

**DEVELOPMENT CENTRE
GOVERNING BOARD OF THE DEVELOPMENT CENTRE**

DRAFT PROGRAMME OF WORK AND BUDGET: 2019-20

This document DEV/GB(2018)3/FINAL, includes budget parameters based on the intermediate 1% annual adjustment. It is submitted to delegates for APPROVAL via written procedure until 26 October c.o.b. If no objections are received by that date, the Programme of Work and Budget of the Development Centre in 2019-2020, will be considered as approved.

Background:

At the Governing Board's 3rd session in 2018 on 9 - 10 October 2018, delegates were invited to APPROVE the PWB REV 4 [DEV/GB(2018)3/REV4] and to decide on the budget parameter for the scale of Assessed Contributions (ACs). At the meeting the Secretariat:

- noted with thanks the Members approval of the content, outputs and structure of the Programme of Work;
- noted, on the one hand, a strong support of a majority of members to adopt a budget of Zero Real Growth (ZRG); while some Members reiterated their preference for a Part II "Core" budget based on Zero Nominal Growth (ZNG), but expressed their willingness to seek compromise and consider a budget for DEV in 2019-20 that would be based on an intermediate scenario of a 1% annual adjustment.

As means of reaching consensus, and at Member's request, the Chair proposed a written procedure process of 2 weeks after the date of the Secretariat's message to seek final approval of the budget parameter based on a 1% annual adjustment in 2019-2020.

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NOTE BY THE SECRETARIAT

At the Governing Board's 3rd session in 2018 on 9 - 10 October, delegates were invited to APPROVE the Programme of Work and Budget [PWB] [[DEV/GB\(2018\)3/REV4](#)] and to decide on the budget parameter for the scale of Assessed Contributions (ACs). At the meeting the Secretariat:

- *noted with thanks the Members approval of the content, outputs and structure of the Programme of Work;*
- *noted, on the one hand, a strong support of a majority of members to adopt a budget of Zero Real Growth (ZRG); while some Members reiterated their preference for a Part II "Core" budget based on Zero Nominal Growth (ZNG), but expressed their willingness to seek compromise and consider a budget for DEV in 2019-20 that would be based on an intermediate scenario of a 1% annual adjustment.*

As means of reaching consensus, and at Member's request, the Chair proposed a written procedure process of 2 weeks after the date of the Secretariat's message to seek final approval of the budget parameter based on a 1% annual adjustment in 2019-2020. Therefore, this document [DEV/GB\(2018\)3/FINAL](#) now includes budget parameters based on the intermediate 1% annual adjustment FOR APPROVAL via written procedure by the Governing Board until 26 October c.o.b. If no objections are received by that date, the Programme of Work and Budget of the Development Centre in 2019-2019, will be considered as approved.

This draft incorporates the comments made at the 3rd session of the Governing Board on 9-10 October 2018 on document [[DEV/GB\(2018\)3/REV4](#)] and prior to that at the Governing Board meeting of 22 June on document [[DEV/GB\(2018\)3/REV3](#)] and comments received via written procedure in between time.

Before then the 4th version of DEV's 2019-2020 PWB document DEV/GB(2018)REV4, was object of a preliminary discussion at an Enlarged Bureau Meeting on September 17. At the meeting, the participating Members expressed their country's support on the overall direction of the PWB and thanked the Secretariat for taking into account their comments.

The preparation calendar of this Programme of Work and Budget is explained in the table on the next page.

INDICATIVE CALENDAR OF PREPARATIONS: PWB 2019-2020

November-December 2017	Preliminary PWB information from Directorates.
15 December	4 th meeting of the Development Centre's Governing Board: presentation and discussion of initial orientations paper.
December 2017 - January 2018	OECD Directors' bilateral discussions with the Secretary-General.
January-June	Discussion of the PWB with the Governing Board (including through discussions of an Enlarged Bureau, preceding each plenary session of the Governing Board).
January	Secretariat prepares first draft of PWB taking into account comments received from delegations on the initial orientations paper.
15 February	Submission to Members of first draft PWB for discussion at 1 st Enlarged Bureau meeting and then 1 st Governing Board meeting.
5 March	1 st Enlarged Bureau: DEV Secretariat to present first draft PWB.
Early March	Secretary-General's guidance and HODs conclusions issued to Secretariat and Committee Chairs.
March-April	CPF and LTR submissions and allocations. Secretary-General's Strategic Orientations paper.
22 March	1 st Meeting of the Governing Board: Discussion of first draft PWB, incorporating comments from the Enlarged Bureau meeting.
20 April	2 nd Enlarged Bureau: DEV Secretariat presents 2 nd draft PWB.
30-31 May	OECD Meeting of the Council at Ministerial level (MCM).
22 June	2 nd Session of the Governing Board: Discussion and preliminary approval of the PWB 2019-2020
September-October	Finalisation and consolidation of PWB submissions; Part II PWB;
17 September	3 rd Enlarged Bureau: discussion of the PWB 2019-20 document DEV/GB(2018)3/REV4 and of the adjustment to be applied to the part concerning the assessed contributions in the Development Centre's budget (ZRG or otherwise), followed by approval via written procedure.
9-10 October	3 rd Session of the Governing Board, followed by a deadline of two weeks, by 26 October 2018, for final approval of the PWB 2019-2020.
October-December	Submission, discussion and approval of PWB 2019-20 (Budget Committee and Council)

I. INTRODUCTION AND POLICY ENVIRONMENT

Overview

- The global economy is currently in the best shape since the last decade.
- Global growth outlook for 2018–20 remains positive with growth rates forecasted between 3% and 4%. The pick-up in investment and trade remain weaker than in past expansions. Contrary to previous periods, 4% world growth is largely due to monetary and fiscal policy support, rather than productivity gains.
- Developing countries – notably commodity importers – are expected to experience stronger growth over 2018-20, averaging between 4.5% and 4.7%.
- This more favourable environment could provide new impetus to the process of economic convergence for developing countries. The Shifting Wealth period of rapid growth and sustained convergence of the 2000s, initially facilitated by high commodity prices and low interest rates, may continue but at a somewhat slower pace.
- Still, the recovery is fragile and significant downside risks could affect the prospects for developing economies. These include: disorderly monetary policy normalisation in advanced countries, a reduction in external demand accompanying the re-orientation of growth in large emerging economies, permanently weaker commodity prices, the emergence of trade restrictions and their impact on global value chains, geopolitical tensions, the sustainability of rising sovereign debt.
- The ability to respond to some mega-trends – demographic transition, digitalisation, climate risks – and tackle structural features – high informality, low productivity, high inequality – will shape developing countries’ medium- to long-term prospects.
- Main policy targets include: alleviating inter- and intra-country inequalities and advancing gender equality; repairing financial architecture fragilities; tackling institutional deficiencies; enhancing economic diversification and decent job creation; addressing informality; reaping the benefits of digitalisation; building resilience against climate risks and favouring the transition to a greener development model.

1. The global economic outlook continues to improve in the short term on the basis of a moderate recovery in industrial activity, investment and global trade (OECD, 2018). Annual growth of the world economy is generally projected to increase in 2018, but remains below the pre-crisis period and that of past recoveries. Global growth projections for the near-term future also remain positive yet diverge in size. Overall, forecasts range

between 3% and 4% per year over 2018-20 (World Bank, 2018; International Monetary Fund, 2018; United Nations, 2017; OECD, 2018).

2. The current global growth momentum is predominantly carried by emerging and developing economies, whose forecasts exceed those of advanced economies. All developing regions will enter the 2018-20 period with a stronger growth momentum than in the previous biennium and with output gaps mostly closed. Growth in the developing world is expected to reach 4.5% in 2018 and on average 4.7% in 2019-20 (World Bank, 2018). About three-quarters of emerging and developing economies are expected to experience per capita income growth rates higher than those of advanced economies over 2017–22 (IMF, 2017a). This outlook is predicated on improved global industrial activity, robust trade, still favourable financial conditions and firming commodity prices amidst investment-led recovery and improved consumer confidence in advanced economies. The overall pickup of growth in the OECD area and in major emerging economies – notably in East and South Asia – will further provide a more benign external environment for low-income and other developing countries. While Emerging Asia (including China and India) is forecasted to maintain its robust growth above 6% in 2018 (OECD, 2017a), Africa and Latin America should experience a more moderated expansion, respectively at slightly below 4% and slightly above 2% (AfDB/OECD/UNDP, 2017; ECLAC/CAF/OECD, 2018).

3. Still, the fragile recovery in world trade and sluggish commodity prices, combined with the phasing out of expansionary monetary policies in advanced economies and the looming trade tensions, will test the resilience of developing countries. Despite an overall benign global environment, growth remains weak in many countries and the slight recovery in commodity prices, particularly oil, may prove short-lived. Although experiencing recent upticks, international trade and investment growth may prove to be short winded. Commodity-exporting developing countries have seen their export and public revenues stagnate and even dwindle. The broadening of trade restrictions globally and limited progress in regional trade agreements can weaken developing countries' integration in increasingly maturing global value chains and access to markets. Their vulnerabilities can be further exacerbated in case of a more rapid monetary policy normalisation in advanced economies, although the protracted divergence in global interest rates may lead to a rather soft landing. However, if interest rates will rise faster than anticipated and exchange rates further depreciate against the dollar, debt services will deteriorate and debt sustainability issues for sovereigns and enterprises alike may resurface.

4. Unresolved structural challenges can limit job creation and improvements in well-being in developing economies and become an impediment to economic convergence towards middle- and high-income status and overall development. Despite strong growth performance in the developing world, over 40 developing economies are projected to lag further behind advanced economies in terms of GDP per capita in 2017-22, implying a decline in relative living standards rather than convergence (IMF, 2017a). Moreover, even where GDP growth has been strong, for example in several African countries, job creation and living standards have

not always improved (AUC-OECD, forthcoming). The Least Developed Countries (LDCs) continue to face several, interrelated vulnerabilities that hamper their sustainable development. Amongst the most important issues to solve: resilience against climate change, diversification of the economy and export structure, access to modern energy (UNCTAD, 2017).

5. Despite significant reduction in extreme poverty worldwide, the risks of growth reversals and polarisation within countries cannot be underestimated. Emerging middle classes in developing countries remain vulnerable and co-exist with significant pockets of chronic poverty and marginalisation that are more and more difficult to reach and eradicate. Some of the main – and often interdependent – challenges identified in the Centre’s Regional Economic Outlooks and Perspectives on Global Development include: low or stagnant levels of productivity; persistent and pervasive high levels of inequality; widespread informalities; declining levels of citizens’ trust in government and institutions.

- Low levels of productivity and structural transformation. The poor performance in productivity is a key factor why several low and middle-income countries, after an initial catching-up process, experience protracted economic stagnation (OECD 2013, 2014, 2017b; Melguizo et al., 2017). Many countries in Africa, in Latin America (with few exceptions) and, to some extent, in Asia, have not yet managed to achieve structural transformation. The persistent gaps in human capital investment and low skills are a major hindrance to productivity growth and inclusive development (World Bank, 2018). Increasing productivity within sectors and shifting resources from low to high productivity sectors is a priority. A large share of employment remains in low-productivity sectors, and overall levels of labour and total factor productivity are comparatively low. Economic growth is to a large extent still driven by factor accumulation and, with the exception of China, the productivity gap to advanced economies has not declined significantly (De Gregorio, 2017; OECD, 2014).
- Despite the considerable progress made, poverty and inequality remain an issue and mask intra-country disparities. Although poverty fell in Latin America between 1990 and 2016 from 48.4% to 26.4%, 168 million people still live in poverty conditions (ECLAC, 2015). Poverty also in Africa declined from 56% in 1990 to 41.5% in 2015, yet 400 million currently remain poor. In terms of inequality, Africa exhibits large disparities across countries, where few countries (e.g. Egypt) are comparable with lowest levels of inequality in Asia, others (South Africa, Zambia and Lesotho) find themselves amongst the most unequal countries in the world. Asia exhibits the lowest inequality with a Gini coefficient of 35, compared to 41 for Africa and 48 for Latin America during 2010-17. Persistent gender inequalities and limited female labour force participation continue to pose a break on countries’ growth potential. The current level of discrimination as measured by the Centre’s SIGI is estimated to induce a loss of up to

USD 12 trillion or 16% of global income.¹ High levels of inequality in terms of access to education and health, for example, can compromise innovation and productivity and generate sizeable economic costs (ECLAC, 2018). Thus reducing inequality can strengthen the growth-poverty reduction link. Weak governance, limited distributive capacity of the state, biased public policies favouring politically-connected regions as well as ethnic and gender inequality need to be tackled (UNDP, 2017).

- Informality is widespread and impacts several dimensions of well-being. Informality is a generalised phenomenon in developing regions that affects productivity, welfare and fiscal revenues. In Latin America and the Caribbean (LAC) it affects half of its workers; in Africa it can reach up to 80%. High levels of informality are associated with low productivity and limit workers' access to training and upskilling programmes. Informal workers often do not have social protection and the general entitlements of formal ones. Growth alone is not enough to reduce informality and not all growth strategies actually promote formalisation (De Laiglesia, 2017).
- Declining trust in government and low levels of fiscal capacity. The Shifting Wealth phenomenon has been accompanied by the emergence of a 3 billion strong, mostly urban "middle-income class" in developing and emerging economies. This middle class (earning between USD 10-100 2005 PPP a day) is often vulnerable and at risk to fall back into poverty. It also carries expectations for better and more transparent government and public services that often go unmet. In LAC, for example, the share of the population having little or no trust at all in governments reached 75% in 2017 (it was 55% in 2010). At the same time, government capacity to expand coverage and increase quality of public goods and services remain constrained by low fiscal resources. The average tax-to-GDP ratio in LAC approached 23% in 2015; it was about 19% in Africa (the OECD average was 34.3%). Increasing domestic resources and improving the efficiency of tax administration and public expenditures is a priority for many developing countries. A lack of fiscal space proves to be particularly prevailing in oil-importing countries, which missed freeing up financial resources by reducing energy subsidies.

6. International and internal migration will continue to rise and occupy an important part of the international political agenda. The number of international migrants worldwide reached 258 million in 2017, up from 220 million in 2010 and 173 million in 2000. Amongst such migrants, the total number of refugees and asylum seekers in the world was estimated at

¹ Income losses are significant in all regions: about USD 6 116 billion in OECD countries, USD 2 440 billion in East Asia and the Pacific, USD 888 billion in South Asia, USD 733 billion in Eastern Europe and Central Asia, USD 658 billion in Latin America and the Caribbean, USD 575 billion in the Middle East and North Africa, and USD 340 billion in sub-Saharan Africa (Ferrant and Kolev, 2016).

25.9 million in 2016 (UNDESA, 2017). Data on internal migration is less readily available, but in 2005 it was conservatively estimated that there were 768 million internal migrants in the world, a number that has surely grown dramatically since (UNDESA, 2013). Policy attention has particularly focussed on the root causes of migration, host country integration and leveraging more out of remittances and return migration for development in the origin country. As highlighted in the 2017 *Perspectives on Global Development*, immigration continues to concentrate in High Income countries. Despite rapid economic growth in the developing world, the average per capita income differential between developing countries and advanced economies has increased from around USD 20 000 in 1995 to more than USD 35 000 in 2015. People are drawn to these destinations not just by higher incomes but also by higher levels of well-being and lack of sufficient job-creation in low-income countries. On the other hand, migration is a hugely important phenomenon for developing countries' own development as countries of origin, transit and destination. International migrant remittances, for example, are estimated to be valued at USD 596 billion in 2017 up from USD 127 billion in 2000 (World Bank, 2017). Although migration can have positive implications for human capital accumulation, notably if the prospects of emigration increase the number of individuals investing in obtaining higher levels of education or when migrants return home with new skills acquired abroad, several developing countries continue to face the significant challenge of losing valuable human capital due to emigration.

7. Climate change, the loss of biodiversity and destruction of ecosystems will increasingly determine development outcomes and need to be fully integrated in development strategies. Climate change and the loss of biodiversity pose both a major systemic risk, in particular for societies in less-developed, less-resilient countries. The pace and scale of the required economic transformation to avert the worst scenario is unprecedented and must go hand-in-hand with investment in adaptation and resilience to reduce vulnerability (OECD, 2017c). The situation is particularly challenging for developing countries, notably small-island developing states, with limited capacity and resources to adapt to rising sea levels, more extreme weather, water stress and reduced agricultural productivity. Climate-induced internal and international displacement is likely to increase significantly. Addressing the climate imperative will require countries to integrate climate and the environment into their national development strategies, with major implication on how they will design and implement structural, fiscal and social policies as well as plan for infrastructure investment. In this respect, climate and resilience aspects should be adequately incorporated in infrastructure investment decisions to avoid lock-in effects.

