

Meeting of the OECD Council
at Ministerial Level

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STRATEGIC ORIENTATIONS
BY THE
SECRETARY-GENERAL

Strategic Orientations by the Secretary-General



1. This note sets out my initial views on the likely priorities the OECD will need to address over the coming years. These priorities are shaped by the policy environment in which we expect to contribute to OECD Members' policy choices and prospects in the near term and draw, in part, on the many discussions I have had with political leaders, policymakers, senior government officials, parliamentarians, Heads of Delegations, and others stakeholders.

2. **This note is therefore about policy priorities in OECD Member and partner countries and about tough policy choices to overcome the current crisis.** In this challenging budgetary environment, we remain even more committed to deliver first-class policy analysis and advice to our governments and policy makers, for the benefit of our citizens, and in pursuit of our mission to deliver “better policies for better lives”. We will continue to do this by integrating and deepening our policy advice to “go structural”, “go social”, “go green” and “go institutional”, as these four elements can provide the solid foundations required to restore confidence and promote green and inclusive growth and jobs.

The global outlook and policy challenges

A challenging economic environment...

3. **The recovery from the worst financial and economic crisis of our lifetimes is still hesitant in many of our Member countries, and the prospects for the coming biennium remain unclear.** Policymakers face complex policy challenges, which include the need to overcome weak economic activity, address the sovereign and banking crises in the euro area, stabilise the financial sector, tackle high and persistent unemployment, especially among youth, and restore the health of the public finances without undermining growth. Meanwhile, over the longer term, it is critical to make growth stronger, greener and more inclusive, given a sharp increase in social inequality in most of our Member countries over the last decades. Addressing these daunting challenges will make it necessary to improve the efficiency with which public services are delivered and, more generally, to enhance government capacities.

4. **This is even more important, because governments are confronted with a loss of confidence in their ability to deal effectively with the crisis and in the capacity of the market economy to meet citizens' needs and expectations.** There is a sense that the current economic system has failed, not only to avoid the worst financial crisis of our lifetime, but also to build a more inclusive society, which calls for a serious discussion on how to re-shape models that can deliver stronger, sustainable and inclusive growth. It is now time to revisit, review and rethink our analytical framework, and accept that there is no single general equilibrium economic model, but rather a more complex system with various equilibria between different policy objectives and several possible development trajectories.

5. **At the same time, the international community will need to make progress in addressing key global challenges.** This implies moving forward with the climate change agenda and implementing existing commitments in this area, as well as expanding international policy cooperation in aid for trade, trade in services, fighting protectionism and strengthening the multilateral trading system, given the impasse in WTO negotiations. The 2015 deadline for the expiration of the Millennium Development Goals, and the need to launch the new “Global Partnership for Effective Development Co-operation” mandated in Busan, will be central to international development efforts.

... calls for New Approaches to Economic Challenges

6. To address these important challenges, **the OECD needs to be at the forefront of new economic thinking and to question “established truths” and conventional analyses (including our own), while revisiting and refining our advice.** The Organisation needs to extract pertinent and

sometimes difficult conclusions from economic, social and environmental trends and draw on successful approaches in partner countries and emerging-market economies.

7. One important aspect of this endeavour is that **progress is a multidimensional concept that goes beyond GDP**. It must incorporate other dimensions such as the environment, equity considerations and well-being. We need to better understand the interactions, synergies and trade-offs among these different dimensions to draw the appropriate policy implications and advice. We need at the same time to integrate inclusiveness into our analysis and develop policy tools to ensure that, in countries with different profiles and development levels, the benefits of growth are shared more evenly across the various social groups and regions, and contribute to an improvement in overall social well-being. This also corresponds to the overarching theme and ambition of this year's Ministerial meeting: "All on Board".

8. For this purpose, a **much needed "whole-of-OECD" effort on "New Approaches to Economic Challenges"** (NAEC) will be launched - which I will personally supervise - and on which I will seek guidance from Ministers at the MCM 2012. This project originates in our 50th Anniversary Vision Statement to reflect on, and learn from, the lessons from the crisis. Its main objectives will be to develop "A Strategic OECD Policy Agenda for Inclusive Growth", thus building a more solid path for long-term inclusive growth and well-being, and to update our analytical frameworks. The ambition is not to build a new economic theory, but to better assess the economic underpinnings that inform our policy advice. It also aims to better equip the OECD to deal with interlinked policy challenges, and to consider interconnections, trade-offs and policy spill-overs across different areas. We will look closer at the unintended consequences of policies on income distribution, the environment, social cohesion and welfare, among other considerations. This project will allow us to better tailor policy advice to specific institutional and political economy backgrounds, and to provide further support to Members and partners in policy design and implementation (i.e. the "how to do it").

