlook* is in its 4th edition. The last edition on *Productive Regions for Inclusive Societies* highlighted the growing inter-regional productivity divide within countries. The publication also contributed to several OECD-wide initiatives on productivity and inclusive growth, and its findings were also picked up by *The Economist* and the *Financial Times*.
- In November 2017, the *World Observatory on Subnational Finance and Investment* was created to collect comparable data and information on subnational finance and territorial organisation from over 100 countries. Given the large number of OECD Members pursuing different decentralisation or territorial reforms, this heightened effort will reinforce our impact in the area of multi-level governance in support of the Recommendation on Effective Public Investment across Levels of Government.

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

Regional development is multidisciplinary by nature, and synergies across policy communities in each country are an essential part of the daily work of Delegates. The RDPC has three Working Parties, on Urban Policy, Rural Policy and Territorial Indicators. In the case of most countries, the representatives to the 4 official bodies represent different Ministries. We hold our 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 synergies. Many of the project case studies and peer reviews engage different policy communities in the process. The Recommendation on Effective Public Investment across Levels of Government, which originated in the Committee, includes a toolkit on how to encourage such synergies across national sectoral policy communities, as well as between national and subnational governments. 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, both within the same Directorate and across the Secretariat.

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

I view the Secretariat as a valuable facilitator of the Committee's work. It focuses on the daily work, while Committee Members' time is much more limited. There are numerous administrative issues with which the Secretariat helps the Bureau to stay on track. They also offer intellectual leadership to help Committee Members take a step back from their daily policy imperatives and gain a new perspective not obtainable elsewhere. Delegates have seen the benefit of this unique space for reflection, and the value of networking with a view to solutions to common problems being found.

**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?**

Against the background of a situation in which almost 60% of public investment is conducted by subnational governments, the securing of relevant investments in different regions requires that institutions at national and regional level should work together better with a view to synergies and

policy cohesion being achieved. 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 that promotes a high impact for this standard-setting instrument. We will also soon have our first official Monitoring Report to the Council on the subject of instrument implementation.

Other standard-setting activities include the *Water Governance Initiative* (WGI) and the Principles of Water Governance, which have received global visibility enhanced by the WGI's multi-stakeholder format with 100+ members to maximise relevance, outreach and impact.

Our 2019–20 PWB has highlighted the way countries extend their active support for the development of the Principles of Urban Policy and the Principles of Rural Policy. In both areas we have historically been a standard-setter, and are seeking to further formalise the lessons learned over the last 20+ years. For example, our work on national urban policy proved highly influential in the development of the UN's *New Urban Agenda* and in its follow-up, not least as regards the recent *World Urban Forum*. The Committee is aiming to strengthen this impact further.

Our admittedly recent 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 long-term impact. Engaging other international entities has been another tool ensuring a broader impact beyond OECD Members, but still within the interest thereof (e.g. better urban policy in non-Member countries reduces global CO<sup>2</sup> emissions and is thus important for our Members). Of course, we can always do more on communication, an area perhaps underdeveloped at the OECD in general terms. Countries themselves can also help play a more major role as amplifiers of the Committee's work.

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

While I have just started work in the post of Chair, I have been 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 it with clear feedback so that meetings prove productive for Delegates, while data and policy advice are of high quality.

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

The Committee offers a range of products 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, such as the role of the tradeable sector or agglomerations (cities) in promoting productivity catch-up. They also have practical guidance, ranging from standards or good-practices studies through to a wide range of thematic projects seeking to support regional development (from the local integration of migrants and natural resource-driven regions through to the use of the SDG frameworks to improve regional performance).

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

It is important to try to understand and learn from proposals and positions that might seem unconventional at the outset. This may be due to differences in institutions, policy areas or national cultures. Some valuable proposals may nevertheless arise from the work of people who really think outside the box.



## Regulatory Policy Committee (RPC)

Mr. Gary Banks (Australia)

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

The underlying mission of the Regulatory Policy Committee (RPC), as I see it, is to promote sound regulatory policy and practices in OECD countries, through an integrated, horizontal and multidisciplinary approach to regulatory quality.

The overarching objectives of the Regulatory Policy Committee mandate are:

- to promote strategic, evidence-based and innovative public policy outcomes by identifying, developing, and disseminating a global vision for regulatory policy and governance;
- to support efforts within and across governments to design and deliver effective, efficient and equitable regulatory frameworks;
- to strengthen public governance through regulatory policy, leading to high quality, fit-for-purpose legislation and regulation that ensure transparency, legitimacy, accountability and respect for the rule of law.

### 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?

This is my seventh year as Chair of the Regulatory Policy Committee, having initially been invited by the OECD in late 2011 to take on the role. At that time, I had spent some twelve years as the Chairman of Australia's Productivity Commission, an independent statutory body with a remit to provide independent, evidence-based advice to government about better policies and regulations. I had also chaired a national Regulation Taskforce for Australia's Prime Minister, the report of which was influential in bringing about upgraded processes for making and reviewing regulation in my country, as well as leading to the reform of various regulations that were no longer fit for purpose. I took up the role because I am an admirer of the OECD and its work, and because of a belief that it could be effective in bringing about better regulatory practices that would be of benefit internationally.

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

Firstly to ensure that the Committee is directing its efforts to areas likely to have the highest payoff, and secondly to create an environment for Delegates at their periodic meetings and workshops that is conducive to frank discussion and a productive exchange of experiences.

### 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?

Among the OECD Committees, the RPC is unusual in having a cross-cutting role that transcends particular sectors or activities. Its unique transversal mandate can inform the work of other more sector-specific OECD Committees. The key principles and practices it identifies and monitors are meant to improve regulatory quality across government, policy areas and sectors.

Internationally, the OECD has a unique position in the area of regulatory policy and governance. It has developed the only existing internationally-recognised legal instrument on regulatory policy. It is also

recognised as a leader in fostering understanding and knowledge in areas of emerging importance such as behavioural insights and greater international regulatory cooperation.

The OECD provides a 'neutral' forum for freer discussion outside the more-constrained formal negotiating settings of particular international organisations; it brings a high-quality research capacity to its activities and creates the ability (yet to be fully realised) to draw synergies across various policy communities represented on the different Committees.

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

If anything, the recent challenges to open international markets have made the Regulatory Policy Committee's traditional emphasis on better domestic rule-making even more important: regulations that are *truly* in the national interest are generally also beneficial internationally.