8. Infrastructure is key to economic and human development. Beyond that, investment in infrastructure will play a crucial role in achieving the 2030 Agenda, including its social and environmental aspects. Upgrading infrastructure networks and closing the gaps in infrastructure endowments in emerging and developing economies is a major challenge to achieve the Sustainable Development Goals and move towards decarbonisation. Developing countries are confronted with significant

investment needs in energy, water, sanitation, waste management, and transport and communications services. For example, the African Economic Outlook 2016 estimated that two-thirds of the investments in urban infrastructure until 2050 in Africa have yet to be made. Governments have an opportunity to better integrate quality and climate-considerations in their investment decisions.

9. The emergence of new technologies and the next production revolution can help developing countries address structural challenges but the overall impacts and policy responses need to be better understood. Technological change can be a game changer. Access to new technologies can help developing countries address some of the challenges that have hampered stronger and more inclusive development. At the same time, technological transformations can also exacerbate the gap with advanced economies if developing countries are unable to rapidly take advantage of them. Digitalisation and the expansion of the digital economy², including automation, are reshaping economies and societies worldwide. The next production revolution will fundamentally alter agriculture, industry and the services sectors in developing economies. Continued development of technology will lower prices in its adoption and offer new opportunities and challenges to firms. However, its overall impact on job creation and economic transformation is still unclear and will in large part depend on the ability of developing countries to access, adapt and develop new technologies. The role of developing countries predominantly as users rather than producers of knowledge and technologies and the persistent gaps in information and communication infrastructure in most areas in the developing world, contributes to additional uncertainty and anxiety about impact of digitalisation on development.

10. The 2030 Agenda for Sustainable Development provides the overarching framework to respond to these challenges. The alignment of policies to achieve the Sustainable Development Goals (SDGs) and the Nationally Determined Contributions to 2030 will require a rethinking of development strategies. It will require a multi-dimensional approach to define policy objectives and to address policy interactions and complementarities. It will require participatory policy processes that promote greater ownership and trust in institutions, a reduction in inequality, strengthening of the international financial architecture as well as an increase in overall economic diversification. The Development Centre can support countries in their efforts for strategy design and implementation: first, by advancing the evidence base, through analyses, data, and partnerships; second, by developing targeted policy tools and governmental learning; and third, promoting policy dialogues and the exchange of knowledge and best practices amongst countries at different levels of development.

² Digitalisation and the expansion of the digital economy refer here to the convergence of fixed, mobile and broadcast networks, the increasing connectivity of devices and objects, and the changes in social interactions and personal relationships that these developments bring about.

II. STRATEGIC CONSIDERATIONS

Leveraging the Centre's Value Added

11. The Development Centre supports governments in designing policies to enable sustainable and inclusive growth in developing and emerging economies. The Centre pursues two main outcomes internationally and with Member countries to implement its mandate and achieve this long-term goal: (i) shaping the terms of the development debate and discourse; and (ii) informing development policy and practice. For the Centre to exert positive influence in pursuing the desired outcomes and managing for results, its Results Framework (Annex 1) identifies four entry points or broad objectives: identify and frame critical issues to improve the quality of the development dialogue; provide influential analysis and an evidence base that underpins development understanding and decision-making for countries at different levels of development; mobilise and translate relevant expertise available globally and within the OECD to support non-OECD decision-makers; and mobilise practical development knowledge and experience to inform and influence OECD thinking.

12. The Centre will build on its value added and comparative advantage: multi-sectoral approach and multi-dimensionality, diverse membership and partnerships. The Centre combines policy-oriented research on a wide spectrum of policies with the capacity to engage governmental and non-governmental stakeholders and key international and regional organisations around policy dialogue and knowledge sharing. Thanks to its multidisciplinary perspective, the Centre also plays a complementary role to the traditional sector-by-sector approach, which may overlook the synergies and sequencing of policies needed to remove constraints to development. The unique value added of the Centre is the possibility to discuss these findings and policy tools and promote knowledge exchanges amongst its large membership of countries at different levels of development.

13. The selection of main areas of work and deliverables will contribute to Member countries' priorities in four different ways. The implementation of the PWB 2019-20 will help the Centre's Member countries better respond to the SDGs and shape an international architecture that is conducive to global development. In line with the previous biennium, it is proposed that the PWB 2019-20 helps Member countries to:

- identify emerging global issues and analyse their interactions and impacts on development outcomes to better adjust their responses;
- promote stronger co-operation with and within regions and international cooperation for knowledge sharing;
- support the design of better national strategies and policies to implement the SDGs through stronger diagnostic and implementation tools; and

- enhance their ability to dialogue and partner with development stakeholders, such as regional institutions and non-state actors (firms, foundations, think tanks).

Building on the Centre's Achievements

14. Deliverables for the 2019-20 period will build on, make the most of and consolidate the Centre's achievements from previous PWBs. Deliverables will build on the results of the PWB 2015-16 and PWB 2017-18, while responding to the new development context. Considerable investment has been made over the last five years to build an evidence base and strengthen the Centre's assets and partnerships in the areas of:

- Inclusive societies and global social challenges (migration and development; social protection systems; youth inclusion; gender equality; with digitalisation and informality as crosscutting themes).
- Structural transformation (integration in global value chains and production transformation; extractive industries; SMEs, entrepreneurship and industrialisation, social dialogue; skills; productivity and middle-income trap; with digitalisation and informality as crosscutting themes).
- Fiscal policy (revenue statistics and taxing wages in developing regions; tax morale; financing of social protection; informality).
- Regional analysis (regional economic outlooks; international economic fora; contribution to OECD regional programmes).
- National development strategies (multi-dimensional reviews; production transformation reviews)

15. The deliverables of the PWB 2019-20 will promote targeted cooperation and enhance the Centre's contribution to the OECD's mission as well as to developing countries own development. A guiding principle in designing this PWB is that proposed activities add value to the work of the rest of the Organisation, particularly the work of the Development Cluster (Development Co-operation Directorate, Sahel and West Africa Club, Policy Coherence for Development Unit) and of developing countries, in particular the Members of the Centre's Governing Board. Horizontal co-operation will be strengthened across the Cluster, building on comparative advantages, to create more synergies and joint deliverables to maximise relevance and impact. Co-operation with the rest of the OECD will remain a priority by: strengthening existing joint work (e.g. Multi-dimensional Country Reviews, conducted jointly with other Directorates; policy dialogue initiatives, benefitting from inputs from other Directorates; revenue statistics, jointly undertaken with CTPA) and developing new ones (e.g. on fiscal issues and public expenditures; on secondary cities; on infrastructure); contributing to OECD horizontal initiatives (regional programmes, country programmes, inclusive growth, New Approaches to Economic Challenges) and joining hands on implementing the OECD's Action Plan on the SDGs. The Centre will continue engaging with non-governmental actors through its established platforms and networks and

contribute to advancing the social dialogue (e.g. through engagement with BIAC and TUAC and the Global Deal).

Responding to Members Priorities and the Evolving Context

16. The PWB 2019-20 will respond to Members priorities and the evolving policy environment. It will implement the mandates set by the Governing Board High-Level Meeting (HLM) and take into account the results of the Programme Implementation Report (PIR) survey on the PWB 2015-16 to incorporate Members' feedback on the Centre outputs. The [Communique of the 2017 HLM](http://www.oecd.org/dev/DEV_HLM_2017_COMMUNIQUE.pdf) (www.oecd.org/dev/DEV_HLM_2017_COMMUNIQUE.pdf) mandated the Centre to further advance work in key areas (in particular, gender, migration, natural resources) and to “develop a platform on Development in Transition, open to member and non-member countries, international organisations and other relevant actors, leveraging synergies and avoiding duplications, to discuss the implications of developing countries' transitions to higher income levels and approaches to address them”. The HLM mandated the Centre to report back in 2019 with proposals to adapt domestic and international co-operation efforts to overcome the middle-income challenges and to build a box of tools on sustainable development transitions, while respecting the mandate of relevant bodies to define criteria for Official Development Assistance (ODA) graduation. The DAC is defining the criteria for ODA eligibility (www.oecd.org/dac/stats/What-is-ODA.pdf). DEV and DCD will continue to ensure that their respective work on development finance and international co-operation are coordinated and do not duplicate each other, or any other international organisation, while respecting each body's mandate and membership.

17. Consolidating and scaling-up the Centre's work with and on regions. The Centre's long-standing engagement with UN Regional Economic Commissions and other regional organisations (e.g. CELAC, SEGIB, Pacific Alliance, ASEAN, ERIA, and the African Union) offers a unique opportunity to rethink the Regional Economic Outlooks. While maintaining their macro-economic analysis, there is significant potential for these regional reports to achieve greater impact and political relevance by focussing on and supporting the implementation of regional integration and cooperation agendas. A reflection could be launched on the Latin American Outlook as a tool for policy dialogue between the region and its partners. The specific needs of the Caribbean could also be discussed. This is also the case for the Economic Outlook for Southeast Asia, China and India, where regional organisations have shown increased interest in joining forces. In Africa, the Centre could leverage its partnership with UNDP, the African Union Commission and the UN Economic Commission for Africa to rethink and adjust its flagship report on Africa. Building on the 2016 HLM mandate to develop an *Initiative with Africa*, Members asked the Centre at the 2017 HLM to continue deepening its work on and with the continent, furthering partnerships with the African Union and NEPAD and regional organisations such as ECOWAS. New approaches to engage with South-eastern Europe and Eurasia could also be discussed with Members and regional partners,

while ensuring an effective coordination with the OECD's regional programmes and Global Relations Secretariat.

18. New partnership can strengthen the impact of the Centre's activities. New actors have emerged that will have significant influence on international cooperation and development. As part of China's Belt and Road Initiative (BRI), the Centre has developed a close co-operation with the SILKS, the network of think tanks supporting the BRI, becoming a member of its steering committee, and with China's Centre for International Knowledge on Development (CKID). The Centre is also supporting the UN process on South-South and Triangular Cooperation (e.g. preparations of the 40th anniversary conference of the Buenos Aires Plan of Action) and working with the Finance Centre for South-South Cooperation (FCSSC) to further advance knowledge sharing and cooperation. Engagement with important initiatives from other Members include: Japan's TICAD's initiative on Africa and reflections on quality infrastructure; Korea's development experience sharing programmes; EU's newly established Regional Facility for Development in Transition in Latin America (where the OECD and DEV are the implementing partners with ECLAC) and the EU-funded EUROsocial programme (DEV sits in its steering committee); the G20 development work stream and the G20 Compacts with Africa (CwA). Building on its involvement in HABITAT 3 and on the African Economic Outlook 2016, the Centre has also begun cooperation with UN-Habitat, UN CDF and other stakeholders to develop a policy dialogue on financing secondary cities and their infrastructure, notably in Africa. The engagement with the private sector and philanthropic foundations has also reached a critical stage with significant opportunities for scaling up. These partnerships could be further harnessed to advance the priorities of the Development Centre's Members and contribute to shaping the international debate and architecture.

19. Next step: preparation of the PWB deliverables for 2019-20 around four preliminary output areas. Consistent with previous PWBs, it is proposed that the PWB 2019-20 output areas reflect the Centre's Results Framework (Annex). The deliverables could be organised along the lines of the four work streams identified in the Results Framework: Inclusive Societies, Competitive Economies, New Perspectives on Development, and Regional and National Analysis. For each area of work, a list of final and intermediary deliverables, their expected outcome/impact and envisioned cooperation is included.

III. WORKSTREAM OUTPUTS

A. Inclusive Societies

20. Despite progress in eradicating extreme poverty, inequality is rising in many countries and large segments of populations are left behind or suffer multiple deprivations or vulnerabilities. The decrease of trust in governments and the displays of social discontent are a sign that large groups of citizens are dissatisfied with a development model that is perceived to not properly address issues of decent jobs and widening social gaps. There are rising concerns that social cohesion is at risk. Yet, the opportunity to support more cohesive societies and ensure that no one is left behind is real. In this respect, the engagement of all relevant stakeholders, notably through a strengthened social dialogue at national and global level, remains a priority. The Centre's analysis has focussed on the costs of the lack of inclusion (especially of youth and women) and the role of social protection in promoting social cohesion. Going forward, more emphasis could be placed on vulnerable segments of the population and other marginalised groups. Progress in tackling gender disparities and expanding women's opportunities has been slow and uneven worldwide, with reversals in some contexts. Youth bulges in developing regions (for example, in Africa the median age is below 20) and the mismatch between youth aspirations and the reality of labour markets can generate tremendous social and economic costs to the society and is a risk for social cohesion. The questions of sustainable financing of social protection and of universal health coverage and of the interplay between social protection, employment and migration have gained increasing attention. Against this background, work in 2019-20 will build on the previous PWB and deepen Members' understanding of how to enhance social cohesion through a focus on: (a) gender equality and women's empowerment; (b) social protection; (c) inclusive growth, employment and youth well-being; and (d) migration and development. The role and impact of informality and digitalisation will be considered as crosscutting themes. This work is also related to DEV's activities on Competitive Economies and will also contribute to the OECD agenda on inclusive growth.

Expected outcomes

21. The proposed work aims at:

- Advancing gender equality and women economic empowerment through better data, enhanced policy dialogue and tailored policy recommendations.
- Strengthening governments' ability to design and implement broader, more inclusive and financially sustainable social protection systems, including universal health coverage, also in light of a country's transition across income groups.
- Enriching the global debate on how to analyse the social and distributive impact of growth and emerging trends such as the

next production revolution; supporting governments identify and address policy complementarities and trade-offs to build more cohesive societies.

- Substantiating the urgency of investing in youth and providing concrete policy recommendations on how to improve youth well-being and employment and youth participation in national development processes.
- Better incorporating migration into national development strategies and in international cooperation by providing a coherent policy framework that includes the direct and indirect benefits and costs of migration and helps devise better responses to the humanitarian migration crisis, linked to protracted forced displacement, in developing countries.

Collaboration

22. The work on inclusive societies will be conducted in collaboration with relevant OECD Directorates and Units (SDD; DCD; EDU; ELS; STI; CTPA; DAF; and the Inclusive Growth Network). It will also seek close collaboration with research centres in partner countries and development agencies and international organisations (ILO, UN Women, UNFPA, UN Regional Economic Commissions, UNIDO, UNSD, WB, Regional Development Banks, IFAD, FAO, and the Social Protection Inter-Agency Cooperation Board). DEV's work on migration and development will continue to strengthen synergies with international processes such as the Global Forum on Migration and Development (GFMD) and Global Knowledge Partnership on Migration and Development (KNOMAD). DEV's work on gender also benefits from synergies with UN Women and the World Bank Group, notably towards the better measurement of progress in achieving SDG 5 targets.

A1. Gender Equality and Women Economic Empowerment

23. A growing body of evidence shows that economies are more resilient and productive when they reduce gender inequalities and actively support women's equal participation in all spheres of life. The Centre's work will focus on: (a) measuring and transforming social institutions, building on the 2018 Social Institutions and Gender Index (SIGI) to offer targeted policy guidance; and (b) investing in women's economic empowerment, as part of the joint DEV-DCD-SDD Policy Dialogue on Women Economic Empowerment (PD-WEE), with specific focus on unpaid care work. In particular, the Centre will aim at scaling up the policy relevance of the 2018 SIGI through more country studies and targeted policy guidance in support of the SDGs gender-related targets. This work will be conducted in collaboration with organisations such as UN Women, the World Bank and all members of the Inter-Agency-Expert-Group (IAEG) on SDG 5. As part of the PD-WEE, it will explore the impact of policies such as infrastructure, public services, social protection and of gender norms on unpaid care work to design effective policy responses in support of women's economic empowerment and in line with SDG 5.4, and invest in new and comparable gender data related to social norms and to unpaid care work and time use.

