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Shaping a Fairer Future

ORGANISATION
FOR ECONOMIC
CO-OPERATION
AND DEVELOPMENT



ORGANISATION DE
COOPÉRATION ET
DE DÉVELOPPEMENT
ÉCONOMIQUES



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Editorial

SHAPING A FAIRER FUTURE

It's "Forward march!" for the OECD as our landmark annual Ministerial in 2014 proved to be one of the most successful ever. With an ambitious agenda, NAEC made its debut and Inclusive Growth was centre stage. From trade and investment to development, tax, climate change... in this issue, the Secretary-General walks us through the impressive list of mandates and outcomes that will shape our work going forward. With DSG Danvers, we explore the Southeast Asia Regional Programme, launched at MCM 2014. Charing the Ministerial, Japan was also centre stage. We celebrate Japan's Golden Jubilee of membership of the OECD, and in a generous interview with Ambassador Kodama, learn more of Japan's relationship with the OECD over the years: according to Prime Minister Abe, looking forward to the next 50 years to come! We are also treated to a special insight into the legendary Japanese resilience: the Tohoku school children are an inspiration to the world.

In this early summer season of landmark OECD meetings, the annual ITF Summit and DEV Week. Next up, it's fasten your safety belts for José Viegas' dynamic vision of the future and role of equal access to transport in building our inclusive societies. Mario Pezzini invites us to explore ways of achieving joint prosperity for the world, from the Perspective of Shifting Wealth. Don't miss the next DEV Week: in July, a focus on Latin America; next stop, Africa in October.

Behind our work, the staff. Bringing her own perspective, Czech government secondee Klara Mikulikova takes us behind the scenes of the ITF Forum, while Xumei Chen relates her 70 day experience from China to the OECD. Behind the scenes at la Muette, we continue on Andrew Gentry's journey to discover the history of our gardens as home to innovations – forerunners of the OECD tradition - before becoming the environmental home they are to plants and trees today. And with "greening" inside the OECD, with Liisa-Maija Harju, we "walk the green walk". Our OECD amateur photographers reveal an eye for truth and beauty in a vision of their own, while CTP's Jeremy Maddison hits the target – shooting a mean snooker ball.

As the OECD pushes to shape a fairer future, it's time to get in shape as la rentrée promises to be action packed. Happy holidays.



Jill Ramsey
Editor-in-Chief
OECD @mosphere

FAÇONNER UN AVENIR PLUS ÉQUITABLE

En avant l'OCDE ! Notre réunion phare de l'année, la RCM 2014, s'est avérée l'une des plus réussies. Avec un programme ambitieux, NAEC a fait son entrée et la Croissance Inclusive était au premier plan. Echanges, investissement, développement, fiscalité, changement climatique... dans ce numéro, le Secrétaire général nous expose l'impressionnante série de mandats et de résultats qui vont faire avancer nos travaux.

Avec William Danvers, Secrétaire général adjoint, nous explorons le Programme Régional pour l'Asie du Sud-est lancé lors de la RCM. Nous célébrons le jubilé d'or de l'adhésion du Japon à l'Organisation : ce pays était à l'avant-scène de la RCM dont il a assuré la présidence. Lors d'un riche entretien avec l'Ambassadeur Kodama, nous étudions les relations étroites de l'OCDE avec le Japon au fil des années : M. Abe, Premier ministre, considère qu'il faut viser les 50 ans à venir. Les écoliers de Tohoku, un exemple de la résilience japonaise par excellence, représentent désormais une source d'inspiration pour le monde entier.

Dans cette saison de réunions emblématiques de l'OCDE, voici le Sommet du FIT et la DEV Week. Attachez vos ceintures pour découvrir la vision dynamique des transports du futur et le rôle de l'égalité d'accès pour fonder des sociétés inclusives selon José Viegas. Et pour parvenir à la prospérité pour tous, Mario Pezzini nous invite à adopter les Perspectives du basculement des richesses. Ne manquez pas la prochaine DEV Week : en juillet, axée sur l'Amérique Latine, et son prochain arrêt, l'Afrique, en octobre.

Derrière le travail, le personnel. Attachée gouvernementale Tchèque, Klara Mikulikova, nous invite dans les coulisses du Sommet du FIT et Xumei Chen partage sa perspective depuis la Chine. Nous suivons Andrew Gentry dans sa découverte de la Muette comme terrain d'innovations - précurseur de la bonne tradition de l'OCDE - avant que nos jardins ne deviennent l'abri environnemental qu'ils sont aujourd'hui pour les plantes et les arbres. Et le «Greening» étant à l'œuvre dans nos locaux mêmes, nous avançons avec Liisa-Maija Harju de façon verte... Pour terminer en beauté, nos photographes amateurs saisissent le monde, tandis que Jeremy Maddison du Forum mondial sur la transparence et l'échange de renseignements à des fins fiscales fait mouche au Snooker.

A mesure que l'OCDE oeuvre pour façonner un avenir plus équitable, c'est le moment de se mettre en forme : la rentrée sera remplie d'actions. Bonnes vacances.



Shaping a Fairer Future:

OECD's mandate to promote stronger, inclusive, and greener growth.



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Preparing MCM 2014

(Left-right:) Kazuo Kodama, Ambassador of Japan to the OECD, Angel Gurría, Secretary-General of the OECD, Yasumasa Nagamine, Deputy Foreign Minister of Japan and G20/G8 Sherpa, Gabriela Ramos, OECD Chief of Staff and G20 Sherpa.

OECD Week 2014 was a resounding success. What were the main outcomes of the MCM?

We had a very ambitious agenda from the start, built around the theme of « Resilient Economies and Inclusive Societies: Empowering people for jobs and growth », and MCM 2014 proved to be one of the most successful yet in terms of participation, outcomes and mandates for the OECD.