The current multilateral environment has also pointed to a number of weaknesses in global governance. A renewed 'multilateralism' would benefit from building common understandings about quality international rules and cooperation. The RPC's work in this area, including the forging of a partnership among fifty International Organisations for discussion and peer learning about Best Practices in regulation and standard-setting, is a unique OECD contribution that will hopefully pay dividends into the future.

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

By ensuring that items placed on the RPC agenda can promote mutual learning and exchange; by providing a forum for identifying emerging trends and practices and discussing viewpoints on major regulatory policy issues; as well as through seeking guidance on the formulation and implementation of the RPC's work programme; allowing for input on important issues at an early stage, feedback on preliminary reports and advice on how to disseminate work at the final stage.

In seeking to promote fruitful discussions and engagement, a balance is sought among the following:

- Addressing major regulatory policy issues and contributing to horizontal work with other relevant OECD Committees;
- Peer-reviewing the regulatory policy reviews of different countries to identify and share Best Practice;
- Exchange of promising conceptual developments and administrative practices;
- Discussion and approval of outputs produced under the Work Programme;
- Policy and planning issues, including consideration of the Programme of Work and Budget, communication strategies, major event planning and outreach;
- More general information updates.

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

Much of the Committee's work is directed at achieving greater policy and regulatory coherence, domestically and internationally. It aims to strengthen the capacity of governments to design, implement and monitor regulations, and the policies that frame their development and implementation. This entails fostering synergies across policy areas; identifying trade-offs, and reconciling domestic and international objectives.

The RPC provides an interactive forum for senior regulatory policy officials from Member and Partner countries. The RPC Meetings support efforts across governments to design and deliver effective, efficient and equitable regulatory frameworks, and aims to strengthen public governance through regulatory policy, leading to high-quality laws and regulations.

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

Some features to safeguard effective and transparent decisionmaking by the Committee include:

- Ensuring that decision-making is informed by the views of diverse stakeholders, through opportunities for direct representation at meetings and roundtables, etc., and through draft material circulated through and by Delegates;
- Organising and facilitating open discussions, not only at formal meetings of the RPC, but also at the annual workshop and conference;
- Demonstrating appropriate discretion and professional ethics with respect to confidential matters;
- Endeavouring to communicate as clearly as possible, both orally and in writing (something requiring ongoing attention);
- Ensuring that stakeholders' views are all given a respectful hearing, regardless of the economic 'weight' of the country concerned.

**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 consider the following publications most important: The triennial *Regulatory Policy Outlook* has become the flagship publication of the RPC. It provides unique, empirical insights into the organisational and institutional settings in countries that design, enforce and revise regulations. The *Outlook* exposes areas of the regulatory cycle that receive insufficient attention from policymakers, and identifies actors who have an important role to play in improving the way regulations are developed, implemented and evaluated.

The Committee has also produced a range of *Best Practice Principles* for various domains of regulatory policy. The Principles have informal and non-binding status of guidance approved at the Committee level. They complement the 2012 Recommendation of the Council on Regulatory Policy and Governance, and can be used by Member and non-Member countries alike to guide their practices and reforms. The Principles are also employed by the Secretariat as regulatory policies in different countries are reviewed. The RPC has developed *Best Practice Principles* on regulatory enforcement and inspections; on the governance of regulators; on stakeholder engagement in regulatory policy and (under preparation) on *ex-post* reviews of regulation.

Since 2013, the RPC has developed what has turned out to be a timely stream of work directed at fostering cooperation among governments on regulatory matters – *International Regulatory Co-operation (IRC)*. This commenced with a seminal overview of practices within a typology of IRC approaches (*International Regulatory Cooperation: Addressing Global Challenges*, OECD 2013). In 2016, the RPC analysed the role of international organisations with respect to international rule-making (*International Regulatory Co-operation: The Role of International Organisations in Fostering Better Rules of Globalisation*). In 2017, a joint report with the Trade Committee was released on *International Regulatory Co-operation and Trade: Understanding the Trade Costs of Regulatory Divergence and the Remedies*.

In 2017, we released *Behavioural Insights and Public Policy: Lessons from Around the World*, the first-ever collection of over 100 case studies in this important emerging area for achieving more effective regulatory outcomes, including key lessons for public institutions.

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

As noted, the RPC has considerable potential to do more in this area, and some useful joint activities have been conducted. The challenge is to forge agreement among Committee memberships of priorities in common, given their busy individual Work Programmes and the logistical challenges involved in bringing Delegates from different Committees together. Considerable groundwork by the respective Secretariats is likely to be a pre-condition for achieving greater synergies at the level of the Committees themselves. This is needed to demonstrate the existence of sufficient payoff from collaboration from each Committee's point of view to warrant the effort involved.

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

Given the number and diversity of countries 'around the table', the Secretariat clearly plays a critical role, both in assisting with identifying Work Programme issues and priorities and in advancing the Work



Programme itself. Personal relations are an important part of getting different Delegates on board, as well as their perceptions of the quality of the work produced. I believe the RPC Secretariat has been exemplary in both respects. One key challenge faced, in common with other parts of the OECD, is managing the tension between being 'on the road' in order to support and engage with Member governments, and ensuring adequate direction and supervision of research and report preparation back in the office.

**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 traditional strength of the OECD has been in the power of its evidence-based research and promulgation of Best Practices, including through Recommendations in Country Studies. Also through the transparency of its reporting, which in itself can bring pressure to bear on policy behaviour.

The nature of the OECD's work is consequently not as conducive to negotiating formal disciplines as that of some other agencies, but its standards and guidance instruments can be just as effective in practice.

On the basis of the 2012 Recommendation, and through its work on international regulatory cooperation and the Partnership of International Organisations (IOs), the RPC has, on the one hand, developed some understanding of how to strengthen the quality of international norms/standards and, on the other hand, worked with regulators to improve domestic implementation. In addition, the OECD's Legal Directorate has been closely involved in our International Organisations work, with important spinoffs for the OECD's own approach. Principles and practices of transparency/stakeholder engagement; strengthened implementation; systematic evaluation; and greater coordination among IOs have been mainstreamed in the OECD approach and language on standard-setting.

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

The RPC examines what governments and regulatory agencies do, and how they seek to improve regulatory reform. By providing information, overseeing and directing the Secretariat's work, the Committee gives strategic direction to the OECD's overall perspective on regulatory policy.