FINAL OUTPUTS

A1.1. Social Institutions and Gender Index (SIGI)

- Policy recommendations on measuring and transforming social institutions for gender equality, building on SIGI 2018.
- Updated SIGI reports providing global, regional and country analysis and targeted analysis and policy support in selected countries [subject to VC].

A1.2. Policy Dialogue on Women’s Economic Empowerment (PD-WEE) with DCD and SDD

- Up to two meetings of the PD-WEE [subject to VC].
- A policy brief on women’s unpaid care and domestic work [subject to VC].

Intermediary Outputs

- Methodology to assess time-use and unpaid care work in developing countries.
- Issues notes and background reports for the PD-WEE.

A2. Social Protection

24. Social protection has emerged as an important policy tool for developing countries to reduce poverty and vulnerability. The proliferation of social protection schemes has resulted in a complex web of overlapping programmes, which can be difficult to manage. Still, large coverage gaps remain and widespread informality in several developing countries further complicates the extension of social protection systems. The Centre work will capitalise on the previous PWB, in particular on the outcomes of the DEV-EU-Finland joint project and on lessons learned from DEV members in the areas of social protection, to: (i) produce policy recommendations on key aspects of social protection systems to enrich the global knowledge base and move the social protection agenda forward; and (ii) pilot at the country level the analytical tools developed in the previous PWB. Special attention will be devoted to the financing of national social protection systems – as part of broader work on domestic resource mobilisation and fiscal policies – (including in light of a country’s transitions to different income groups and the consequences this may have in terms of its financing mix); to the interplay between social protection systems and migration (building on the Centre’s deliverables in the area of migration and development) and to the interplay between social protection and resilience against shocks.

FINAL OUTPUTS

A2.1 Policy recommendations on social protection systems

- Policy recommendations on the design of inclusive and financially sustainable social protection systems.
- Five supporting policy briefs on “social protection and gender”, “social protection and informality”, “social protection and inclusive growth”, “the financing of social protection”, and “Universal Health Coverage in the Agenda 2030”, and their dissemination in international fora

A2.2 Country pilots [subject to VC]

- Lessons learned from country level testing of social protection and health insurance tools [subject to VC]

Intermediary Outputs

- 1 policy dialogue event with DEV Members and beyond to discuss policy recommendations on sustainable social protection systems
- Up to 2 Social Protection Systems country reviews [subject to VC]

A3. Inclusive Growth, Employment and Youth Well-being

25. Many developing countries have the potential to realise a demographic dividend, especially in Africa, if the right social and economic policies and investments are in place to generate decent jobs. Education and skills policies, as well as policies and regulatory frameworks that affect industrial organisation and business models, play a key role in determining how growth translates into job creation, poverty reduction and more equitable well-being outcomes. The proposed work will follow two lines of enquiry: (i) assessing the impact of growth on different segments of society; and (ii) identifying effective policies for youth employment and well-being, especially for rural youth. On the first area, specific attention will be paid to the impact of globalisation and changing business models on job creation and job quality in developing countries. The work on youth well-being will build on the outcomes of the joint DEV-EU Youth Inclusion project to propose policy recommendations and identify areas where work is needed to address youth challenges. Leveraging the G20 Initiative for Rural Youth Employment, special attention will be devoted to the agriculture and food sector as a key driver for rural economies and the potential of agro-chains development for quality employment that meet youth aspirations and respond to the changing food demand in developing countries. Specific attention will be given to the role of the South-South and Triangular co-operation for education and skills.

FINAL OUTPUTS

A3.1 Policy recommendations on youth well-being

- Policy recommendation on advancing youth well-being
- 3 supporting policy briefs to translate research findings into concrete policy directions and their dissemination in international for a.

A3.2 Report on informality in developing and emerging economies

- A report on informality and its social and economic implications (depending on available VC the report could be turned into a fully-fledge OECD publication).

A3.3 Report on globalisation, new business models and inequality [subject to VC]

- A report on assessing the channels through which globalisation and new business models affect inequality with recommendations on how to harness these economic forces for more inclusive and sustainable development [subject to VC]

A3.4 Report on job creation for rural youth [subject to VC]

- A report on quality rural youth employment with special focus on agro-food value chains and the role of vocational education and training [subject to VC]

Intermediary Outputs

- 1 policy dialogue event with DEV Members and beyond to discuss policy recommendations on youth well-being
- 1 Youth well-being country policy review [subject to VC]
- 1 policy dialogue event with DEV Members and beyond to discuss implications of globalisation and new business models on sustainable development in developing countries.
- 1 multi-stakeholders experts' meeting on the role of agro-food value chains for rural youth employment [subject to VC]

A4. Migration and Development

26. International migration has become one of the most pressing policy challenges in the world today. The international development community, through the Addis Ababa Action Agenda and the 2030 Agenda for Sustainable Development, has acknowledged the positive contribution migrants make to sustainable development. In addition, to address the question of large movements of refugees and migrants, the international community adopted the 2016 New York Declaration for Refugees and Migrants, which paved the way for the Global Compact for Safe, Orderly and Regular Migration, which is to be adopted in 2018, and for a global

compact on refugees.. The Centre's work in 2015-18, supported by the EU, documented the economic and social impact of migration and put forward recommendations on how to maximise its positive impact, including by better mainstreaming migration in public policies. Going forward, the Centre aims at expanding the evidence base on the causes and impact of migration and on the interplay between migration and other policies, namely social protection and rural development, and advice on how to design policies aimed to minimise the costs and maximise the benefits of migration. Given the policy environment described above, and building on the results of the 2017 High-Level Meeting of the Development Centre and the first Policy Dialogue on Migration and Development, the work on migration aims to provide policy makers with (i) a better understanding of the complex links between migration (notably South-South migration) and development; and (ii) useful tools to enhance the contribution of migration to development, both in countries of origin and destination (i.e. analysis on the impact and cost-benefit metrics for not only the migration-targeted intervention but public policies that potentially affect migration). Specific attention will be paid to the nexus between the development of social protection systems and migration and to improving the availability of migration data, especially in Africa. The Centre will continue to contribute to the international debate on migration by participating in the Global forum on Migration and Development and partnering with the Global Knowledge Partnership on Migration and Development (KNOMAD). The Centre will also explore opportunities for synergies with other relevant institutions to ensure coherence and avoid duplication of efforts (e.g. the IOM Global Migration Data Analysis Centre, AU institutions working on migration such as the Civil Society Division and the Diaspora Division and the African Institute for Remittances, the ILO etc.). The Centre's work will focus on three main questions: (a) what are the main drivers of migration?; (b) How does migration, including remittances, diasporas, return migration and immigrant integration affect the economic and social development both in countries of origin and destination? and (c) How can a coherent policy framework enhance the contribution of migration to development?

FINAL OUTPUTS

A4.1 Policy recommendations on migration and development

- Policy recommendations based
- Three supporting policy briefs on migration & development and their dissemination in international fora.

A4.2 A meeting of the DEV Policy Dialogue on Migration and Development

- Organisation of policy dialogue event with DEV Members and beyond on priority issues related to migration and development

A4.3 Report on the links between migration and development [subject to VCs].

- A report on assessing the migration development nexus, possibly focusing on migration trends and perspectives in Africa [subject to VCs].

Intermediary outputs

- Issues papers and background notes for the Policy Dialogue on Migration and Development.
- Analytical reports on South-South migration [Subject to VC].
- Methodological note, data and institutional mapping and background research for the creation of an “Observatory on African migrations” [with ELS and IOM, subject to VC].

B. Competitive Economies

27. Digital technologies and automation, the transition to low-carbon production and consumption models and to greener growth are reshaping the economy and society. These trends combine in developing countries with peculiar demographic and urbanisation patterns. If properly harnessed, these transitions hold the potential to deliver higher and more sustainable levels of development. For example, large part of the infrastructure and housing needed to cope with fast urbanisation are still to be built. Given the scale of the required financing and the lock-in effect of many investments, the response to the growing infrastructure needs will have long-term effects on market integration and production transformation possibilities, sustainability of public finances, resilience to climate impacts, energy efficiency, pollution but also mobility and social cohesion. Mobilising investment and ensuring that it is channelled towards the right type of infrastructure will generate growth that would last. It will prevent developing economies from being locked into a carbon-intensive development pathway, and incurring higher costs of transition later in the future.

28. The opportunities and challenges of the digital futures for emerging and developing economies are still largely unexplored. Some

plausible common elements of hyper-digital futures in 2030 include: universal connectivity, digital business models reconfigure most industries, physical production is mostly local and automated, most global trade is in digital files, virtual work predominates, most Internet users in Asia and Africa and all humans have devices and fast connections. The OECD is exploring critical uncertainties about the future of the digital transformation and the transition to low-carbon economies. In a time of rapid change and rising uncertainty, policy makers in developing countries must anticipate and prepare for the implications of these far-reaching transformations. The perception of the potential impact of digitalisation and low-carbon transition and the possibilities they offer seems to depend also on the role of their economies in global innovation and production networks and access to technologies. The role of developing countries predominantly as users rather than producers of knowledge and technologies and the persistent gaps in ICT infrastructure in most areas in the developing world, contributes to increase their anxiety and uncertainty about access to the potential offered by new technologies and to their development impact.

29. The changing patterns of global demand for commodities and the on-going transition to low-carbon economies will also have a significant impact on the development trajectory and catching-up opportunities of resource-rich developing countries. According to World Bank data, non-renewable natural resources play a dominant role in the economy of over 80 countries, which cumulatively account for half of the world's population and nearly 70% of people living in extreme poverty. Several low-income and least developed countries have placed resource extraction and processing at the core of their development plans. According to the Development Centre's analysis, taken together, extractive resources and agricultural commodities have accounted for roughly 35% of Africa's economic growth since 2000. But for natural resources to sustain long-term development and yield more inclusive growth, more needs to be done to address the governance and sustainability of the extractive sector and promote value addition and linkages to the rest of economy. In addition to traditional considerations related to natural-resource based development, the on-going global shift to low-carbon economies will produce a new context for resource exporters. New opportunities arise for the mining sector related to supplying critical minerals for clean technology. Based on the World Bank's projections, meeting the objectives of the Paris Agreement may lead to more than doubling of the demand for the metals required in wind and solar technologies. The manufacturing of energy battery technologies may increase the demand for certain metals by more than 1000%. At the same time, there is a business case for integrating clean technology solutions into extractive activities, as they can lead to cost savings, through improved energy and emission efficiency.

30. Investment in quality infrastructure and in the development of secondary cities will play a critical role in the process of structural transformation in developing countries. An adequate supply of infrastructure services has long been viewed as a key ingredient for economic development. Under the right conditions, infrastructure development and urbanisation can play a major role in promoting more

inclusive growth, connecting people to employment, education and healthcare opportunities, in turn reducing poverty and inequality. A large share of public investment (over 70% in OECD countries) takes place at the local level and, increasingly, central governments are devolving responsibilities for the construction and maintenance of infrastructure to sub-sovereign levels of government. Secondary cities play a pivotal role for sustainable development. In Africa, for example, agglomerations with fewer than 300 000 inhabitants accounted for 58% of Africa's urban growth between 2000 and 2010. In 2019-20, the Competitive Economies work stream will deepen Members' and partners' understanding of how the above-mentioned trends are impacting their structural transformation possibilities, and how governments can design and implement effective strategies and policies to promote diversification and better integration in global markets for job creation and sustainable development. The focus of the competitive economies work-stream will be on: (a) production transformation for development; (b) natural-resource based development; and (c) infrastructure and rural-urban linkages.

Collaboration

31. Each output area in the Competitive Economy stream of work benefits from extensive collaboration with other OECD Directorates and bodies and with other international organisations. Production Transformation for Development closely co-operates within CFE and SDD and will explore possibilities for engaging with DAF, DCD, STI and TAD. The Policy Dialogue on GVC, Production Transformation and Development benefits from an Advisory Board of Experts from several international organisations (AUC, ECA, ECLAC, ESCAP, ESCWA, ILO, UNCTAD, UNIDO, WTO, WBG) and the *Transforming Economies Report* is jointly produced with UNCTAD. The Policy Dialogue on Natural resource-based Development collaborates with CTPA, DCD, DAF, GRS, ENV, GOV, LEG and TAD and several international organisations participate in its Expert Advisory Board (AUC, IMF, ECA's African Minerals Development Centre, NEPAD, UNCTAD, UNDP, WEF and WBG). Strengthened collaboration is envisioned with the Intergovernmental Forum on Mining and Sustainable Development and the IDB. Closer collaboration will be sought with the African Legal Support Facility, hosted by the AfDB, on issues related to negotiation of complex commercial transactions. The work on infrastructure will benefit from strong co-operation with DAF, CFE, DCD and GOV, as well as development banks. The work on rural-urban linkages and secondary cities will seek co-operation with CFE and SWAC and key stakeholders working on urbanisation and territorial development (UNCDF, UNHABITAT, UCLG, development cooperation agencies, municipalities and think tanks).

Expected outcomes

32. The Policy Dialogues on GVC and Natural Resources have established multi-stakeholder structured processes that help building mutual understanding amongst participants. The Centre will harness this working method, taking into account the current trade and multilateral landscape, and advance the proposed objectives on infrastructure and rural-urban

linkages. The various activities in this work-stream aim at achieving one or more of the following outcomes:

- Support the processes of reform for structural transformation by strengthening the capacity of developing economies for evidence-based policymaking, also by translating and adapting OECD tools (e.g. the OECD/WTO TiVA database; the typology of corruption risks; the work on taxation).
- Supporting emerging and developing economies in finding a common ground and build shared understanding on how to leverage their endowments for development (e.g. how to maximise the development impact of extractives).
- Supporting emerging and developing economies in designing and implementing better strategies for transformation, also by co-creating new tools for policy assessment and benchmarking (e.g. the Production Transformation Policy Reviews) and new collaborative approaches to generate tangible and durable socio-economic benefits (e.g. public-private strategies for local value creation in the extractive sector).
- Contributing to the global development agenda by providing tools for reviewing progress in advancing towards the SDGs (e.g. goals 8, 9, 10, 12, 13) and by advancing the international integrity agenda and strengthening accountability mechanisms, including through joint work with governments, UN institutions, other international organisations.
- Improving understanding around opportunities and challenges for developing countries resulting from greening the growth model and the transition to a low-carbon economy.
- Supporting the international debate on effective approaches to improve the quantity and quality of infrastructure – such as sustainability, resilience, and effective governance – and the development impact of infrastructure in developing economies.
- Supporting emerging and developing economies in designing and implementing better strategies and tools for improved connectivity, the development of secondary cities and the mobilisation of resources for infrastructure and urban development; and supporting cooperation partners through the identification of successful and scalable approaches.

B1. Production Transformation for Development

Developing countries are facing the pressing challenge of increasing productivity and creating better jobs in a fast-changing and uncertain economic setting. New technologies and the search for more environmentally sustainable modes of production and consumption are changing the incentives for the localisation of production activities. The international development agenda places a strong focus on industrialisation, integration in global and regional value chains, infrastructure, connectivity and innovation as development drivers. Production transformation and trade are explicitly included in several SDGs (goals 8, 9, 10, 12, 13). The Centre's contribution to advance these Goals is two-fold: it will produce original

analysis to support the design and implementation of strategies for production transformation; and it will advance, jointly with relevant International Organisations, the policy dialogue Amongst OECD and non-OECD countries on how to harness the potential to increase productivity, create better jobs and increase resilience of their economies, by promoting better participation in global production networks. In so doing, the Centre will pay particular attention to the impact of digitalisation and automation on developing countries, also by leveraging the results of the OECD's *Going Digital* project, and to the implications for SMEs.

FINAL OUTPUTS

B1.1 Four plenary meetings of the OECD Initiative for Policy Dialogue on GVCs, Production Transformation and Development

- 4 plenary meetings over the biennium. In 2019: Peru (Q2) and Egypt (Q4). In 2020: venues to be determined.

B1.2 Transforming Economies Report 2020 [subject to VC]

- 1 Transforming Economies Report (TER) jointly produced with UNCTAD and in cooperation with other relevant International Organisations [subject to VC].

B1.3 Up to 4 Production Transformation Policy Reviews [subject to VC]

- Up to 4 Production Transformation Policy Reviews (PTPR) [subject to VC]
- A Peer Learning Group (PLG) meeting per each PTPR, back to back to the plenary meeting of the Initiative for Policy Dialogue on GVCs, Production Transformation and Development [subject to VC].