We made headlines with our *OECD Economic Outlook*, calling attention to how fragile the economic recovery is turning out to be, in spite of recent positive signs, and the need to push for further reforms that will help the economy “fire on all cylinders” again. Ministers agreed on the need to address the main legacies of the crisis (high unemployment, widening inequality and slow growth) and to do so in a way that enhances economic resilience, empowers people, addresses inequalities and promotes the well-being of citizens through growth and more, and better quality, jobs. These are also the main points of my Strategic Orientations, so there was a close alignment with Ministers’ messages and a strong uptake of OECD’s work, such as our New Approaches to Economic Challenges (NAEC) and Inclusive Growth (IG) initiative, and strong support for new deliverables like our Services Trade Restrictiveness Index (STRI).

The MCM was also noteworthy for the number of statements and declarations adopted by Ministers. First, in adopting the Ministerial Statement, they called for strengthening resilience and enhancing the productivity and competitiveness of our economies. They highlighted the need to ensure a strong financial system, promote entrepreneurship and foster greater innovation to provide for new sources of growth. They welcomed OECD initiatives to promote gender equality and youth employment, and address the challenges of ageing societies and the integration of migrants. Ministers welcomed the progress made by the NAEC initiative and called for further work on Inclusive Growth. There was recognition for our Global Value Chains and Trade in Value Added work. These tools, along with the STRI, will help policymakers prioritise the reforms needed to achieve more competitive and productive service sectors.

Ministers called on the OECD to play a more active role in helping to identify and support long-term productive investment, including by improving policymakers’ understanding of investment flows, promoting a better business climate, and ensuring a regulatory level playing field. As part of these efforts, we will also update the Policy Framework for Investment in time for MCM 2015. Ministers asked the

OECD to continue working to help shape the post-2015 Development Agenda, including through the Multi-dimensional Country Reviews and to mainstream the OECD Strategy on Development. Second, Ministers adopted the OECD Statement on Climate Change. They encouraged us to continue supporting the UNFCCC and gave us a strong mandate to team up with the IEA, NEA and ITF to look at options for aligning policies for a successful economic transition to sustainable low-carbon economies. They called on the Organisation to identify new green growth opportunities, including from renewable energy sources, and to continue working on climate finance and investment issues. Finally, Ministers adopted the Declaration on Automatic Exchange of Information in Tax Matters, which will strengthen the openness, transparency and accountability of our tax systems and enhance their fairness.

All of these achievements were possible because of the preparations and hard work by the Secretariat and the excellent Chairmanship of Japan, ably supported by Slovenia and the United Kingdom as Vice-Chairs. The result was that OECD Week 2014 brought together the Prime Minister of Japan and the Prime Minister of Slovenia, 5 Deputy Prime Ministers, 43 Ministers, 19 Vice-Ministers, 130 Senior country Delegates, over 190 panellists and 1900 participants from 69 countries.

How will work progress, going forward? For example on AEoI, the “Transformation to a Low-Carbon Economy” project or the Development Strategy?

On Automatic Exchange of Information (AEoI) Ministers declared their determination to tackle cross-border tax fraud and tax evasion and to promote international tax compliance, through a new single global standard for the automatic exchange of financial account information, including for full transparency on ownership interests. Ministers also encouraged all countries that have not already done so to sign and ratify the Multilateral Convention on Mutual Administrative Assistance in Tax Matters, and called on the Global Forum to establish a mechanism to monitor and review the implementation of this new single global standard. The Committee on Fiscal Affairs has worked hard on this issue and endorsed a draft Recommendation on the AEoI Standard, which was adopted by Council on 15 July.

In response to the OECD Statement on Climate Change, we launched a horizontal project to identify ways to align our policies and transform our economies in response to climate change. We will present the results of this joint effort with the IEA, NEA and ITF at MCM 2015. The early results of the Project will also help inform discussions, as countries prepare for the Climate Summit in New York (2014), and the UNFCCC meetings in Lima (2014) and Paris (2015).

The Strategy on Development was delivered to Ministers and is being mainstreamed across the OECD, strengthening our “whole-of-OECD approach” to development. During MCM 2014, Ministers also called on the OECD to deepen its understanding of the implications of major global trends for sustainable development and to foster a broad approach to policy coherence for development at all levels, including for advanced, emerging and developing countries.

How significant was it to have Ministers discuss the early findings and recommendations of NAEC and to welcome the Inclusive Growth Initiative?

NAEC made its “debut” at MCM 2014! We presented the early results of the Project and Ministers’ response could not have been more enthusiastic. They recognized the potential of the Project to transform the OECD’s analytical framework to better respond to the challenges of an increasingly complex and interconnected global economy. We

need to build on this early progress and push for a 'NAEC state of mind' across all the Organisation's activities – these efforts will be central to our mission to promote 'better policies for better lives'.

One of the key messages that emerged from NAEC – which was also one of the defining themes of MCM 2014 – is that future growth must be more inclusive. To address this, we launched the Inclusive Growth initiative, building on the OECD's longstanding leadership on this issue and the key role the Organisation can play in proposing policy options that redress inequalities and provide all citizens with opportunities to access better education, employment and health. Ministers also encouraged us to address social challenges and help countries rebuild trust in public and private institutions, as part of our "go national" approach.

These efforts will be in support of our Member and Partner countries' efforts to implement reforms and to promote more productive and inclusive societies. We are committed to mainstreaming Inclusive Growth across all Directorates and Committees, and as part of the IG initiative, to strengthening our policy dialogue with Member and Partner countries. A number of key policy areas have already been identified and preliminary findings presented in the Inclusive Growth Framework Report.