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

The RPC's work is essentially practical in nature, but also broad and diffuse in its applicability. Among some concrete examples of practical outcomes are the following.

The RPC *Partnership for Effective Rulemaking* offers a voluntary platform to foster collective action among over 40 International Organisations and their constituency to promote greater quality, effectiveness and impact of international rules, regardless of their substantive scope. Ultimately, this work helps to build greater confidence of domestic regulators and legislators in international rules, and supports greater uptake of good-quality international instruments in national legislation.

Since 2013, the OECD has been at the forefront of supporting public institutions who are applying behavioural insights to improving public policy. For example, the Secretariat, working with the Colombian Telecommunications Regulator, constructed a multi-disciplinary team of experts and behavioural scientists to applying behavioural insights to the redesign of the country's consumer protection regime. In 2017, the OECD released the first-ever global collection of over 100 case studies on behavioural insights from around the world, along with key lessons for public institutions.

In 2016, the Brazilian energy regulatory agency ANEEL enhanced oversight techniques based on the *OECD Regulatory Enforcement and Inspection Principles*.

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

Assuming the appointee is there because of (a) his or her deep knowledge of the area, and (b) strong communication skills; essential pre-requisites in my view – my advice would be to become closely

acquainted with the work already done by the Committee (if it is not the case already), and spend the early period talking to key delegates and senior members of the Secretariat about how the Committee is performing and where things might be improved.

A key role for a Chair is ensuring that meetings are as productive and useful as possible. This will not occur without some effort, including good preparation in consultation with the Secretariat, and an open and inclusive approach to the conduct of meetings themselves. I have had a number of delegates tell me that an ability to facilitate engaging discussions around the table, and thus to promote broad agreement on key issues (within the time available), is not universal.



## Steel Committee (STEEL)

Mr. Lieven Top (Belgium)

### 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 them. The renewed and updated mandate for the next 5 years was approved during the last session of the Committee on 17-18<sup>th</sup> of September 2018 (DSTI/SC(2017)13/REV2).

The overall objective of STEEL is to foster close cooperation 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 sustainable economic growth, financial stability and structural adjustment all being promoted.

The intermediate objectives are:

- to 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;
- to ensure that trade in steel remains as unrestricted and free of distortion as possible (restrictive actions should be avoided and, where necessary, limited strictly in scope and time, and in conformity with WTO rules);
- to reduce barriers to the trade in steel products and related materials, on both the import and export sides, including non-tariff barriers;
- to act promptly to cope with crisis situations, in close consultation with interested trading partners and in conformity with agreed principles;
- to facilitate requisite structural adaptations that will diminish pressures for trade actions and promote rational allocation of productive resources with the aim of full competitiveness being achieved by enterprises;
- to ensure that measures affecting the steel industry are consistent to the extent possible with general economic policies, while taking account of implications for related industries, including steel-consuming industries and workers;
- to avoid encouraging economically unjustified investments, while recognising legitimate development needs;
- to avoid the extending of preferential treatment to state-owned steel enterprises, while ensuring that such enterprises act in accordance with market principles and principles of competitive neutrality;
- to facilitate plurilateral and multilateral cooperation, consistent with the need for excess capacity to be addressed, competition maintained, and problems anticipated and (as far as possible) prevented.

### 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 long experience from the policy side, on regional, national and supranational levels, with energy-intensive industries and influences on their competitiveness and investing cycles.

While already serving as Vice-Chair of the OECD Steel Committee, I applied for this post, with a view to my helping the Committee in its further functioning, as the previous Chair had had to step down unexpectedly. I was also convinced by several Members and the Secretariat, in line with their view that I might be the right person for this function.

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

In general, ensuring that the Committee is fulfilling its mandate.

In the more recent and very difficult international trade circumstances for steel, my aim has been to keep the Committee functioning in a stable way, and bringing forward useful work. That also means integrating views from very different perspectives, in order that consensus in this Member-driven organisation can be reached.

### **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 are no other international fora handling the same topic, except the Global Forum on Steel Excess Capacity that builds further on the work of the Steel Committee.

The value added is, by virtue of permanent dialogue, the creation of consistent data and economic analyses, and the securing of access to these for both OECD Members and countries that are not (yet) Members.

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

Yes, certainly.

The actual multilateral environment and international organisations as such (including the OECD) are under heavy stress caused by an ongoing series of government-inspired initiatives that hinder international trade.

That is of course reflected in the work of the Committee, on which these initiatives are mentioned in Reports of the Secretariat, and become the subject of intense debate between participants, with the effect then rolled out in various Committee items needing to be decided upon.

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

That is a matter permanently in need of attention. I have encouraged the Secretariat to restore the original timeline for delivering documents for Committee sessions, whereby national experts receive them 3 weeks in advance, making it possible for material to be read and studied in full.

I also ensure smooth discussions through the explicit creation – during Committee sessions – of as much space as possible for interaction (as opposed to time-consuming correction work). Likewise, by asking participants in advance what they need or prefer, in order that participation in a Committee session can be as efficient as possible.

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

Important point.

Of course, there is the biennial Programme of Work and Budget, which is to be considered a backbone and main guarantor of consistency.

On a more technical and methodological level, it is important that the same approaches and methodology be used throughout the diverse notes prepared by experts. As experts can be hyper-focused on their topic, it can be useful for Bureau members to be helped to stay attentive on this matter of consistency, together with the Secretariat.

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

With the help of the Secretariat, I try to make clear to Members and Associates what precisely is at stake, so the Committee knows what it (can) decide(s).

If opinions are too divergent, then the issue could be discussed in the Bureau. And if these prove useful, I will also pursue bilateral contacts with Members. But of course, the OECD consensus rule is unavoidably hit by challenges with which the current climate on multilateral cooperation is confronted (see also Question 5).

**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?**

Difficult question, as this Committee and its Secretariat are unique worldwide for their know-how and data. I could refer to the yearly notes on Steel Trade and Trade Policy Developments, and to the comprehensive reports on the evolution of the fundamentals of the Steel Market.

