

Confidential**English - Or. English**

24 April 2024

COUNCIL**Meeting of the Council at Ministerial Level, 2-3 May 2024****THE SECRETARY-GENERAL'S REPORT TO MINISTERS ON OECD
GLOBAL RELATIONS****JT03542480**

This document is issued under the responsibility of the Secretary-General of the OECD and does not necessarily reflect the official views of OECD Members.

TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
THE IMPLEMENTATION OF OECD GLOBAL RELATIONS PRIORITIES.....	5
I. GLOBAL RELATIONS IN A CHANGING GLOBAL ENVIRONMENT.....	5
II. KEY ACHIEVEMENTS OF THE OECD GLOBAL RELATIONS IN 2023-2024	6
A. Increased global reach and impact of OECD work and standards through the Organisation’s active engagement with the G20, G7, APEC and the UN	7
B. Growing country-specific engagement with the Organisation’s Key Partners and through dedicated Country Programmes	8
C. Strong regional influence and impact with a focus on sustainable development	11
C.1. The OECD’s reach and impact in regions around the world.....	11
An enhanced focus on the Indo-Pacific and growing momentum for the Southeast Asia Regional Programme.....	11
A new and strategic OECD-Africa Partnership on an equal footing.....	11
Strengthened engagement with the Middle East and North Africa (MENA) amid rising regional instability	12
Support to the Eurasia region against the backdrop of Russia’s continuing war of aggression against Ukraine	12
A renewed focus on environmentally sustainable growth in Latin America and the Caribbean (LAC).....	12
Policy Impact in South East Europe (SEE) at a challenging time for the region	13
C.2. Strengthened focus on the Sustainable Development Goals (SDGs)	13
III. CHALLENGES AND THE WAY FORWARD	16
Confidential Section: For Members’ Consideration only	17
Adapting to an increasingly polarised world	17
Addressing the risk of competing standards through inclusive OECD global relations	17
Leveraging the OECD’s strengths: Ensuring continued relevance through shared values and multi-disciplinary policy expertise	18
ANNEX A: DELIVERING ON OECD GLOBAL RELATIONS TOOLS IN 2023-2024.....	20
Key Partners	20
Regional and country-specific approaches	22
Co-operation with other international organisations and fora	27
ANNEX B: ADHERENCE TO OECD LEGAL INSTRUMENTS AND PARTICIPATION IN OECD BODIES.....	29
Adherences	30
Partnerships	31

EXECUTIVE SUMMARY

The OECD, as a multi-disciplinary and evidence-based Organisation, with substantial convening power to facilitate policy dialogue and multilateral co-operation between countries at all stages of development, is well placed to address global issues in a way that benefits Members and non-Members. The lingering repercussions of the COVID-19 pandemic, the impact of Russia's ongoing war of aggression against Ukraine and the evolving conflicts in the Middle East present a challenging context for the OECD's external relations. Yet, more international co-operation will be needed to achieve common goals – including the green and digital transitions, food and energy security, free and fair trade, sustainable and inclusive economic growth, and the implementation of the 2030 Agenda for Sustainable Development.

Over the past year, the OECD has further increased its global relations efforts to serve as a bridge between advanced, emerging and developing economies, and continued responding to the shared policy challenges of our time, including through:

- **Strategic OECD Enlargement:** Progress in the accession processes of Brazil, Bulgaria, Croatia, Peru and Romania, Argentina's confirmation to move ahead with accession as well as the opening of accession discussions with Indonesia are pivotal for the dissemination of OECD standards and best practices and will help further consolidate the OECD's regional and global influence. After a decade of increasing co-operation, both Indonesia and Thailand requested accession to the OECD with a view to continue their structural transformation towards an advanced economy status.
- **Strong focus on the Indo-Pacific:** Outreach to the Indo-Pacific region has remained a strategic priority of the OECD, underscored by the Strategic Framework for the Indo-Pacific approved by Council at the 2023 Ministerial Council Meeting (MCM). The Southeast Asia Regional Programme (SEARP), which will celebrate its 10th Anniversary at the 2024 MCM, has facilitated a growing convergence of the region with OECD standards and best practices, and effectively supported Southeast Asian countries in their post-pandemic economic recovery efforts. Co-operation with Viet Nam and Singapore has deepened, and a second phase of the Country Programme with Thailand has been launched. The OECD's 2023 Southeast Asia Ministerial Forum set out enabling conditions required for Southeast Asia to attract more sustainable and quality investment. In addition, the Organisation's engagement with the region has been strengthened through regional co-operation with ASEAN and bilateral engagement with India, including in the context of India's 2023 G20 Presidency. Work with the People's Republic of China (China) continued in areas of common interest, such as climate change and taxation.
- **Enhanced engagement with Africa:** The OECD has further strengthened its engagement with Africa through the OECD-Africa Partnership, a Memorandum of Understanding (MoU) with the African Union and the launch of the Africa Virtual Investment Platform to help boost private investment and enhance the mobilisation of domestic resources. The OECD-Africa Partnership prioritises the implementation of the Africa Continental Free Trade Agreement, strengthens links with the African Regional Economic Communities and facilitates the implementation of reforms at the national level, building on OECD expertise and institutional engagement with African stakeholders. Ongoing co-operation activities will be further enhanced in areas including trade and investment, regional integration, infrastructure, taxation, mineral supply chains, sustainable development, statistics, skills and education. OECD technical assistance programmes, in co-operation with the African Tax Administration Forum, reach over 20 000 officials each year and supported more than 15 countries in Africa to implement the Inclusive Framework on Base Erosion and Profit Shifting (BEPS) and transfer pricing reforms. Ongoing Country Programmes with Egypt and Morocco have delivered tangible policy impact for sustainable and inclusive economic growth, and a new Country Programme with Mauritius has been agreed by Council. Finally, the launch of a Joint Work Programme with South Africa is another important step in the OECD's engagement with the continent, including in the run up to South Africa's G20 Presidency in 2025.

- **Unwavering commitment to Ukraine:** The OECD has firmly upheld its commitment to Ukraine, a prospective Member of the Organisation. The OECD-Ukraine Country Programme helped advance Ukraine's public administration reform, fight against corruption, governance of state-owned enterprises and investment climate reforms. The OECD Office in Kyiv was operationalised and an OECD Friends Group in the Parliament of Ukraine was created, which will ensure even more effective impact on the ground. The Organisation also contributed substantially to the 'Ukraine Plan' developed by Ukrainian authorities in connection with the European Union's Ukraine Facility.
- **Policy dialogue and tailored solutions to key regional challenges:** Regional Programmes covering Eurasia, Latin America and the Caribbean (LAC), Middle East and North Africa (MENA) and South East Europe (SEE) kept adapting to a challenging international context, focusing increasingly on enabling economic resilience and sustainable development. The Eurasia Competitiveness Programme promoted OECD standards and initiatives in Eastern Europe and Central Asia, facilitated high-level policy dialogue through the OECD Eurasia Week, and strengthened its engagement with the Republic of Moldova. The LAC Regional Programme held its first Ministerial meeting on Environmental Sustainability in Costa Rica and launched an Action Plan for Climate Resilience and Neutrality in the region. In the MENA region, the OECD helped advance regional priorities on trade, investment, governance and women's empowerment. The SEE Regional Programme increased its influence in the Western Balkans, focusing on economic reforms and preparing the region's economies for a green and digital future, thereby paving the way for further convergence with the European Union.
- **Strategic multilateral engagement through global fora and international organisations:** The OECD asserted its position as a trustworthy partner in the multilateral system through substantive support for India's 2023 G20 Presidency, Japan's 2023 G7 Presidency and the United States' 2023 APEC Host Year. This co-operation ensured that policy recommendations developed within these global fora align with OECD standards and best practices. Despite growing challenges in the multilateral system, the OECD has effectively engaged with Brazil in support of its 2024 G20 Presidency, with Peru in its 2024 APEC Host Year, and contributed to United Nations (UN) agendas helping advance the SDGs, boost Financing for Development and accelerate climate action at the COP28. A closer engagement with the UN system will remain focal going forward and the OECD continues to support a strengthened WTO through its work on subsidies and analysis on digital trade and trade and investment facilitation.

As the world undergoes considerable changes, evidence-based dialogue and co-operation remain essential to address inter-linked challenges. Through its external engagement, the OECD has amplified its global impact in policy areas such as tax, trade and investment, the green and digital transition, sustainability, education, inclusion and gender equality. With 1 076 adherences by non-Members to OECD legal instruments, OECD standards serve as a bridge – and not a barrier – to inclusive engagement with Partners and help level the global playing field. Over 140 jurisdictions currently co-operate in BEPS and estimates indicate that the proposed OECD global minimum tax is expected to result in annual global revenue gains of around USD 220 billion, or 9% of global corporate income tax revenues. The OECD-UNDP Tax Inspectors Without Borders supports countries' tax audit capacity and has led to the additional collection of over USD 2 billion across 60 jurisdictions. The Inclusive Forum on Carbon Mitigation Approaches (IFCMA) has brought together countries accounting for around 85% of global emissions committed to act on climate change. The Programme for International Student Assessment (PISA) impacted the global education policy debate with a record number of 91 economies taking part in the latest PISA assessment and the 2023 Social Institutions and Gender Index (SIGI) has uncovered gender-based discrimination in social institutions across 179 countries. Through its interdisciplinarity and global reach, the OECD will continue working towards better policies for better lives around the world.

THE IMPLEMENTATION OF OECD GLOBAL RELATIONS

I. GLOBAL RELATIONS IN A CHANGING GLOBAL ENVIRONMENT

1. The global economic and geopolitical landscape has become increasingly complex, polarised and unstable. In the wake of the pandemic, followed by the impacts of Russia's ongoing war of aggression against Ukraine as well as the evolving conflicts in the Middle East, geopolitical tensions remain a key source of uncertainty. The current international environment presents a challenging context for the implementation of the OECD's global relations, underscoring the need for strategic, adaptable and resilient approaches.

2. As the global economy continues to confront inflationary pressures, high interest rates and sluggish trade, global GDP growth, which rose by an estimated 3.1% in 2023, is projected to slow to 2.9% in 2024 and then increase to 3.0% in 2025.¹ Growth remains unevenly distributed, with emerging markets generally performing significantly better than advanced economies and other developing countries. Asian emerging economies are expected to continue to account for the bulk of global growth in 2024-25, as has been the case in previous years.

3. In 2024, the biggest election year in history, countries accounting for more than 50% of the world's population will send over 4 billion people to the polls. As the world keeps facing important challenges, from food security to macro-economic stability, mis- and dis-information as well as climate change, effective external relations and strategic partnerships with relevant countries and organisations have become an essential condition for the OECD's enduring relevance and impact.

4. In this policy environment, the OECD with its broad policy expertise, evidence-based approach and convening power delivers solutions to global issues in a way that benefits both Members and Partners at all stages of development. It remains equally important for the Organisation to collaborate even closer with other international and regional organisations, including the United Nations system, to support collective policy action and synergies on new and emerging issues, while mitigating the risks of duplication and competing international standards.

5. Over the last year, the Organisation continued intensifying its engagement with its Partners at national, regional and global levels, further consolidating its position as a trusted and inclusive bridge builder. According to the 2023 OECD Stakeholder Survey based on 3,300 respondents from about 150 countries, the OECD is perceived as the most relevant of all international organisations listed in the survey, with 93% of policy makers and 92% of stakeholders who engage with the OECD assessing it as relevant. The OECD is currently also preparing a 2024 Stakeholder Survey to specifically gain a deeper understanding of stakeholders in non-Member countries.

6. With its unique multi-disciplinary capabilities, the OECD has continued over the last year to address a growing demand for knowledge sharing and evidence-based policy advice, helping countries address structural economic challenges and strengthen their resilience to international shocks. Despite the fragmentation risks facing the multilateral system, achieving global common goals such as the green and digital transitions, food and energy security as well as the implementation of the Sustainable Development Goals (SDGs) fundamentally relies on international co-operation between OECD Members and Partners. Enhanced multilateral co-operation is also key to reviving global trade in an interconnected world, where open markets remain a paramount source of long-term prosperity for all.

¹ OECD Economic Outlook, Interim Report February 2024.

II. KEY ACHIEVEMENTS OF THE OECD GLOBAL RELATIONS IN 2023-2024

7. While the OECD does not seek to become universal through the size of its membership, the Organisation intends to achieve global impact, in line with the Convention on the OECD. This enhances its relevance and ability to support countries around the world in responding to major economic, social and environmental policy challenges.