The OECD has formally launched the Southeast Asia Regional Programme. What happens next?

We were honoured to have Prime Minister Shinzō Abe launch the Southeast Asia Regional Programme at the opening of the MCM. The next steps are clear: During 2014 the six Regional Policy Networks (RPN) that integrate the Programme will meet to discuss their work programme and elect Co-Chairs (one from Southeast Asia and one from an OECD Member country). The Steering Group meeting will take place early in 2015 and provide an opportunity to review the work of the RPNs and get a 'whole-of-government' perspective of the Programme activities. We are also working closely with OECD Members to leverage their support for the Programme and ensure its successful implementation.

Empowering people, particularly women, the old and the young, is crucial to building more resilient societies. How can the OECD help Member and Partner countries make this a reality?

A resilient society is one that can cope with unexpected shocks. But for a society to be able to bounce back stronger than before, there needs to be a coordinated and coherent set of economic and social policies in place. Social resilience is greatly strengthened when public



6 May 2014 - OECD Week 2014: Forum High-Level Ministerial Council Meeting. Keynote address by Shinzō Abe, Prime Minister of Japan and Ministerial Council Meeting Chair.

For more information, visit:

www.oecd.org/OECDWeek and: www.oecd.org/MCM

institutions deliver services in ways that empower individuals, allowing them to cope with change and to fully participate in the economy.

Ministers emphasised that Inclusive Growth requires better social protection systems and policies that facilitate participation in the labour market of under-represented groups, such as women, youths, older people and migrants. They also called on the OECD to conduct further work about the effects of skills distribution on well-being outcomes and job quality. Poor skills severely limit people's access to decent jobs! They urged the OECD to continue helping countries implement the Action Plan 'Giving Youth a Better Start', and highlighted the usefulness of PISA and PIAAC to guide policymakers in promoting actions that unleash the full potential of human capital.

Resilience was on the mind of Ministers, but also better foresight. How is the OECD strengthening its capacity to provide a vision for countries and for the global economy today?

The OECD is strengthening its capabilities to deliver high quality, interdisciplinary and policy-relevant foresight to help Member and Partner countries anticipate structural and paradigm shifts. In this way, the OECD will be able to provide more relevant, better targeted and evidence-based analysis. The breadth of the OECD policy scope provides a unique platform for moving beyond the usual economic foresight focused on identifying megatrends, and will help to anticipate future developments and provide forward-looking and long-term analysis and policy advice.

Our aim is threefold: First, to develop and use foresight to further enhance strategic orientation, prioritisation, and, preparedness, developing models to allow all parts of the OECD to actively anticipate and effectively discuss future global developments. Second, we need a 'whole-of-OECD' horizon-scanning mechanism to better capture potential signals of disruptive change, trend bends/breaks, and better anticipate emerging policy issues. Finally, we can leverage our peer-learning platform to strengthen the strategic foresight capabilities in Member and Partner countries, by convening foresight contacts in capitals to discuss recent developments and exchange insights. These meetings would also help to better identify how the OECD can best support Members' efforts in this area.

The MCM coincided with the 50th anniversary of Japan's membership of the OECD. How would you summarise the relationship between Japan and the OECD? What were the highlights of your mission to Tokyo?

The relationship between the OECD and Japan has never been stronger! During my mission this year to Tokyo to prepare MCM 2014, I was greatly moved by the pride with which ordinary Japanese people refer to their country's membership of the Organisation and the high regard in which they hold the work of the OECD. This was also manifest in the presence of Prime Minister Shinzō Abe during the opening of MCM 2014 and the high number of Japanese ministers who skilfully chaired the different sessions.

Another particularly bright example of the close relationship between the OECD and Japan is the Tohoku School Project. The Project encourages students to think innovatively and develop new ways to help in the recovery of their region; it is an inspiring cooperation effort because it lays the foundation for future far-reaching educational reforms, highlights the skills and talents of Japanese youths, and gives us hope for the future. I believe the Project's successful outcome, thanks to the effort of the Tohoku students, will also inspire the whole world!

Interview by Jill Ramsey



Façonner un avenir plus équitable

Mandat de l'OCDE pour promouvoir une croissance plus forte, inclusive et durable



le 6 mai 2014 - Le Semaine de l'OCDE 2014, Paris, France

M. Shinzō Abe, Premier ministre du Japon et président de la RCM (à droite), avec le Secrétaire général et Anthony Gooch

La Semaine OCDE 2014 a été un brillant succès. Quels en sont les principaux résultats?

Avec un programme ambitieux, nous avons visé haut dès le départ. Bâtie autour du thème « Des économies résilientes et des sociétés inclusives – Donner à chacun les moyens de l'emploi et de la croissance », la RCM 2014 s'est avérée l'une des plus réussies en termes de participation, de résultats et de mandats pour l'OCDE.

Nos **Perspectives économiques** ont fait les gros titres, soulignant, malgré les récents signes positifs, la fragilité de la reprise et la nécessité de continuer à œuvrer pour mettre en avant des réformes qui aideront l'économie à tourner à nouveau à plein régime. Les ministres ont convenu de la nécessité de faire face aux principales conséquences de la crise (chômage élevé, creusement des inégalités et croissance ralentie) de manière à améliorer la résilience économique, responsabiliser les individus et favoriser le bien-être des citoyens, par le biais d'une croissance accompagnée d'emplois plus nombreux et meilleurs. Dans les messages des ministres, il y a à la fois une synergie en ce qui concerne nos principales Orientations stratégiques, et une référence importante aux travaux de l'Organisation, comme nos Nouvelles approches des défis économiques (NAEC) et la Croissance Inclusive, ainsi qu'un fort soutien à nos travaux à venir comme l'Indice de restrictivité des échanges de services (IRES).