B1.4 Start-up Africa Report [subject to VC]

- 1 report with comparative analysis on start-up in Africa and relevant policy frameworks [subject to VC]

Intermediary Outputs

- Issues papers, background documents and summary reports of the four Plenary Meetings.
- Documents on key outcomes of the Peer Learning Group meeting for each PTPR [subject to VC].
- Background papers for TER and Start-up Africa [subject to VC].

B2. Natural Resources for Development

33. The extractive sector will continue to shape the development opportunities and trajectories of many developing economies. The development of the extractive sector in a manner that preserves natural resources is crucial to shape sustainable development pathways. This work

will build on the Policy Statement on Natural Resource-based Development adopted at the 2017 HLM. It will continue helping OECD and non-OECD countries transform their natural finite assets into human, social, natural, and physical capital, while building effective institutions. The Policy Dialogue will offer guidance and contribute to identifying policy options, trade-offs and sustainable practices to harness natural resources - taking into account their environmental and economic value – to support the implementation of the 2030 Agenda (in particular SDGs 6, 7, 8, 9, 12, 13). The Dialogue will pilot the implementation at the country-level of policy tools to promote public-private collaboration and improve governance by fighting corruption along the value chain of extractives and strengthening the capacity to negotiate better deals. The Dialogue will develop analytical work on clean technology and innovation to support developing countries to transition to a low-carbon economy and reap the benefits from non-renewable and renewable natural resources. The Policy Dialogue's innovations in how it works have generated follow-up demand for a new Thematic Dialogue on Commodity Trading Transparency. Building on the successes of the last biennium, the Policy Dialogue will design a concrete roadmap to develop tools and guidance to address policy gaps in commodity trading transparency.

FINAL OUTPUTS

B2.1 Four plenary meetings of the OECD of the Policy Dialogue on Natural Resources Based Development (PD-NR)

- 4 plenary meetings over the biennium in Q2 and Q4.

B2.2 Compendium of Practices on Shared Value Creation from Extractive Projects [subject to VC]

- Compendium of practices for the Framework on Collaborative Strategies for In-Country Shared Value Creation [subject to VC]

B2.3 Up to 2 guidance tools on Commodity Trading Transparency [subject to VC]

- Guidance tools to enhance transparency of commodity trading in the extractive sector [subject to VC]

B2.4 Up to 2 country pilots of PD-NR tools [subject to VC]

- Country level pilot of the Framework on Shared Resource Value Creation [subject to VC].
- Country Assessments on Corruption Risk in the Extractive Value Chain [subject to VC].

Intermediary Outputs

- Issues papers, background documents and summary reports for the four Plenary Meetings, including on how to accelerate the integration of renewable resources into extractive projects, and for the Thematic Dialogue on Commodity Trading Transparency.
- Country-level roundtables and peer learning [subject to VC].

B3. Infrastructure and Urban-rural Linkages

34. The question of how to close the infrastructure gap and deliver quality infrastructure – including aspects of sustainability, resilience, and effective governance – has taken centre-stage in the international agenda. The Centre will address this pressing need in two ways: by promoting an informed dialogue to better understand the issue of quality infrastructure, based on in-depth analysis and discussion of policy options; and by broadening the evidence base on rural-urban linkages and how intermediary cities mobilise resources and deliver adequate services to their citizens. The work on infrastructure will contribute to OECD-wide efforts in line with the 2017 Ministerial mandate³ and support international processes such as the

³ OECD Ministers confirmed the importance of promoting quality infrastructure with open and fair access and encourage the OECD to elaborate guidelines and good practices in this area, giving appropriate consideration to the principles for quality infrastructure and related issues agreed by international for a (<http://www.oecd.org/mcm/documents/2017-ministerial-council-statement.htm>).

G7 (e.g., G7 Ise-Shima Principles for Promoting Quality Infrastructure Investment) and G20 (e.g., Global Infrastructure Initiative). Secondary (or intermediary) cities can play a key role in the sustainable development process of developing countries. They can ensure a more balanced urbanisation and territorial development. They can provide a first response to demographic and migratory pressures as municipalities are increasingly responsible for managing local assets and basic services. They offer key drivers of growth for rural livelihoods, notably in the form of local markets for local rural products. In terms of finance, this type of agglomerations highly depends on central governments and regional authorities. Still, very little data is available on secondary cities and on what approaches work best to support them, to inform investment decisions and international co-operation. By working with other international organizations and initiatives, the Centre will focus on: filling data gaps; identifying good practices for the implementation of strategies at city level that are coherent with national urban policies; identifying effective approaches to municipal finance and to supporting secondary cities that can be replicated and scaled-up.

FINAL OUTPUTS

B3.1 Report & High-Level event on infrastructure [subject to VC]

- Preparation of a report on infrastructure [subject to VC]
- Organisation of a High-Level event to discuss the report and promote a dialogue on quality infrastructure [subject to VC].

B3.2 Policy dialogue on secondary cities [subject to VC]

- Creation of a multi-stakeholder platform on the development and financing of secondary/intermediary cities [subject to VC].

B3.3. Report on sustainable urbanisation in Africa [subject to VC]

- Preparation of a report on sustainable urbanisation and rural-urban linkages in Africa [subject to VC].

Intermediary Outputs

- Up to 6 experts' meetings / policy dialogue events on quality infrastructure (3 in 2019 and 3 in 2020) [subject to VC].
- Up to 4 meetings of the policy dialogue on secondary cities [subject to VC].
- Issues papers, background documents and summary reports for the platform on secondary cities and for the report on sustainable urbanisation in Africa [subject to VC].

C. New Perspectives for Development

35. The global landscape that has supported the fast growth of developing countries in the 2000s is becoming increasingly uncertain. While there are signs of a timid recovery in advanced economies and while

some commodity prices are regaining ground, the external demand for low- and middle-income countries remains weaker than in the “golden” years of shifting wealth. Energy and non-energy commodity prices recovered in 2017 but were still far below their 2010 level. Growing protectionist rhetoric seems to call into question the trade and investment regimes that developing countries have been encouraged to adhere to and that facilitated their integration in the world economy and faster growth. Persisting inequalities, declining levels of trust in government and the rise of populisms also suggest that globalisation has not been beneficial to all and that citizens’ evolving demands may not be fully grasped and addressed by public policies. Taken together with the concomitant technological shifts and the changing nature of work, firms’ strategies and industrial relations, these phenomena might lead to a rethinking of development models and of the multilateral system in directions that are difficult to predict.

36. In this uncertain landscape, developing countries need to consolidate the development gains of the recent years, accelerate their convergence towards higher levels of well-being and broaden the inclusiveness and poverty-reduction impact of their development process. Against this background, the Centre will focus its efforts on four areas: (a) *Strategic Guidance and Institutional Priorities*, leveraging the Governing Board and its formal and informal networks to advance mutual understanding and learning amongst members and contribute to the international agenda; (b) *Perspectives on Global Development*, to understand global trends, analyse their consequences on member countries and beyond and derive policy implications; (c) *Development in Transition*, implementing the 2017 HLM mandate; and (d) *Dialogue and Partnerships*, strengthening engagement with the private sector, foundations and development communication, as well as think tanks and civil society.

C1. Strategic Guidance and Institutional Priorities

37. The successful implementation of the Centre’s work depends on: (i) the effective engagement of its Governing Board; (ii) co-operation with other Directorates and regular contributions to OECD’s horizontal activities, initiatives and institutional priorities; and (iii) participation in the processes that shape the global development architecture.

38. The Secretariat will support the Governing Board to further strengthen the Governing Board’s governance role and contribute to realising institutional priorities. Adequate resources will be devoted to manage the Governing Board and its expanding range of activities (e.g. consultation groups, implementation of membership and outreach strategy, preparation of HLMs, in-depth evaluation process, preparation of progress implementation and impact reports, etc.). First, the Secretariat will continue to work closely with Members to promote their active engagement and strengthen the Governing Board as a “platform”, i.e. a place where governments can advance their common understanding of global priorities, discuss issues where consensus does not exist yet and promote mutual learning. Opportunities for policy dialogue will be strengthened, notably by organising consultation processes for each flagship publication and by providing issue papers for the Board’s discussion. The Secretariat will

support the OECD Evaluation Committee as it performs the In-Depth Evaluation (IDE) of the Governing Board, and will work with the Governing Board to determine how to address ensuing recommendations and follow-up actions. Second, the Centre will strengthen its contribution to OECD horizontal initiatives (e.g. Inclusive Growth, Global Deal) and programmes that aim to engage non-Members (e.g. regional and country programmes). While fully acknowledging the different Memberships, the Centre can support the OECD in (i) deepening its understanding of the implications of major global trends for sustainable development; and (ii) adapting and upgrading its analytical frameworks and policy tools to better respond to a world that requires new, multi-dimensional solutions. Third, the Centre will contribute to and enhance OECD efforts, as appropriate, to support the international agenda and global development architecture, such as relevant UN processes, the G7/G20 development agendas, regional fora on South-South and Triangular co-operation. Coherently with the Membership and Outreach Strategy [[DEV/GB\(2016\)31/REV1](#)], the Secretariat will work with member countries to seek resources to enhance LDC's participation in the Governing Board, the policy dialogue networks and country level analysis.

FINAL OUTPUTS

C1.1 Eight Governing Board Meetings (including HLM)

- 8 Governing Board Meetings, of which, depending on Members' preferences, up to 2 HLM and up to 2 Development Weeks.
- Contribution to the In-Depth Evaluation of the Governing Board

C1.2 Contribute to the global development architecture & South-South & Triangular (SSC-TC) co-operation agenda

- Active participation and contributions to UN, G7/G20 and regional processes (e.g. ASEAN, BRI, Pacific Alliance) and to SSC-TC initiatives (e.g. BAPA+40).

C1.3 Contribution to OECD strategic priorities & horizontal initiatives

- Contribution to relevant horizontal initiatives, regional & country programmes, corporate communication on development.

Intermediary Outputs

- Several Bureau and Enlarged Bureau Meetings and related background papers; informal working groups and consultation groups; reports on PWB implementation and impact.
- Support for the In-depth Evaluation of the Governing Board.
- Preparation of documents and discussions related to UN, G20 and South-South and Triangular cooperation.
- Preparation of documents and discussions related to the OECD Council (on SDGs), Committees and Regional Programmes.

Collaboration

39. Co-operation will continue and be strengthened with the rest of the Development Cluster (DCD, SWAC, PCD), building on respective mandates and comparative advantages, as well as with other OECD Directorates (e.g. OSG, GRS, PAC, EVIA). DEV will seek opportunities for greater engagement with other Directorates and for participation in relevant committees and bodies to share therein a development perspective.

Expected outcomes

40. The Strategic Guidance and Institutional Priorities work stream will contribute to one or more of the following outcomes:

- Enhancing DEV Members and OECD's understanding of development realities and of developing countries' policies and priorities, to improve coherence and the positive impact of their external policies and engagement;

- Enhancing DEV Members and OECD’s understanding of global public goods and challenges to promote greater co-operation and better global governance and coordination mechanisms;
- Updating DEV’s and OECD’s analytical frameworks and tools to account for the evolving international context and to better reflect the development dimension; and
- Contribute as appropriate to the OECD’s engagement on global development efforts, including within relevant UN, G7/G20 and regional processes.

C2. Perspectives on Global Development

41. The *Perspectives on Global Development* (PGD) series provides a broad perspective of the new global context. It frames issues critical to improving livelihoods in developing countries and highlights implications for national responses, development partners and the multilateral system. Building on the Centre’s efforts in 2017-18 on “development in transition” and the PGD 2019 report on “rethinking development strategies”, future PGDs will continue to contribute to the debate on the impact of global shifting wealth, towards the East and South.

42. The next edition of the PGD will analyse the evolving nature of the shifting wealth process and its implications and identify other megatrends that could pose challenges to developing economies in the economic, social, political, technological and environmental spheres. It will develop further the use of scenario techniques and analyse emerging challenges for developing countries. Its thematic focus will at the same time respond to pressing issues on the global agenda and build on the Centre’s expertise and ongoing work, consolidating the efforts undertaken in areas linked to global trends, social protection, youth, innovation and production transformation, education and skills. They will tap into existing OECD work and expertise and propose potential solutions and new approaches to the identified pressing challenges. The Centre will increasingly associate other relevant international organisations and interested member countries to the production of the PGD, with a view of promoting greater common understanding and authoritative analysis of global trends in development. Proposed topics for the next editions of the PGD could include: “Leveraging the Digital Economy in Developing Countries”; “Making Innovation Work for Developing Countries”; “Improving the Quality of Education in Developing Countries”; “Global Social challenges and Social Protection Systems for the Needs of Developing Countries”; “Harnessing the Demographic Dividend in Developing Countries”.

FINAL OUTPUTS

C2.1 Perspectives on Global Development report

- Publication of the 7th edition of the Perspectives on Global Development (PGD) report
- Preparations for the 8th edition of PGD

Intermediary Outputs

- An experts' meeting in Q2 2019 to develop the thematic focus of the 7th edition of the PGD.
- A launch event for the PGD 2020.
- An experts meeting in Q2 2020 to develop the thematic focus of the 8th edition of the PGD.
- Background papers to feed the analysis for both the PGD 2020 (7th) and 2021 (8th) editions, with potential organisation of 3 to 4 DEV talks.

Collaboration

43. Thanks to its global coverage, the PGD aims to support the policy dialogue on global development within the Centre's Governing Board and strengthen the global character of the OECD by feeding into discussions in various global fora. The preparation of the PGD will promote co-operation with other Directorates (e.g. ECO, STI, ELS, ENV, SDD), international organisations (e.g. UN regional economic commissions, UNCTAD) and research institutions in member countries and beyond.

Expected outcomes

44. The PGD aims at achieving the following outcomes:

- Help DEV Members and the international community better understand the new global economic context and related emerging challenges with a view to inform the design of national public policies that are responsive and resilient to the new global context; and
- Stimulate thinking and debate amongst governments of developing countries and the global development community on how to deal with challenges and how to develop better global governance and coordination mechanisms.

C3. Development in Transition

45. A country's transition to higher income levels is welcome, especially if the process results in reduced vulnerabilities and greater well-being for all parts of societies – in other words, if the “income transition” corresponds to a “development transition”. Evidence shows, however, that strong income growth and higher per-capita incomes do not always or necessarily translate into progress across multiple dimensions of

development. Significant development disparities can remain despite progress from one income group classification to the next – and, conversely, some countries achieve progress across non-income development indicators despite lesser progress on incomes. At the same time, movements across income levels have implications in terms of the mix and volume of financial resources that a country can access to finance its domestic policies, as well as in the mix of non-financial assistance. As movements are not necessarily matched by a parallel transformation of the economy, it is key to improve public sector capacities, in the specific country, to design and implement policies that foster inclusive growth and secure the sustainability of the development process and to foster the mobilisation of domestic resources and the effectiveness of tax administration and public expenditures.

46. The reasons for lack of progress are manifold and context specific. Amongst them, three deserve particular attention: the nature of the growth process, government capacities to finance basic public services, and the existence of effective institutions for adequate representation of all parts of society. First, economic growth that results from a process of structural transformation – whereby resources move from less productive to more productive uses and growth is driven more by innovation and productivity than mere factor accumulation – can give rise to new sources of dynamism. Some countries have crossed income groups through rising terms of trade (e.g. following a commodity price boom) but without broadening their sources of growth. Widespread informality has also been a significant challenge for broad-based development. Second, the capacity of the state to raise and spend resources to finance policies and economic and social infrastructure is critical in ensuring that growth translates into shared prosperity. Third, accountable and effective institutions are crucial. Economic growth can perpetuate and reinforce existing disparities (if markets and institutions do not function well) but also be disruptive. In both cases, certain groups in society can remain excluded from the growth process and see their well-being negatively affected. When these groups lack proper mechanisms of representation to voice their concerns and advance their interests and when the reaction of public policies fail to correct the negative impacts and ensure wider participation in the fruits of innovation, growth can actually wreak havoc on parts of society.