8. Through the ongoing **OECD accession processes with Brazil, Bulgaria, Croatia, Peru and Romania**, the Organisation keeps disseminating its standards. The path towards OECD membership continues to be a transformative process and a catalyst for reform in light of the candidates' consistent efforts to align with OECD values, standards and best practices, providing a powerful leverage for the adoption of major policy measures across a broad policy spectrum.² On 11 December 2023, President Milei confirmed Argentina's adherence to the OECD's 60th Anniversary Vision Statement and the 2021 MCM Statement as well as **Argentina's** commitment to move ahead with OECD accession discussions as soon as possible. Accordingly, Argentina's Accession Roadmap setting out the terms, conditions and process for accession was adopted by Council on 26 March 2024 [[C/MIN\(2024\)6](#)].

9. In line with the Organisation's strategic priority to expand its Membership in **Southeast Asia**, a milestone was reached in July 2023, with a formal request from **Indonesia** to start the accession process, followed by the historic decision of the Council on 20 February 2024 to open accession discussions with Indonesia and the adoption of the Accession Roadmap on 29 March 2024 [[C/MIN\(2024\)7](#)]. The OECD accession process will provide Indonesia with a leverage to continue its structural transformation and advance on its path to achieve advanced economy status by 2045.

10. Thailand also requested OECD accession in February 2024 with the objective to further converge towards OECD standards and best practices, further enhancing the OECD's presence in the region. Thailand's request is currently under consideration by the Council.

11. Beyond its positive impact on the domestic reform agendas of individual candidate countries, OECD accession also has consequences at the regional and global levels through accession countries' active involvement in the Organisation's Regional Programmes. This helps disseminate OECD standards and best practices throughout entire regions. Accordingly, this strategic enlargement is also of reciprocal value for the Organisation.

12. The OECD's regional work has continued to adapt to key international challenges, notably through further focusing on economic resilience and sustainable development in the aftermath of COVID-19 and the ongoing war in Ukraine. The OECD has also enhanced its **engagement with partner countries on major issues of international concern**, including the green and digital transition as well as infrastructure and global value chains.

13. Overall, the key achievements of the OECD global relations in 2023-2024 outlined in this section have resulted in:

- i) Continued global reach and impact of OECD work and standards through the Organisation's active engagement with the G20, G7, APEC and the UN;
- ii) Growing country-specific engagement with the Organisation's Key Partners and through dedicated Country Programmes;

² Covering policy areas such as: investment, anti-bribery, corporate governance, financial markets, insurance and private pensions, competition, taxation, environment, chemicals management, public governance, regulatory policy, regional development, statistics, economic and development review, education, employment, labour and social affairs, health, trade, agriculture, science and technology, digital economy and consumer policy.

- iii) Strong regional influence and impact with a focus on sustainable development including:
- An enhanced focus on the Indo-Pacific and growing momentum for the Southeast Asia Regional Programme
 - A new and strategic OECD-Africa Partnership
 - Strengthened engagement with the Middle East and North Africa amid rising regional instability
 - Support to Ukraine and the Eurasia region against the backdrop of Russia's continuing war of aggression against Ukraine
 - A renewed focus on environmentally sustainable growth in Latin America and the Caribbean
 - Enhanced support to South East Europe's convergence with OECD standards and best practices and the EU at a challenging time for the region

A. Increased global reach and impact of OECD work and standards through the Organisation's active engagement with the G20, G7, APEC and the UN

14. As a trusted strategic partner to successive **G20** Presidencies, the OECD continued to leverage its evidence base, analysis, data, standards and policy recommendations to support India's 2023 Presidency and the G20 agenda. The New Delhi Leaders' Declaration endorsed the revised G20/OECD Principles of Corporate Governance [[OECD/LEGAL/0413](#)]; invited the OECD to report progress on the implementation of the G20 Brisbane Gender Target with the International Labour Organization (ILO); and reiterated Leaders' commitment to implement the Two-Pillar Solution to Address the Tax Challenges Arising from the Digitalisation of the Economy. The OECD also worked closely with India's 2023 G20 Presidency to accelerate progress on the 2030 Agenda, delivering a stocktake of **G20 actions to advance the Sustainable Development Goals** in partnership with the United Nations Development Programme (UNDP). In the G20 Finance Track, the OECD continued supporting G20 members to monitor downside risks to the global economic outlook and to help identify the most effective policy responses. In this context, the OECD contributed evidence-based policy analysis on diverse issues, including household support during the energy crisis, financing for urban development, capital flows management and the benefits of international tax rules for developing countries. Since December 2023, the OECD has been engaging with Brazil's 2024 G20 Presidency and is already liaising with South Africa on their 2025 G20 Presidency.

15. The OECD supported Japan's 2023 **G7** Presidency with substantive deliverables across several priority areas, including OECD reports on artificial intelligence, climate and the environment, economic security, gender equality, tax, trade and urban development. The G7 Leaders' Hiroshima Communiqué highlighted strong support for OECD initiatives and standards, including the Two-Pillar Solution to Address the Tax Challenges Arising from the Digitalisation of the Economy, the OECD Global Forum on Technology, the OECD Declaration on Government Access to Personal Data Held by Private Sector Entities [[OECD/LEGAL/0487](#)] as well as the Inclusive Forum on Carbon Mitigation Approaches (IFCMA). The OECD is actively following up on key outcomes of Japan's 2023 Presidency, notably the G7 Hiroshima Process on Generative Artificial Intelligence and the G7 Vision for Operationalising Data Free Flow with Trust.

16. Through its substantive support to various **APEC** workstreams, the OECD has continued advancing its strategic engagement with the Asia-Pacific region. Under the United States's 2023 APEC Host Year, the OECD contributed to several key deliverables acknowledged in the APEC Ministerial Meeting Joint Ministers' Statement, including the APEC Index to Measure the Regulatory Environment in

Services Trade in all 21 APEC economies, as well as substantive work to align the APEC Principles on the Prevention of Bribery and Enforcement of Anti-Bribery Laws with the OECD standards and policy recommendations. Since December 2023, the OECD has been supporting Peru's 2024 APEC Host Year.

17. Support for the **2030 Agenda** has continued to shape engagement with the UN family, building on the OECD's role as an Observer to both the Economic and Social Council (ECOSOC) and the General Assembly. In 2023, the OECD contributed actively to the **SDG follow-up and review process**, including by participating actively in the High-Level Political Forum on Sustainable Development, with an emphasis on sharing OECD evidence and policy tools on SDG implementation at the sub-national level. Moreover, the Organisation has continued to be called on to support UN processes on development finance, spanning official development assistance (ODA), tax, debt, investment and other flows. The OECD was visible at the High-Level Dialogue on Financing for Development and continued its collaboration with the UN Food and Agriculture Organization (FAO) on the Agricultural Outlook, as well as its collaboration with the UN regional economic commissions on regional economic outlooks, among others. In 2023, the OECD worked with the UNDP to deliver 54 programmes through the innovative Tax Inspectors Without Borders initiative, which provides tax audit assistance to developing countries. This partnership has helped to accelerate the implementation of OECD tax standards globally, while delivering over USD 2 billion in additional revenue for developing countries to date. The Organisation also contributed to the COP28 with OECD data and policy insights on accelerating climate action. The OECD also continued to lead the Policy Database of the Agricultural Market Information System (AMIS), including with the World Trade Organisation (WTO) and the Food and Agriculture Organization (FAO). Going forward, the OECD presence in New York and Washington DC is expected to further strengthen the OECD's co-operation with international institutions.

B. Growing country-specific engagement with the Organisation's Key Partners and through dedicated Country Programmes

18. Over the last year, the Organisation has further advanced its country-specific engagement. Co-operation with the OECD's **Key Partners – Brazil, China, India, Indonesia and South Africa** – progressed in a flexible manner, focusing on mutually beneficial priorities and shared interests. Beyond Key Partners, country-specific work of the Organisation also progressed with **Ukraine, a prospective Member** of the OECD, with which the Organisation has started a dedicated Country Programme, as well as with **Egypt, Morocco and Thailand** that are currently engaged in OECD **Country Programmes**. Moreover, a new Country Programme with **Mauritius** has been agreed by the Council. The External Relations Committee (ERC) is also discussing how to have a meaningful sustainable engagement with countries that have completed an OECD Country Programme.

19. In 2023, the collaboration with **Brazil** achieved two milestones, underscoring the longstanding partnership with the first Key Partner to embark on the OECD accession process: 45 years since its Brazil's first participation in an OECD committee³ and Brazil's 10th OECD Economic Survey. Whilst the accession process has slowed pending an ongoing internal reflection on the administration's approach to OECD accession, the OECD has actively co-operated with Brazilian authorities on the incoming administration's reform priorities. A seminar for 13 cross-party legislators from the Working Group on Tax Reform and OECD's policy advice on indirect taxation led to Brazil's new legislation on value added tax, a key piece in President Lula's objective to simplify Brazil's tax system. The OECD also helped inform public governance and innovation reforms within the public sector. Several Brazilian officials, including Ministers of Foreign Affairs, Public Management and Education and the Comptroller General, visited the OECD during this period and the Vice Minister of Finance exchanged valuable economic perspectives with OECD Members.

³ Steel Committee.

20. The OECD and **China** continue to engage in a number of policy areas, particularly on environment, climate and taxation. China joined the inaugural meeting of the IFCMA and has been actively contributing to the initiative. China's post-COVID re-opening allowed for the participation of the Secretary-General in the China Development Forum. These events also provided opportunities for bilateral meetings with the Chinese Premier and other high-ranking officials of the Chinese administration. In addition, engagement between the OECD and China also continued in the framework of the G20 and APEC.

21. The OECD's overall engagement with **India** has progressed on issues including tax policy, macroeconomic surveillance, corporate governance, development co-operation, science, technology and innovation. The OECD's G20 engagement has been a key driver of the Organisation's relations with India though regular contact between the OECD Sherpa and Indian counterparts in the Ministries of External Affairs and Finance. Further nurturing the engagement with India in 2023, the Secretary-General participated in the G20 Leaders' Summit and G20 Finance Ministers and Central Bank Governors Meetings and the Deputy Secretary-General represented the OECD at the Raisina Dialogue and the G20 Foreign Ministers Meeting in India. It is foreseen to strengthen OECD presence in New Delhi as part of the Indo-Pacific Strategic Framework Implementation Plan.

22. **Indonesia** requested accession to the OECD in July 2023 and on 20 February 2024 the OECD Council made the decision to open accession discussions with Indonesia. The country expects the accession process to provide a catalyst for reform to achieve Indonesia's national development goals, including its goal to become a high-income country by 2045. In light of Indonesia's economic and geopolitical importance recognised by Members, accession to the OECD would bring reciprocal value to the Organisation and its priority to strengthen its presence in Southeast Asia. Indonesia's collaboration with the OECD through four Joint Work Programmes (JWP) and in the G20, as well as its participation in OECD committees and adherence to OECD legal instruments⁴, have helped bring the country closer to key OECD standards and relevant committees. Furthermore, the co-operation with Indonesia in the ASEAN context, including during its Chairmanship in 2023, has substantially facilitated the dissemination of OECD standards in the region more broadly.

23. **South Africa** and the OECD started a first Joint Work Programme on 16 July 2023 and its implementation will represent a significant advancement in the already fruitful collaboration. This strategic move, endorsed by President Cyril Ramaphosa, will support the implementation of necessary and ambitious projects in strategic sectors for South Africa – in line with its National Development Plan – and increase South Africa's alignment with OECD standards and best practices. Ahead of South Africa's G20 Presidency in 2025, the OECD is actively engaging with the country to explore the scope of the Organisation's support. In August 2023, South Africa also became an Associate/member in the IFCMA. South Africa expressed an initial interest for OECD support with priority- and outcome-setting as well as capacity building and advancing legacy agendas.

24. Against the backdrop of Russia's ongoing war of aggression against **Ukraine**, the OECD supported Ukraine's policy reforms in areas such as public administration, anti-corruption and investment climate, through the OECD-Ukraine Country Programme [[C/MIN\(2023\)3](#)] launched at the 2023 MCM. Thirteen reviews and capacity-building activities under the Programme have been launched and the OECD also provided detailed input and feedback at Ukraine's request on draft legislation on State-owned Enterprises governance and on the 'Ukraine Plan' for the implementation of the European Union (EU)'s planned Ukraine Facility. The OECD-Ukraine Liaison Office has been operating in Kyiv since March 2023. It has proven effective in facilitating the implementation of the projects in Ukraine and plays a key role in the delivery of the Country Programme, promoting OECD standards and best practices and strengthening relations with local stakeholders and international partners in Kyiv, while also enabling a

⁴ See Annex B.

more fine-grained understanding of the Ukrainian context. Moreover, in early 2024 a Friends of OECD group was created in the Ukrainian Parliament which will help further legislative reform impact on the ground. The OECD is part of the Multi-Agency Donor Co-ordination Platform, co-chaired by Ukraine, the EU and the United States⁵. The aim of this Platform is to co-ordinate the work of the EU, the G7, the international financial institutions, the OECD⁶ and other invited parties, on the one hand, and Ukraine, on the other, in order to provide effective support to Ukraine.