La RCM de cette année est également remarquable par le nombre de déclarations adoptées par les ministres. Tout d'abord, en adoptant les Conclusions politiques de la RCM 2014, ils ont appelé à renforcer la résilience et à améliorer la productivité et la compétitivité de nos économies. Ils ont souligné la nécessité de mettre en place un solide système financier, de promouvoir l'esprit d'entreprise et de stimuler l'innovation afin de créer de nouvelles sources de croissance. Ils ont aussi salué les initiatives de l'OCDE pour promouvoir l'égalité homme-femme et l'emploi des jeunes, et pour relever les défis que représentent le vieillissement des sociétés et l'intégration des migrants. Ils se sont également félicités des progrès accomplis par notre initiative relative aux NAEC et nous ont demandé de poursuivre nos travaux sur la Croissance Inclusive. Ils ont salué la qualité des travaux consacrés par l'OCDE aux chaînes de valeur mondiales (CVM) et aux échanges en valeur ajoutée (TiVA). Avec l'IRES, ces outils aideront désormais les responsables politiques à privilégier les

réformes qui s'imposent pour mettre sur pied des secteurs de services plus compétitifs et plus productifs.

Les ministres ont souligné le rôle de l'Organisation pour identifier et soutenir l'investissement productif à long terme, en nous invitant à devenir encore plus actifs, notamment en aidant les responsables publics à mieux comprendre les flux d'investissement, à promouvoir un climat plus propice aux affaires et à offrir des règles du jeu équitables en matière de réglementation. Dans le cadre de ces efforts, nous effectuerons la mise à jour du Cadre d'action pour l'investissement (CAI) d'ici la RCM 2015.

Nous avons été invités à continuer l'élaboration d'un cadre de développement pour l'après 2015, notamment par le biais des Examens multidimensionnels par pays et par la mise en œuvre de la Stratégie de l'OCDE pour le développement. Ensuite, les ministres ont adopté les Conclusions politiques sur le changement climatique. Ils nous ont encouragés à poursuivre nos contributions au processus engagé par les Nations Unies, la CCNUCC. Nous disposons ainsi d'une base solide pour coopérer avec l'AIE, l'AEN et le FIT et examiner avec eux les moyens d'une meilleure harmonisation des politiques menées afin que tous les pays puissent opérer une transition réussie vers une économie durable et sobre en carbone. Ils ont fait appel à l'Organisation pour identifier de nouvelles opportunités en matière de croissance verte, notamment grâce à des sources d'énergie renouvelables, et à poursuivre nos travaux sur le financement et l'investissement nécessaires pour lutter contre le changement climatique. Enfin, les ministres ont adopté la Déclaration relative à l'échange automatique de renseignements en matière fiscale, qui renforcera nos régimes fiscaux en termes d'ouverture, de transparence, de responsabilisation et d'équité.

Ces succès sont l'aboutissement d'une solide préparation, d'un effort soutenu du Secrétariat et de l'excellente présidence du Japon, intelligemment appuyée par la Slovénie et le Royaume Uni qui ont assuré la Vice-présidence. Résultat : la Semaine de l'OCDE 2014 a réuni le Premier ministre du Japon et le Premier ministre de Slovénie, 5 Vice-Premiers ministres, 43 ministres, 19 Vice-ministres, 130 hauts représentants, plus de 190 intervenants et 1900 participants issus de 69 pays.

Quelles sont les implications pour l'avancement de nos travaux? Par exemple sur l'AEol, le projet de « Transformation vers une économie sobre en carbone » ou la Stratégie pour le développement ?

En matière d'échange automatique de données à des fins fiscales (AEol), les ministres ont exprimé leur détermination à combattre la fraude fiscale transfrontalière et à promouvoir la conformité fiscale à l'échelle internationale, par un nouveau standard global unique pour l'échange automatique de données en matière de comptes financiers, qui porte notamment sur la transparence totale des droits de propriété. Ils ont encouragé les pays qui ne l'ont déjà fait à signer et à ratifier la Convention multilatérale concernant l'assistance administrative mutuelle en matière fiscale, et ont invité le Forum Mondial à établir un mécanisme de suivi et d'évaluation pour la mise en œuvre de ce nouveau standard global unique. Le Comité des Affaires Fiscales a consacré d'importants travaux à cette question et a entériné un projet de recommandation sur le standard AEol adopté par le Conseil le 15 juillet.

Suite aux Conclusions Politiques de l'OCDE sur le changement climatique, nous avons lancé un projet horizontal pour

identifier les moyens d'harmoniser les mesures politiques et de transformer nos économies face au changement climatique. Nous présenterons à la RCM 2015 les résultats de ces travaux, menés conjointement avec l'AIE, l'AEN et le FIT. Les résultats préliminaires de ce Projet aideront également à nourrir les discussions des pays lors de la préparation du Sommet des Nations Unies sur le Changement Climatique à New York en 2014, et des réunions de la CCNUCC, à Lima en 2014 (CdP 20) et à Paris en 2015 (CdP 21).

Nous avons partagé avec les ministres la stratégie de l'OCDE pour le Développement que nous sommes en train de mettre en œuvre, renforçant ainsi notre approche intégrale en matière de développement. Pendant la RCM 2014, les ministres ont également invité l'OCDE à approfondir sa connaissance des implications des tendances mondiales majeures pour le développement durable, et à favoriser une approche large et cohérente des politiques soutenant le développement à tous les niveaux, pour les pays avancés, émergents et en voie de développement.

Les ministres ont examiné les résultats préliminaires de NAEC et ont salué l'Initiative sur la Croissance Inclusive. Quelle est l'importance de ces discussions ?