47. At their High-Level Meeting (HLM) in 2017, Members asked the Development Centre to actively engage with member and non-member countries, international organisations and other relevant actors to address knowledge gaps and advance the Development in Transition (DiT) agenda. Members agreed that income-based metrics only partially capture the extent and complexity of the development challenges that countries face as they move across levels of income (LICs, MICs, HICs) and that a broad set of well-being indicators is needed to assess progress and needs. They recognised the strong need to fill knowledge gaps on the consequences of transitioning to higher income levels, on the policy priorities to overcome the challenges associated with that transition as well as on the contribution of international co-operation to sustained transition. They agreed that the Development Centre is well-positioned to help assess the state of development conditions in countries and their multiple development

objectives and trajectories, investigate with relevant stakeholders possible development and well-being indicators beyond income, explore new tools and frameworks for co-operation better adapted to the needs of countries in transition, and provide a multi-stakeholder dialogue platform. Members asked the Centre to report back in the framework of the Governing Board with proposals to adapt domestic and international co-operation efforts to overcome the middle-income challenges and to build a box of tools on sustainable development transitions, while respecting the mandate of the relevant bodies to define criteria for ODA and graduations.

48. Thinking about development as a process in transition also requires a reflection on how the international community engages and what tools it provides to support countries at different levels of development. In this respect, the Centre's work on Development in Transition will also aim to inform the debate on the implementation of SGD17 on the international development partnership. The Centre will discuss the contribution of knowledge sharing and capacity building initiatives, as well as technological partnerships. Specific attention will be devoted to South-South and Triangular Co-operation as tools for sharing policy lessons, building capacities and enhancing the provision of regional and global public goods. Discussions among members of the Governing Board of the Development Centre will complement and benefit from reflections on financial co-operation tools taking place in other fora, notably in the DAC.

FINAL OUTPUTS

Coherently with the Communiqué of the 2017 High-Level Meeting, this work stream will produce:

C3.1 Analytical report on Development in Transition [subject to VC]

- An analytical report that looks at better understanding and measuring development in specific regions and countries and identifies ways domestic policies and international co-operation efforts can respond to their existing and emerging challenges. [The report's depth and geographical coverage will depend on VCs.]

C3.2 Knowledge platform on Development in Transition [subject to VC]

- The knowledge platform will be driven by exchanges with members of the Governing Board and other relevant stakeholders. It will feature a series of experts' interventions to feed the reflection of the Board. It will aim at becoming a repository of analyses and discuss the implications of developing countries' transitions to higher income levels as well as options for renewed international co-operation approaches to address them. [The number and scope of activities to be discussed in the platform will depend on intermediary outputs to be funded by VCs.]

C3.3 Sourcebook on supporting transition [subject to VC]

- A sourcebook/toolkit on good practices and initiatives to support transition in a more systematic, flexible and sustainable manner, including insights for a renewed international co-operation that will better reflect current global and domestic realities. This effort will build on the DiT knowledge platform. [Subject to VCs.]

C3.4 Report on South-south and triangular co-operation to [subject to VC]

- A report on the role and on the options for scaling up the economic and social development impact of South-south and triangular co-operation to better adapt it to the current global and domestic realities, in particular in the roadmap to the 40th anniversary UN Conference on the Buenos Aires Plan of Action (BAPA +40), and during its implementation phase. [The report's depth and geographical coverage will depend on VCs.]

Intermediary Outputs [all subject to VCs]

- Short position papers to be produced within the framework of the knowledge platform on Development in Transition, and therefore also within the framework of Governing Board discussions, on issues related to Development in Transition, such as development metrics and multi-dimensional well-being indicators, structural vulnerabilities and development traps, domestic resource

mobilisation and public expenditures, international co-operation tools for sustainable transitions better adapted to current global and domestic realities, and South-South and triangular co-operation.

- Working paper on the historical evolution of fiscal structures (revenues and expenditures) in countries at different levels of development to support foresight of future financing needs and provide policy advice as one tool in the DiT box of tools.
- Several seminars organised in the framework of the knowledge platform on Development in Transition to gather content both from Member countries, thinkers, key institutions, and decision makers.
- Leverage the existing calendar of high-level events for opportunities to highlight and amplify Development in Transition issues with the view to formulating proposals to overcome the middle-income challenges and collecting tools for the Development in Transition toolkit.
- Up to 2 experts meetings / policy dialogue events on critical issues for DiT, including on the role of South-South and Triangular co-operation.

Collaboration

49. Internally (CTPA, DCD, DAF), international organisations (e.g. UN regional economic commissions, UNCTAD, UNDESA, UNSG Office for South-South Cooperation), research institutions and foundations in member countries and beyond (e.g. Finance Centre of South-South Cooperation). The Centre will work closely with the UNSG Office for South-South Co-operation and relevant think tanks and actors to contribute to the South-South and Triangular Cooperation agenda. This may include the organisation of joint events and joint research activities, pending resources.

Expected outcomes

50. The DiT aims at achieving the following outcomes:

- Help DEV Members and the international community better understand the multidimensional nature of development, understand the implications of a country's transition across income groups, and identify adequate domestic and international responses; and
- Stimulate thinking and debate amongst governments and the development community at large on how to support transitions and the role of international co-operation, including South-South and Triangular Cooperation.

C4. Partnerships and Networks

51. The Development Centre's partnerships and networks (EMnet, netFWD, DevCom) allow the Centre to engage a broader range of state and non-state actors in discussing the results and policy implications of its analysis. The next biennium the Centre will further leverage its convening power and global networks of private and public organisations to address the challenges related to the implementation of Agenda 2030, with particular attention to non-income poverty and rising inequalities and the role of non-state actors in advancing sustainable development. Efforts will focus on deepening the thematic discussions within each network. The Centre will strengthen its engagement with Foundations through the establishment of a Centre on Philanthropy. The Centre on Philanthropy will contribute to the increasing demand for more and better data and analysis on global philanthropy for development. It will also deepen its engagement with non-governmental organisations and research institutes, including from non-OECD countries (e.g. the Network of Southern Think Tanks, NeST, the Silk Road Think Tank Network, SiLKS), to advance the analytical discussion and feed the policy dialogue around Development in Transition and the role of South-South and Triangular Co-operation. The Centre will also engage with private sector entities, supporting dialogue and discussing relevant case studies on efforts to incorporate sustainable development into their internal strategic plans.

Collaboration

52. The Centre's Networks closely co-operate with several OECD Directorates (e.g. ENV, DAF, STI, and DCD), International Organisations (e.g. UNDP, regional development banks), private sector entities and think tanks and other relevant stakeholders. Within the OECD, netFWD will strengthen its collaboration with DCD on capturing philanthropic financial flows and mobilising private resources for development. DevCom will continue to collaborate with DCD, particularly in the context of DAC peer-reviews and their components on development communication and accountability. EMnet will continue to co-operate with other OECD directorates (e.g. SGE, DCD, DAF) to strengthen the dialogue on and understanding of the role of the private sector in promoting sustainability and inclusiveness in emerging markets.

Expected Outcome

53. The Partnerships and Networks work stream aims at strengthening the Centre's mutual engagement with non-state actors and promote effective communication to inform public opinions on global development and the SDG implementation. The main expected outcomes of this work include:

- influence business strategies and the private sector engagement in development by providing relevant outputs and recommendations in line with DEV priorities, including on issues related to the implementation of the Agenda 2030;
- Through netFWD and the OECD Centre on Philanthropy, the Centre aims to engage more strategically and more

systematically with foundations in support of the 2030 Agenda, enable them and other development actors to engage and achieve development objectives faster and with greater impact, while helping them allocate resources in key areas that are critical to meet the SDGs.

- Enhance governments' capacity to understand the diversity of development narratives and pathways, engaging with citizens and multiple stakeholders as development actors, not just audiences, with a view to raise awareness and effectively communicate about global development and the SDG.

C4.1 The Emerging Markets network (EMnet)

54. EMnet is a platform for dialogue and networking between OECD-based multinationals and their counterparts from emerging markets, which fosters interaction between high-level officials, top executives from mature and emerging economies, and OECD experts. Members of the Network contribute a membership fee for the implementation of its programme of work. EMnet aims to strengthen the engagement of the private sector in the work of the Centre and throughout the OECD. Thematic working groups discuss cross-regional topics of mutual interest. An Advisory Group comprising the Secretariat and selected EMnet members discusses and identifies objectives and priorities for the network and approve the annual programme of work. EMnet will produce Policy Notes and a yearly publication to highlights lessons, business trends, possible investment risks and opportunities in emerging markets from a private sector's perspective.

FINAL OUTPUTS

C4.1.1 Six EMnet meetings [funded by EMnet members]

- Organisation of on 6 EMnet meetings (3 each year) on doing business in Africa, Asia and Latin America [funded by EMnet members].

C4.1.2 Two EMnet publications [funded by EMnet members VC]

- 2 overview publications (released yearly) on business views from emerging markets [funded by EMnet members].

Intermediary Outputs [all subject to VCs]

- 3 Thematic Working Groups on cross-cutting topics: "trade and investment barriers in emerging markets", "green investment in emerging markets" and "business and sustainability".
- Ad hoc regional meetings (up to 1 per year) organised in co-operation with local EMnet members and targeted dialogue, events and webinars with groups of companies.

C4.2 Network of Foundations working for Development (netFWD)

55. NetFWD is a global network of foundations committed to optimising the impact of philanthropy for development. NetFWD promotes

dialogue between foundations and other development actors, creates opportunities for multi-stakeholder partnerships and develops guidelines and tools that can help make the most of foundations' potential in development. NetFWD will work closely with the OECD Centre on Philanthropy. The OECD Centre on Philanthropy will seek to bring together relevant efforts from existing research centres and projects, expand the OECD database, and provide research and analysis on global trends and impact of philanthropy for development in the context of the 2030 Agenda. Synergies with netFWD will specifically include: (i) expanding the number of foundations statistically reporting to the OECD, through netFWD's contact list; (ii) gathering netFWD members' insights and expertise on a continuous basis to inform the Centre on Philanthropy's research orientations and outputs; (iii) building on netFWD's strong connections within the philanthropic sector to disseminate the research outputs, and increase the Centre on Philanthropy's external visibility.

FINAL OUTPUTS

C4.2.1 Two NetFWD annual meetings [funded by NetFWD members]

- Organisation of 2 NetFWD annual meetings (one per year) and 6 thematic working groups meetings on education, health and gender (one annual meeting for each thematic working group per year). [funded by NetFWD members]

C4.2.2 Report on philanthropy for development [subject to VC]

- 1 report on emerging trends in philanthropy for development (depending on available VCs, the paper could be developed further into a fully-fledged OECD publication).

C4.2.3 Meeting of the Centre on Philanthropy [subject to VC]

- 1 experts' meeting of the Centre on Philanthropy with lead institutes and research centres working on philanthropy and development [subject to VC].

Intermediary Outputs [all subject to VCs]

- Policy Notes in support of the NetFWD annual meetings, as well as briefings to support foundations in their role as permanent representatives at the Steering Committee of the Global Partnership on Effective Development Co-operation.
- Data collection: in collaboration with DCD, the Centre on Philanthropy will seek to increase the data collected and the number of foundations included in the OECD statistical database.

C4.3 OECD Development Communication Network (DevCom)

56. The OECD Development Communication Network (DevCom) is a unique international platform for development institutions (bilateral and multilateral) to share lessons, explore trends (for example digital media) and collaborate on communications strategies and campaigns to engage citizens for sustainable development, and to build public awareness and support for international development. The Centre has provided a secretariat function to this network since the early 2000s. Members of the Network contribute

VCS to implement its programme of work. During 2019-20, DevCom will continue to support its Members and partners in transitioning to a new development narrative, as reflected in the 2030 Agenda and the SDGs.

FINAL OUTPUTS

C4.3.1 Two DevCom annual meetings [funded by DevCom members]

- Organisation of 2 DevCom annual meetings (one per year) [funded by DevCom members]

C4.3.2 The SDG Communicator [subject to VC]

- Establishment of the “SDG Communicator”, an on-line platform peer-learning hub for institutions seeking to engage citizens for sustainable development [subject to VC].

C4.3.3 Online Observatory on Public Attitudes for Sustainable Development [subject to VC]

- Establishment of an online Observatory on Public Attitudes for Sustainable Development [Subject to VC].

Intermediary Outputs [all subject to VCs]

- 2 Policy Notes in support of the annual meetings.
- 2 thematic workshops (one per year) on development communication [Subject to VC].
- Up to 2 webinars/or online discussions; as well as a contribution to media campaigns in support of the SDG narrative.

D. Regional and National Analysis

57. The Centre will continue reinforcing its regional activities in Africa, Latin America and Southeast Asia, while exploring opportunities for also engaging with other regions and partners. A core component of the Centre’s regional strategy will be a systematic partnership with the UN Regional Commissions (ECA, ECLAC, and ESCAP) and with relevant regional integration organisations (e.g. African Union, ECOWAS). The Centre will continue to engage in the OECD regional programmes in Southeast Asia (through the Outlook) and in Latin America and the Caribbean (co-managing it with GRS). In addition, the Centre will explore opportunities to leverage its country-level activities to deepen its engagement in other regions, such as South Eastern Europe and Central Asia, and sub-regions (e.g. Central America, Caribbean). The main analytical components of the Centre’s regional activities include the annual regional flagship reports (developed with regional institutions) and the Revenue Statistics and well-being indicators (which are jointly developed with the Centre for Tax Policy and Administration (CTPA) and SDD respectively and inform, inter alia, the OECD LAC regional programme).

58. The comprehensive data and analysis provided by regional flagship reports aim to frame OECD advice and feed its regional policy dialogues and initiatives. They aim to raise awareness of major development challenges in each region, help identify appropriate policy responses and support the prioritisation and sequencing of reforms, including through exchanges of experience amongst countries. To enhance their policy impact, the production and launch of the regional reports are aligned with key events in each region. The choice of their annual focus depends on the theme of the international high-level events where they are presented and is agreed upon with the partner institutions.

59. *Revenue Statistics in Africa, Revenue Statistics in Latin American & the Caribbean and Revenue Statistics in Asia*, produced jointly with CTPA and regional organisations, will continue to inform policy making on fiscal issues, with a particular focus on enhancing domestic resource mobilisation in developing countries. These reports offer comprehensive and comparable revenue data in and across regions at the same time as enhancing the statistical and administrative capacity of participating governments. Coherently with the results of the 2015 OECD World Forum on Statistics, Knowledge, and Policy, the Development Centre will join forces with SDD to expand the coverage of well-being indicators to interested developing countries, beginning with Latin American and Caribbean. The latter activity will build, when possible, on MDCRs or regional outlooks.

Collaboration

60. The Centre collaborates with several OECD Directorates, depending on the thematic focus of the regional reports and with CTPA for the elaboration of Revenue Statistics. In terms of external partners, the Centre collaborates with the UN Economic Commissions (ECA, ECLAC, and ESCAP), the European Union, regional development banks (e.g. ADB, CAF, and IDB), the African Union and other regional organisations (e.g. ASEAN, ERIA) as well as with regional tax organisations and national revenue and statistical offices for the Revenue Statistics projects. A strengthening of relations will be sought with other relevant partners, such as the Community of Portuguese Speaking Countries, Organization of Islamic Cooperation (OIC) and the Islamic Development Bank.

Expected outcomes

61. Activities in the whole regional analysis work stream will each contribute to achieving one or more of the following outcomes:

- Improved understanding of the drivers of sustainable development in the region's economies and of the strategies and policies that can better unlock the development potential, promoting a more informed policy dialogue between DEV and OECD Members and countries from the Region and greater coordination of messages Amongst International Organisations;
- Greater impact of the OECD Regional Programmes and Initiatives, notably by better identifying key challenges and country demand within each region (e.g. in light of the co-

- managing role of DEV in the LAC RP and the role of Outlook and Informal Consultation Group in the Southeast Asia RP);
- Greater awareness of the importance of structural reforms, competitiveness policies (e.g. human capital development) and regional integration efforts as a way forward to achieving more balanced, inclusive and sustainable development in the region;
 - Governments in the region design and implement better policies and find effective ways of promoting reforms that steer economic transformation, promote entrepreneurship and spur growth paths that are economically, socially and environmentally sustainable; and
 - Improved quality and comparability of national statistics, especially revenues statistics, to help governments assess their revenue sources and implement better fiscal policies.