25. The **Egypt** Country Programme was launched in 2023 and has brought the country closer to OECD standards and best practices over the last year. The first-ever OECD Economic Survey of Egypt, launched in February 2024 as part of the Country Programme, indicates that Egypt's economy, despite facing significant challenges such as a notable current account deficit, high public debt and the impact of successive global shocks, demonstrates resilience and adaptability. The Egypt Country Programme contributed to the design of Egypt's new Artificial Intelligence (AI) strategy, offered advice on economic reforms and actively built capacity for the implementation of the SDGs. These results will be expanded upon in the next two years of continued implementation. Progress towards the sustainable development and green growth of Egypt is also expected to be underpinned by the forthcoming OECD Green Growth Policy Review of Egypt.

26. The **Morocco** Country Programme entered its second phase, focusing on increasing the country's investment attractiveness, strengthening policy coherence and inter-ministerial co-ordination in support of Morocco's New Development Model goals, and promoting territorial development. Morocco's alignment with the OECD Recommendation on Gender Equality in Education, Employment and Entrepreneurship [[OECD/LEGAL/0398](#)] has been an important focus in early 2024 and the first-ever Economic Survey of Morocco, which is expected to be published in the second quarter of 2024, should shed light on structural fragilities that Morocco needs to overcome.

27. The four pillars of the **Thailand** Country Programme Phase 2 (TCP2⁷) have been designed to advance Thailand's convergence with OECD standards and support Thailand's domestic reforms. The TCP2 emphasises alignment with OECD legal instruments such as the OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions [[OECD/LEGAL/0293](#)] and related legal instruments, the Recommendation on Good Statistical Practice [[OECD/LEGAL/0417](#)], and the Declaration on International Investment and Multinational Enterprises and related legal instruments [[OECD/LEGAL/0144](#)]. Building on its strong engagement with the Organisation through the two phases of its Country Programme, Thailand has undertaken an internal preparation leading to its request to begin an OECD accession process to further guide its long-term competitiveness and development path.

⁵ At its launch, the Multi-agency Donor Co-ordination Platform brought together Ukraine, the EU, G7 countries as well as international financial institutions. In February 2024, the Steering Committee Members agreed by consensus to enlarge the participation to four new Members: Republic of Korea, Netherlands, Norway, Sweden and six new Observers: Denmark, Estonia, Latvia, Lithuania, Poland, Spain. In April 2024, they welcomed three new observers: Belgium, Finland, Switzerland.

⁶ The OECD's role in the Platform is to provide expertise, its previous experience in supporting post-war recovery, knowledge and analytical capacities across a wide range of fields, benchmarks and internationally agreed standard to ensure the most effective support of the Platform to Ukraine's recovery and transformation.

⁷ TCP2 four pillars include (i) good governance; (ii) business climate and competitiveness; (iii) social inclusion and human capital development; and (iv) green recovery.

C. Strong regional influence and impact with a focus on sustainable development

C.1. The OECD's reach and impact in regions around the world

An enhanced focus on the Indo-Pacific and growing momentum for the Southeast Asia Regional Programme

28. The OECD Indo-Pacific Strategic Framework [[C/MIN\(2023\)19/FINAL](#)], approved by the Council at the 2023 MCM, reaffirmed the strategic importance of Southeast Asia and the broader Indo-Pacific region to the OECD. The Framework's ambition to create conditions for attracting new OECD Members from the region was fulfilled in July 2023 with Indonesia's request to begin accession discussions, followed by Thailand's request in February 2024. The Framework's Implementation Plan contains practical proposals for strengthening engagement with the region. Expected outputs include: expansion of existing work in the areas of energy, infrastructure, connectivity, entrepreneurship, and trade and investment issues; capacity building and seminars focused on key OECD standards; a potentially enhanced presence in Jakarta – for engagement with ASEAN – and in New Delhi; as well as a deeper engagement with the Pacific Island Forum. They will be reinforced by the newly repurposed OECD Tokyo Centre.

29. The Southeast Asia Regional Programme (SEARP), which will celebrate its 10th Anniversary at the 2024 MCM, continued to support Southeast Asia's domestic economic priorities and encourage closer alignment with OECD bodies and standards across its work streams. Discussions on the content of the Country Programme with Viet Nam, the SEARP co-chair, made good progress in 2023, with the expectation that the Country Programme be launched in 2024. SEARP continued to support priority ASEAN initiatives, which in 2023 were co-ordinated by Indonesia as ASEAN Chair. Highlights included support for the development of an ASEAN Blue Economy Framework, a ministerial statement on food security and deeper services trade integration drawing on the OECD Services Trade Restrictiveness Index. The SEARP held its third Ministerial Forum in 18 months on 26-27 October 2023 in Ha Noi, Viet Nam, on the theme 'Sustainable and Quality Investment: New Momentum for OECD-Southeast Asia Partnership'. The Ministerial Forum recognised OECD standards and best practices as an important source of policy coherence and integration to boost quality and sustainable investment.

A new and strategic OECD-Africa Partnership on an equal footing

30. The launch of the OECD-Africa Partnership marks a significant step towards a comprehensive co-operation that seeks to further disseminate OECD work in support of sustainable development and to make its policy dialogue and standard-setting processes more inclusive. The strengthening of the collaboration with the African Union Commission (AUC) - including through the signing of a Memorandum of Understanding (MoU) in October 2023 - consolidates and enhances the partnership between the OECD and Africa, with positive implications for global governance and impact at continental, regional and country levels. The Partnership will promote regional integration as the primary driver of economic transformation. It supports the implementation of the Africa Continental Free Trade Agreement and helps shape policy reforms building on OECD expertise. The continued work with African countries to implement transparency standards through the Global Forum on Transparency and Exchange of Information for Tax Purposes helped protect African corporate tax bases from avoidance and harmful competition through the OECD two-pillar solution and to develop better revenue statistics.

31. Existing OECD tools have been mobilised and new joint initiatives, such as the AUC-OECD African Virtual Investment Platform (AfVIP), have been created to deliver on the four pillars of the Partnership: i) investment, trade and value chain resilience; ii) resource mobilisation; iii) human capital and just green transition; iv) statistics and data development – all supported by strong political and institutional co-ordination to further enhance policy dialogue and co-operation. Several international events such as the Italy-Africa Summit served as a platform to strengthen ties between the OECD and African partners and to underscore OECD role as a partner on many of the most pressing challenges African countries are facing. Moreover, progress has been made in advancing the OECD-Mauritius Country Programme, which is expected to be fully operational by the second half of 2024.

Strengthened engagement with the Middle East and North Africa (MENA) amid rising regional instability

32. Work with MENA continued advancing regional priorities in the context of global challenges, including the multiple implications of the conflicts in the Middle East. Overall, through its different workstreams, the OECD helped foster more inclusive growth, driving digital and green transitions in the region and promoting sustainable development both at the national and regional levels.

33. The MENA-OECD Initiative on Governance and Competitiveness for Development has continued to address pressing challenges, including high unemployment rates, low levels of trust in government and governance gaps, limited investment and trade, and gender inequalities. The initiative remains a catalyst for bringing policy makers together, fostering peer learning and exploring tangible solutions to surmount these challenges. Noteworthy examples include the MENA-OECD Women's Economic Empowerment Forum, which champions inclusive digital transformation and investment initiatives that spur investment flows both nationally and regionally. Moreover, through their participation in the Regional Programme, the United Arab Emirates (UAE) has been enhancing its policy alignment with OECD standards and Saudi Arabia has also been consistently stepping up its engagement with the OECD with a view to further align with OECD standards and good practices.

Support to the Eurasia region against the backdrop of Russia's continuing war of aggression against Ukraine

34. The OECD Eurasia Competitiveness Programme continues to promote OECD standards and provide policy support to countries of the EU's Eastern Partnership and Central Asia. The last year has seen further engagement of countries from Central Asia and the South Caucasus with BEPS and the IFCMA. In December 2023, the ministerial-level OECD Eurasia Week convened in-person in Paris for the first time since the pandemic, providing a platform for policy dialogue between the region and the OECD, and featured the launch of the *SME Policy Index: Eastern Partner Countries 2024*, the *Improving the Legal Environment for Business and Investment in Central Asia* and the joint OECD-ITF *Realising the Potential of the Middle Corridor* reports. In 2023, the Eurasia Competitiveness Programme delivered webinars and online capacity-building activities, training policy makers in the region in OECD standards and best practices in over 20 in-person workshops and other events around the region. The Programme represented the OECD at the Astana International Forum and provided both content and organisational support to the EU Central Asia Economic Forum. The Action Plan with the Republic of Moldova finalised in December 2023 has taken OECD co-operation with the country to a new level and is expected to result in meaningful policy reforms in Moldova at a challenging time.

35. The Organisation continues to adapt to the evolving situation related to the war, ensuring that OECD work in Eastern Europe, the South Caucasus and Central Asia remains aligned with both immediate needs and longer-term structural reform priorities, and that it is designed to deliver greener, more inclusive and more diversified growth. The Organisation actively supported the region's private-sector digitalisation and helped design and implement better policies in the areas trade facilitation, connectivity and the legal environment for business in Central Asia. Anti-corruption efforts in the region have been amplified through the active engagement of relevant policy makers in the OECD Anti-Corruption Network for Eastern Europe and Central Asia. Overall, work with Eurasia helped advance OECD-wide priorities (connectivity, digitalisation, gender, climate change mitigation and adaptation, anti-corruption, and tax), while continuing to pay due attention to the countries' specific structural reform challenges.

A renewed focus on environmentally sustainable growth in Latin America and the Caribbean (LAC)

36. In 2023, the LAC Regional Programme focused on its new priority of supporting environmental sustainability in the region, while it continued delivering on its three existing priorities helping the LAC region i) increase productivity, ii) enhance social inclusion, and iii) strengthen institutions and governance. The Programme's first Ministerial Summit on Environmental Sustainability was held in Costa Rica on 5 October 2023. It was the culmination of one year of regional consultations and data gathering, delivering the first *OECD LAC Environment at a Glance*, a publication on key environmental priorities, and the

Action Plan for Climate Resilience and Neutrality in LAC, an actionable agenda aligned with major regional and multilateral commitments.⁸ As a result, the OECD was invited for the first time to take part in the LAC Forum of Ministers of Environment that took place in Panama shortly after the LAC Ministerial Summit, attracted key stakeholders to its COP28 regional dialogue and amplified the involvement of LAC countries in strategic OECD initiatives, notably the IFCMA.

37. In the spring of 2024, the second edition of the *SME Policy Index for Latin America and the Caribbean* was launched, featuring three key subregions: Pacific Alliance, Mercosur and the Andean Community, the former of which incorporated the Index as its main framework for policy co-ordination on SME Policies. An Academic Forum took place in Colombia, kick-starting the process towards the Programme's 2024 Ministerial Summit on Social Inclusion. OECD engagement in the region will be reinforced by the newly repurposed Mexico Centre focusing on global relations.

Policy Impact in South East Europe (SEE) at a challenging time for the region

38. The South East Europe (SEE) Regional Programme gained increased prominence in a rapidly evolving geopolitical environment as its analytical work and policy recommendations have been extensively used for economic policy making in the SEE region – e.g., impacting the Economic Reform Programmes and other key national and sectoral strategies – as well as for the EU's Enlargement Package reports, which monitor the Western Balkans' reform progress. The OECD provided substantive inputs to the Western Balkan Berlin Process, a high-level regional platform that fosters regional economic integration. At the Berlin Process Leader's Summit in October 2023, the OECD released the *Economic Convergence Scoreboard for the Western Balkans*, which points policy makers to specific areas where they can channel their efforts to boost sustainable growth.