NAEC a fait son entrée à la RCM 2014. Nous avons présenté les résultats préliminaires du Projet et la réponse des ministres n'aurait su être plus enthousiaste. Ils ont reconnu le potentiel du Projet pour transformer le cadre analytique de l'OCDE afin de mieux répondre aux défis d'une économie mondiale de plus en plus complexe et interconnectée. Nous devons nous appuyer sur ces premiers progrès pour instaurer un véritable « état d'esprit NAEC » à travers toutes les activités menées par l'Organisation – ces efforts seront au cœur de notre mission pour promouvoir « des politiques meilleures pour des vies meilleures ».

L'un des messages clefs qui ressort des NAEC – et l'un des fils directeurs de la Réunion ministérielle – c'est que la croissance future doit être plus inclusive. Afin de relever ce défi, nous avons lancé une initiative pour la Croissance Inclusive, en nous appuyant sur le rôle de chef de file joué de longue date par l'OCDE sur cette question, et sur son action essentielle pour proposer des mesures susceptibles de remédier aux inégalités et d'améliorer, pour tous, les conditions d'accès à l'éducation, à l'emploi et à la santé. Dans le cadre de notre approche « penser national », les ministres nous ont également encouragés à relever des défis sociaux et à aider les pays à restaurer la confiance dans les institutions publiques et privées. Ces efforts appuieront les efforts de nos membres et pays partenaires pour mettre en œuvre des réformes et promouvoir des sociétés plus productives et plus inclusives. Nous nous engageons à intégrer la Croissance Inclusive dans les activités menées par l'ensemble de nos Directions et Comités, et dans le cadre de l'initiative pour la Croissance Inclusive, à renforcer le dialogue politique avec nos membres et pays partenaires : plusieurs domaines d'actions essentielles ont été identifiés et nos résultats préliminaires sont présentés dans le Rapport portant sur le Cadre pour la Croissance Inclusive.

Suite au lancement formel par l'OCDE du Programme régional pour l'Asie du Sud-est, quelles sont les prochaines étapes ?

Nous avons eu l'honneur de recevoir à l'ouverture de la RCM, M. Shinzō Abe, Premier ministre du Japon, pour le lancement du Programme régional pour l'Asie du Sud-est. Les prochaines étapes sont claires : en 2014, les six Réseaux Politiques

Régionaux qui intègrent le Programme se réuniront pour discuter de leur programme de travail et pour élire des Co-présidents (l'un issu de l'Asie du Sud-est et l'autre issu d'un pays membre de l'OCDE). La réunion du Groupe directeur aura lieu début 2015 et sera l'occasion d'examiner les travaux des Réseaux et d'élaborer une perspective pangouvernementale des activités du Programme. Nous travaillons en étroite collaboration avec nos membres afin d'activer leur soutien à ce Programme et d'assurer une mise en œuvre réussie.

Responsabiliser les individus, surtout les jeunes et les seniors, est indispensable à la construction de sociétés plus résilientes. En quoi l'OCDE peut-elle aider nos membres et pays partenaires à faire de ce but une réalité ?

Une société résiliente est une société capable de résister à un choc inattendu. Mais pour qu'une société puisse rebondir pour être plus forte qu'avant, il faut avoir mis en place un ensemble solide de mesures économiques et sociales. La résilience sociale est sensiblement renforcée lorsque les institutions publiques fournissent des services de manière à responsabiliser les individus, en leur permettant d'affronter le changement et à participer pleinement à l'économie.

Les ministres ont souligné que la Croissance Inclusive nécessitait de meilleurs systèmes de protection sociale ainsi que des mesures politiques qui facilitent la participation au marché du travail des groupes sous-représentés comme les femmes, les jeunes, les seniors et les migrants. Ils ont également invité l'OCDE à poursuivre ses travaux sur les effets de la distribution des compétences sur le bien-être et la qualité des emplois. L'insuffisance des compétences limite très sérieusement l'accès à un emploi décent ! Ils ont incité l'OCDE à continuer à aider les pays à mettre en œuvre le Plan d'Action **'Giving Youth a Better Start'**, et ont souligné l'efficacité de PISA et de PIAAC pour guider les responsables politiques dans la promotion d'actions susceptibles de libérer le plein potentiel du capital humain.

Au cœur de la réflexion des ministres, il y a la résilience, mais également la prévoyance. De quelle manière l'OCDE peut-elle renforcer ses capacités de fournir à nos pays une perspective pour l'économie mondiale aujourd'hui ?

Afin d'aider, justement, nos membres et pays partenaires à anticiper des changements de structures et de paradigme,



La Semaine de l'OCDE 2014

M. Angel Gurría, Secrétaire général de l'OCDE avec Mme Alenka Bratušek, Premier ministre de la République de Slovénie, qui a assuré la Vice-présidence de la RCM, et M. Jason Furman, Président du White House Council of Economic Advisers, Etats-Unis.



l'OCDE renforce ses capacités à mettre à disposition une prévoyance de haute qualité, interdisciplinaire et à applications politiques pertinentes. De cette manière, l'OCDE pourra fournir des analyses fondées sur les faits, mieux ciblées et encore plus pertinentes. L'ampleur politique des activités de l'OCDE offre une plateforme unique qui permettra de dépasser la simple prévoyance économique qui identifie les méga tendances, et contribuera à anticiper des tendances futures et à fournir conseils et analyses à long terme pour l'avenir.