9. The NAEC will **allow the OECD to stay relevant in economic thinking and policy design. In fact, there is a lot we have already been doing on this front since the crisis, but we still need to identify the necessary changes in our assumptions and to improve our analytical tools**. It is the most comprehensive "horizontal project". To ensure its successful completion, we will reach out to other institutions and stakeholders including business, labour unions and academics. OECD Committees will be at the centre of the exercise, not only to draw on their collective expertise, but also to ensure that the results permeate their work and outputs. NAEC will include the lessons learned from the on-going Economics Department's "OECD @ 100" project on long-term global economic trends and prospects. Last but not least, the active participation of key partners in this strategic project from the beginning will be critical to ensure that our new "approaches" capture the shifting economic landscape. It will also be a useful and meaningful way to enhance our policy dialogue and knowledge sharing with them.

10. **The OECD will thus be in a much better position to help countries address their current challenges with tailor-made advice and policy-specific products**. This calls for the OECD to deliver first-class analyses of economic prospects, with an eye on long-run sustainability and the profound changes in the global economic landscape. This must include a better understanding of financial markets and their links with the real economy. We need to identify new policy levers for governments to deliver stronger, inclusive growth and job creation, particularly for the youth. We also need to recognise that the needs and demands of different countries are shaped by individual circumstances and policy settings. It is also critical to address the risks related to mounting pressures from protectionism, while looking at how to ensure competitive neutrality whenever state-owned enterprises are involved in doing business, both within countries and when they operate and invest at the international level. This work will also include research and analysis on government support measures to private enterprises and fiscal incentives for the location of international investment, in so far as some of these measures have distortive effects on competitive neutrality. In this context, we will discuss the implications of the emergence of a "new industrial policy".

Finally, we need to develop a cluster approach, one that addresses regions or groupings of countries facing common challenges, to facilitate the exchange of knowledge and experiences to solve common problems.

Restoring strong, inclusive and jobs-rich growth

11. To support countries, **we need to advance and strengthen further our work on new sources of growth, including green growth, knowledge-based assets, skills, gender equality and migration.**

12. We will continue mainstreaming **our Green Growth Strategy and developing it further in two main directions.** First, there is a need to provide countries with the policy tools needed to deal with rising resource scarcity and environmental damage, which could seriously undermine long-run growth. This includes the development of appropriate disaster risk management and financing strategies. Secondly, these policy tools foster the emergence of the new, resource-efficient technologies and practices that can become new sources of growth in their own right. The extent to which we “green” investment flows will determine the success of our endeavours. We will enhance our Toolkit to meet the specific challenges of developing and emerging-market economies. We will also work towards an acceleration of policy implementation at the levels of cities and regions as outlined in the Conclusions of our 2012 Chicago Mayor’s Summit. Green Growth policies will need to be integrated in national reform agendas and the international dialogue, including the Rio+20 Conference and through the G20 Mexican Presidency. Last but not least, particular attention will be paid to valuing natural assets and developing indicators to measure progress. We will continue to work on the right Policy Framework for public and private financing to tackle climate change. This consists of finding ways to mobilise the sizeable funds held by institutional investors. By doing so, we will contribute to international efforts in this domain, in cooperation with other international organisations.

13. **A strong knowledge economy has much potential for generating new sources of growth.** Many companies make large investments in intangibles and several economies have become progressively more intensive in the use of such assets. Building on the OECD’s Innovation Strategy, there is ample room for the OECD to continue to push the frontier further, as well as better understanding and measuring value added in a digital economy and the economic role of intangibles (or “knowledge-based assets”) – which include not only software, databases, design and marketing, but also new forms of organisation and skills – as well as reflecting on adequate policies to foster the development of those assets. As in the case of the Skills Strategy, this work will remain multi-dimensional, addressing areas such as taxation, competition, intellectual property rights, the regulatory treatment and use of private and public data, and corporate reporting, among others.

14. **Another challenge for the Organisation is to help countries tackle the social crisis, including through our ground-breaking work on inequality and jobs for youth.** We will continue to advise countries on how to remove structural barriers to the creation of more and better jobs, which involves tackling labour market segmentation and improving job quality, as well as promoting equality of job opportunities for all, especially for women. Following up on our previous report on inequality and our work on education (PISA, PIAAC), our Skills Strategy and work on Gender Equality (focusing on the three “E”s: Education, Employment, Entrepreneurship) provides important contributions to this strand of work.