D1. Africa

62. The African continent is confronted with the dual challenge of further boosting growth and making growth more job-rich and inclusive. Several African countries have experienced strong growth since the turn of the century, as a result of better macroeconomic management, strong demand for commodities and sustained financial inflows. However, given the concentration of economic activity in sectors with low employment generation capacity, the demographic dynamic and persistent inequalities, that economic growth has not translated into adequate job creation and poverty reduction. Confronted with a less favourable international environment, characterised by lower commodity prices and expectations of higher interest rates and lower global liquidity, the pace of growth has slowed since 2013 and dipped to 2.2% in 2016. For most countries, the achievement of the dual goal of higher growth with higher employment generation will require further diversifying production structures and broadening the sources of financing to finance economic and social infrastructure, including through greater domestic resource mobilisation.

63. Consistently with the outcome of the 2016 HLM, the Centre will advance its *Initiative with Africa* and deepen its engagement with African governments, organisations and non-state actors. It will leverage its African member countries to promote regular policy debates in the Governing Board that address the mutual priorities of the Centre's Members, of the African Union and of the African Regional Economic Communities. In order to feed these policy dialogues, the Centre will develop a new continental Report with the African Union Commission and other relevant partners. The new Report aims to inform the design and implementation of policies to meet Africa's development targets and monitor the progress with the implementation of the Agenda 2063. The Report will benefit from discussions at Informal Consultation Group meetings with delegations in Paris and will be launched at a high-level event, such as the AU Summit.

FINAL OUTPUTS

D1.1 Two annual continental reports on Africa

- 2 editions of an annual continental economic report on Africa, replacing the African Economic Outlook
- 2 launching events of the report in the framework of high-level events.

D1.2 Two editions of Revenue Statistics in Africa [subject to VC]

- 2 editions of Revenue Statistics in Africa and related launch events [subject to VC].

D1.3 Policy discussions within the Initiative with Africa

- Several policy discussions within the Initiative with Africa in collaboration with the African Union and Regional Economic Communities.

Intermediary Outputs

- Thematic/area studies in preparation of the continental economic report on issues such mega-trends affecting Africa's development strategies, cities and infrastructure, achieving the demographic dividend in Africa, governance in Africa [Subject to VC].
- Experts' meetings and Governing Board's Informal Consultation Group meetings in preparation of the regional flagship report; as well as policy dialogues on rural development/rural-urban linkages, well-being indicators, revenue statistics, etc.

D2. Asia and the Pacific

64. The Centre activities on Asia build around the Economic Outlook for Southeast Asia, China and India, the Tax Revenue Statistics report, the annual Asian Regional Roundtable (jointly organised with AMRO, ADB, ADBI and ERIA), and thematic work on infrastructure and connectivity. The Economic Outlook for Southeast Asia, China and India and Update of the Outlook together provide a platform for addressing macroeconomic trends, developments in regional integration, cross-cutting policy issues and country-specific structural policy challenges. Each edition discusses recent progress in regional integration in key policy areas, including trade in goods and services, investment, connectivity, social and environmental co-operation, and others. The thematic focus of forthcoming editions of the Economic Outlook for Southeast Asia, China and India will be discussed with Governing Board, delegations of Southeast Asia Regional Programme at future meetings of the Outlook Consultation Group. These topics are selected to be closely aligned with each year's the ASEAN/East Asia Summit agenda; the 2019 edition of the Outlook will therefore likely address a topic suggested by the government of Singapore. The 2020 edition of the Outlook will feature a thematic topic connected to the agenda of the

2019 Summit, to be hosted by Thailand. The thematic focus of the Outlook in 2019-20 would be on the two following priority actions:

- *Structural reform is critical for driving continued robust and sustainable growth in Emerging Asia.* Over the medium and longer term, policy strategies are needed that will develop institutions to drive productivity growth, movement into higher value added aspects of manufacturing and modern services, and the development of financial systems. The national development plans of Emerging Asian countries identify priority areas to be addressed by structural policy. The region's wealthier economies tend to place emphasis on the sustainable growth needed to make that transition; targets in these countries include greater educational access and quality and increased investment in innovative activities. The region's less developed countries tend to accord greater importance to fundamental development factors, such as the provision of basic education and healthcare and the creation of jobs.
- *Regional integration in Emerging Asia has progressed through ASEAN, East Asia Summit and various other frameworks in recent decades.* Economic co-operation and integration provides opportunities for improved growth and stability in the region – particularly in light of risks from rising protectionism globally – by addressing common challenges and improving connectivity and harmonisation. Key policy areas affecting regional integration trends include trade in goods and services; investment and capital market liberalisation; competition and consumer protection; intellectual property; infrastructure and connectivity; small and medium-sized enterprises; food, agriculture and forestry; tourism; human and social development; energy; and the Initiative for ASEAN Integration.

FINAL OUTPUTS

D2.1 Two Economic Outlook for Southeast Asia, China and India and Update of the Outlook

- 2 editions of the Economic Outlook for Southeast Asia, China and India (in Q3/Q4)
- 2 editions of the Update of the Outlook (in Q1/Q2)
- 2 launching events of the report in the framework of high-level events (ASEAN/East Asia Summit).

D2.2 Two editions of Revenue Statistics in Asia [subject to VC]

- 2 editions of Revenue Statistics in Asia and related launch events [Subject to VC].

D2.3 Contribution to the OECD Southeast Asia Regional Programme (SEARP)

- Active participation and contribution to the SEARP and its activities.

D2.4 Report on infrastructure & connectivity in Emerging Asia [subject to VC]

- Preparation of a report and policy advice on infrastructure and connectivity in Emerging Asia [Subject to VC].

D2.5 Two Asian Regional Roundtables [subject to VC]

- 2 Asian Regional Roundtable on Macroeconomic and Structural Policy Challenges [Subject to VC].

Intermediary Outputs

- Thematic/area studies in preparation of the Outlook [subject to VCs].
- Experts' meetings and Governing Board's Informal Consultation Group meetings in preparation of the Outlook; as well as policy dialogues on rural development/rural-urban linkages, well-being indicators for Asia, revenue statistics in Asia, etc.

D3. Latin America and the Caribbean

65. The *Latin American Economic Outlook* (DEV, CAF, ECLAC, EU) has been identified as a key component of the OECD Latin America and the Caribbean Regional (LAC) Programme and a useful tool for supporting the policy dialogue between LAC and Europe. Specific attention will be devoted to the Caribbean. It will support reforms to boost strong and inclusive development and will identify discuss global, national and regional trends and developments in the following areas:

- *Development in Transition*, to better identify the specific, multi-dimensional vulnerabilities and institutional challenges countries face in their development trajectories and the policy priorities to address them.
- *Boosting productivity and consolidating the middle class*. The economic recovery in LAC has been weak, mostly because of sluggish productivity growth. The poor performance in productivity is a key factor behind the existence of the so-called Middle-Income Trap. In addition, inequalities remain in several dimensions (e.g. income, gender, territorial) and are transmitted inter-generationally. The expanding middle-class remains vulnerable, with a high proportion of informal workers and with a risk to fall back into poverty.
- *Trust in institutions and fiscal legitimacy to finance development*. To achieve the reforms needed to further inclusive development, Latin America needs to increase trust in institutions and fiscal legitimacy to finance development. Lack of credible institutions and the need to reinforce the social contract demand the need to strengthen institutions to make them more transparent and effective in the agenda for development. Reforms to fiscal policy are required to establish more-effective tax systems across the region that are able to generate a higher level of revenues on a sustainable basis with the desired distributional impact. These reforms should be matched on the expenditure side of the fiscal framework, through effective spending policies that strike an appropriate balance between public investment for long-term growth and short-term spending to enhance human capital and promote social cohesion.
- *Re-positioning in the world economy*. Latin American and the Caribbean need to better integrate in international trade and investment networks, expand international cooperation and dialogue with its partners to reposition itself in the world economy. The importance of multilateralism should be in the agenda of countries in the region, by promoting similar goals in terms of environment (Paris Agreement) and the Agenda 2030. In addition, they need to increase market integration thanks to the existent intra-trade agreements such as Mercosur and Pacific Alliance, and possible alliance amongst these two groups and trade agreements around the world, such as Mercosur-EU and trade-finance-co-operation with China. Policies promoting better integration in the GVCs are therefore crucial.

66. The Development Centre will provide sound analytical and policy advice to countries in the region in relation to productivity, productive transformation and innovation. In this respect, issues to be considered include: (a) access to and quality of education and skills (for all citizens, independently of their culture, origins and regions where they live); (b) informality and formalisation of jobs (including facing the future of jobs); (c) regional integration and connectivity (including transport infrastructure

and logistics); (d) institutions for an effective social contract and credible states (including through greater transparency and integrity); (e) financing and fiscal policy (including taxes). Moreover, as part of the implementation of the EU Regional Facility on Development in Transition in LAC, the Development Centre will engage in a series of joint activities with ECLAC and other OECD Directorates. These activities will focus on key areas of Development in Transition in the LAC region, to support new forms of cooperation. Depending on available voluntary contributions, the Centre will produce additional deliverables on: well-being metrics and indicators; data and analysis on fiscal policies; analyses of informality, productivity and middle-income trap, and gender equality.

FINAL OUTPUTS

D3.1 Two Latin American Economic Outlooks

- 2 editions of the Latin American Economic Outlook
- 2 launching events of the report in the framework of high-level events (e.g. Ibero-American Summit, EU-CELAC Summit, High-Level UN Conferences).

D3.2 Two editions of Revenue Statistics in Latin America and the Caribbean [subject to VC]

- 2 editions of Revenue Statistics in Latin America and the Caribbean and related launch events [Subject to VC].

D3.3 Co-managing the OECD LAC Regional Programme

- Contribution as co-manager of the OECD Latin America & the Caribbean Regional Programme and active participation and contribution to its activities.

D3.4 Wellbeing in Latin America & the Caribbean [Subject to VC]

- Preparation of well-being statistics and multidimensional living standards for LAC [Subject to VC].

Intermediary outputs

- Thematic/area studies in preparation of the Outlook [subject to VCs].
- Experts' meetings and Governing Board's Informal Consultation Group meetings in preparation of the Outlook; as well as policy dialogues on rural development/rural-urban linkages, well-being indicators, revenue statistics, etc.

D4. Contributions to other Regional Initiatives

67. The Centre will explore how to build on its 2017-18 country-level activities in South Eastern Europe, the Black Sea area and Central Asia to deepen its engagement with these regions and with relevant OECD regional

initiatives. The Centre will encourage greater participation of governments from these regions into its policy dialogue initiatives on global value chains, production transformation and development and on natural-resource based development. In so doing, it will seek collaboration with the OECD Eurasia Programme and South Eastern Europe Competitiveness Initiative. The Centre will involve more systematically countries from these regions in its thematic work, explore their interest to undertake *Multi-Dimensional Country Reviews* and other reviews. Depending on interest and availability of resources, the Centre will explore the possibility to promote thematic and area studies and a regional policy dialogue on topics of interest, such as social cohesion and inclusive growth and the contribution of South-South and Triangular Cooperation. The Centre will also deepen its engagement with knowledge-sharing initiatives such as the SiLKS Network of Think Tanks and China's Centre for International Knowledge on Development (CIKD).

FINAL OUTPUTS

D4.1 Policy dialogue event on South Eastern Europe, the Black Sea Economic Co-operation region and Central Asia

- A policy dialogue event with DEV Members and governments from South Eastern Europe, the Black Sea Economic Co-operation region and Central Asia to discuss priority issues for these regions.

D4.2 Knowledge sharing activities on South Eastern Europe, the Black Sea Economic Co-operation region and Central Asia [subject to VC]

- Participation in knowledge sharing activities involving governments and think tanks from South Eastern Europe and Central Asia. (pending availability of VC the Centre could produce and present specific thematic/areas studies)

Intermediary Outputs

- Up to 2 thematic/area studies [subject to VCs].

D5. International Economic Fora

68. The International Economic Fora on Africa, on Latin America and the Caribbean and, more recently, on Asia and the Global Forum on Development (GFD) have become important platforms for high-level engagement with policy makers from these regions and for the implementation of the Governing Board Outreach Strategy. They provide an opportunity to engage governments and other relevant stakeholders to discuss the specific challenges their countries face, share knowledge and experience between OECD and non-OECD countries and contribute to shaping international and regional co-operation. They provide opportunities to enhance the visibility of the Development Centre's work on these regions and to identify and launch possible co-operation projects with governments and institutions from the regions. In order to enhance the relevance of the

Fora, the Centre has been partnering with member countries and relevant regional organisations for their organisation. The hosting of regional Fora in a Member country or other countries from the relevant region has proved to be successful and will be explored further. The GFD are organised jointly with DCD.

FINAL OUTPUTS

D5.1 2 International Economic Fora on Africa.

D5.2 2 International Economic Fora on Latin America and the Caribbean.

D5.3 2 International Economic Fora on Asia.

D5.4 Up to 2 Global Forum on Development [Subject to VC]

D6. Multi-Dimensional Country Reviews

69. Launched as one of the flagship tools of the OECD Strategy on Development, the Multi-Dimensional Country Reviews (MDCR) aim to deliver multi-disciplinary policy advice for the design and implementation of reforms. The MDCRs have become a strategic tool for the Development Centre and partner governments to analyse a country's development trajectory from a comprehensive perspective, identify key bottlenecks to growth and well-being and propose priority reforms to achieve more broad based and sustainable development. MDCR proceeds along three phases, beginning with a diagnostic exercise and then proceeding from analysis to action and developing the tools and skills to offer full solutions that go all the way to getting things done.

70. The reviews are "multi-dimensional" in several respects. They target multiple policy objectives: not just the rate of growth, but also its sustainability and equity as well as non-income dimensions of well-being. They address cross-cutting issues covering a broad spectrum of policy areas, rather than having a strictly sectoral focus (in so doing, they help to understand the underlying relationships between competing challenges). And they consider the compatibilities and complementarities between policies. Following the HLM 2016 mandate, the Centre has further developed the MDCR methodology to align the diagnostic phase to the pillars of the 2030 Agenda and the SDGs, identify countries' important shortcomings (in capabilities, institutions, regulations, social fabric and external factors, and resource constraints) and analyse growth policies that positively impact people's well-being. An environmental component has been developed in co-operation with ENV and added to the MDCR diagnostic phase. MDCR will continue to explore how best to analyse the interaction of financing sources for development at country level. In this exercise, the Mutual Learning Group for MDCRs plays a key role for countries to exchange and learn from each other on how to get things done.

71. Over 2019-20, the Centre will carry out, on a demand basis, MDCRs to support countries in the design of their national strategies and

policies for sustainable development. More emphasis will be placed on the participatory development of reforms proposals and delivery of targeted policy advice as well as on the development of MDCR monitoring and peer learning partnership to monitor and support the implementation of recommendations in countries that have already undertaken MDCRs. The Centre will also explore the possibility of broadening the MDCR to macro-regions, for example in Central America, West Africa or the Western Balkans.

FINAL OUTPUTS

D6.1 Up to 3 MDCRs initiated per year [subject to VCs]

- Production of MDCR reports and related workshop and governmental learning exercises.

D6.2 MDCRs monitoring and peer learning support [subject to VCs]

- Follow up activities in countries that have already undertaken an MDCR and request support for monitoring of reforms and peer learning exercises [subject to VCs].

D6.3 Report on lessons learned from MDCR [subject to VCs]

- Comparative report on lessons learned from past and on-going MDCR on horizontal themes [subject to VCs]

D6.4 Mutual Learning Group (MLG) for MDCRs

- One MLG annual meeting per year and 2-3 additional review meetings per year depending on the pipeline of MDCRs.

Intermediary Outputs

- Experts' meetings and consultations in preparation of the MDCRs [subject to VCs].
- Methodological notes on MDCRs.

Collaboration

72. Collaboration with other parts of the OECD is at the heart of MDCRs. Standing collaborations with ECO and SDD will continue as well as collaborations with a large number of other directorates on a project basis. In the PWB 2017-18 period this included working with CTPA, DAF, EDU, ENV, GOV, ITF, and TAD. Opportunities for collaboration with DCD, DAF and CTPA will be explored, notably with respect to analysing the interaction of various financing for development flows at country level. External collaboration is twofold: with partners on the ground for a given country review and for collaboration on the MDCR instrument as a whole. For country-based collaboration, regional and local partners for each country will continue to be sought. So far, such partners have included CAF, UN ESCAP and UN ECLAC as well as various bilateral organisations.