39. The OECD provided support to the Western Balkans in implementing the Green Agenda and the Digital Agenda, prepared *Circular Economy Roadmaps* and established a platform for *Regional Circular Economy Peer Dialogue*. The Programme also strengthened institutional capacities to implement national digitalisation strategies across the Western Balkans. In 2023, the Programme launched its new *Competitiveness Outlook assessment cycle*, which helped strengthening policy making for competitiveness in the Western Balkans through inter-ministerial co-ordination and capacity-building of line ministries and statistical offices. Finally, OECD work in SEE also supported governments in adopting and/or implementing priority reforms to create a level playing field, fight corruption and strengthen the rule of law.

C.2. Strengthened focus on the Sustainable Development Goals (SDGs)

40. While the SDGs are regularly a key reference point in the OECD's bilateral discussions with non-Member countries and a central topic in key international fora, including the G7 and the G20, the OECD's Regional Programmes and initiatives have increasingly adopted a prominent focus (Table 1) on supporting their implementation:

- The **OECD Eurasia Competitiveness Programme** works with the countries of the Eastern Partnership and Central Asia on a range of policy priorities that are directly linked to the SDGs, including the work of the Sustainable Infrastructure Programme in Asia (SDGs 6, 7, 9 and 13), support for business environment reforms and better policies to support SMEs and entrepreneurs to promote sustainable, inclusive growth (SDGs 1, 8 and 10), digitalisation and skills (SDGs 4 and 8) and governance, integrity and access to justice (SDG 16). The Ukraine Country Programme furthermore addresses SDGs 2, 5, 11 and 12.

⁸ The Paris Agreement, the Kunming-Montreal Global Biodiversity Framework, the Sustainability and Energy Transition Commitments of the Summit of the Americas, the EU-CELAC Summit and the Ibero-American Environmental Charter.

- The **OECD Latin America and the Caribbean Regional Programme** (LACRP) explicitly serves as a platform for various stakeholders to support the achievement of the SDGs (SDG 17). Initially focused on three main priorities – productivity (SDGs 4, 8 and 9), social inclusion (SDGs 1-5 and 10) and governance (SDG 16) – the programme has recently broadened its focus to encompass environmental sustainability (linked to SDGs 6, 7 and 11-15).
- The **MENA-OECD Initiative on Governance and Competitiveness** contributes to the advancement of several SDGs, for example through its work on women’s economic and political empowerment (SDG 5), investment, trade and entrepreneurship (SDGs 8 and 9), efficient governments, transparency and citizens’ engagement (SDG 16) as well as multilateral co-operation (SDG 17).
- The **OECD Southeast Asia Regional Programme** (SEARP) contributes to the achievement of the SDGs through several of its 13 workstreams. Notable OECD initiatives, such as the Sustainable Infrastructure Programme in Asia (SIPA) and Clean Energy Finance and Investment Mobilisation (CEFIM), assist Southeast Asian countries in developing clean energy infrastructure (SDGs 7, 9 and 13). The recent Skills Strategy for Southeast Asia offers policy recommendations for enhancing skills (SDG 4) and SEARP supports ASEAN in implementing its Blue Economy Framework (SDGs 12 and 14). The OECD Southeast Asia Ministerial Forum in Ha Noi, Viet Nam, focused on promoting sustainable and quality investment for inclusive economic growth (SDGs 8 and 11). The Thailand Country Programme furthermore addresses SDG 16.
- The **OECD South East Europe Regional Programme** (SEERP) supports the Western Balkan economies advance the SDGs by means of its projects and workstreams. In particular, the Circular Economy Roadmaps, the SME Policy Index for the Western Balkans and Türkiye, and the Competitiveness Outlook for South East Europe provide a detailed assessment and co-operation approach that allows to track progress across all SDGs (SDGs 1-17) and design targeted policies to drive the SDGs forward.
- Finally, the new **OECD-Africa Partnership** implements a programme of work designed around four key pillars addressing commonly agreed priorities that contribute to the SDGs. The pillar on investment, trade and value chain resilience supports regional integration, fostering economic growth, job creation and poverty reduction (SDGs 1, 2, 8, and 9). Moreover, the Partnership includes a strong pillar on human capital development that contributes to SDGs 4, 5 and 10, and a just green transition (SDGs 7 and 13).

Table 1: OECD Regional Programmes' and initiatives' focus on SDGs

SDG		OECD Regional Programmes					Africa Partnership
		Eurasia	LAC	MENA	SEA	SEE	
SOCIAL	1  No Poverty						
	2  Zero Hunger						
	3  Good Health and Well-being						
	4  Quality Education						
	5  Gender Equality						
	6  Clean Water and Sanitation						
ECONOMIC	7  Affordable and Clean Energy						
	8  Decent Work and Economic Growth						
	9  Industry, Innovation and Infrastructure						
	10  Reduced Inequalities						
ENVIRONMENT	11  Sustainable Cities and Communities						
	12  Responsible Consumption and Production						
	13  Climate Action						
	14  Life below Water						
	15  Life on Land						
GOVERNANCE & PARTNERSHIPS	16  Peace, Justice and Strong Institutions						
	17  Partnerships for the Goals						

Note: coloured field indicates focus on the respective SDG by the respective OECD Regional Programme.

III. CHALLENGES AND THE WAY FORWARD

41. **The OECD's global relations are likely to continue facing a complex backdrop**, marked by concerns about economic security and resilience, an intensifying climate crisis, digital disruptions and challenging population dynamics, along with potential escalating geopolitical tensions.

42. **Effective multilateral co-operation will be needed to craft and implement policies that effectively address the main challenges of our time.** In a context of growing polarisation, which makes it harder to find common solutions to global problems, OECD Members and Partners will need to work together even more closely on the development of effective solutions to shared challenges.

43. **At the core, the OECD will seek to ensure that it remains a key source for credible, robust and evidence-based analysis, comprehensive data and advice to inform better economic, social and environmental policies.** The Organisation will also remain a key enabler and facilitator for inclusive policy dialogue, mutual learning and standard-setting to help level the global playing field and avoid a fragmented global economy governed by competing standards.

44. **Strengthening the OECD's work on development and supporting the full implementation of the 2030 Agenda remains key**, including by using existing and new measurement tools and modalities of co-operation, engaging in triangular co-operation and furthering the dialogue with emerging providers of development co-operation in Asia, Latin America and Africa. The OECD has also a role in the implementation of the Paris Pact for People and Planet (4P), supporting increased domestic and private financing in developing countries to help secure climate objectives and sustainable development, and is also hosting the Secretariat of the 4P Joint Working Committee.

45. **The OECD remains committed to continue enhancing its presence and impact in the Indo-Pacific region, to advance impactful work with African countries under the OECD-Africa Partnership, and to further step up its support to Ukraine's reconstruction and reform.** Different formats of co-operation will enable the OECD to deliver relevant impact tailored to the needs of its Partners and aligned with the Organisation's strategic priorities. While the Organisation does not seek universal membership, it will also continue its strategic enlargement by supporting relevant reforms throughout the accession processes of current candidate countries and remaining open to new Members that share the Organisation's core values. The accession processes provide considerable reciprocal value to the OECD and contribute to the dissemination of OECD standards and best practices at regional levels.

46. **The Organisation will further build on its extensive engagement with all partner regions and countries from around the world**, through its well-established Regional Programmes, current and potential new Country Programmes as well as by leveraging the full potential of the OECD's development cluster. A special focus will be given to advancing the SDGs and enhancing the OECD's inclusiveness with regard to key global policy agendas, such as climate change, digitalisation and artificial intelligence, gender equality, responsible mining of critical minerals, resilient supply chains, connectivity and infrastructure. Moreover, the OECD Istanbul Centre, which has been playing a central role in cross-regional co-operation, will continue to gain momentum as a global relations hub for policy support, peer-to-peer learning and high-level policy dialogue on cross-regional priorities.

47. **In a challenging international context, the OECD's engagement with global fora and the UN system remains critical** for the Organisation to disseminate its standards beyond its Membership and to reflect emerging and developing economies' perspectives on international economic agendas. To ensure coherence and maintain its position as a trusted and inclusive partner in the multilateral system, it will be essential for the OECD to continue informing the discussions and outcomes of international fora such as the G20, G7 and APEC and to enhance its engagement with the UN system, always mindful of the OECD's core objective of ensuring better policies for better lives.

Confidential Section: For Members' Consideration only

Adapting to an increasingly polarised world

48. **The OECD is faced with an international context that will determine its future relevance and impact.** The Organisation's ability to navigate through it effectively will notably depend on the strategic stance and guidance provided by its Members with regard to the Organisation's external engagement.

49. **With its convening power and extensive track record on evidence-based analysis and international standard-setting, the OECD has been a trusted partner for global fora,** including successive G20 Presidencies, developing policy recommendations and forging consensus among advanced, emerging and developing countries on complex global challenges. Over the past one and a half decades, the OECD's engagement with the G20 has become an important channel for enhancing the reach and impact of the Organisation's standards, including through the take-up of OECD standards by the G20.

50. **As the world becomes ever more polarised and divided along geopolitical lines, this role is however being increasingly challenged.** Reflecting broader global developments, a succession of non-OECD Member G20 Presidencies have championed the specific interests of emerging and developing countries in the G20 – sometimes using divisive narratives – thereby creating a more challenging environment for the OECD. This has contributed to the erosion of the OECD's role and the prioritisation of various UN agencies in certain G20 Working Groups, even in some areas like tax where the OECD has traditionally had a leading role. Against this background, the initial decision by Brazil's 2024 G20 Presidency to not officially invite the OECD – as well as the Financial Stability Board (FSB) and Bank for International Settlements (BIS) – to the G20 Sherpa process threatened to undermine the OECD's engagement with the G20 and, consequently, the Organisation's wider global relations efforts. The OECD succeeded in partly addressing this complex challenge, greatly benefiting from the strong backing of OECD Members and even of non-OECD G20 Members. In this context, strengthened co-ordination among OECD Members within the G20 will help bolster support for the OECD within individual G20 Working Groups as well as the Sherpa process more broadly. With South Africa taking over the G20 Presidency in 2025, strengthened dialogue is underway to secure full and early OECD engagement in its G20 Sherpa process.

51. Concurrently, as developing countries are expressing growing concerns with regard to a perceived lack of inclusiveness of economic governance fora, **the OECD's capacity to deliver effective solutions for all in certain areas is being questioned, notably in the United Nations.** In the area of tax, the UN General Assembly recently voted by majority to launch discussions on the development of a new international tax convention under the auspices of the United Nations. At the same time, co-operation in other areas, for instance anti-corruption and integrity, has proven to be mutually reinforcing.

Addressing the risk of competing standards through inclusive OECD global relations

52. **The emergence of competing global policy standards can represent a significant threat for the global economy,** affecting the stability and certainty of the multilateral economic system. It is thus imperative that the Organisation's response to such emerging dynamics be carefully calibrated. The OECD standard-setting role is a key component of its DNA and ensuring that its standards continue to matter at a global scale will require an inclusive approach, with policy dialogue on equal footing wherever possible, demonstrating that Partners' perspectives and interests are valued and considered. An overly rigid stance lacking in openness could pose considerable risks to the OECD's strategic interests and enduring relevance.

53. While the UN provides a unique platform for global reach by virtue of its universal membership, it also faces particular consensus building and decision-making challenges. Ultimately, the OECD and the UN system are complementary and should work together. With a view to strengthening this relationship, the OECD will work on a new strategic approach to the engagement with the UN and its members – notably

from the G77 – that will duly assess current shortcomings, challenges and opportunities for improvement, while articulating a pragmatic course of action that will allow the Organisation to sustain its global influence and impact. Members and partner countries would benefit from working together to reinforce the OECD’s leadership in areas where it provides high value when working as part of the collective multilateral system, and in a complementary manner with the UN. The forthcoming 79th session of the UN General Assembly will include a review of the UN-OECD partnership, and a revised Resolution could provide the opportunity to add to the Organisation’s visible contribution to global agendas. Other milestones of the engagement with the UN will include the Summit of the Future in September 2024 and the Fourth International Conference on Financing for Development, the UN Ocean Summit and the World Social Summit in 2025.

54. **With a view to prevent further fragmentation of standards and given China’s weight in the global economy, development finance and the multilateral landscape, Members recognise the need and responsibility to strategically engage with China on issues of global concern.** At the same time, Members recognise the negative impact of some regulatory and policy developments in China and China’s increasing divergence from OECD values as well as a decrease of proactive Chinese engagement in OECD bodies following COVID-19 travel restrictions. A specific agenda for co-operation with China in selected areas might begin to address some gaps between OECD and Chinese approaches on selected issues of global concern.