15. **We will need to follow up on our Skills Strategy and help countries foster comprehensive approaches to skills policies.** This could be done first by monitoring developments through a yearly “Skills Outlook”, which would identify new tools and good practices, and benchmark efforts by Member countries. Skills policies could also be reviewed at the national level in order to provide country-specific policy advice on the tools that could be put in place to expand, upgrade and better match skills with the needs of the knowledge economy, on how to finance skills investments and on how to deal with related

trade-offs, such as between spending on early education and investing in welfare programmes later on, among other considerations. The experience and information derived from PIAAC will be extremely important. In today's gloomy economic scenario, investing in the current generation of workers provides a promising avenue for future productivity and growth.

16. **On gender, it is important to underline that women's economic empowerment not only reduces inequality and addresses a moral challenge, but also constitutes a very important source of growth. Countries should thus do their utmost to strengthen equal opportunities, increase participation rates and fully take into account the potential of women for stronger economies, , particularly in the current economic environment.** Progress has been slow since the 1980 OECD "Declaration on Policies for the Employment of Women" and a lot remains to be done, as evidenced by this year's report to the MCM. This provides an opportunity to remind our Members of their commitments and to update, broaden and strengthen the 1980 OECD Declaration into a Recommendation on Gender Equality. This would allow us to continue identifying the appropriate policy options for more gender equality in the three "E's" (Education, Employment and Entrepreneurship). In particular, the groundbreaking work on women entrepreneurship could be expanded to collect the relevant data to help governments design effective policies, while further work will also be developed on women's financial education and awareness. More broadly, we should continue to mainstream gender in our work across policy domains, and monitor and benchmark progress in gender equality in all its dimensions.

17. **To support a jobs-rich recovery, we will follow up on our coordinating role within the International Collaborative Initiative on Trade and Employment (ICITE).** We will continue to provide evidence-based advocacy in favour of opening markets and will explore further the complementary policies necessary to ensure that openness leads to inclusive growth and jobs. These policies include education, active labour market initiatives, labour market flexibility, infrastructure development and social protection.

18. **The OECD will continue to play a leading role in providing analysis and advice on how social protection systems can be strengthened, while enhancing labour market outcomes.** It will do so by taking into consideration the growing challenge of ageing populations and the related health care issues, such as those associated with the quality of services, access, value-for-money and financial sustainability. But it will also consider the challenge of countries still facing large informality in the labour market, which prevents people from benefitting from social protection. This work should also look at middle-class expectations and new vulnerabilities, including the lack of social cohesion, and by incorporating the perspectives of partner countries on these issues.

19. **The OECD will provide policymakers with concrete tools to make the most of migration in support of economic growth and to secure the integration of immigrants in the labour market.** New challenges also arise with the transitions in the MENA region and new patterns of migration in emerging-market economies between countries and regions, or between cities and rural areas in a single country. Equally important is our work on small and medium-sized enterprises (SMEs), financial inclusion and education, which will need to be strengthened further.

20. **The OECD will need to reinforce its work on public governance.** Facing these challenges will require more strategic, effective and forward-looking governments. Initiatives in this area will focus on continuing our efforts to fight corruption and help governments become more transparent (including the important issue of financing of political campaigns), more responsive and smarter, with a strong focus on policy implementation. We will need to develop new approaches to improve public governance efficiency and the delivery of public services.

21. **The OECD will also harness its efforts to strengthen individual financial literacy, while better protecting consumers in their dealings with financial institutions and services.** The financial crisis has highlighted both the need for reinforced financial consumer protection frameworks in most OECD and non OECD countries, and the need for improved financial skills to enable individuals to participate fully in financial and economic activity and development. The increasing transfer of financial risks to individuals also calls for urgent action. As recognised by the G20, the OECD is in a very good position to address these concerns and will build on its substantial body of data, analysis and policy instruments on financial education and financial consumer protection to develop guidance and implementation methodology that will help policymakers turn these policies into effective practices.

A new Strategy on Development

22. **The work of the OECD in the coming biennium will make a key contribution to development, in particular through the Strategy on Development and also in the follow-up to the successful Busan Forum, and the launching of the Global Development Partnership. With these major initiatives, the OECD will also contribute to improve outcomes as we approach the 2015 deadline for the MDGs.** The global environment for development is changing fast, with a shift of the centre of economic gravity, a fast growing world population and increasing heterogeneity among developing countries. However, the fight against poverty and the impact of the crisis on the most vulnerable segments of the population need to be high on the international policy agenda. This needs to be better reflected in the design and implementation of development policies, including development co-operation flows and domestic resource mobilisation. We will ensure close links, coherence and substantive contribution from both our path-finding work in the Development Assistance Committee (DAC) and the work of the OECD's Development Centre.