Concerning collaboration on the MDCR instrument as a whole, DEV is developing collaborations with research institutions and other international agencies on multi-dimensional analysis, including the US Millennium Challenge Corporation.

Expected Outcomes

73. MDCRs aim to achieve the following outcomes in the Centre's Results Framework:

- Identify and frame issues critical to the development dialogue: MDCRs aims to shape how national and international actors conceptualise analytical approaches to the SDGs;
- Influence analysis and evidence base and mobilise and translate global and OECD expertise to support non-OECD decision makers: MDCRs adapt relevant OECD and other international expertise and tools to the local context and develop recommendations that positively influence policy making to deliver better well-being and growth;
- Mobilise knowledge about how development works in different country contexts to influence OECD thinking: Both the MDCR methodology, as well as lessons learned from applying OECD expertise in a given country context, will feed back into the development of tools and adaptation instruments that will apply also to OECD countries.

IV. MEASURING OUTPUTS AND RESULTS

74. In line with OECD practice, the Development Centre applies a results-based approach to planning, budgeting and management, with consequent emphasis on accountability and outputs rather than inputs. The Secretariat will continue to provide the Governing Board with regular information on the implementation of the PWB 2019-20 and continuously improve the assessment of its impact. The development of impact tracking tools is part of the Centre's efforts to maximise impact and value for money, which also include a clearer targeting of communication, dissemination, influencing and partnership strategies for the PWB's main outputs.

75. The OECD Secretariat has developed two accountability mechanisms for monitoring the implementation and impact of the OECD's Programme of Work. The Committee Progress Report provides twice a year information on the status of implementation of each PWB output, activity by activity. On the other hand, the Programme Implementation Report (PIR) is a 'customer feedback survey' of end-users in capitals covering the work of the preceding biennium, with a view of gauging its quality and impact. Although these tools are not mandatory for Part 2 bodies, the Development Centre has engaged in both exercises over the last years and the PIR surveys for the PWB 2011-12, 2013-14 and 2015-16 will feed the In-Depth Evaluation of the Governing Board.

76. In addition to standard OECD reporting tools, the Development Centre built a self-assessment framework and collected relevant indicators to produce an impact tracking report since the PWB 2015-16. The report is based on the Centre's Results Framework and has been regularly shared with member countries for comments [[DEV/GB\(2018\)4](#)]. The Secretariat will continue to refine the tracking indicators and deliver the impact report to the Board over the next biennium.

77. The reports monitoring output delivery and results can provide useful information to Members as they give forward-looking guidance to the Development Centre. This information can complement existing opportunities for member countries to gauge emerging issues and discuss priorities for the Centre's future PWBs. In addition to the regular Governing Board meetings and capital's engagement in the PIR survey, they include informal consultation groups for the Centre's flagship reports, experts' meetings, DEV Talks and international economic fora.

V. BUDGET ESTIMATES

		DEV - PWB 2019-20 Preliminary Total Estimated Costs in EUR			2019			2020		
		Intermediate Scenario (1% core budget adjustment)			CORE	VC	Total	CORE	VC	Total
A. INCLUSIVE SOCIETIES	A1. GENDER EQUALITY AND WOMEN ECONOMIC EMPOWERMENT			472,401	424,216	896,616	467,544	431,856	899,400	
		Staff	362,419	109,728	472,148	372,527	111,577	484,104		
		Non Staff	109,981	314,487	424,469	95,017	320,279	415,296		
	A2. SOCIAL PROTECTION			214,466	286,147	500,613	212,261	287,788	500,049	
		Staff	164,535	23,563	188,098	169,124	23,960	193,084		
		Non Staff	49,931	262,584	312,515	43,137	263,828	306,965		
	A3. INCLUSIVE GROWTH, EMPLOYMENT AND YOUTH WELL-BEING			214,466	427,994	642,460	212,261	448,140	660,400	
		Staff	164,535	105,352	269,887	169,124	107,127	276,251		
		Non Staff	49,931	322,642	372,573	43,137	341,013	384,150		
	A4. MIGRATION AND DEVELOPMENT			273,418	373,625	647,043	270,607	373,625	644,232	
	Staff	209,763	-	209,763	215,613	-	215,613			
	Non Staff	63,655	373,625	437,280	54,994	373,625	428,619			
B. COMPETITIVE ECONOMIES	B1. PRODUCTION TRANSFORMATION FOR DEVELOPMENT			410,036	857,746	1,267,782	405,820	911,248	1,317,068	
		Staff	314,574	385,110	699,684	323,347	391,598	714,945		
		Non Staff	95,462	472,636	568,098	82,473	519,650	602,123		
	B2. NATURAL RESOURCES FOR DEVELOPMENT			428,932	714,439	1,143,371	424,522	726,587	1,151,109	
		Staff	329,071	327,790	656,860	338,248	333,312	671,560		
		Non Staff	99,861	386,650	486,511	86,274	393,275	479,549		
B3. INFRASTRUCTURE AND URBAN-RURAL LINKAGES			214,466	590,462	804,927	212,261	607,779	820,040		
	Staff	164,535	248,721	413,257	169,124	252,911	422,035			
	Non Staff	49,931	341,740	391,671	43,137	354,868	398,005			
C. NEW PERSPECTIVES FOR DEVELOPMENT	C1. STRATEGIC GUIDANCE AND INSTITUTIONAL PRIORITIES			777,352	100,000	877,352	770,897	100,000	870,897	
		Staff	481,680	-	481,680	495,113	-	495,113		
		Non Staff	295,672	100,000	395,672	275,784	100,000	375,784		
	C2. PERSPECTIVES ON GLOBAL DEVELOPMENT			606,527	397,073	1,003,600	802,178	319,762	1,121,940	
		Staff	465,320	128,058	593,378	639,155	40,520	679,675		
		Non Staff	141,208	269,015	410,222	163,023	279,242	442,265		
	C3. DEVELOPMENT IN TRANSITION			347,447	507,754	855,201	343,875	532,845	876,720	
		Staff	266,557	242,440	508,997	273,991	252,752	526,743		
		Non Staff	80,890	265,314	346,204	69,884	280,092	349,977		
	C4. PARTNERSHIPS AND NETWORKS			-	1,558,337	1,558,337	-	1,620,653	1,620,653	
	THE EMERGING MARKETS NETWORK (EMnet)			-	561,022	561,022	-	580,236	580,236	
		Staff	-	275,953	275,953	-	280,602	280,602		
		Non Staff	-	285,069	285,069	-	299,634	299,634		
	NETWORK OF FOUNDATIONS WORKING FOR DEVELOPMENT (netFWD)			-	587,711	587,711	-	614,719	614,719	
	Staff	-	311,231	311,231	-	316,474	316,474			
	Non Staff	-	276,480	276,480	-	298,245	298,245			
OECD DEVELOPMENT COMMUNICATION NETWORK (DEVCOM)			-	409,603	409,603	-	425,697	425,697		
	Staff	-	231,148	231,148	-	235,042	235,042			
	Non Staff	-	178,455	178,455	-	190,655	190,655			
D. REGIONAL AND NATIONAL ANALYSIS	D1. AFRICA			877,802	880,846	1,758,647	869,548	906,850	1,776,397	
		Staff	615,899	373,474	989,373	633,075	379,766	1,012,842		
		Non Staff	261,903	507,371	769,274	236,472	527,083	763,556		
	D2. ASIA AND THE PACIFIC			853,431	936,404	1,789,835	844,657	925,063	1,769,720	
		Staff	654,741	297,073	951,814	673,001	302,078	975,079		
		Non Staff	198,690	639,331	838,021	171,656	622,985	794,641		
	D3. LATIN AMERICA AND THE CARIBBEAN			867,312	889,075	1,756,387	858,395	917,372	1,775,767	
		Staff	665,390	329,758	995,148	683,947	335,313	1,019,260		
		Non Staff	201,922	559,317	761,239	174,448	582,059	756,507		
	D4. CONTRIBUTIONS TO OTHER REGIONAL INITIATIVES			127,278	141,711	268,989	128,917	141,711	270,627	
		Staff	97,646	-	97,646	102,718	-	102,718		
		Non Staff	29,632	141,711	171,343	26,199	141,711	167,910		
D5. INTERNATIONAL ECONOMIC FORA			526,423	156,446	682,869	523,219	161,113	684,332		
	Staff	239,046	67,029	306,075	245,713	68,158	313,871			
	Non Staff	287,376	89,418	376,794	277,506	92,955	370,461			
D6. MULTI-DIMENSIONAL COUNTRY REVIEWS			298,514	1,294,277	1,592,791	295,445	1,335,298	1,630,743		
	Staff	229,016	589,150	818,166	235,403	599,075	834,478			
	Non Staff	69,498	705,127	774,625	60,042	736,222	796,264			
Total	TOTAL			7,510,271	10,536,552	18,046,822	7,642,406	10,747,689	18,390,094	
Of Which	Centralized Operating non-taff costs (Building charges, Overheads paid to Part I)			1,646,209	826,591	2,472,800	1,463,849	1,011,089	2,474,938	

DEV - PWB 2019-20 Preliminary Total Estimated Costs of Outputs in EUR				2019			2020			
Intermediate Scenario (1% core budget adjustment) [Final Outputs]				Core	VC	Total	Core	VC	Total	
A. INCLUSIVE SOCIETIES	A1. GENDER EQUALITY AND WOMEN ECONOMIC EMPOWERMENT			472,401	424,216	896,616	467,544	431,856	899,400	
	A1.1	Social Institutions and Gender Index (SIGI) and related [1]			307,060	275,740	582,801	303,903	280,706	584,610
	A1.2	Policy Dialogue on Women's Economic Empowerment (PD-WEE) with DCD and SDD and related [1]			165,340	148,476	313,816	163,640	151,150	314,790
	A2. SOCIAL PROTECTION			214,466	286,147	500,613	212,261	287,788	500,049	
	A2.1	Policy recommendations on social protection systems and related [1]			147,982	2,202	150,184	146,460	3,555	150,015
	A2.2	Country pilots and related [1] [subject to VC]			66,484	283,945	350,429	65,801	284,233	350,034
	A3. INCLUSIVE GROWTH, EMPLOYMENT AND YOUTH WELL-BEING			214,466	427,994	642,460	212,261	448,140	660,400	
	A3.1	Policy recommendations on youth well-being			145,837	1,929	147,766	144,337	7,555	151,892
	A3.2	Report on informality in developing and emerging economies			23,591	156,298	179,889	23,349	161,563	184,912
	A3.3	Report on globalisation, new business models and inequality [subject to VC]			23,591	149,873	173,464	23,349	154,959	178,308
	A3.4	Report on job creation for rural youth [subject to VC]			21,447	119,895	141,341	21,226	124,062	145,288
	A4. MIGRATION AND DEVELOPMENT			273,418	373,625	647,043	270,607	373,625	644,232	
	A4.1	Policy recommendations on migration and development			142,177	6,642	148,820	94,712	53,461	148,173
	A4.2	A meeting of the DEV Policy Dialogue on Migration and Development			131,241	108,165	239,406	175,895	62,471	238,366
A4.3	Report on the links between migration and development [subject to VCs]			-	258,817	258,817	-	257,693	257,693	
B. COMPETITIVE ECONOMIES	B1. PRODUCTION TRANSFORMATION FOR DEVELOPMENT			410,036	857,746	1,267,782	405,820	911,248	1,317,068	
	B1.1	Four plenary meetings of the OECD Initiative for Policy Dialogue on GVCs, Production Transformation			250,122	79,501	329,623	247,550	94,887	342,438
	B1.2	Transforming Economies Report 2020 [subject to VC]			82,007	209,583	291,590	81,164	221,782	302,926
	B1.3	Up to 4 Production Transformation Policy Reviews and related [1] [subject to VC]			53,305	466,486	519,791	52,757	487,241	539,998
	B1.4	Start-up Africa Report [subject to VC]			24,602	102,176	126,778	24,349	107,358	131,707
	B2. NATURAL RESOURCES FOR DEVELOPMENT			428,932	714,439	1,143,371	424,522	726,587	1,151,109	
	B2.1	Four plenary meetings of the OECD of the Policy Dialogue on Natural Resources Based Development			291,674	51,338	343,011	288,675	56,658	345,333
	B2.2	Compendium of Practices on Shared Value Creation from Extractive Projects [subject to VC]			42,893	128,612	171,506	42,452	130,214	172,666
	B2.3	Up to 2 country pilots of PD-NR tools [subject to VC]			42,893	357,287	400,180	42,452	360,436	402,888
	B2.4	Up to 2 country pilots of PD-NR tools [subject to VC]			51,472	177,202	228,674	50,943	179,279	230,222
	B3. INFRASTRUCTURE AND URBAN-RURAL LINKAGES			214,466	590,462	804,927	212,261	607,779	820,040	
	B3.1	Report & High-Level event on infrastructure [subject to VC]			53,616	147,615	201,232	53,065	151,945	205,010
	B3.2	Policy dialogue on secondary cities [subject to VC]			96,510	265,708	362,217	95,517	273,501	369,018
	B3.3	Report on sustainable urbanisation in Africa [subject to VC]			64,340	177,138	241,478	63,678	182,334	246,012
C. NEW PERSPECTIVES FOR DEVELOPMENT	C1. STRATEGIC GUIDANCE AND INSTITUTIONAL PRIORITIES			777,352	100,000	877,352	770,897	100,000	870,897	
	C1.1	Eight Governing Board Meetings (including HLM) and related [1]			505,279	65,000	570,279	501,083	65,000	566,083
	C1.2	Contribute to the global development architecture & South-South & Triangular (SSC-TO) co-operation			155,470	20,000	175,470	154,179	20,000	174,179
	C1.3	Contribution to OECD strategic priorities & horizontal initiatives			116,603	15,000	131,603	115,635	15,000	130,635
	C2. PERSPECTIVES ON GLOBAL DEVELOPMENT			606,527	397,073	1,003,600	602,178	319,762	1,121,940	
	C2.1	Perspectives on Global Development report and related [1]			606,527	397,073	1,003,600	602,178	319,762	1,121,940
	C3. DEVELOPMENT IN TRANSITION			347,447	597,754	945,201	343,875	532,845	876,720	
	C3.1	Analytical report on Development in Transition [subject to VC]			97,285	133,619	230,904	96,285	140,429	236,714
	C3.2	Knowledge platform on Development in Transition [subject to VC]			93,811	145,646	239,456	92,846	152,635	245,482
	C3.3	Sourcebook on supporting transition [subject to VC]			69,489	58,791	128,280	68,775	62,733	131,508
	C3.4	Report on South-south and triangular co-operation to [subject to VC]			86,862	169,699	256,560	85,969	177,047	263,016
	C4. PARTNERSHIPS AND NETWORKS			-	1,558,337	1,558,337	-	1,620,653	1,620,653	
	C4.1 THE EMERGING MARKETS NETWORK (EMnet)			-	561,022	561,022	-	580,236	580,236	
	C4.1.1	Six EMnet meetings [funded by EMnet members] and related [1]			-	336,613	336,613	-	348,142	348,142
	C4.1.2	Two EMnet Publications [funded by EMnet members VC]			-	224,409	224,409	-	232,094	232,094
	C4.2 NETWORK OF FOUNDATIONS WORKING FOR DEVELOPMENT (netFWD)			-	587,711	587,711	-	614,719	614,719	
	C4.2.1	Two NetFWD annual meetings [funded by NetFWD members] and related [1]			-	329,118	329,118	-	344,243	344,243
	C4.2.2	Report on philanthropy for development [subject to VC]			-	146,928	146,928	-	153,680	153,680
	C4.2.3	Meeting of the Centre on Philanthropy [subject to VC]			-	111,665	111,665	-	116,797	116,797
	C4.3 OECD DEVELOPMENT COMMUNICATION NETWORK (DEVCOM)			-	409,603	409,603	-	425,697	425,697	
	C4.3.1	Two DevCom annual meetings [funded by DevCom members] and related [1]			-	204,802	204,802	-	212,849	212,849
	C4.3.2	The SDG Communicator [subject to VC]			-	122,881	122,881	-	127,709	127,709
C4.3.3	Online Observatory on Public Attitudes for Sustainable Development [subject to VC]			-	81,921	81,921	-	85,139	85,139	
D. REGIONAL AND NATIONAL ANALYSIS	D1. AFRICA			877,802	880,846	1,758,647	869,548	906,850	1,776,397	
	D1.1	Two annual continental reports on Africa and related [1]			412,567	537,103	949,670	408,687	550,567	959,255
	D1.2	Two editions of Revenue Statistics in Africa [subject to VC]			236,453	334,661	571,113	235,646	343,857	579,503
	D1.3	Policy discussions within the Initiative with Africa			166,782	9,082	175,865	165,214	12,426	177,640
	D2. ASIA AND THE PACIFIC			853,431	936,404	1,789,835	844,657	925,063	1,769,720	
	D2.1	Two Economic Outlook for Southeast Asia, China and India and Update of the Outlook and related [1]			384,044	510,874	894,918	380,095	504,764	884,860
	D2.2	Two editions of Revenue Statistics in Asia [subject to VC]			170,686	151,484	322,170	168,931	149,618	318,550
	D2.3	Contribution to the OECD Southeast Asia Regional Programme (SEARP)			136,549	6,638	143,187	135,145	6,433	141,578
	D2.4	Report on infrastructure & connectivity in Emerging Asia [subject to VC]			136,549	167,723	304,272	135,145	165,707	300,852
	D2.5	Two Asian Regional Roundtables [subject to VC]			25,603	99,686	125,288	25,340	98,541	123,880
	D3. LATIN AMERICA AND THE CARIBBEAN			867,312	889,075	1,756,387	858,395	917,372	1,775,767	
	D3.1	Two Latin American Economic Outlooks and related [1]			346,925	601,524	948,449	343,358	615,556	958,914
	D3.2	Two editions of Revenue Statistics in Latin America and the Caribbean [subject to VC]			208,155	107,995	316,150	206,015	113,623	319,638
	D3.3	Co-managing the OECD LAC Regional Programme			173,462	37,304	210,766	171,679	41,413	213,092
	D3.4	Wellbeing in Latin America & the Caribbean [Subject to VC]			138,770	142,252	281,022	137,343	146,780	284,123
	D4. CONTRIBUTIONS TO OTHER REGIONAL INITIATIVES			127,278	141,711	268,989	128,917	141,711	270,627	
	D4.1	Policy dialogue event on South Eastern Europe, the Black Sea Economic Co-operation region and			63,639	70,855	134,494	64,458	70,855	135,314
	D4.2	Knowledge sharing activities on South Eastern Europe, the Black Sea Economic Co-operation region			63,639	70,855	134,494	64,458	70,855	135,314
	D5. INTERNATIONAL ECONOMIC FORA			526,423	156,446	682,869	523,219	161,113	684,332	
	D5.1	2 International Economic Fora on Africa			176,246	-	176,246	175,207	-	175,207
	D5.2	2 International Economic Fora on Latin America and the Caribbean			176,246	-	176,246	175,207	-	175,207
	D5.3	2 International Economic Fora on Asia			151,068	-	151,068	150,177	-	150,177
D5.4	Up to 2 Global Forum on Development [Subject to VC]			22,864	156,446	179,310	22,620	161,113	183,742	
D6. MULTI-DIMENSIONAL COUNTRY REVIEWS			298,514	1,294,277	1,592,791	295,445	1,336,298	1,630,743		
D6.1	Up to 3 MDCRs initiated per year [subject to VCs]			89,554	1,025,400	1,114,954	88,633	1,052,886	1,141,520	
D6.2	MDCRs monitoring and peer learning support [subject to VCs]			37,314	137,893	175,207	36,931	142,451	179,382	
D6.3	Report on lessons learned from MDCR [subject to VCs]			37,314	121,965	159,279	36,931	126,144	163,074	
D6.4	Mutual Learning Group (MLG) for MDCRs			134,331	9,020	143,351	132,950	13,817	146,767	
Total				7,510,271	10,536,552	18,046,822	7,642,406	10,747,689	18,390,094	
Of which: Centralized Operating non-staff costs (Building charges, Overheads paid to Part I)				1,646,209	826,591	2,472,800	1,463,849	1,011,089	2,474,938	