Notre objectif est triple : tout d'abord, développer et appliquer la prévoyance pour améliorer l'orientation, la planification des priorités et la préparation stratégique, en élaborant des modèles d'anticipation proactive, et la discussion efficace de changements globaux à venir, au sein de l'ensemble des activités menées par l'OCDE. Ensuite, il nous faut un dispositif d'analyse prospective qui porte sur l'ensemble de l'OCDE pour mieux capter les signaux traduisant d'éventuelles perturbations, inversions ou ruptures de tendances, afin de mieux anticiper les enjeux politiques émergents. Enfin, pour renforcer la capacité de prévoyance stratégique dans nos pays membres et partenaires, nous pouvons faire valoir notre plateforme d'apprentissage par les pairs en convoquant des points de contact pour la prévoyance dans les capitales qui discuteront ensemble des derniers développements à la lumière de leurs perspectives.

Ces réunions serviront en même temps à mieux identifier les modalités de soutien de l'OCDE à ses membres.

La RCM a coïncidé avec le 50^e anniversaire de l'adhésion du Japon à l'Organisation. Comment décririez-vous la relation entre le Japon et l'OCDE ? Quels ont été les faits marquants de votre récente mission à Tokyo ?

Les relations entre l'OCDE et le Japon sont plus fortes que jamais ! Lors de ma mission à Tokyo pour préparer la RCM 2014, j'ai été profondément touché par la fierté exprimée par les Japonais à l'égard de la participation de leur pays à l'Organisation et par la haute estime dans laquelle ils tiennent les travaux de l'OCDE. Cela s'est également traduit par la présence du Premier ministre Shinzō Abe à l'ouverture de la RCM 2014 et par celle d'un grand nombre de ministres japonais qui ont su présider les différentes sessions.

*En parlant des relations étroites qui lient l'OCDE et le Japon, un exemple particulièrement édifiant réside dans le Projet de l'Ecole de Tohoku (**OECD Tohoku School Project**). Ce projet encourage les élèves à réfléchir de façon innovante pour développer de nouvelles approches pour redresser leur région. Cet effort de coopération est une source d'inspiration car il jette les bases de réformes de grande envergure du système éducatif, met en valeur les compétences et les talents de la jeunesse japonaise et nous donne de l'espoir pour l'avenir. Je suis persuadé que la réussite de ce projet, grâce aux efforts des élèves de Tohoku, sera une source d'inspiration pour le monde entier.*

Interview par Jill Ramsey

MCM 2014

Family Photo



OECD Week 2014: Meeting of Council at Ministerial Level Family Photo

www.oecd.org/MCM

Japan Golden Jubilee

Looking forward to the next 50 years to come

In this historical year of 2014 marking the 50th anniversary of Japan's accession to the OECD, Japan chaired the OECD Meeting of Council at Ministerial Level (MCM) – inspiring the theme of resilience. In this interview with His Excellency Kazuo Kodama, Ambassador Extraordinary and Plenipotentiary, Permanent Representative of Japan to the OECD, we explore the successful partnership and, over the past 50 years, the bonds of friendship that have developed between Japan and the OECD.

What did joining the OECD mean to Japan in 1964 and going forward?

The year Japan joined the OECD, Japan hosted the Olympic Games and the IMF General Meeting in Tokyo. With this conjunction of events, Japan's accession first of all symbolized acknowledgment that Japan was now accepted as a fully-fledged member of the international community of advanced nations.

Japan's subsequent trajectory as a vibrant, growing economy was very impressive. Just three years later, Japan caught up with Germany to become the N°2 world economy, and enjoyed sustained economic growth throughout the 70s and mid-80s; indeed, the 1985 Plaza Accord to realign the currency values between the Yen and the US dollar was further testament to the fact that the Japanese economy was becoming increasingly competitive in the world economy, reaping the benefits of being a responsible member of the OECD, that is to say upholding the very high standards the OECD has adopted and maintained.

Japan's membership has also helped Japan to promote various domestic reforms, facilitated by OECD evidence-based recommendations: the liberalisation of capital movement is a case in point.

In parallel, a further merit of OECD membership has been the great opportunity it has afforded Japan to engage with the international community in resolving global issues. When the G7 was created in 1974, Japan was immediately invited to become a member, Japan being an original member of the G6, and also a member of the OECD. From the outset, the OECD has played a very important role for the G7, the OECD Ministerial, held one month before G7 Summits, identifying the top priority issues of the day to be discussed by G7 leaders. This has always been the OECD's role, not only as the world's "think tank", but, as Secretary-General Gurría rightly reminds us, as a "do-tank", because of the real impact the OECD has on policies and ultimately on people's lives.

In the words of Prime Minister Abe at his opening speech at MCM 2014: "Here today, we no longer need to look back on the past 50 years. Instead we should discuss how the next 50 years will be. (...) Surely we can change the world. The Château de la Muette is a place that will continue to bolster our confidence for change throughout the world."

How has the OECD stayed relevant for Japan and in a changing world?

In Japan's view, the OECD will continue to remain relevant long into the future precisely because of the OECD's capacity to address and analyse fundamental economic, societal, environmental and strategic issues of the global economy. Today, as the emerging economies grow, we have a situation of shifting wealth. In 2000, the OECD Members' combined GDP share was more than 80%; now we know this is expected to drop substantially to 60%. Meanwhile the BRICS' share is expected to rise from 14.4% to 20%, and the share of the

ASEAN countries, 14 years ago 1.9%, in two years' time may be 3.3%. In this changing reality, the message is very clear: in order to continue to be relevant in the management of the global economy, the OECD must be engaged with OECD non-member countries and regions. This is why we have Key Partners such as China, India, Indonesia, South Africa and Brazil, and why the OECD has started the accession process for the Russian Federation.



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H.E. Kazuo Kodama, Ambassador of Japan to the OECD

Visit: www.oecd.org/japan

In the 2014 Meeting of Council at Ministerial Level, Japan as the Chair made the OECD's enhanced global partnership one of the two pillars, and, I am

happy to say, launched the Southeast Asia Regional Programme. The OECD's engagement with this strategic region, which is becoming one of the major engines of world trade and production, and showed remarkable resilience for growth throughout the 2008 crisis, will provide the Organisation with an incomparable opportunity to prove its global relevance in a changing world. Of course, it is obvious we have to expand our engagement with non-OECD members not only in this region, but also through the OECD's ongoing work with MENA, Latin America, Africa, indeed all over the world.