55. **Further deepening the engagement with the Indo-Pacific Region through the Implementation of the Indo-Pacific Strategic Framework and with Africa through the OECD-Africa Partnership can contribute to mitigating the risks of a dual world economy governed by competing standards.** The increasing weight of Southeast Asia and Africa at the global stage calls for a greater role of countries from these regions in the work of the OECD, including its substantive committees, while maintaining and nurturing the engagement with other regions such as Eurasia, LAC, MENA and SEE. The results of the upcoming 2024 OECD Non-Members Stakeholder Survey could further inform the scope and modalities of the OECD’s engagement with its Partners.

Leveraging the OECD’s strengths: Ensuring continued relevance through shared values and multi-disciplinary policy expertise

56. **While striving to strategically increase its inclusiveness and engaging with a wide range of partners, the OECD should remain true to its shared values which have stood the test of time.** Its potential for unity sets the OECD apart, enabling it to navigate effectively within a complex and multipolar international context. In this regard, the ongoing and potential future accession process can play a strategic role as accession countries are expected to share the Organisation’s core values, along with a continued focus on neutral, constructive, evidence-based and inclusive policy dialogue with all other Partners and in particular on priority topics of global concern such as climate change, digitalisation, trade, supply chains, critical minerals, connectivity and infrastructure as well as countering mis- and disinformation at a time of rising geopolitical challenges.

57. **Demonstrating the value and addressing challenges regarding several OECD initiatives** such as Base Erosion and Profit Shifting (BEPS) and the Inclusive Forum on Carbon Mitigation Approaches (IFCMA) will be an important endeavour. In their bilateral engagement with major emitters, Members may wish to further encourage their participation in the IFCMA. As around half the world’s population prepares to vote in elections in 2024, OECD work on tackling mis- and dis-information and on foreign interference can provide valuable guidance to policy makers around the world. More broadly, the OECD could i) consistently integrate key topics of global concern in its Regional and Country Programmes, ii) support inclusion of relevant non-Members in existing horizontal initiatives and strengthen the relevant substantive committees’ global outreach on such topics, iii) design new initiatives open to non-Members to better reflect developing and emerging economies’ perspectives and priorities in these areas.

58. **Importantly, there remains a strong global demand for OECD data, standards, best practices and evidence-based policy recommendations to help countries address structural economic challenges and strengthen countries' resilience to international shocks.** Engaging with the OECD is in the interest of many partner countries and the OECD's global relations activities in 2023-2024 demonstrate the Organisation's continuous policy influence around the world. With its deep knowledge of regional and country specific contexts, the OECD will continue to implement its Regional Programmes, addressing regional needs and development priorities while taking into account intra-regional diversity and providing targeted approaches to help individual countries advance towards a sustainable, inclusive and digital future. The Organisation will also reflect on modalities to structure a lasting engagement with countries once they have completed an OECD Country Programme in order to maintain the close established relationships, foster ongoing policy dialogue and continue impacting their policy making.

59. **Going forward, the OECD can leverage its strengths such as its substantive multi-disciplinary technical expertise, its evidence-based approach, its international standards, its convening power and unity to strategically address the challenges arising from an increasing international fragmentation.** The evolving geopolitical landscape also underscores the strengths of the OECD, which has the potential to stand uniquely united by Members' shared values and like-mindedness. Yet, Members need to be mindful of global economic and geopolitical trends, including the decline of OECD countries' share of global GDP and evolving global demographics coupled with growing calls to reform the multilateral arena. Recognising that the world needs a more globally oriented OECD and acknowledging that the effectiveness of its global relations is key for the Organisation's enduring relevance, Members may wish to consider ways of enhancing support and resources for the OECD's global relations and co-operation efforts and thus enable the OECD to sustain its capacity for global impact.

ANNEX A: DELIVERING ON OECD GLOBAL RELATIONS TOOLS IN 2023-2024

Key Partners

Brazil
Main Deliverables (outside the accession process)
<p>Main publications:</p> <ul style="list-style-type: none"> • OECD Economic Survey (2023) • Drivers of Trust in Public Institutions in Brazil (2023) • Strengthening Integrity Leadership in Brazil's Federal Public Administration: Applying Behavioural Insights for Public Integrity (2023)
<p>High-level events:</p> <ul style="list-style-type: none"> • OECD High-level seminar for 13 cross-party legislators from the Working Group on Tax Reform, Paris
<p>Other contributions:</p> <ul style="list-style-type: none"> • Supported Brazil's adherence to the Recommendation on Intellectual Property Rights and Competition [OECD/LEGAL/0495], developed by the Competition Committee in which Brazil is an Associate • Support to Brazil's G20 Presidency along the Sherpa and Finance Track
Outcomes and impact
<ul style="list-style-type: none"> • Policy impact was achieved through the introduction of a decree aligning the country's transfer pricing policies with OECD Transfer Pricing Guidelines (March 2023) as well as through the design and consensus building toward the approval of the VAT Constitutional Amendment in line with OECD standards and best practices. Global impact is expected through the engagement in support of Brazil's G20 Presidency.
China
Main Deliverables
<p>Main publications:</p> <ul style="list-style-type: none"> • Economic Outlook for Southeast Asia, China and India 2023 Update – Resilience under Uncertainty (2023)
<p>High-level events:</p> <ul style="list-style-type: none"> • Video-remarks of the Secretary-General at the China International Fair for Trade in Services (August 2023) • Visit to the OECD of the President of the Development Research Center of the State Council Minister Lu Hao (September 2023) • Secretary-General participation in the Boao Forum for Asia (March 2024)
Outcomes and impact
<ul style="list-style-type: none"> • Continuous dialogue with China with a view to strengthening co-operation on the country's alignment with OECD standards and its coverage in OECD publications.
India
Main Deliverables
<p>Main publications:</p> <ul style="list-style-type: none"> • Multi-level governance and subnational finance in Asia and the Pacific (2023) • Economic Outlook for Southeast Asia, China and India 2023 Reviving Tourism Post-Pandemic (2023) • Economic Outlook for Southeast Asia, China and India 2023 Update – Resilience under Uncertainty (2023) • Production Transformation Policy Reviews of an Indian State (forthcoming 2024)
<p>High-level events:</p> <ul style="list-style-type: none"> • Secretary-General participation in the G20 Leaders' Summit (September 2023) and G20 Finance Ministers and Central Bank Governors Meetings (February and July 2023) • Deputy Secretary-General participation at the G20 Foreign Ministers' Meeting (March 2023) • Deputy Secretary-General speech at the Raisina Dialogue in New Delhi (March 2023)
<p>Other contributions:</p> <ul style="list-style-type: none"> • Contributions to India's G20 Presidency in 2023 • With the Indian Central Board of Direct Taxes, the OECD will establish a new Centre of the OECD Academy for Tax and Financial Crime Investigation in New Delhi (forthcoming 2024)
Outcomes and impact
<ul style="list-style-type: none"> • Deepened India's participation in OECD bodies and alignment with OECD standards as well as inclusion of India in OECD flagship publications has been bringing India closer to the OECD. • Contributed to a more inclusive, rules-based, open and strengthened global economy through support to India's G20 Presidency.

Indonesia
Main Deliverables
<p>Main publications:</p> <ul style="list-style-type: none"> • Water Financing and Disaster Risk in Indonesia (2023) • Extending Connectivity in Southeast Asia – Indonesia (2023) • OECD Economic Survey (forthcoming, Q4 2024) • Study on Services Competitiveness in Indonesia (forthcoming 2024) • Product Market Regulation (PMR) in Indonesia: Policy Options for Reform (forthcoming 2024)
<p>High-level events:</p> <ul style="list-style-type: none"> • Secretary-General meetings in Jakarta with President Widodo, key members of his Cabinet, and participation to high-level Friends of OECD Roundtable with OECD Ambassadors in Jakarta (August 2023) • Participation of Finance Minister Sri Mulyani in an OECD Council session to explain how the OECD accession process will contribute to Indonesia's national development goals (October 2023) • Secretary-General participated in several bilateral meetings with Indonesian Ministers to discuss the accession process in Paris, including the Minister of Trade, the Minister of Industry and the Minister of National Development Planning (October-November 2023) • High-level delegation led by the Secretary of the Co-ordinating Ministry for Economic Affairs met with the Secretariat in Paris to deepen understanding of the accession process (November 2023)
<p>Other contributions:</p> <ul style="list-style-type: none"> • Continued co-operation with Indonesia, including in support of its 2023 ASEAN Chairmanship: 1) taxation through a CTPA official based in Jakarta; 2) the Clean Energy Finance and Investment Mobilisation Programme (CEFIM); 3) the Sustainable Infrastructure in Central and Southeast Asia Programme, including responsible business conduct; 4) the blue economy and marine plastic pollution; and 5) food security. • Continued dialogue with Indonesia on potential adherence to OECD legal instruments, including as part of discussions related to accession: 1) Anti-Bribery Convention [OECD/LEGAL/0293]; 2) Recommendation on Public Procurement [OECD/LEGAL/0411]; 3) Recommendation on Guidelines for Corporate Governance of State-Owned Enterprises [OECD/LEGAL/0414]; 4) Recommendation on the Governance of Infrastructure [OECD/LEGAL/0460]; and 5) Recommendation on Water [OECD/LEGAL/0434].
Outcomes and impact
<ul style="list-style-type: none"> • The strong partnership with a coherent whole-of-government approach developed with Indonesia has fostered the country's progressive adoption of the OECD model for economic and social development, including in priority areas such as taxation, investment and the green transition. This, in turn, has played an important role in Indonesia's decision requesting to start the OECD accession process in 2023.

South Africa
Main Deliverables
<p>Main publications:</p> <ul style="list-style-type: none"> • OECD Economic Survey (forthcoming, Q4 2024)
<p>High-level events:</p> <ul style="list-style-type: none"> • Ceremony of signature of the Joint Work Programme (JWP) on 16 July 2023 by Minister of Finance Enoch Godongwana and Secretary-General Mathias Cormann at the margins of the G20 meeting in Gandhinagar, India
<p>Other contributions:</p> <ul style="list-style-type: none"> • Signature of the Joint Work Programme (JWP) in July 2023 • OECD Ambassadors' meeting in Pretoria, hosted by the Embassy of Poland as chair of the Informal Reflection Group on South Africa • South Africa becoming an Associate in the Inclusive Forum on Carbon Mitigation Approaches (IFCMA) in August 2023 • Continued involvement of South Africa in strategic OECD work, including the Ministerial Council Meeting (MCM): work on a broad range of policy areas, including anti-corruption, tax policy environment and SOEs; South Africa's adherence examination to the OECD Code of Liberalisation of Capital Movements [OECD/LEGAL/0002] and potential adherence to the OECD Code of Liberalisation of Current Invisible Operations [OECD/LEGAL/0001]; and active participation in OECD bodies • Launch of the Joint Work Programme Monitoring and Co-ordination mechanism
Outcomes and impact
<ul style="list-style-type: none"> • Enhanced Bilateral Collaboration: The implementation of the Joint Work Programme (JWP) between South Africa and the OECD is a significant advancement in the already fruitful collaboration. This strategic move, endorsed by President Cyril Ramaphosa, will support the implementation of necessary and ambitious projects in strategic sectors for South Africa, in line with the National Development Plan, and increase South Africa's adoption of OECD instruments and standards. • Preparation for G20 Presidency: In anticipation of South Africa's G20 Presidency in 2025, the OECD is actively engaging with the country to explore the Organisation's support, coupled with South Africa's positive response and

eagerness to prioritise preference for collaboration in key areas. The OECD's objective is to help with priority- and outcome-setting as well as capacity building and advancing legacy agendas.