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

Excellent question. As Chair, I have tried to draw attention to the possible synergies, for example on a technical level (models) with the Trade Committee, or on the content level. To encourage synergies:

- I try to make clear – by way of examples of dossiers or work on other Committees – that certain activities can lay close to the activities of the Steel Committee;
- I invite the Secretariat to take action towards liaison with other Committees on the implementation of possible collaboration with a view to reciprocal synergies being achieved;
- I subsequently keep different partners informed regularly as to how collaboration has worked out.

**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 entails support for the work of the Committee and its Members, with its research work, and with Session preparation and follow-up, while pursuing regular, functional cooperation with the Bureau that reflects the opinions of Members. Of course, all of that is only doable where a neutral attitude to the varying ideas of Members and Associates is maintained.

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

In the case of the Steel Committee, the standard-setting work is rather indirect, as one may deduce from the objectives in its mandate (see Question 1). In practice, the approach works via peer review, and with 'good practices' applied. Where needed, indication is also given as to whether particular evolutions go against trends.

In general, the maintenance of voluntary standards over time is something to be reflected on. Of course, they are very important, in addition to other non-voluntary instruments of other organisations. And they are fully connected with the will to work together within a multilateral framework. If these frameworks were to weaken during certain phases, as a basis for international cooperation, the effect and impact of these voluntary standards would be expected to decrease too. The challenge is thus to hold on to this impact at times of potential "weakness of multilateralism". It would likewise be useful for the OECD as a whole to reflect on a future, sufficiently lean or adaptive position, capable of preserving during very different time phases the positive impact the Organisation creates for its Members and other countries.

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

By trying to introduce new or updated approaches or methods to the work of the Committee that are clear for all parties concerned. But mainly, by applying these approaches or methods consistently in daily work.

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

Practical implications lie in the availability of large amounts of quality data and analyses as regards the international steel sector. This makes it possible for policymakers to gain a proper understanding

of evolution in this field, and to base their policy choices on facts and analyses that have scientific underpinning. Consistent reporting on the above-mentioned evolution, production, demand and (excess) capacity, makes it possible for arguments and debates, inside and outside the OECD Steel Committee, to be objectified.

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

To know the dossiers, to pursue functional dialogue with the Secretariat, to always keep the agreed objectives in sight, and to maintain dialogue with all partners concerned. All Members and Associates have given you a task to be carried out on their behalf. It means that you have to take responsibility in what are sometimes even more difficult issues, always trying to convince everyone that we are working in a consensus-based system. Other Bureau members are there to advise or inform you about their opinions or those of others.

Also, be attentive in order to maintain a necessary and healthy balance between the ever-increasing number of tasks or questions on the one hand, and the limited available resources and staff on the other.



## Tourism Committee (TOU)

Mr. Sergio Guerreiro (Portugal)

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

The mission of the OECD in the field of tourism is to maximise the economic, social and environmental benefits of tourism through medium- and long-term strategic development, soundly-developed tourism policy, and an integrated approach that promotes greater cohesion between tourism and other policies. The Tourism Committee promotes economic growth, job creation and development through tourism, and contributes to the advancement of international co-operation in the tourism sector.

### 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 more than 20 years of experience in the field of tourism, working as a policy analyst and Director at *Turismo de Portugal*, in charge of strategy, statistics, business intelligence, entrepreneurship and innovation, and international affairs.

I'm currently Chair of both the OECD Tourism Committee and the European Travel Commission's Market Intelligence Group.

I also have a Ph.D. in Tourism from the University of Lisbon, an M.Sc. in Public Management and Administration, and a degree in Economics; and I'm a visiting lecturer at *Universidade Europeia* (Lisbon), where I teach Tourism Development, Planning and Sustainable Tourism.

I've 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 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 Organisation). The work of the Committee is focused on economic and policy issues important to highly-developed economies (e.g. competitiveness, the labour market, trade and transport).

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 the latter faces (such as digitisation, inclusive growth and sustainability). Similarly, the Tourism Committee is an ideal forum at which to explore

linkages and synergies with other OECD/policy areas (with a chapter on tourism for example included in the 2018 *Economic Review of Indonesia*).

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

Tourism is a global and increasingly networked industry which benefits greatly from (and contributes to) a greater global interconnectedness that facilitates trade in tourism services. One of key challenges for tourism is to remove or reduce obstacles to travel mobility; and this may require significant adjustments in the longer term. Developments in the wider policy environment can influence travel mobility and limit the free movement of people, with adverse consequences for tourism and economic growth (e.g. as regards safety and security, border controls, transport infrastructure and aviation regulations).

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

Promoting engagement of the Committee's Delegates is one of the main roles of the Chair. Firstly, I try to get to know all the national experts participating at meetings, and to keep up with their work and experience. From this contact, we can identify with the Secretariat those Delegates that have good practices to share; and encourage them to do so.

In addition, we have Delegates at the Bureau of the Committee whose level of experience and engagement is also high, with the result that the Committee's work is boosted.

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

I believe that my professional experience has helped in this work.

I have been working for several of years in an organisation (*Turismo de Portugal*) that has responsibilities throughout the tourism value chain, from planning and promotion through to training and investment, which is to say a much more comprehensive range of issues than general Delegates of the Committee tend to come across.

My experience therefore helps allows us take a comprehensive view on the challenges posed by tourism policies, of the kind we deal with on the Tourism Committee, which involves defending a whole-of-government approach. So, more than just advocating, I have the practical experience on how to deal with such issues on a day-to-day basis.

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

The decisionmaking process on the Tourism Committee has been working quite well. Having a very clear and focused agenda is essential to the achievement of the goal. On the other hand, the engagement of delegates in all the activities of the Committee allows us to be clear on the objectives of each activity, and thus to have focused discussions and an effective decision process.

#### **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?**

- The biennial flagship publication, *OECD Tourism Trends and Policies*, is an international reference and benchmark on how effectively countries are supporting competitiveness, sustainability, innovation and growth in tourism. Light is here shed on policies and practices, with evidence supplied in relation to important economic and social-tourism statistics. Comparative knowledge is provided through thematic chapters and country-specific policy and statistical profiles, covering around 50 OECD and Partner countries. The 2018 edition includes chapters on *Tourism trends and policy priorities*, *Megatrends shaping the future of tourism*, and *Towards investment and financing for sustainable tourism*.
- Countries set out an ambitious future tourism policy agenda in the Policy Statement – *Tourism Policies for Sustainable and Inclusive Growth* endorsed at the OECD High-Level Meeting on Tourism in October 2017. This has informed the draft PWB 2019-2020, as ultimately approved by the Tourism Committee



at its Meeting of 9-10 April 2018, the aim here being to provide innovative evidence-based analysis and advice that increases the impact of the Committee's work.