Prime Minister Abe presided over the formal launching ceremony of the OECD SEARP, in which ministers of the ASEAN countries took part. This was a very encouraging sign that the Southeast Asian countries are very serious about this initiative and welcome the OECD's extended hand to enhance interaction and engagement between their region and the OECD.

Equally, Japan plays an important role within the OECD. In particular, what will be Japan's role in the OECD's Southeast Asia Regional Development Programme?

Japan's entry transformed the OECD into a more inclusive organisation, and for 50 years Japan has brought an Asia-Pacific perspective to a predominantly Atlantic organisation. I hope Japan will continue to inspire the Organisation with new horizons.

In the context of the Southeast Asia Regional Development Programme, Japan is one of the few OECD members from this region, and can play a bridging role to connect the ASEAN region with the OECD. Japan is of course very familiar with the ASEAN nations' mind set. They are not ready to join the OECD; that is not the motivation of the SEARP. However, they find the OECD very useful and helpful to the whole Southeast Asian region, to overcome the middle-income trap, or address their domestic reforms. The OECD can provide evidence-based good practices through success stories tried and tested by Japan or any other member state.

Of course everybody is always ready to listen to the OECD, however this is not a teacher-student relationship, but an equal partnership, which must be a two-way street, with interactive communication and contact. Prime Minister Abe summarised this in the 3 L's: linking, learning and listening – a carefully crafted mantra to remind both OECD member states and Southeast Asia countries that this regional programme will be conducted on an equal basis. >>>

In terms of the OECD's mantra "Better policies for better lives", how has OECD membership benefited the Japanese people themselves?

In an exceptional move reflecting the Japanese authorities' high appreciation of the OECD, when the Secretary-General visited Japan last April, the Upper and Lower House members of the Japanese Parliament formed a Japan-OECD League of Parliamentarians, something that had never happened before. The Secretary-General also held a bilateral meeting with Prime Minister Abe and was granted an audience with Crown Prince Naruhito, a further token of Japan's great respect for the OECD.

For ordinary Japanese men and women, it may not be so obvious what the OECD does, but the impacts of the OECD can be felt in important aspects of their lives. I personally am extremely aware of the usefulness of the OECD for Japan, through the OECD's capacity to conduct evidence-based analysis in key areas such as ageing and healthcare, and, with a declining birth rate, what kind of constraints we will be confronted with in the medium and long term. These issues are hotly debated in Japan, yet the essence, in my view, is to look to develop a fairer pension system, a fairer medical and elderly care system, that would also be fiscally sustainable, with fair intergenerational burden sharing within Japanese society – and for this we need some help from the OECD Secretariat. The OECD can provide us with key comparative experiences of the Nordic or European countries in these areas so relevant in the lives of Japanese people, and my hope is that the OECD will help Japan conduct more constructive policy debate that will allow the Japanese government to adopt meaningful policy solutions.

The OECD is very powerful to move governments to change and improve in policy areas across the spectrum of economic policy. PISA is a salient example, not only for the Japanese people, but for the many governments that choose PISA to help them, first to face up to a sometimes harsh reality, and then to try to reform their education systems to provide better education for their children.

Education is an area where we might say the OECD has become personally involved with Japan. The OECD Tohoku School Project was instigated by the Secretary-General when, in April 2011, just one month after the March 11 earthquake, he paid a personal visit to the disaster-stricken area. A discussion then started within the OECD to see how the OECD could help Japan recover from these terrible disasters, and the idea was born that, in addition to working with the Japanese government, the OECD Secretariat could work with



8 April 2014: OECD Secretary-General Angel Gurría, at Fukushima
Angel Gurría, Secretary-General of the OECD (6th from left) and other OECD officials, with decontaminators near Fukushima Nuclear Station.

Japanese junior high and high school students in the Tohoku region to help them overcome the enormous difficulties they faced. The essence of this project was that it would be planned and executed by the students themselves, with the advice and support of adults only if they asked for it. They were given just two and a half years to complete the OECD Tohoku Project, and the outcome will be presented at the Champ de Mars in late August when about 100 students from the Tohoku region will come to Paris. Their visit will culminate in a cherry tree planting ceremony at the OECD Château, the cherry tree being symbolic of recovery and restoration.

These students worked hard to execute their project, devoting extra curricular hours, their Saturdays, Sundays and vacations, and they have learned a lot. When they made their presentation to us in Fukushima in April this year, Mr Gurría commented that these students have learned creative thinking, critical thinking, and, the bottom line, that this OECD Tohoku School Project has taught them what we mean by leadership.

For MCM 2014, Japan's resilience was an inspiration. How would you explain these special qualities of the Japanese people?

I am rather proud of these Japanese students from Tohoku. It is also my hope that Japan can give something in return. When I met these youngsters, I gave them a message of "tough love": Every year, somewhere in the world we have cataclysmic disasters: tsunamis, flooding, drought; this might be in Africa, it happened in Japan. After the disaster, people all over the world expressed their support, both in donations and in kind through their messages of solidarity and moral support, and if this project is to be propagated through the OECD, you must think hard about what kind of universal messages you can give to the rest of the world. Surely the main message would not be "what we suffered and struggled"; but rather, "thank you for your support, we want you to know what we have learnt through our perseverance and experiences to overcome the cataclysmic disasters." We must be re-risers like the Japanese dolls, known as "come-backer" dolls; if you push them over, they never fall, but always come back to their upright position, symbolizing undaunted spirit. The Tohoku students have shown great resilience. Now I am confident they will give a great message.