23. **Central to this process is the new OECD Strategy on Development, which is expected to be endorsed by Ministers in May.** With this new Strategy, our approaches and policies can be improved to better respond to the changing global environment and to the demands and needs of countries with different institutional settings and stages of development. The Strategy will provide a strengthened framework for collaboration with developing economies and encourage closer interaction within the Organisation in the formulation of development-related outputs. The Strategy will also foster collaboration with key partner countries and organisations with longstanding experience and presence in the field, providing a platform for knowledge sharing with emerging and developing countries and putting our work in many policy fields at the service of the world's poorest. The Strategy should also contribute to improve our policy advice to, and knowledge sharing with, middle-income countries, at both country and regional level. Implementation of the Development Strategy will be among the priorities of the work programme in the coming biennium. The same will be required of the Busan Partnership, to put the emphasis on development outcomes, and not only on development inputs. The strategy is a path-breaking initiative that will require all our efforts for successful implementation.

Being at the forefront of new global developments

24. **The OECD should intensify its work on trade in services and on measuring trade in value-added terms.** Services – from health care and education to telecommunications, transport and tourism – are the single largest sector in most economies today. They not only provide the bulk of employment and income, but in areas such as finance and telecommunications, they provide vital inputs for the production of other goods and services. Policy reforms promoting the development of services are critical for human development, job creation, and inclusive growth. We should thus advance our work to identify a reform agenda for improving institutional frameworks, regulations and government policies to enhance the efficiency of markets, support SME development and reduce behind-the-borders barriers to trade. Efforts in this area could have a significant impact on the growth potential and labour markets of many countries.

25. **Trade liberalisation continues to be an important source of growth and will continue to play a key role in a “new trade narrative”.** Strengthening the multilateral trading system will require our continued work on preventing protectionism, the role of state-owned enterprises in international trade, the further multilateralisation of regional trade agreements and export restrictions of raw materials.

26. **A trade narrative that also includes measuring trade in value-added terms and holds the promise of shedding light on how the expansion of global production networks affect employment.** Traditional trade statistics measure transactions each time goods and services cross international borders and before being purchased by final consumers. Instead, measuring trade in value-added terms will identify better where income and jobs are created and provide a more accurate picture of bilateral trade balances. This work has a tremendous potential for refocusing international trade policy discussions and taming the rise of protectionism. At the same time, the emergence of a “new industrial policy” paradigm focusing on innovation, technology and infrastructure also deserves special attention, analytical work and policy support to the extent that it may provide an effective pathway to consolidate growth.

27. **More broadly, the second stage of our “Better Life Initiative” will allow us to improve the measurement of the many aspects of well-being.** In particular, we will improve our datasets to reflect inequalities in achievements across the population. We will also look at how these data could better feed into policy design and evaluation. This will also be critical to improve our understanding of the trade-offs and unintended consequences of policies in our New Approaches to Economic Challenges project.

28. **The OECD needs to be at the forefront of integrity and anti-corruption efforts, both at the domestic and international levels, and to strengthen its standard-setting role and peer-review process in this area.** The crisis has led to a loss of trust and confidence in the economic system as a whole. A coherent, coordinated and effective commitment to fight corruption and promote integrity is now crucial to restore citizen’s confidence. We should therefore strengthen our work on integrity through the CleanGovBiz initiative, developed to implement the 2010 Propriety, Integrity and Transparency Declaration. We could propose “Integrity Scans” for interested countries based on the Toolkit for Integrity. These would involve OECD-supported self-evaluations to identify the main strengths and weaknesses of the legal, administrative and economic frameworks regarding integrity, as well as priority areas for reform. These scans would allow countries to carry out in-depth peer reviews based on existing OECD instruments. We should continue our key work related to anti-bribery and the implementation of the OECD Anti-Bribery Convention. We will also reinforce our work on specific key areas, such as public procurement, the MNE Guidelines and tax evasion (including the Oslo dialogue), without forgetting broader issues, such as government efficiency, transparency and the rule of law. Finally we could address other areas such as corruption in political campaigns or in sports, where perhaps new analytical tools should be developed.

29. **Water remains an important challenge.** In many respects, access to clean, affordable water is critical for development, and the OECD has been at the forefront of the policy debate in this area, in particular on the governance-financing nexus. Water is also instrumental for gender equality in developing countries. It is thus crucial that the OECD pursues its efforts to advance the water policy agenda, notably through the establishment of a web-based knowledge platform for strategic financial planning tools. Further work should also be carried out on water and urbanisation, the economic instruments to promote water resource allocation, and the policy models to strengthen regulation in the water sector.