- Completion and publication of a national *Tourism Policy Review of Mexico*, with policy recommendations serving to strengthen the tourism sector and allow advantage to be taken of opportunities that enjoy a strong potential for economic growth, investment and development.
- Publication of OECD Tourism Papers on *Reviewing the policy framework for tourism marketing and promotion*, *Major events as catalysts for tourism*, and *Innovative financing approaches to support tourism SMEs*, with papers forthcoming on *Effective Policy Approaches to Quality Investment in Tourism*, *Providing new evidence on tourism trade in value added*, and *Analysing Megatrends to Better Shape the Future of Tourism*.

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

See Question 7.

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

The Secretariat has played a key role in increasing the visibility of the TC's work, and the engagement on the part of Delegates. The Secretariat has managed to build a close relationship with the latter, and to establish networks between key Delegates with a view to engagement being enhanced still further. At the same time, there is a guarantee regarding the adequacy of the planning process and the necessary connection with other OECD areas, which I personally value very much.

#### **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 review by the Tourism Committee of the OECD instruments in this sphere focuses on the facilitated movement of international travellers and the removal of barriers to tourism, to the benefit of people, places and businesses. The review of the existing standards to adjust to new realities will address the constraints and key policy issues impacting upon the tourism sector into the future (in the short, medium and long terms). Included here now is travel mobility and the ease with which people can travel, the environmental impact of tourism and sustainable tourism development, and the impact of digitisation on the tourism economy.

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

See Questions 3 & 6.

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

See Question 4.

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

I believe that enthusiasm is a key characteristic that a future chair has to bring into a group. This allows the Chair to engage with Delegates, to drive the work of the Committee, and to build confidence within the group.

In a sector like tourism, having a clear notion on the need to integrate with other areas of knowledge (e.g. digital, investment, innovation, etc.) is also very important.



## Trade Committee (TC)

Mr. Didier Chambovey (Switzerland)

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

The overarching objective of the Committee is to help countries benefit fully from trading opportunities, and adjust to changing trading patterns, by providing a forum for international cooperation, dialogue and policy analysis.

See mandate of the TC [Council Resolution C(2015)86]: [https://one.oecd.org/document/C\(2015\)86/en/pdf](https://one.oecd.org/document/C(2015)86/en/pdf).

### 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?

Through a more than thirty-year career, I held various positions with the State Secretariat for Economic Affairs (SECO), and served as Switzerland's senior trade policy official and chief negotiator for various free-trade agreements as well as WTO processes. I also served on WTO dispute settlement panels and chaired GATT and WTO Committees. As a teaching assistant or lecturer, I taught at the Universities of Lausanne and Neuchâtel. I have written articles and papers on international trade and demography. My experience in chairing bodies of intergovernmental organisations as well as in economic and trade policymaking has usefully contributed to my role as Chair of the Trade Committee.

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

In a context of rising trade tensions and sputtering intergovernmental cooperation, the Trade Committee should demonstrate the benefits of advancing international cooperation, show and document where progress has not been sufficient, and propose solutions and ways forward. The TC should continue work to highlight concrete flanking policies that governments can implement to allow their citizens to reap the benefits of globalisation in a rapidly-changing technological environment. The TC should make the best possible use of OECD comparative advantages, apply an integrated approach encompassing the relevant policy areas, and consider, as appropriate, impacts beyond the specific sector or issue under scrutiny. In so doing, the TC will need to position itself upstream of trade negotiations as a forum at which informed policy discussion based on robust evidence and analytics takes place, including on present-day sensitive issues and challenges.

### 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 Trade Committee provides a unique forum for senior trade-policy officials to work in a non-negotiating setting, and to build mutual understanding of important policy issues and developments in trade relations. Like-minded countries share information, experiences and views on common challenges and emerging opportunities, and address difficult policy issues on the basis of concrete evidence and advice. Convergence toward consensus is a constant objective.

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

The environment for international-trade policymaking is much more complex today, yet the work and discussions at the TC and its subsidiary bodies continue to take place in a highly constructive manner. For example, the PWB 2019-2020 was agreed by Members unanimously, without conflict – and major new areas of work were initiated in response to consensus demand. Members understand fully the importance of continuing to build evidence to inform their individual decisions, and the reality that some issues of widespread interest can effectively be advanced, while progress in some other areas will take much more time. The TC has explicitly converged to focus on areas in which the mutual benefit of cooperation is clear and feasible, even today.

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

National experts comprise the membership of the Committee; they are senior officials, representing not just their Ministry, but their governments. Maintaining strong bilateral relations, and trust, are a priority, and supported by periodic visits of senior staff to capitals, as well as various regional events (often in cooperation with the business community). The TC frequently hosts Expert Meetings to engage other national experts on topical issues, including at the Global Forum on Trade, and similar events.

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

The Committee collaborates actively with other OECD bodies through a variety of means, notably two longstanding joint Working Parties with the Environment Policy Committee (EPOC) and the Committee for Agriculture (COAG). It also holds *ad hoc* Joint Meetings with the Development Assistance Committee (DAC) and has contributed to a number of horizontal projects (e.g. the *Green Growth Strategy*, *Fossil Fuels*, *New Approaches to Economic Challenges* (NAEC), and the Strategy on Development, *Going Digital*, METRO) and horizontal themes, notably in the context of its work on Trade in Value Added (TiVA) and Global Value Chains (GVCs) with the Committee on Statistics and Statistical Policy (CSSP) and the Committee on Industry, Innovation and Entrepreneurship (CIIE). In addition, the TC and Regulatory Policy Committee held a joint session in 2015, and will hold a Joint Meeting with the Investment Committee in October 2018.

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

The Trade Committee's Programme consists of structured, multi-stage and iterative processes, along with the designation of two categories of proposals, firstly those expected to obtain consensus support easily ('core') and secondly ('choice'), allowing discussions to focus more on the latter. The process has been deployed over successive PWB cycles, being perfected as necessary on the basis of experience to ensure its optimisation. The process is characterised by Delegates as 'clear and transparent' and it has gone a good way towards reconciling the different policy interests of Members.