Regional and country-specific approaches

Eurasia
Main Deliverables
<p>Main publications:</p> <ul style="list-style-type: none"> • SME Policy Index: Eastern Partner Countries 2024 (2023) • Realising the Potential of the Middle Corridor (2023) • Improving the Legal Environment for Business and Investment in Central Asia: Progress Report (2023) • Trade Facilitation in Central Asia (2023)
<p>High-level events:</p> <ul style="list-style-type: none"> • OECD Eurasia Week, OECD Headquarters, Paris, 12-14 December 2023 • Realising the Potential of the Middle Corridor (with the OECD Istanbul Centre), 6 November 2023 • EU-Central Asia Economic Forum, Almaty, Kazakhstan, May 2023
<p>Other contributions:</p> <ul style="list-style-type: none"> • Organisation of the 2023 EU-Central Asia Economic Forum, Almaty, Kazakhstan, 2023
Outcomes and impact
<ul style="list-style-type: none"> • Policy impact was achieved as Azerbaijan signed and Armenia ratified the Multilateral Convention to Implement Tax Treaty Related Measures to Prevent Base Erosion and Profit Shifting [OECD/LEGAL/0432], Tajikistan indicated its interest to follow suit. • Kazakhstan joined the Inclusive Forum on Carbon Mitigation Approaches (IFCMA), Ukraine and Uzbekistan indicated their intention to join as well, bringing the region closer to the Organisation's work on climate change. • The Eurasia week reinvigorated high-level policy dialogue between the OECD and the region and a Memorandum of Understanding signed between the OECD and the Republic of Moldova further expanded the co-operation to support Moldova at a particularly challenging time.
Ukraine (Prospective Member)
Main Deliverables
<p>Main publications:</p> <ul style="list-style-type: none"> • Competition Market Study of Ukraine's Electricity Sector (June 2023) • Review of Energy Subsidies in the Context of Energy Sector Reforms in Ukraine (December 2023) • Public Administration in Ukraine: Assessment against the Principles of Public Administration (February 2024)
<p>High-level events:</p> <ul style="list-style-type: none"> • Ukraine Recovery Conference, London • Six meetings of the Multi-Donor Co-ordination Platform for Ukraine
<p>Other contributions:</p> <ul style="list-style-type: none"> • Input (comments on the draft and capacity building) on the Ukraine Plan • Financing and implementation of the OECD Ukraine Country Programme (over 59% of budget raised, launch of eight OECD reviews and five capacity-building activities in H2 2023) • OECD analysis of new draft law on corporate governance of state-owned enterprises prepared for discussion in parliament and with G7 and other donors
Outcomes and impact
<ul style="list-style-type: none"> • The OECD has firmly upheld its commitment to Ukraine, which is a prospective Member of the Organisation, moved ahead rapidly with the implementation of the Ukraine Country Programme, operationalised the OECD Office in Kyiv and substantively contributed to the 'Ukraine Plan' developed by Ukrainian authorities in connection with the EU's planned Ukraine Facility.
Latin American and the Caribbean (LAC)
Main Deliverables
<p>Main publications:</p> <ul style="list-style-type: none"> • Towards Climate Resilience and Neutrality in Latin America and the Caribbean: Key Policy Priorities (2023) • Action Plan towards Climate Resilience and Neutrality in Latin America and the Caribbean (2023) • Revenue Statistics in Latin America and the Caribbean (2023) • Skills in Latin America: Insights from the Survey of Adult Skills (PIAAC) (2023) • Health at a Glance: Latin America and the Caribbean (2023) • Latin American Economic Outlook 2023: Investing in Sustainable Development (2023) • SME Policy Index: Latin America, second edition (forthcoming 2024)

High-level events: <ul style="list-style-type: none"> • 1st LAC Ministerial Summit on Environmental Sustainability (October 2023)
Other contributions: <ul style="list-style-type: none"> • 13 Policy Briefs on Environmental Sustainability • Three Regional policy dialogues and two workshops on environmental sustainability • OECD Economic Outlook – Summary in Spanish for 7 LAC Countries and Press Conference and debate in Casa de America, Madrid • 13 Regional Policy Network meetings in 2023 • OECD-LAC Virtual Pavilion at COP28 Event: Climate change action in Latin America and the Caribbean: Key priorities and good practices
Outcomes and impact
<ul style="list-style-type: none"> • Partnerships with IOs in the region are stronger than ever. Ten side events took place on the margins of the Ministerial Summit in Costa Rica, organised by the EU-LAC Foundation, the ILO and the Ibero-American Youth Organisation, among others. CAF Development Bank of Latin America and the EU supported financially the Ministerial Summit. • The Ministerial and Action Plan enhanced the positioning of the OECD on the environmental sustainability agenda in the region. The OECD was invited for the first time to take part in the LAC Forum on Ministers of Environment that took place in Panama shortly after the LAC Ministerial Summit in Costa Rica. New Partners engaged in the COP28 Event: CCAP, UNDP, Coalition for Circular Economy. • Ten LAC countries became Associates/members of the Inclusive Forum on Carbon Mitigation Approaches (IFCMA). • Enhanced participation and visibility of the OECD in key regional summits, notably the Ibero-American Summit in March 2023; and the EU-LAC Summit in July 2023.

Middle East and North Africa (MENA)
Main Deliverables
Main publications: <ul style="list-style-type: none"> • Review of Women’s Economic Empowerment in Morocco, part of the Morocco Country Programme Phase II (January 2024) • Addressing Informality in the Middle East and North Africa: Policy perspectives from the region, an ILO/OECD/UNDP Publication (April 2024)
High-level events: <ul style="list-style-type: none"> • Launch of the Egypt Country Programme (17-18 October 2023) • Memorandum of Understanding with the African Union and Programme of Work for the OECD-Africa Partnership (October 2023) • UAE-OECD Policy Alignment Project wrap-up seminar (19-20 December 2023) • Co-ordination Committee of the Egypt Country Programme (15 April 2024) • First collective action roundtable (ECP), Cairo (forthcoming, Q4 2024)
Other contributions: <ul style="list-style-type: none"> • OECD-Egypt Country Programme • OECD-Morocco Country Programme • EU-OECD Programme on Investment in the Mediterranean • OECD-Siemens Project on Fair Market Conditions for Competitiveness in Algeria and Saudi Arabia • EU-OECD Project on Promoting Public-Private Dialogue in Libya • EU-OECD Project on Promoting Economic Resilience in Yemen • OECD-UAE Policy Alignment Project • Strengthened co-operation with Saudi Arabia, discussions for a Memorandum of Understanding and Action Plan with the Ministry of Economy and Planning • Women’s Economic Empowerment in the Southern Mediterranean: Enhancing Women Entrepreneurs’ Financial Inclusion and Access to Finance in the Digital Age (upcoming project in 2024)
Outcomes and impact
<ul style="list-style-type: none"> • The OECD remained at the fore of innovative partnerships with the MENA region, bringing discussions about challenges and policy priorities based on OECD standards and best practices, providing a respected and well-established platform for policy dialogue and peer learning with a view to meeting global challenges and levelling the global playing field.

Egypt
Main Deliverables
Main publications: <ul style="list-style-type: none"> • OECD Economic Survey: Egypt 2024 (launch February 2024)
High-level events: <ul style="list-style-type: none"> • Egypt Country Programme launch event (October 2023)

<ul style="list-style-type: none"> • Egypt's ICT Minister visited the OECD in June 2023, strengthening collaboration on information and communication technologies • Egyptian Ambassador Alaa Youssef contributed to the Ministerial Council Meeting (MCM)
<p>Other contributions:</p> <ul style="list-style-type: none"> • Egypt Country Programme Co-ordination Committee Meeting (May 2023) • Meeting between Minister for Higher Education and Scientific Research, Prof. Mohamed Ayman Ashour, and key Directors at the OECD in November 2023 demonstrated Egypt's active engagement in discussions on science, technology and education • Deputy Finance Minister Ahmed Kouchouk's participation in the Inclusive Forum on Carbon Mitigation Approaches (IFCMA) meetings has further solidified Egypt's role in climate action • The Country Programme is assessing Egypt's alignment with the OECD Recommendation on Digital Government Strategies [OECD/LEGAL/0406] as well as providing support for Egypt's inclusion in the Digital Government Index
Outcomes and impact
<ul style="list-style-type: none"> • The Egypt Country Programme successfully contributed to the design of Egypt's new AI strategy, offered advice on economic reforms through the inaugural Egypt-OECD economic survey and actively built capacity for the implementation of the SDGs. These results will be expanded upon in the next two years of continued implementation.

Morocco
Main Deliverables
<p>Main publications:</p> <ul style="list-style-type: none"> • Les contrats entre niveaux de gouvernement. Un outil pour la régionalisation avancée au Maroc (2023) • Examens de l'OCDE sur la gouvernance publique : Maroc (2023) • De l'engagement à la mise en œuvre : Assurer l'autonomisation économique des femmes au Maroc (16 January 2024) • OECD Economic Survey: Morocco 2024 (forthcoming, September 2024)
<p>High-level events:</p> <ul style="list-style-type: none"> • Strategic high-level discussion within the framework of the Morocco Country Programme (MCP) (20 June 2023) • High-level event to launch the OECD Economic Survey: Morocco 2024 and present the results of the study (forthcoming, September 2024)
<p>Other contributions:</p> <ul style="list-style-type: none"> • OECD Ambassadors' meeting in Rabat gathered around 20 Ambassadors and senior representatives from OECD countries, as well as partner organisations such as the UN and the IMF, to present preliminary findings and impact of the Morocco Country Programme and discuss the way forward (June 2023) • OECD Morocco Strategic meeting held in Rabat to initiate an in-depth strategic reflection on the Morocco Country Programme 2 and its impact, and to discuss the way forward with senior officials and OECD experts involved in the programme implementation (June 2023) • Event held to launch and present the Morocco Public Governance Review and discuss the way forward towards implementation of the recommendation (June 2023) • Morocco Economic Desk launch held in Paris to formally launch the country desk at the OECD (October 2023) • Morocco Country Programme 5th co-ordination meeting held to review the progress made in implementing the programme and to outline planned milestones until the programme's conclusion in June 2024 (November 2023) • Roundtable on "Ensuring the implementation of the OECD Recommendation on Gender Equality in Education, Employment and Entrepreneurship in Morocco" was held in Rabat to present a report on women economic empowerment (16 January 2024)
Outcomes and impact
<ul style="list-style-type: none"> • In all the areas of work covered by the Country Programme, the projects have established or consolidated mechanisms to strengthen policy coherence and inter-ministerial co-ordination and supported the New Development Model goals and the governmental agenda. • The work conducted by the Morocco Desk for the Economic Survey is already improving the methodology used to collect and analyse the data necessary to produce macroeconomic forecasts.

OECD-Africa Partnership
Main Deliverables
<p>Main publications:</p> <ul style="list-style-type: none"> • Africa's Development Dynamics (2023) • Africa's Development Dynamics (forthcoming 2024) • Revenue Statistics (2023) • Revenue Statistics (forthcoming, Q3 2024) • Urbanisation and Conflicts in North and West Africa (2023) • International Tax and Africa - OECD Report for the G7 Finance Ministers and Central Bank Governors (2023)

<ul style="list-style-type: none"> • Sustainable Investment Policy Perspectives in the Economic Community of West African States (ECOWAS) (24 January 2024)
<p>High-level events:</p> <ul style="list-style-type: none"> • Memorandum of Understanding with the African Union and Programme of Work for the OECD-Africa Partnership (October 2023) • AUC-OECD International Economic Forum on Africa (October 2023) • Signature of the Joint Programme of Work with South Africa (July 2023) • AUC-OECD Global AI Governance Dialogue (upcoming Q1 2024) • AUC-OECD International Economic Forum on Africa (forthcoming, Q4 2024) • Launch of the AUC-OECD African Virtual Investment Platform (AfVIP) on the margins of the G7 Leaders' Summit (upcoming Q2 2024)
<p>Other contributions:</p> <ul style="list-style-type: none"> • AUC-OECD African Virtual Investment Platform (AfVIP) (upcoming 2024) • OECD Sustainable Investment Programme for Africa (SIPA) • OECD Responsible Minerals Implementation Programme • Africa Initiative of the Global Forum on Transparency and Exchange of Information for Tax Purposes and regional partners in Africa • Fiscal Transition Support Programme in West Africa • AUC-OECD Platform on Investment and Productive Transformation in Africa • ECOWAS: Unlocking Investment for Development • Emerging Markets Network (EMnet) • VAT Digital Toolkit for Africa • OECD/AfDB joint initiative to support business integrity and anti-bribery efforts in Africa • OECD joint project with the APRM on policy coherence for implementing the 2030 Agenda and Agenda 2063 in Africa • Development of the Mauritius Country Programme (forthcoming, September 2024)
Outcomes and impact
<ul style="list-style-type: none"> • Policy impact through mutually beneficial collaboration in areas that are key to both Africa's transformational agenda and the global economy. The MoU signed between the OECD and the AU strengthened the coherence and effectiveness of the co-operation, thus paving the way for stronger ties and concrete policy impact in strategic areas of mutual interest.