Becoming a more effective and inclusive global policy network

30. **The 50th Anniversary Vision Statement calling for the OECD to become a “more effective and inclusive global policy network” should become a reality. To this end, I propose to intensify our work with our key partner countries and the next generation of emerging-market economies.**

31. **We need to continue integrating key partners in our policy debate and work.** This could be achieved on the basis of “Frameworks for Co-operation” with individual partners, by further identifying priorities for collaboration; by strengthening data exchange and by including the partner countries in our databases; by having contact points in capitals, and at their Embassies in Paris; and by developing secondment programmes, among other initiatives. It will also be crucial to involve the partner countries from the beginning in key OECD projects, such as the New Approaches to Economic Challenges and the implementation of the Development Strategy. When addressing new key or strategic issues, where the participation of partner countries would be critical to ensure impact, we could develop specialised Global Fora.

32. **Becoming more inclusive also calls for strengthening our regional initiatives in Latin America, Eurasia, South-East Europe and Sub-Saharan Africa, in addition to South-East Asia, which has already been identified as a strategic priority for the Organisation.** We will also maintain our efforts to support transition and reform in the MENA countries, both through our OECD-MENA programme as well as through our support to the Deauville Partnership. We might also consider starting discussions on the selection of new candidates for accession, while continuing to deepen our cooperation with those countries that have requested to become members of the OECD, in order to help them move closer to our standards and to possible accession.

33. **We will continue to work with other International Organisations to promote more coherent policy advice and to support key global fora, such as the G8/G20 processes and the Global Partnership for Effective Development Co-operation.** This is imperative in pursuing our mission of putting in place “better policies for better lives”.

Efficiency, Efficiency, Efficiency

34. Finally, in a **challenging budgetary environment, we will need to address the above-mentioned priorities while paying close attention to efficiency concerns and to continue to provide value-for-money for our Members.** We will prepare a new edition of the OECD Efficiency Report and provide Members with quantitative and qualitative estimates of value-for-money, so that they continue to be satisfied that the resources dedicated to support the OECD is money well-spent. We will pay close attention to the governance and monitoring of our increasingly horizontal initiatives. We will make all OECD data free by mid-2015 and create a robust corporate knowledge and information management (KIM) system to ensure optimal sharing of OECD accumulated knowledge and experience.

ANNEX

Secretary-General's activity in 2011: towards greater impact, inclusiveness and relevance

Overview

The celebrations of the 50th Anniversary of the Organisation provided a unique opportunity to step up the OECD's efforts to increase its impact, relevance and visibility. The Secretary-General's agenda in 2011 was designed with a view to such celebrations to showcase the OECD's achievements in the half-century since it was established. It also enabled a reflection on the role of the Organisation in fostering new approaches to economic challenges.

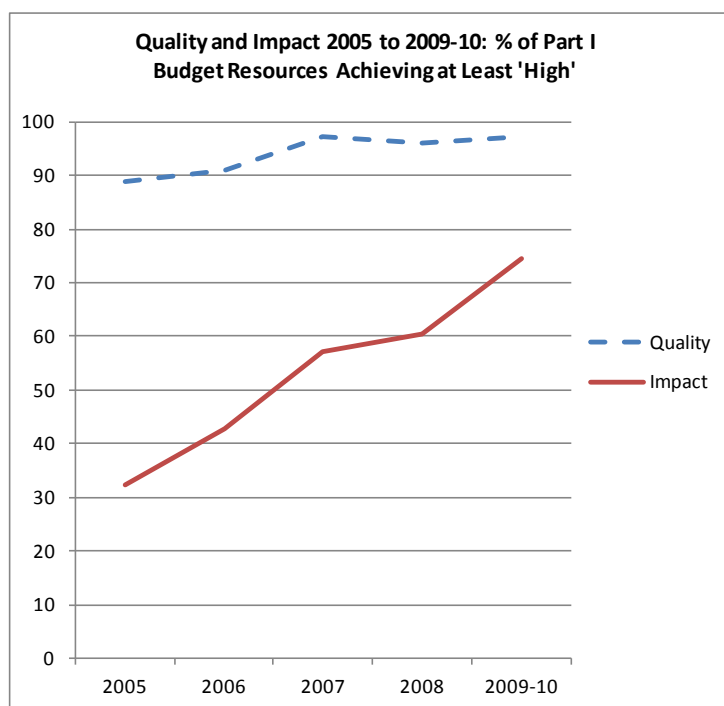
The pace of exchanges with key stakeholders sharply increased last year, enabling the Organisation to join relevant global policy debates and enhance the relevance of its work to Member and partner countries. The OECD has also consolidated its role as a valued and reliable contributor to the G8, G20 and other policy fora.