Committee Members themselves ensure effective decisionmaking, with the active cooperation of the Secretariat. Transparency is paramount, and precious Committee time during meetings focuses on enabling dialogue on key policy priorities on a timely basis – as determined in active consultation with Bureau members. Routine decisionmaking is facilitated by the use of written procedures to reduce the number of administrative items during Committee sessions. The Trade portal is being used actively to ensure inter-session communication.

**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?**

The OECD has continued its efforts to provide an evidence base to better inform trade policies in line with established priorities (TiVA-GVCs, TFIs, STRI, FFS) export restrictions), while at the same time

working on new analysis, on an urgent basis, to address current trade-policy concerns related to distortions on international markets that contribute to global over-capacity in some sectors.

- **Making Trade Work for All:** Against the background of rising anti-globalisation sentiment, the OECD has developed a new narrative that does more to acknowledge both the costs of open trade and the fact that needed adjustments have not taken place. The report *Making Trade Work for All*, issued in May 2017 and drawing on contributions from across the OECD, stresses that some trade reforms have a redistributive effect, and that the distribution of the benefits of trade reforms is shaped by domestic policies. This points to the need to integrate trade reforms into the broader domestic structural reform agenda, both to ensure that trade reforms are seen as an integral part of the policy toolkit to boost domestic productivity and jobs and to ensure that trade reforms are made in a context where domestic policy settings are in place for the expected benefits to materialise and the downsides to be managed.
- **Trade-Facilitation Indicators:** The OECD TFIs help inform and support ongoing trade-facilitation reforms, including as a tool for monitoring implementation of the WTO Trade Facilitation Agreement (TFA). The 2017 OECD Trade Facilitation Indicators (included in our major publication on Trade Facilitation and the Global Economy, which makes the economic case for reform) highlight that the TFA has resulted in real change on the ground, with implementation already well underway. To help governments improve their border procedures, reduce trade costs, boost trade flows and reap greater benefits from international trade, OECD TFIs identify areas for action and allow the potential impact of reforms to be assessed. The TFIs are recognised increasingly as a valuable monitoring tool for the TFA.
- **STRI:** The Services Trade Restrictiveness Index (STRI) has been consolidated as a global standard for measuring the regulatory environment for services; it presently covers over 80% of global services trade. Greater awareness of and interest in the database, indices and analysis has generated concomitant opportunities to widen the scope of STRI coverage, particularly in the South East Asia, APEC and Latin American regions. The process of joining the STRI, which includes consultations with domestic regulators and the clarification of costs arising from services trade restrictions, is a driver of structural service sector reforms in emerging economies – a process that is often a necessary first step towards liberalised trade in services.
- **Digital trade:** to help governments identify the policies that will enable their economies to reap the benefits of an increasingly digitised global economy, the OECD has launched a cross-cutting, multidisciplinary initiative on “Seizing the benefits of digitalization for growth and well-being” (the *Going Digital* horizontal project). As part of that project – and as part of its own Work Programme – the Trade Committee is undertaking a reflection around digital trade. The typology developed under this Work Programme to help governments understand better the scope and nature of digital trade is now being used as the basis for work on better measurement of digital trade by colleagues in SDD. TAD also continues to contribute a trade and market-openness perspective to the *Going Digital* project, and to contribute to modules on productivity and competition, as well as measurement.
- **METRO:** The METRO model is used increasingly to support analytical work on the Trade Committee, as well as trade-related work in the Economics Department and elsewhere. This tool contributes to a strengthening of further information and advice to governments concerning the integrated policies necessary to achieve more inclusive growth. The growing array of policy issues relevant to trade policy places a premium on both OECD-wide horizontal collaboration and “whole of government” approaches to policymaking. Committee outputs, for example, are utilised increasingly in economic and environmental country reviews, the Economic Outlook, and OECD-wide policy papers.

Major products (June 2017-June 2018):

- 2017 Update of Trade Facilitation Indicators
- GVC participation and economic transformation: Lessons from three sectors

- The Services Trade Restrictiveness Index has been consolidated as a global standard for measuring the regulatory environment for services: it presently covers over 80% of global services trade.
- METRO: The METRO model is used increasingly in support of analytical work on various OECD Committees. This tool contributes to strengthen further information and advice to governments concerning the integrated policies necessary to achieve more inclusive growth.
- *Services In Global Value Chains: Trade Patterns And Gains From Specialization*
- *Local Content Policies in Minerals (Trade Policy Paper)*
- Trading firms and trading costs in services: Firm-level analysis
- STRI Policy Trends up to 2018
- *OECD Companion to the Inventory of Support Measures for Fossil Fuels (3rd Edition)*
- Multinational enterprises and global value chains: The OECD analytical AMNE database
- *Multinational Production and Trade in Services*
- The value of market access and national treatment commitments in services trade agreements
- Market opening, growth and employment
- *Trade Facilitation and the Global Economy*

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

See response to Question 7.

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

The Secretariat does an excellent job on the substance: in-depth evidence-based studies, capacity to adapt and innovate (STRI, TiVA, METRO, etc.). It is also able to engage with Members to reach consensus. The Secretariat also plays an important role in the preparation of the Bureau Meeting and in defining the agenda. Its members are contributing usefully to the Committee's deliberations, and to the dissemination of its work and policy advice. The Secretariat also makes an important outreach effort to sensitise Key Partners to the relevance of OECD activities and projects. The Secretariat is surely of invaluable assistance to the Chair, the Bureau and the Member States.

#### **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?**

Multilateral rules are set at the WTO. The TC has not been involved in standard-setting and remains engaged in building policy data, information, analysis and advice of direct use to Member countries.

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

Our main goal is to fulfil the Trade Committee's mandate, bearing in mind the numerous interactions between trade issues and other areas the OECD is dealing with. As trade has a bearing on a wide range of topics, it is important that well-informed analysis and policy advice should be provided, consistent with the overall objective of fostering wellbeing and sustainable development. This is all the more important given that the public is harbouring increasing fears of economic liberalisation. Discontent is often unfortunately fuelled by misconceptions. The work of the Committee, relayed by Member states, should contribute to dispelling such misunderstandings. In addition, the Committee has to be agile and respond to emerging challenges. There should be space and flexibility to adapt the Work Programme as appropriate. In recent years considerable work has been done to strive towards the above objectives. This has certainly contributed to an improved quality and relevance of OECD activities.