Southeast Asia (SEA)
Main Deliverables
<p>Main publications:</p> <ul style="list-style-type: none"> • Multi-level governance and subnational finance in Asia and the Pacific (2023) • Enabling Sustainable Investment in ASEAN (2023) • Revenue Statistics in Asia and the Pacific (2023) • Extending Connectivity in SEA: Outreach Programme of the OECD Broadband Connectivity Recommendation (2023) • Economic Outlook for Southeast Asia, China and India 2023 - Update: Resilience Under Uncertainty (2023) • Harmful Tax Practices – 2022 Peer Review Reports on the Exchange of Information on Tax Rulings (2023) • Agricultural Policy Monitoring and Evaluation 2023. Adapting Agriculture to Climate Change (chapters on the Philippines, Viet Nam and Indonesia) (2023) • OECD Economic Survey of Viet Nam (2023) • OECD Skills Strategy Southeast Asia (2023) • Corporate Bond Markets in Asia: Challenges and Opportunities for Growth Companies (2024) • SIGI 2024 Regional Report for Southeast Asia: Time to Care (2024) • The Limits of DeFi for Financial Inclusion: Lessons from ASEAN (2024) • Nature-based solutions for flood management in Asia and the Pacific (2024) • Towards Greener and More Inclusive Societies in Southeast Asia (2024) • Fostering Catastrophe Bond Markets in Asia and the Pacific (2024) • ASEAN SME Policy Index 2024 (forthcoming) • Start-up Asia: Chasing the innovation frontier (forthcoming)
<p>High-level events:</p> <ul style="list-style-type: none"> • 4th High-Level meeting of the Asia Initiative of the Global Forum on Transparency and Exchange of Information for Tax Purposes (27 April 2023) • 3rd Regional Ocean Policy Dialogue on Marine Plastic Pollution in Southeast Asia, Bali, Indonesia (3-4 May 2023) • 6th ASEAN Inclusive Business Summit, Bali, Indonesia (23-25 August 2023) • 11th OECD-AMRO-ADB-ADBI-ERIA Asian Regional Roundtable on Macroeconomic and Structural Policies, Jakarta, Indonesia (3 September 2023) • 2023 OECD Southeast Asia Ministerial Forum, Ha Noi, Viet Nam (26-27 October 2023) • High-level launch of the report 'Extending Connectivity in SEA: Outreach Programme of the OECD Broadband Connectivity Recommendation', Ha Noi, Viet Nam (27 October 2023)

<ul style="list-style-type: none"> • 5th High-Level meeting of the Asia Initiative of the Global Forum on Transparency and Exchange of Information for Tax Purposes (28 November 2023) • High-Level Representatives of Asia-Pacific Competition Authorities (December 2023) • Launch Of the Clean Energy Finance and Investment Roadmap of The Philippines (7 March 2024)
<p>Other contributions:</p> <ul style="list-style-type: none"> • Anticipated launch of Viet Nam Country Programme (2024) • Singapore became a Participant in the Trade Committee • Viet Nam’s signature and ratification of the Multilateral Convention to Implement Tax Treaty Related Measures to Prevent Base Erosion and Profit Shifting [OECD/LEGAL/0432] and the Convention on Mutual Administrative Assistance in Tax Matters as amended by the 2010 Protocol [OECD/LEGAL/0382]
Outcomes and impact
<ul style="list-style-type: none"> • The Regional Programme’s longstanding engagement with Southeast Asia and its work to improve understanding of the OECD’s work, objectives and values has helped create the conditions for countries from the region to signal their interest in becoming OECD Members.

Thailand Country Programme Phase 2
Main Deliverables
<p>Main publications:</p> <ul style="list-style-type: none"> • Global Forum on Transparency and Exchange of Information for Tax Purposes: Thailand 2023 (Second Round): Peer Review Report on the Exchange of Information on Request (November 2023) • Second OECD Economic Survey of Thailand (December 2023) • Clean Energy Finance and Investment Roadmap of Thailand (forthcoming, Q2 2024) • OECD Review of the Corporate Governance of State-Owned Enterprises in Thailand (forthcoming, Q3 2024) • Report analysing Thailand’s anti-corruption framework (forthcoming 2024) • Review of Public Service Leadership and Capability in the Central Government of Thailand (forthcoming 2024) • Public Governance Review of Thailand (forthcoming 2024) • OECD Review of the Statistical System of Thailand (forthcoming 2024) • OECD Regulatory Policy Review of Thailand (forthcoming 2024) • OECD Skills Strategy: Assessment and Recommendations Report on Thailand (forthcoming 2024)
<p>High-level events:</p> <ul style="list-style-type: none"> • Launch of the Second Economic Survey of Thailand (December 2023) • Launch of Clean Energy Finance and Investment Roadmap of Thailand (forthcoming, Q2 2024) • Mid-term Review of Thailand Country Programme Phase 2 (forthcoming, Q4 2024)
<p>Other contributions:</p> <ul style="list-style-type: none"> • Presentation of the progress of Thailand Country Programme Phase 2 by a high-level representative from the Thai Government at the External Relations Committee in November 2023
Outcomes and impact
<ul style="list-style-type: none"> • Deepened engagement between the OECD and Thailand, in particular Thailand’s consideration in upgrading its status in the OECD bodies and increasing its alignment with and adherence to the OECD legal instruments. • Building on its longstanding engagement with the OECD, Thailand requested to begin the OECD accession process in February 2024.

South East Europe (SEE)
Main Deliverables
<p>Main publications:</p> <ul style="list-style-type: none"> • Economic Convergence Scoreboard for the Western Balkans 2023 (2023) • Developing Anti-Corruption Programmes in State-Owned Enterprises: Manual for compliance officers in Croatia and Serbia (2023)
<p>High-level events:</p> <ul style="list-style-type: none"> • OECD Western Balkans Competitiveness Outlook 2024 <ul style="list-style-type: none"> ○ Regional Assessment Kick-off Meeting, OECD Paris (April 2023) ○ Eight fact-finding policy roundtables in the Western Balkans (July-October 2023): Tirana, Sarajevo, Banja Luka, Mostar, Skopje, Pristina, Podgorica, Belgrade ○ High-level Conference “Digital Transition in Serbia” with participation of the Secretary-General and the Prime Minister, Belgrade, Serbia (October 2023) ○ Regional roundtable “Presentation of Regional Preliminary Assessment Findings”, OECD Istanbul Centre (December 2023) • OECD Circular Economy Regional Launch Event at the OECD Istanbul Centre (April 2023) and 14 stakeholder meetings in preparation of the Circular Economy Roadmaps for Albania and North Macedonia

<ul style="list-style-type: none"> • OECD Dubrovnik Talks “Labour Migration in South East Europe”, opened by the Minister of Foreign and European Affairs of Croatia (Dubrovnik Forum, July 2023) • Deputy Secretary-General participation in the Western Balkan Summit 2023 of the Berlin Process: Leaders’ Meeting and Ministers of Economy Meeting (October 2023) • Friends of South East Europe meeting with Minister of Foreign and European Affairs of Croatia, followed by official signing ceremony of the Croatia-supported Western Balkan project with the Secretary-General and the Minister (November 2023)
<p>Other contributions:</p> <ul style="list-style-type: none"> • Provided analytical inputs to the EU Enlargement Package reports, which monitor the progress made by the Western Balkans on their path towards EU accession • Continued policy dialogue activities (e.g., combatting plastic pollution, competition policy, business support services)
Outcomes and impact
<ul style="list-style-type: none"> • Reinforced the OECD’s role at the highest political level in bolstering economic reforms in the Western Balkans and preparing the region's economies for a green and digital future through participation in the Berlin Process Leaders’ Summit and Economic Ministerial Meeting and bilateral meetings of the Secretary-General with leaders and ministers from the region. • Improved capacity of Western Balkan policy makers and non-government stakeholders to identify economy-specific policy challenges and reform priorities in line with OECD and EU standards and good practices, and increased awareness of common policy challenges and regional collaboration potential among Western Balkan policy makers under the OECD Western Balkans Competitiveness Outlook 2024 related activities. • Strengthened the ability of policy makers to monitor the economic convergence of the Western Balkans towards the EU and OECD, and to identify priority policy areas for enhanced economic growth. • Supported the adoption and/or implementation of priority reforms to create a level playing field (e.g., Serbia adopting a new SOE strategy, Croatia updating its whistleblowing act, Bosnia and Herzegovina amending its public procurement law). • Intensified stakeholders’ engagement in circular economy policy development and implementation within the Western Balkans through the preparation of Circular Economy Roadmaps and establishment of a platform for Regional Circular Economy Peer Dialogue. • Strengthened institutional capacities to implement national digitalisation strategies across the Western Balkans, resulting in an increased rollout of available e-services for citizens and businesses.

Co-operation with other international organisations and fora

Engagement with the G20, G7, APEC and the United Nations
Main Deliverables
<p>Main publications:</p> <ul style="list-style-type: none"> • Revised G20-OECD Principles of Corporate Governance (2023) • Bottlenecks to Access SDG Finance in Developing Countries (2023) • Financing Cities of Tomorrow (2023) • Women at Work in G20 Countries (2023) • Towards Orderly Green Transition – Investment Requirements and Managing Risks to Capital Flows (2023) • 2023 G7 Gender Gaps Dashboard and Implementation Report (2023) • Tax Co-operation for the 21st Century (2023) • Towards a G7 Common Understanding on Generative AI (2023)
<p>High-level events:</p> <ul style="list-style-type: none"> • In 2023, the OECD Secretary-General attended the G7 Leaders’ Summit in Hiroshima, the G20 Leaders’ Summit in Delhi (as well as a supplementary virtual Leaders’ Summit convened by India’s 2023 G20 Presidency), eleven virtual and in-person G7 and G20 Finance Ministers and Central Bank Governors’ Meetings and the APEC Finance Ministers’ Meetings in San Francisco • Deputy Secretary-General Knudsen attended the G7 Agriculture Ministers’ Meeting; G7 Digital and Technology Ministers’ Meeting; G20 Foreign Ministers’ Meeting; G20 Digital Economy Ministers’ Meeting; and G20 Trade and Investment Ministers’ Meeting • Deputy Secretary-General Jones attended the G7 Climate, Energy and Environment Ministers’ Meeting • Deputy Secretary-General Takeuchi attended the G7 Education Ministers’ Meeting; G7 Employment Ministers’ Meeting; G7 Sustainable Urban Development Ministers’ Meeting; G7 Trade Ministers’ Meeting (accompanying the Secretary-General); G20 Education Ministers’ Meeting; G20 Labour and Employment Ministers’ Meeting; G20 Health Ministers’ Meeting; and G20 Joint Finance-Health Ministers Meeting • Active contribution to the 2023 High-Level Political Forum on Sustainable Development (July 2023, New York) • High-level participation in the 2023 SDG Summit and High-Level Dialogue on Financing for Development • Participation in the 2024 ECOSOC Forum on Financing for Development
<p>Other contributions:</p> <p><i>Japan’s 2023 G7 Presidency (Completed)</i></p> <ul style="list-style-type: none"> • Informed discussions on the economic impact of Russia’s large-scale war of aggression against Ukraine

- Provided updates on the implementation of the Two-Pillar Solution, prepared the 2023 G7 Dashboard on Gender Gaps and supported the Hiroshima Process
- Contributed analysis on: industrial subsidies and cross-border data flows, the impacts and costs of economic coercion measures, vulnerabilities in clean energy supply chains, and Foreign Direct Investment in critical infrastructure in ASEAN and Africa

Italy's 2024 G7 Presidency (Ongoing)

- Exploring potential contributions to Italy's priorities, including: engaging and mobilising African countries as actors and partners for climate action, energy security and migration, and unlocking investment and job creation opportunities in African countries; supporting G7 efforts on Ukraine's recovery and reconstruction; advancing work on generative Artificial Intelligence; and leveraging the Inclusive Forum on Carbon Mitigation Approaches (IFCMA) to inform dialogue and outreach to the Global South on climate change mitigation policies
- Preparing the 2024 G7 Dashboard on Gender Gaps

India's 2023 G20 Presidency (Completed)

- Informed discussions on the economic impacts of Russia's large-scale war of aggression against Ukraine
- Updated G20 members on implementation of the Two-Pillar Solution and OECD initiatives on tax transparency
- Informed discussions on the G20 Green Development Pact and the High-Level Principles on Lifestyle for Sustainable Development
- Supported implementation of G20 Sustainable Finance Roadmap and the G20 Action Plan on the 2030 Agenda
- Supported the revision of the G20-OECD Principles of Corporate Governance and supported the G20-OECD Infrastructure Investors' Dialogue
- Continued joint OECD-ILO annual monitoring of the Brisbane and Antalya Targets

Brazil's 2024 G20 Presidency (Ongoing)