Extensive media coverage of OECD work and of the Secretary-General's visits abroad has considerably increased the visibility and impact of the Organisation. Impressive progress with the on-line presence has helped boost the OECD's identity and reputation.

Quality and relevance of OECD work

Evidence from the Medium Term Orientation Surveys suggests that the quality and impact of the Organisation's work has constantly improved since 2005/2006, which reflects the Secretary-General's overall strategy to increase the relevance of the Organisation for its Members.

Graph 1. Quality and impact of OECD work



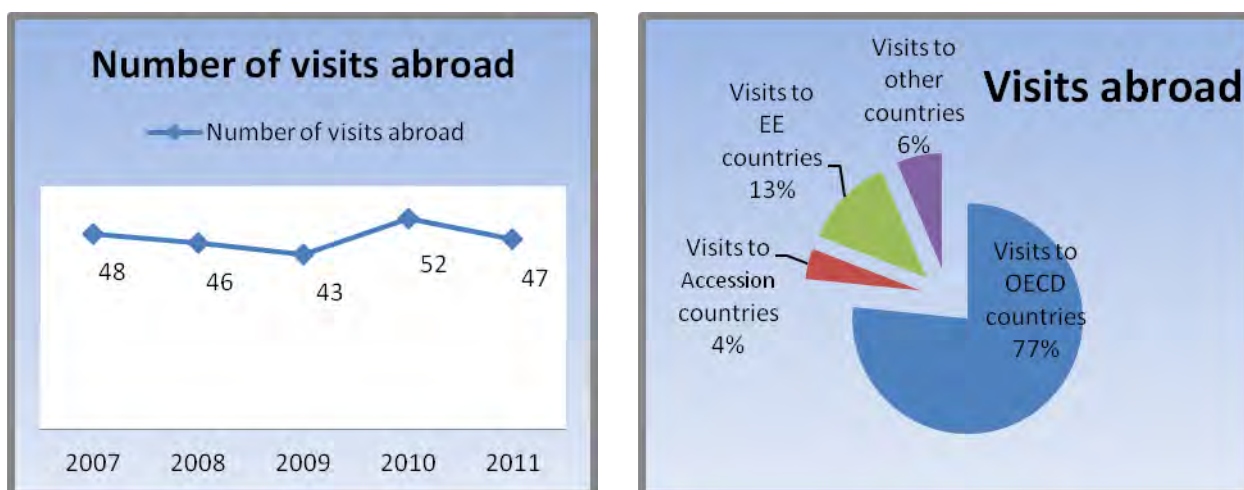
Major OECD budgetary reforms

2011 witnessed some major OECD Budgetary Reforms, including a mechanism to finance our post-employment healthcare liabilities (PEHL), the creation of a Capital Investment, Budget and Reserve Fund for the replacement of the OECD's fixed assets, and a revision of our publishing policy, which will make all OECD data more accessible, open and completely free by mid-2015.

Visits abroad and OECD's advisory role to Member and partner countries

In the course of 2011, the Secretary-General made 47 official visits to Member and partner countries. The number of visits kept steadily in line with OECD experience in previous years, supporting the goal to maintain a strong advisory role in Member countries, and to increase our profile in accession and enhanced engagement partners.

Graph 2. Secretary-General's visits abroad



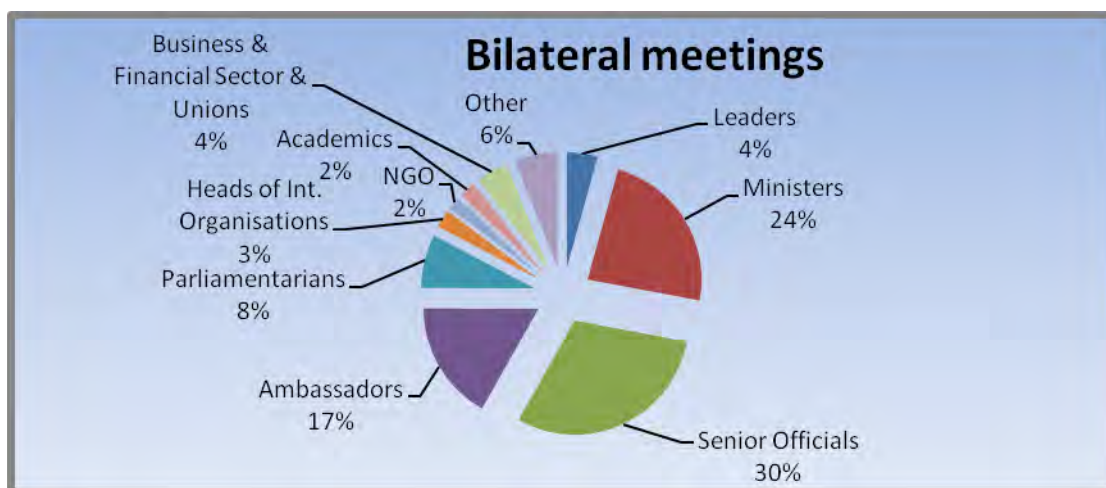
The majority of these visits (36) were to OECD countries. Two visits to Russia supported progress with the accession process and visits to Brazil, China, India and South Africa helped to enhance our engagement with these countries. Deputy Secretaries-General and other representatives of the OECD high-level management also visited Russia and the five enhanced engagement countries in order to continue strengthening our presence.