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

The TC mandate: Encourages frank and open dialogue among OECD Members and undertakes and disseminates rigorous, objective analysis of trade policy, in order to: i) increase understanding of evolving trade policy issues, including on controversial subjects; ii) build support for liberalised trade in goods and

services as a key driver of growth within a strengthened multilateral, rules-based trading system and improve understanding of how bilateral, plurilateral and regional agreements can help advance that goal; iii) contribute objective information and analysis in support of multilateral trade negotiations to advance the on-going and future agenda of the World Trade Organization (WTO); iv) facilitate the promotion of coherence between trade policy and other related domestic and international policies. Support the work on establishing common guiding principles and exchange of information in respect of Members' official export credit systems. Improve understanding of open trade and markets as an important driver of growth by communicating and disseminating, as appropriate, the results of the Committee's work to the relevant stakeholders.

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

Maintain a constructive and close relationship with the Secretariat, in particular its senior staff. Liaise with Bureau members, especially when an issue appears to be divisive. Use the opportunity of the Meetings of the Committees to organise informal discussions with key Member States on trade issues. Do not lose sight of the overall stakes and policy of the OECD, and be aware of matters discussed at the Organisation's Council (budgetary issues, accession processes, outreach strategy, etc). Use the Paris-based delegates of your country to liaise with the Secretariat on a regular basis.



# Employment, Labor and Social Affairs Committee (ELSAC)

## Mr. Kenneth Swinnerton (United States)

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

The Employment, Labor and Social Affairs Committee (ELSAC)'s mandate through 2019 spans over three distinct but interrelated policy areas: employment, migration and social policy. The overarching objective of the Committee is to foster comprehensive, cost-effective and innovative employment and social policies to promote strong, sustainable and inclusive growth, high employment rates and enhance social inclusion in Member and, as appropriate, non-Member countries. This is accomplished through Output Results that better equip policymakers with information (evidence and analysis), that assists in designing, adapting and implementing policies that generate good jobs, develop skills, assist Members to better manage international migration, enhance social cohesion, reduce inequality and poverty, improve the position of vulnerable groups on the labor market, and promote equality of opportunities for all.

The committee has four subsidiary bodies: the Working Parties on Employment, Migration and Social Policy as well as the Board of Participating Countries for the Program for the International Assessment of Adult Competencies (PIAAC), which is joint with the Education Policy Committee.

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

I have been doing economic research and policy analysis for over 25 years. I have a Ph.D. in economics from Georgetown University. Currently, I am the Chief International Economist at the U.S. Department of Labor, overseeing research on international macroeconomic and labor market policies, and on the effects of international trade on the U.S. labor markets.

I was interested in serving as the ELSAC Chair because of my long association with the OECD Working Party on Employment, including serving five years as its Chair. I was also interested in facilitating two high priority deliverables: the 2016 OECD Meeting of Labor Ministers, and the 2018 OECD Jobs Strategy. I wanted to be part of ensuring that these deliverables were based on extensive evidence, in order to rigorously analyze what works in the area of labor market policy, why certain policies work and how they are adaptable to different national contexts.

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

The main priority is ensuring that the Committee's outcomes and outputs develop and present solid evidence and rigorous analysis, and are relevant, informative, and accessible to policymakers.

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

The work of the ELSAC touches upon a number of areas that are of great importance to economic growth and the well-being of people in the OECD Member countries. Much of the work done by the ELSAC addresses the policy needs and concerns at the center of the 2008 global economic crisis and of the more recent refugee crisis. It is also central to many of the concerns and debates in our societies: how to adapt labor and social policy to the impact that digitalization, globalization, population ageing

and international migration flows have on our jobs, our social protection systems, and our societies.. More general problem is how to address inequalities and promote inclusion in our countries.

The comparative value-added to fora – working on similar topics – comes from the maintenance and expansion of an unsurpassed evidence and analytical knowledge base, that informs national policymakers and the deliberations of other international fora. Other fora emphasize the identification of issues to be addressed; in the ELSAC, emphasis is on providing information that allows those issues to be addressed most effectively.

The work of the Committee allows for a continued collection and analysis of data and policies by experts in the Secretariat for the OECD Members and key Partner countries; for peer learning through discussion of policy recommendations; and for monitoring of the implementation of the recommendations.

Through the work of the Committee, policy-makers have access to a combination of detailed reports and summary products (such as policy briefs, charts, country notes) 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.

Not having a mandate for lending, or on-the-ground work, the Committee leverages more time, more expertise and more dialogue for independent and evidence-based policy research.

As proof of the value that the work of the ELSAC brings to the international community, it is worth noting that the Committee has made important contributions to other international fora, such as the G20, G7 or the European Commission. For example, the ELSAC policy analyses outputs have informed the OECD/ ELSAC recommendations, that have been incorporated into the G20 minister/leader declarations every year since 2010, when the G20 Taskforce on Employment was created. This has included ELSAC's work on youth, gender, skills, activation, structural unemployment and adapting skills, employment, and social policies for the future of work. Of particular note was the work done by the OECD to support the target of reducing the gap between male and female labor force participation, adopted by G20 leaders in Brisbane in 2014. The European Commission's Pillar of Social Rights draws extensively from the work of the ELSAC and the indicators developed by the Secretariat to the ELSAC. The Commission has also been an important supporter and dissemination vehicle for the ELSAC and the EDRC work on the Program for the International Assessment of Adult Competencies (PIAAC).

The added value of the Committee is emphasized in the In-Depth Evaluations (IDE) that the Committee has undergone, most recently covering the 2009–2017 period. The IDE noted that the Committee continues to improve on already high product quality, has mandates that are highly aligned with Members' priorities, and has high recognition and influence for a number of its publications.

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

Some policy areas under ELSAC's responsibility have become more politically sensitive in the current multilateral environment – notably migration that in a number of countries has become a polarizing issue. Work within the Committee, however, has continued to be constructive and productive on the different aspects of migration, and delegates of the Committee and the Working Party on Migration have greatly appreciated the role of the OECD in documenting migration flows, 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 are productively engaged in the work of your committee?**

In 2017, the ELSAC meetings registered participation of 88% by delegates from capitals – the highest rate since 2010. First, this is due to the relevance of the program of work, as demonstrated by the “high”



relevance committee rank achieved during the last In-Depth Evaluation. 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.

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.