[1] including related cost of producing associated intermediary outputs such as organisation of experts' meetings, drafting issues papers, preparing background analysis and documents to feed policy dialogue activities, etc...

DEV PWB 2019-20 compared to PWB 2017-18 estimated costs in KEUR

PWB	2017-18 PWB [DEV/GB(2016)8/REV4]			2019-20 PWB [DEV/GB(2018)3/REV2]			%Δ prev. PWB
	Core 2017-18	VC 2017-18	Total 2017-18	Core 2019-20	VC 2019-20	Total 2019-20	
A1. Gender Equality and Women Economic Empowerment	619	1,208	1,827	940	856	1,796	-2%
A2. Social Protection	196	1,363	1,559	427	574	1,001	-36%
A3. Inclusive Growth, Employment and Youth Well-being	392	1,034	1,425	427	876	1,303	-9%
A4. Migration and Development	588	863	1,451	544	747	1,291	-11%
B1. Production Transformation for Development	822	936	1,758	816	1,769	2,585	47%
B2. Natural Resources for Development	859	1,052	1,910	853	1,441	2,294	20%
B3. Infrastructure and Urban-rural Linkages	-	-	-	427	1,198	1,625	100% [1]
B4. Education & Skills	273	546	819	-	-	-	-100%
C1. Strategic Guidance and Institutional Priorities	1,534	41	1,575	1,548	200	1,748	11%
C2. Perspectives on Global Development	1,634	746	2,380	1,409	717	2,126	-11%
C3. Development in Transition	-	-	-	691	1,041	1,732	100%
C4.1 Partnerships and Networks (EMNET)	104	676	780	-	1,141	1,141	46%
C4.2 Partnerships and Networks (NETFWD)	104	763	867	-	1,202	1,202	39%
C4.3 Partnerships and Networks (DEVCOM)	104	295	399	-	835	835	109%
D1. Africa	1,794	4,857	6,651	1,747	1,788	3,535	-47% [2]
D2. Asia and the Pacific	2,060	3,467	5,527	1,698	1,861	3,560	-36% [2]
D3. Latin America and the Caribbean	1,572	4,361	5,932	1,726	1,806	3,532	-40% [2]
D4. Contributions to other Regional Initiatives	181	117	298	256	283	540	81%
D5. International Economic Fora	1,343	386	1,729	1,050	318	1,367	-21%
D6. Multi-Dimensional Country Reviews	383	3,148	3,530	594	2,630	3,224	-9%
Total Estimated Costs	14,561	25,858	40,419	15,153	21,284	36,437	-10%
<i>Of Which centralized operating non-staff costs (Building charges, Overheads paid to Part I)</i>	<i>2,718</i>	<i>1,780</i>	<i>4,497</i>	<i>3,110</i>	<i>1,838</i>	<i>4,948</i>	<i>10%</i>

[1] Consolidation of a thematic workstream previously assigned at Regional level

[2] End of VC-specific funded projects on large multi-year grants previously assigned within Geographic Areas of PWB

DEV PWB 2019-20 Estimated Member Assessed Contributions in EUR

Country/Pays	AC2018 (for reference)	Estimated AC 2019 EUR	Estimated AC 2020 EUR [provisionnal*]
annual adjustment rate	0.8%	1.0%	1.0%
DEV OECD Members / Membres DEV OCDE			
Belgium/Belgique	140,996	138,952	138,891
Chile/Chili	45,203	49,723	54,696
Czech Republic/République Tchèque	50,694	50,984	50,962
Denmark/Danemark	91,439	90,075	90,036
Finland/Finlande	69,642	68,795	68,765
France/France	725,508	717,432	717,119
Germany/Allemagne	1,042,919	1,042,211	1,041,756
Greece/Grèce	74,781	67,303	60,572
Iceland/Islande	5,332	5,866	6,160
Ireland/Irlande	59,662	65,628	66,994
Israel/Israël	54,059	59,465	65,412
Italy/Italie	537,377	530,574	530,343
Japan/Japon	1,042,919	1,123,458	1,208,547
Korea/Corée	340,167	374,184	397,615
Luxembourg/Luxembourg	10,430	10,719	10,715
Mexico/Mexique	256,851	269,977	283,774
Netherlands/Pays-Bas	231,383	226,877	226,778
Norway/Norvège	133,503	124,549	124,495
Poland/Pologne	100,996	105,633	110,484
Portugal/Portugal	55,977	55,107	55,083
Slovak Republic/République Slovaque	20,144	22,158	24,374
Slovenia/Slovénie	12,037	11,989	11,989
Spain/Espagne	357,216	355,771	355,616
Sweden/Suède	138,689	136,145	136,086
Switzerland/Suisse	198,965	215,196	215,102
Turkey/Turquie	75,905	83,495	91,844
United Kingdom/Royaume-Uni	765,041	772,056	771,719
S/total DEV OECD Members / S/total DEV OCDE	6,637,836	6,774,324	6,915,921
DEV non-OECD Members / Membres DEV non-OCDE			
Argentina/Argentine	41,382	44,361	44,805
Brazil/Brésil	55,257	55,810	56,368
Cape Verde/Cap Vert	11,921	10,133	8,613
China/Chine	66,066	72,673	79,940
Colombia/Colombie	34,611	38,073	41,880
Côte d'Ivoire/Côte d'Ivoire	11,921	10,133	8,613
Costa Rica/Costa Rica	16,699	16,866	17,034
Dominican Republic/République Dominicaine	16,699	16,866	17,034
Egypt/Egypte	34,611	34,958	35,307
Ghana/Ghana	11,921	10,133	8,613
India/Inde	19,965	21,962	24,158
Indonesia/Indonésie	41,382	44,361	44,805
Kazakhstan/Kazakhstan	19,965	21,962	24,158
Mauritius/Île Maurice	11,921	10,133	8,613
Morocco/Maroc	24,710	21,003	17,853
Panama/Panama	15,428	16,866	17,034
Paraguay/Paraguay	6,160	6,160	6,160
Peru/Pérou	34,611	34,958	35,307
Romania/Roumanie	34,611	34,958	35,307
Senegal/Sénégal	11,921	10,133	8,613
South Africa/Afrique du Sud	37,770	34,958	35,307
Thailand/Thaïlande	37,770	41,548	44,805
Tunisia/Tunisie	16,699	16,866	17,034
Uruguay/Uruguay	16,699	16,866	17,034
Vietnam/Vietnam	18,223	20,045	22,049
S/total DEV non-OECD Members / S-total DEV non-OCDE	648,924	662,779	676,445
Total Assessed Contributions / Total Contributions Obligatoires	7,286,760	7,437,103	7,592,366
Estimated Publications Sales Income / Revenus estimés de vente de publication	91,980	73,168	50,040
TOTAL ESTIMATED BUDGET / BUDGET ESTIME	7,378,740	7,510,271	7,642,406

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*National income data required for the calculation of Member's 2020 assessed contributions is not available at time writing.
Indicative information provided for 2020 is based on provisional estimates (using the latest data available for the calculation of 2019 assessed contributions) and are likely to change.

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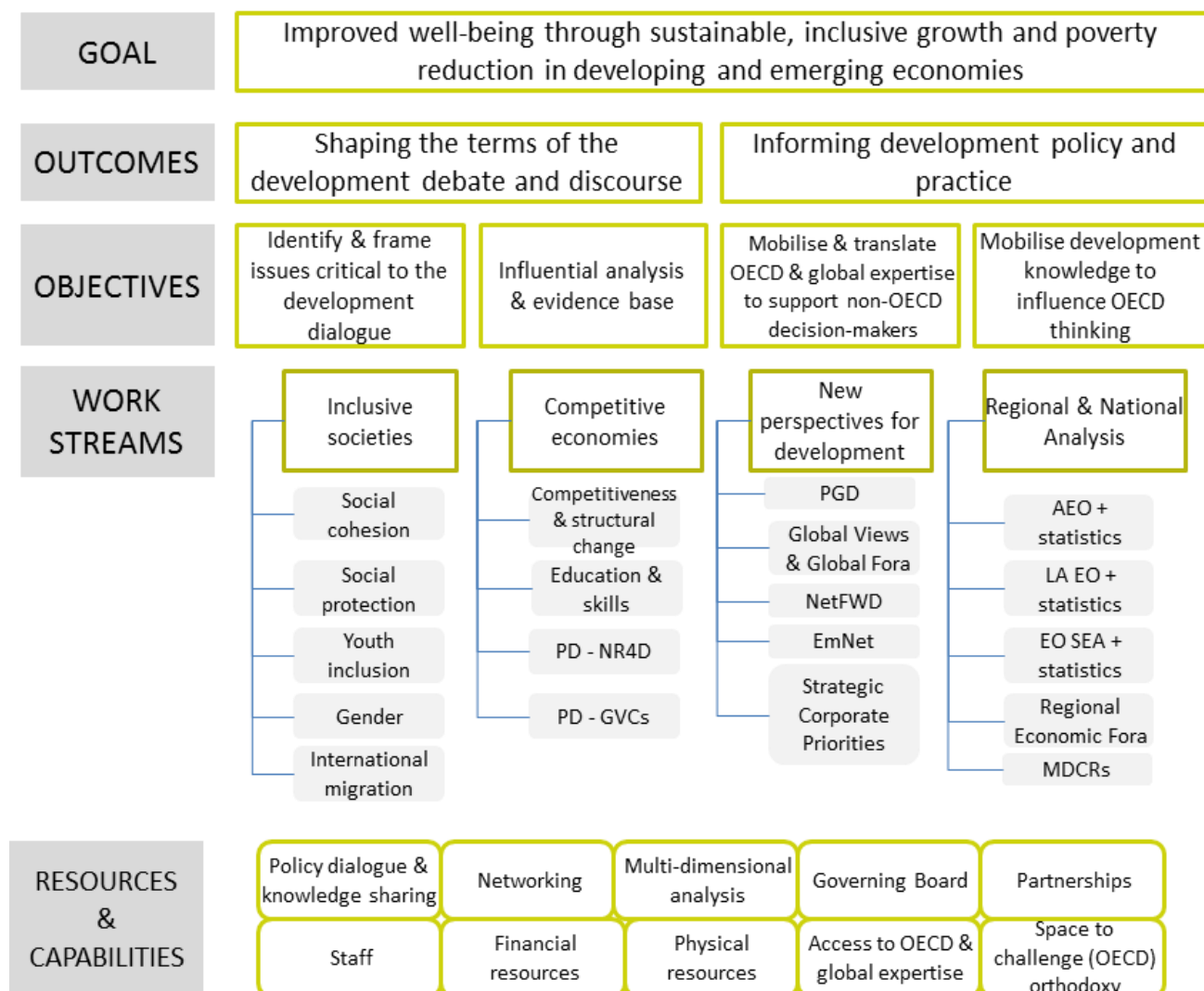
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ANNEX I – RESULTS’ FRAMEWORK



ANNEX II. LIST OF ACRONYMS

OECD Directorates

CFE	Centre for Entrepreneurship, SMEs, Regions and Cities
CTP	Centre for Tax Policy and Administration
DAF	Directorate for Financial and Enterprise Affairs
DCD	Development Co-operation Directorate
DEV	Development Centre
ECO	Economics Department
EDU	Directorate for Education and Skills
ELS	Directorate for Employment, Labour and Social Affairs
ENV	Environment Directorate
GOV	Public Governance
ITF	International Transport Forum
SDD	Statistics and Data Directorate
STI	Directorate for Science, Technology and Innovation
SWAC	Sahel and West Africa Club
TAD	Trade and Agriculture Directorate

Partner Institutions (International Organisations, Regional Development Banks, Commissions, etc.)

ASEAN	Association of Southeast Asian Nations
AUC-AU	African Union Commission/African Union
ECA	Economic Commission for Africa
ECLAC	Economic Commission for Latin American and Caribbean States
ECOWAS	Economic Community of West African States
ERIA	Economic Research Institute for ASEAN and East Asia
FAO	Food and Agriculture Organization of the United Nations
FCSSC	Finance Centre for South-South Cooperation
IFAD	International Fund for Agricultural Development
ILO	International Labour Organisation
IMF	International Monetary Fund
IOM	International Organization for Migration
NEPAD	New Partnership for Africa's Development
SEGIB	Secretaría General Iberoamericana
UCLG	United Cities and Local Governments
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
WB & WBG	World Bank/World Bank Group
WEF	The World Economic Forum
WTO TiVA	World Trade Organisation – Trade in Value-Added