50th Anniversary events in Austria, Canada, Chile, France, Germany, Italy, Japan, Mexico, the Netherlands, South Korea, Spain, the United Kingdom and the United States benefitted from high-level attendance and provided an opportunity to strengthen the relations of the Organisation with its constituencies in Member and partner countries. On these occasions, the Secretary-General engaged in fruitful exchanges on country challenges and shared OECD perspectives, analysis and recommendations with policy makers and representatives of civil society, including academia, businesses, unions and NGOs. Effective management of media relations has made a difference in increasing the impact of the Secretary-General's participation in such events, as well as the visibility of the OECD's path-finding role in a range of crucial policy areas.

Leaders and high-level visitors at the OECD

Building on the momentum of the accession and the 50th anniversary celebrations, the Secretary-General met with 56 heads of state and government and over 300 Ministers. He also engaged in useful exchanges at bilateral meetings with 360 high-level officials, 98 members of Parliament and 218 Ambassadors. Bilateral meetings were also held with 33 heads of International Organisations, 10 EU Commissioners and 32 heads of NGOs. The Secretary-General continued fruitful exchanges with representatives of business and financial sector, unions (58 bilateral meetings), and leading academics (30 bilateral meetings).

Graph 3. Secretary-General’s bilateral meetings by sector/responsibility (2011)



The fruitful experience of exchanges at the Council level was continued in 2011. The following leaders addressed the OECD Council last year: H.E. President Santos Calderon of Colombia; H.E. Xavier Musca, Secretary-General of the Presidency of the French Republic; H.E. Yukiya Amano, Director General of the IAEA; H.E. Luis Alberto Moreno, President of the IDB; H.E. Ali Babacan, Deputy Prime Minister of Turkey and H.E. Karim Massimov, Prime Minister of Kazakhstan.

Communication and visibility

Upgrading the OECD communications efforts, policy outreach and visibility is an on-going objective with a view of achieving a greater impact. The 50th Anniversary celebrations provided impetus for significant advances in this field.

In 2011, the Secretary-General delivered 208 speeches, authored 25 articles, launched 28 outlooks and flagship publications. The Secretary-General was quoted in over 1300 articles (representing a 75% increase compared to 2006) and gave more than 90 interviews (broadcast, agencies, and newspapers).

Throughout the period, the OECD released a total of 343 titles, of which 74 statistical publications. Launches took place in 15 OECD and 3 partner countries. Most releases benefitted from wide media

coverage, which contributed to a significant increase of media references to OECD publications. OECD publications were quoted over 4600 times, which represents a 43% increase compared to 2006.

The OECD has also made a qualitative leap forward in making OECD online content more easily accessible to a rapidly growing external audience. In 2011, more than 20 million people from 180 economies visited OECD websites, which represents a 16% increase compared to 2010. The launch of the *Better Life Index* reached online communities, which do not usually cover OECD's work. *OECD.org*, the most-visited OECD online platform, received 15.6 million visits (11% more than in 2010), with 55 million pages viewed. The launch of the Economic Outlook in November last year attracted 95.000 website visitors, or approximately the same number as the visits to the OECD's Conference Centre in a whole year.