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

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?**

- Its flagship publications – *the Employment Outlook*, *International Migration Outlook*, *Pensions at a Glance* and *Society at a Glance*. These publications provide updated data and cutting-edge analysis on their respective topics. The importance of these publications is evidenced by the IDE as well as by the media coverage that these publications usually attract. For example, the last IDE reports that 60% of Members found the Employment Outlook to have a “high to very high” impact in the 2009–2016 period.
- The new *OECD Jobs Strategy*, joint work with the Economic Policy Committee (EPC), represents a major step forward in terms of the OECD recommendations on employment. It updates the previous strategies by integrating a more holistic view of labor market performance, looking at not only job quantity, but also quality, labor market inclusiveness, and labor market resilience and adaptability. It was welcomed at the 2018 MCM.
- The ELSAC has also produced reports on Skills, Social Mobility, Preventing Ageing Unequally (including an associated policy action plan) and on Gender Equality (assessing progress on the 2013 Gender

Recommendations). All had a large impact – as noted by their reception in the press, social media and the policy community. For example, in the last IDE report, Portugal noted the work of the ELSAC on skills as helping the government design incentives for firms to move from non-permanent to permanent contracts, to conduct professional traineeship programs and to hire support for companies. The ELSAC also organized two ministerial meetings in the 2016–2018 period. In 2016, it held the Employment Ministerial and Forum, where ministers discussed the challenges of promoting more resilient and inclusive labor markets building on the lessons learned from the crisis and in the view of the ongoing changes in the world of work. During the meeting Ministers gave the Committee the mandate to update the OECD Jobs Strategy. In May 2018, the ELSAC held the Social Policy Ministerial Meeting and Forum in Canada. The Ministerial gave the ELSAC a mandate to carry out new work on social risks and social policies for the future of work and continue the work on inequalities, well-being of families and children, gender equality, and population ageing.

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

As discussed previously, the Committee collaborates with various other committees within the OECD, to ensure synergetic research on common issues. The ELSAC also ensures systematic participation of social partners and business representatives at the Committee meetings, drawing from their expertise, and sharing our work with them.

In the national policy context, the ELSAC has helped facilitate dialogue on skills policy, bringing together different ministries and other key stakeholders as part of the national skills strategies.

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.

The ELSAC Bureau has also communicated with the Secretariat about the Committee's desire to have fulsome in-person discussions of outputs from horizontal projects that touch upon a critical mass of ELS issues. The ELSAC Bureau is of the view that the Secretariat could benefit from a more timely and deliberate solicitation of the Committee's expertise, and that the resulting enhanced familiarity of the Committee Members with the published work of horizontal projects would make more likely that this work informs national policy deliberations.

#### **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.

#### **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 monitors progress on its recommendations at the set deadlines, notably the Council Recommendations on Gender Equality in Education, Employment and Entrepreneurship and going forward it will monitor progress on the Recommendations on Mental Health, Skills and Work Policy as well as Ageing and Employment Policies. Importantly, 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 shortcomings 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 that your actions or influence have contributed 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.

**14. What are the practical implications of the work of your committee/group?**

Members rated the ELSAC as having “high” effectiveness during the IDE. Reports such as the Employment Outlook, the International Migration Outlook, or the Preventing Ageing Unequally, have been regularly referenced by countries in developing policy, and by other organizations such as the ILO or World Bank. The IDE noted 226 instances between 2009–2016 when Member countries referenced the ELSAC materials in reports/briefings, or used it as reference material with a direct impact on policy development/outcomes.

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 investment was illustrated with the swift and efficient reaction to the Refugee Crisis, where several countries relied on the coordinated efforts of the Secretariat and its strong ties with other IOs (UNHCR, etc.) to quickly identify good practices and to publish a booklet on helping asylum seekers. The timeliness and quality of this product was appreciated by Members.

Question 4 has more information on the practical implications of work in the Committee in the international context.

**15. What would be the key advice you would give to a person on assuming the Chair of an OECD committee/ group?**

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. It is helpful for the Chair 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. Before assuming the position of a Chair, the candidate should discuss and agree with their national colleagues that as a Chair the candidate represents the Committee and that a different person should be representing the specific interests of the Chair’s home country.



## 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 challenges facing today's world require bilateral and multilateral cooperation among a number of different actors. Missing provision of global public goods, negative spillovers and systemic effects – to name but three of the most important phenomena – show 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 degree of institutional facilitation. This may take the form of *ad hoc* meetings, regular fora, periodic summits or conferences, or else more-formalised 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 are many international organisations in existence today, and the division of labour among them does not always seem clear and precise. 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 37 Member States might look like an elite club of mostly highly-developed market economies. But the OECD 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 how "Better Policies" benefit all countries, do not encourage 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. The Delegates have as their role the signalling of issues and problems in given policy areas that might require research and policy advice; participation in the elaboration of advice of this kind; and help for 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 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 Member States to examine whether their own Delegates in each and every OECD body are persons with the expertise, motivation and position to ensure that OECD-generated knowledge improves policy domestically. And if this volume helps Members optimise delegation to OECD bodies, and the work that Delegates do, then it will have achieved its objective.

### **Jacek Czaputowicz, Minister of Foreign Affairs of the Republic of Poland**

The OECD is remarkable for its efforts to design and recommend public policies for implementation domestically. And to be relevant to domestic policies, the OECD has been equipped with Committees composed of Delegates from Member States. The quality of their work, and the very fact that National Delegates are engaged, is crucial to ensuring the benefits Member States draw from the Organisation.

### **Angel Gurría, Secretary-General of the OECD**

OECD Committees are at the core of the work of the Organisation. They discuss the evidence gathered, the analysis and Recommendations; and develop new standards. The role of the Chairs in delivering outcomes, promoting them outside the Organisation and helping it to identify emerging challenges, is key. This publication sheds light on the vision of the Committee Chairs as regards the policy issues they deal with; as well as providing readers with a unique insight into their daily work.

### **Gabriela Ramos, OECD Chief of Staff and Sherpa to the G20**

This publication can serve as a source of information, not just for the OECD Secretariat and incoming Committee Chairs, but also for the approximately 40,000 senior officials from national administrations who attend the Meetings of Committees and related groups every year. In reading this publication, Committee actors can learn of – and draw on – each other’s experiences and challenges, with a view to their own methods and capabilities being enhanced, and synergy and horizontal cooperation strengthened.



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