- Supporting Brazil's priority on "Digital Government through Reliable and Inclusive Digital Public Infrastructure for Development" through analysis on digital identity and Digital Public Infrastructure, content-creation for Brazil's key deliverables in the Digital Economy Working Group and co-organising events
- Informing work on training education professionals and valuing teaching careers, including international exchanges
- Preparing analysis on agri-food supply chains and on trilateral co-operation
- Contributing to all Finance Track Working Groups, with planned deliverables including analysis on the distributional impact of green policies; analytical contributions on capital flow resilience and sovereign debt issuance in emerging and developing economies; and a report on financing and investment in climate resilient infrastructure

United States' 2023 APEC Host Year (Completed)

- Supported the development and rollout of the APEC Services Index, which is based on the OECD Services Trade Restrictiveness Index
- Supported a project on modernising and aligning the APEC Principles on the Prevention of Bribery and Enforcement of Anti-Bribery Laws with OECD standards (e.g., Anti-Bribery Recommendation)

Peru's 2024 APEC Host Year (Ongoing)

- Exploring potential contributions on inclusive trade, women's empowerment, informality, renewable energy and sustainable finance
- Preparing two workshops on sustainable finance (February 2024)

United Nations processes

- Analytical work contributing to global SDG follow-up and review efforts, including in the context of the HLPF and SDG Summit as well as Financing for Development
- Contributions to policy dialogue on issues such as development finance, water, cities, development in middle-income countries and small island developing states
- Regular informal briefing of Members and Partners on current and emerging issues (e.g., taxation)

Outcomes and impact

- Increased the OECD's visibility in South Asia through engagement with India's 2023 G20 Presidency.
- The 2023 G7 Leaders' communiqué: expressed "strong" support for the Inclusive Forum on Carbon Mitigation Approaches (IFCMA); re-emphasised the G7's strong political commitment to the swift global implementation of the Two-Pillar Solution; welcomed the OECD Declaration on Government Access to Personal Data Held by Private Sector Entities; and highlighted the G7 Dashboard on Gender Gaps, among other OECD contributions.
- The 2023 G20 Leaders' Declaration contained strong references to the OECD. For example, G20 Leaders: endorsed the revised G20/OECD Principles of Corporate Governance; looked forward to enlarging participation in the OECD Anti-Bribery Convention, as appropriate; reaffirmed their commitment to achieving the Brisbane Goal and asked the ILO and OECD to report progress annually; agreed to extend the coverage of the ILO and OECD Skills for Jobs Databases to G20 countries, as appropriate; and reiterated their commitment to the swift implementation of the Two-Pillar Solution.
- Improved awareness and appreciation of OECD standards and bodies and their contribution to global development efforts under the auspices of the UN.
- Enhanced awareness of risks and potential challenges presented by developments at the UN, and improved Secretariat and Member capacity to respond to these.

ANNEX B: ADHERENCE TO OECD LEGAL INSTRUMENTS AND PARTICIPATION IN OECD BODIES

The main objective of the OECD's Global Relations Strategy is to integrate non-Members into the Organisation's work with a view to meet global challenges and to level the global playing field. Adherence to OECD legal instruments and partnerships in OECD bodies remain fundamental to enable the Organisation to promote and disseminate its values, increase the relevance of alignment with its standards and enrich policy discussions in OECD bodies with different or new perspectives. Partners' participation in meetings also helps broaden the reach of the OECD's databases and indicators and build more comprehensive and accurate comparisons of policies and practices at the international level.

The number of partnerships and adherences by non-Members continues to grow despite the uncertain global context. Adherence by partner countries to the 268 OECD legal instruments currently in force amounts to a total of 1076 at present, with 50 new adherences accomplished in the past year. Accession candidate countries, Key Partners and non-OECD G20 countries, as well as Partners in a Country Programme or any other structured, country-specific approach (see the list in Table 1) constitute 647 adherences, accounting for 60% of non-Member adherence.

Table 1. Partnerships and Adherences of Selected Partner Countries

Non-Members included in this table were included based on their status as Key Partners, G20 Countries¹, accession candidate countries and selected Partners

Country	Partnerships ²			Adherences ³
	Associate/member	Participant	Total	
Argentina ^{b, d}	14	17	31	58
Brazil ^{a, b, d}	16	22	38	119
Bulgaria ^d	13	9	22	62
China ^{a, b}	7	5	12	10
Croatia ^d	9	5	14	50
Egypt ^c	6	7	13	25
India ^{a, b}	10	10	20	14
Indonesia ^{a, b}	6	5	11	15
Kazakhstan ^c	9	14	23	42
Mauritius ^c	4	1	5	2
Morocco ^c	10	3	13	35
Peru ^{c, d}	7	12	19	53
Romania ^d	17	6	23	79
Saudi Arabia ^b	4	5	9	7
South Africa ^{a, b}	10	21	31	24
Thailand ^c	5	5	10	10
Ukraine ^c	7	6	13	34
Viet Nam ^c	3	1	4	8

Notes: a: Key Partner; b: G20 country; c: Former, current or prospective Country Programme partner; d: Accession candidate country
 1. With regard to the Russian Federation, on [24 February 2022](#), the OECD decided to reconsider all co-operation with Russia as a matter of urgency. The OECD Council took a number of initial decisions on [25 February 2022](#) [[C/M\(2022\)3](#), Item 67] and on [8 March 2022](#), the OECD Council decided an immediate suspension of the participation of Russia and Belarus in OECD bodies and to review the situation as appropriate [[C/M\(2022\)4](#), Item 73].

2. These figures include Associate/member status granted in line with the Resolution of the Council on Partnerships in OECD Bodies [[C\(2012\)100/REV2/FINAL](#)] as well as similar membership status in OECD programmes, entities within the OECD family or hosted entities, i.e. of the Development Centre, the Global Forum on Transparency and Exchange of Information for Tax Purposes, the Nuclear Energy Agency, the International Transport Forum, the Global Partnership on Artificial Intelligence, and the Governing Board of the Programme for Teaching and Learning International Survey.

3. Data on partnerships and adherences as of 16 April 2024.

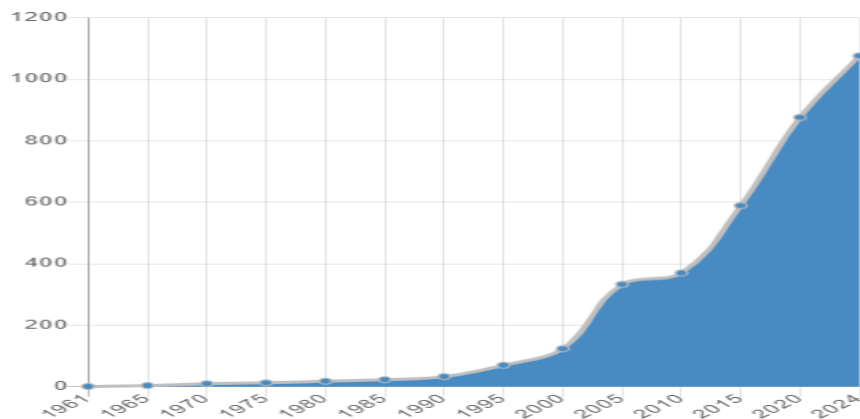
Adherences

Figure 1 illustrates the overall increase in the total number of non-Member adherences across all OECD legal instruments during the past decade.

The following OECD legal instruments are those with the largest number of adherences by non-Members:

- Convention on Mutual Administrative Assistance in Tax Matters as amended by the 2010 Protocol [[OECD/LEGAL/0382](#)] (87 non-Members are Parties);
- Multilateral Convention to Implement Tax Treaty Related Measures to Prevent Base Erosion and Profit Shifting [[OECD/LEGAL/0432](#)] (49 non-Members are Parties);
- Istanbul Ministerial Declaration on Fostering the Growth of Innovative and Internationally Competitive SMEs [[OECD/LEGAL/0328](#)] (38 non-Member Adherents);
- Decision of the Council Revising the OECD Schemes for the Varietal Certification or the Control of Seed Moving in International Trade [[OECD/LEGAL/0308](#)] (27 non-Member Adherents);
- Declaration on Strengthening SMEs and Entrepreneurship for Productivity and Inclusive Growth [[OECD/LEGAL/0439](#)] (17 non-Member Adherents).

Figure 1. Non-Member adherences to OECD legal instruments

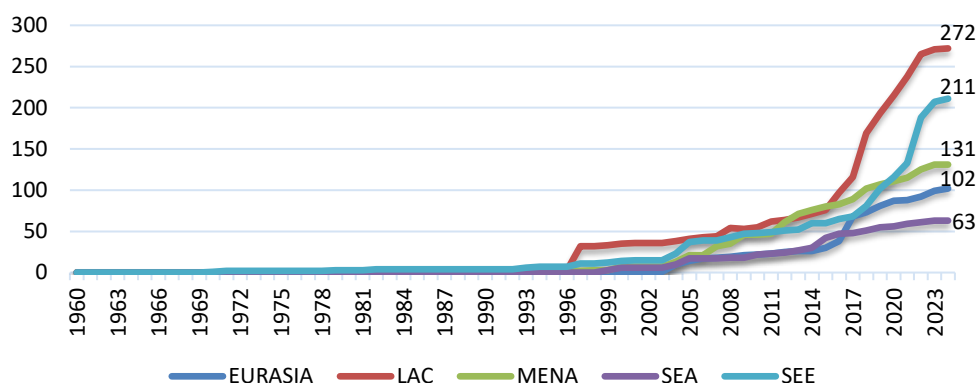


Source: OECD Directorate for Legal Affairs data (as of 16 April 2024)

The dissemination of OECD standards and best practices has increased globally over the past decade, as evidenced by increased adherence to OECD legal instruments across all OECD Regional Programmes. Figure 2 illustrates the growth of non-Member adherences across the Regional Programmes.⁹ This is further shown by the findings of the second phase of the project *Considering Partners' Convergence with OECD Standards to Level the Global Playing Field* [[ERC\(2022\)5/REV1](#)], which assessed the convergence between partner countries¹⁰ and OECD standards. Phase three of this project is scheduled for 2024.

⁹ It should be noted when comparing these trends that the five Comprehensive Regional Programmes engage with a different number of partner economies and were all established at different times.

¹⁰ The countries included are: Argentina, Brazil, Bulgaria, People's Republic of China, Croatia, Egypt, India, Indonesia, Kazakhstan, Malaysia, Morocco, Peru, the Philippines, Romania, Singapore, South Africa, Thailand and Viet Nam.

Figure 2. Non-Member adherences to OECD legal instruments by Regional Programme

Source: OECD Directorate for Legal Affairs data (as of 16 April 2024)

Partnerships

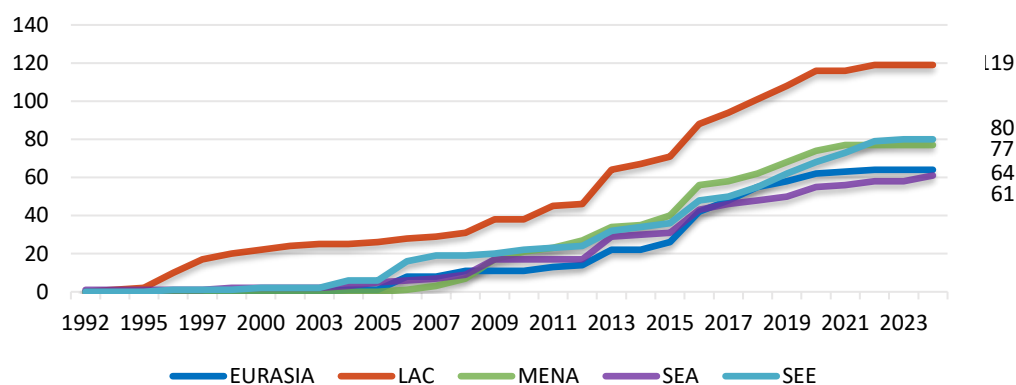
Encouraging partner country engagement and participation in OECD bodies facilitates global policy dialogue, which in turn helps to promote the uptake of OECD standards beyond OECD Members. This provides partner countries with opportunities to benefit from policy insights and participate in discussions with OECD Members in OECD bodies. As such, the participation in OECD bodies forms the backbone of OECD engagement with partner countries.

As with adherences, partner country engagement in OECD bodies is geographically dispersed due to the diversity of partner countries invited to participate in OECD bodies.

Figure 3 highlights the growing engagement of partner countries that are participating in an OECD Regional Programme in OECD bodies as Associates/members and Participants.

Figure 3. Partnership trends by region

Associates/members and Participants



Source: Database of partnerships in OECD bodies (as of 16 April 2024)