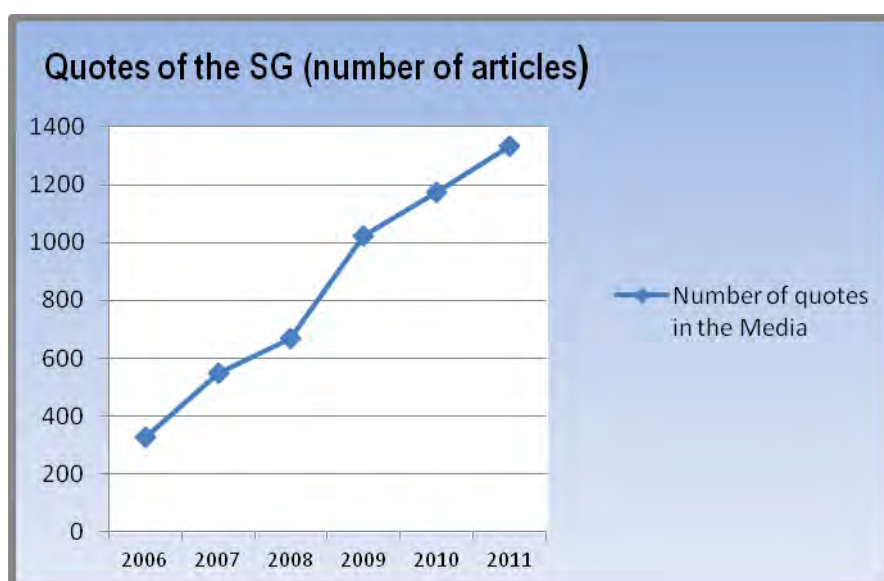
Two-thirds of the visitors to OECD platforms came from G20 countries and half from G8 countries. India was the 8th top-visiting country, China the 16th, Brazil the 21st and Russia the 25th. Traffic to their country-specific pages grew by an average of 25%. Traffic to the Indonesia country page grew by a remarkable 45%.

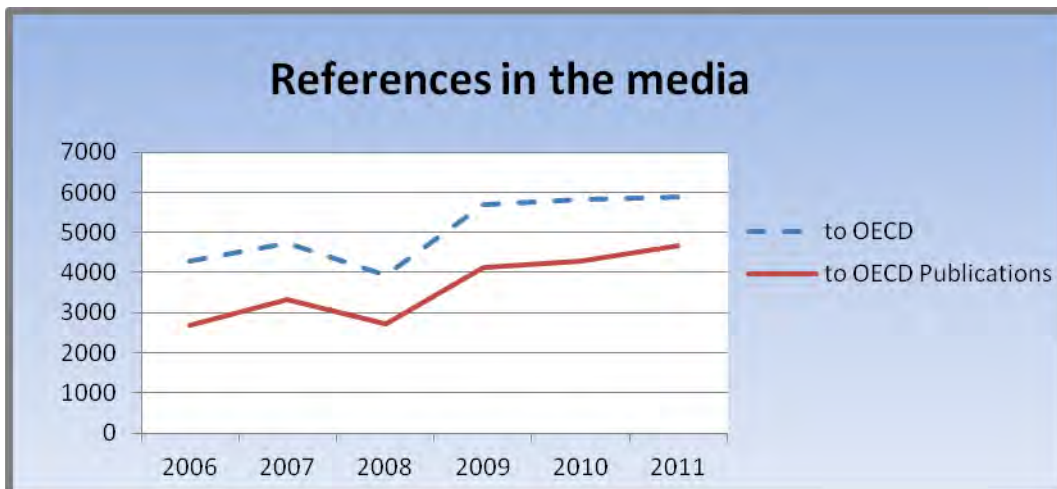
Important achievements also include a 60% increase of total dissemination of OECD publications online, a 77% increase of downloads of publications at subscribing institutions (to reach 1.1 million), free access to all OECD publications with the launch of a new read-on-screen service, and a visitors traffic increase by 44% to the *iLibrary* (to 3.27 million).

The OECD focus on "Better policies for better lives" was highlighted by the launch of the *Better Life Index* (BLI) during the OECD week last year. It attracted over 652.000 visits in 2011 and won an award for innovation in publishing. BLI is increasingly seen as mould-breaking since it not only makes data accessible, but invites a broad audience to engage with the policy issues arising from data.

In 2011, the use of social media channels -- *Facebook*, *Twitter*, *YouTube* and *Flickr* -- in communications efforts was improved in a significant way. Followers of OECD's videos on YouTube doubled. Peaks of tweets were observed during Davos week and during OECD week when reach was almost 1 million, while in November 2011, the Economic Outlook was one of the top four topics being tweeted worldwide.

Graph 4. Presence in the media





In 2011 in addition to the G20 Leader's Summit in Cannes the Secretary-General participated in the G20 Finance Ministers and Central Bank Governors' Meetings and a High Level Ministerial meeting on the International Monetary System, Employment and Finance. The Secretary-General was also invited to attend the B20 and L20 summits, and participated in the B20 seminar on commodities and volatility.

The Secretary-General also took part in the G8 process, in particular with regard to the Deauville Partnership, attending the Deauville Partnership Finance Ministers meeting in Marseille and the Deauville Partnership Foreign Affairs meeting in New York and in Kuwait where he met with relevant actors to strengthen the partnership and the MENA OECD Initiative.

OECD WEEK 2012

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