In Japan, a traditional symbol of resilience is the bamboo tree: in winter when the snow falls, it bends but it never breaks, and after the snow melts away the tree starts to grow straight again. We believe this can be a relevant and useful perspective when considering how to realise a strong, sustainable and inclusive economy. Resilience is traditionally defined as how to bounce back after being hit by a shock. Like the come-backer dolls, we add the dimension of bouncing forward, in order to make our economies more robust than before and therefore less susceptible to future shocks.

"Resilient economies for inclusive societies: empowering people for jobs and growth": How successful was this year's MCM?

This year Japan had the honour of chairing the OECD Ministerial Council Meeting which produced meaningful policy messages moving forward an important still post-crisis agenda, including for the first time in OECD history, an entire session devoted to climate change.

The challenge confronting the world economy since the 2008 crisis remains the same, which in Japan's view is to undertake a coherent set of policy measures to ensure sustainable and inclusive growth throughout the world. In order to shape such a set of policies, which

is not an easy task, indeed the OECD over the last two years has engaged with the NAEC in what I call our post-crisis “collective soul searching”. The notion that the benefits of growth automatically trickle down to all sectors of society has been conclusively disproved; this is one of the key lessons learned from the crisis, and one of the key messages of the NAEC.

After the Lehman Brothers shock in 2008, the economies responded in a swift manner, realizing that the G8 alone was not enough, and inviting emerging economies to form the G20 to collectively respond to this unfolding disaster. I accompanied my Prime Minister to the four G20 meetings leading up to the Toronto Summit in July 2009, and I remember the priorities clearly, in a nutshell: We have to restore balanced growth, inclusive growth and sustainable growth. We have been saying this all along! But what we had is what we call in music *basso continuo*, the same theme playing over and again. Japan wanted to introduce a new perspective, so that Ministers can conduct discussions that would enable the work to move forward. This is why Japan, as Chair of the Ministerial, made the very conscious choice to focus on resilience.

As reflected in the title of the MCM the key to resilience is empowerment. We need to empower our people, our economies/states and our global systems with resilience – starting with people. Without empowering people – especially youth, women, the elderly – any society or economy, when confronted with crisis will find it very difficult to regain employment and growth.

In the past, the issue of sharing the benefits of growth was a “hot potato”, locking labour versus business in an emotional confrontation, often resulting in deadlock. But the beauty of the OECD is that, based on its evidence and analysis, it always manages to present a more level-headed policy debate that enables policy action. This is one of the great strengths of the OECD and I think it should continue to go in this direction.

The NAEC Synthesis Report made substantive inputs into the ministers’ discussions, and its narrative is also being echoed beyond the OECD. The IMF now acknowledges that inequality matters, because more unequal societies have slower and more fragile economic growth, that it would be a mistake to think we can focus on economic growth alone and that inequality will take care of itself. Meanwhile Thomas Piketty’s controversial book, *Capital in the Twenty-First Century*, has become a world bestseller, which I also think is very relevant to the NAEC.

In our challenge at the OECD on how to achieve real economic growth that is also inclusive, we capture this as follows: “Inclusiveness means that people have fair opportunities to realize their full potential and contribution to growth, irrespective of their socio-economic background or ethnicities. Inclusive growth is imperative to improve equality among people and to ensure trust between people and governments, and can strengthen the resilience of societies by reinforcing social cohesion and lessening the risk of social unrest.”

Before coming to the OECD I was in New York as Deputy Parliament Representative of Japan to the UN, following social issues and human rights. Two quotes resonate strongly with my thinking: “Man’s capacity for justice makes democracy possible, but man’s inclination to injustice makes democracy necessary.” (Reinhold Niehbur), and “Democracy is a device that ensures we shall be governed no better than we deserve.” (George Bernard Shaw). These are very relevant to our post-crisis world today. With very few exceptions we are all supposed to be functioning democracies, with elected ministers and heads of government, yet what we have been seeing is malfunctioning



9 April 2014 - Angel Gurría, Secretary-General of the OECD (Left) Meeting with Prime Minister Shinzō Abe of Japan. Tokyo, Japan

democracies where ordinary people pay the price for failures in the financial world; in short, the systems are failing the people.

Empowering people on the one hand, and ensuring that governments take their share of responsibility on the other, is, for me, crucial to the way forward. I believe one of the great achievements of MCM 2014 was the messages embodied in the Ministerial Statement, in particular the following: “We recognise the important role played by governments in promoting structural and other reforms to increase economic, social and environmental resilience. We underscore the importance of rebuilding public trust through greater openness, transparency and accountability by governments, including by combatting corruption and enhancing the fairness of the tax systems.” In other words, how to improve trust in governments by improving governance itself, and here the OECD has a crucial role to play.

Finally how would you describe Japan’s relationship with the OECD?

In the opening session of the 2014 MCM, Prime Minister Abe gave his keynote address. Four cabinet ministers (Foreign Minister, Minister of State for Economic and Fiscal Policy, Minister of Economy, Trade and Industry and Minister of Agriculture, Forestry and Fisheries) took part and contributed to the discussions as chair of the MCM. I am very proud of what we, together with the OECD, achieved, in particular a very meaningful ministerial statement that is both readable and enabling in terms of policy action going forward. This joint achievement is an appropriate expression of the relevance and resilience of our relationship in this its 50th year of Japan’s membership of the OECD.

In the words of Prime Minister Abe at his opening speech, “I am extremely pleased that we are able to reconfirm the deep bonds of friendship between Japan and the OECD.”

More on Japan and the OECD:
<http://www.oecd.org/japan/index.xml>

Interview by Jill Ramsey



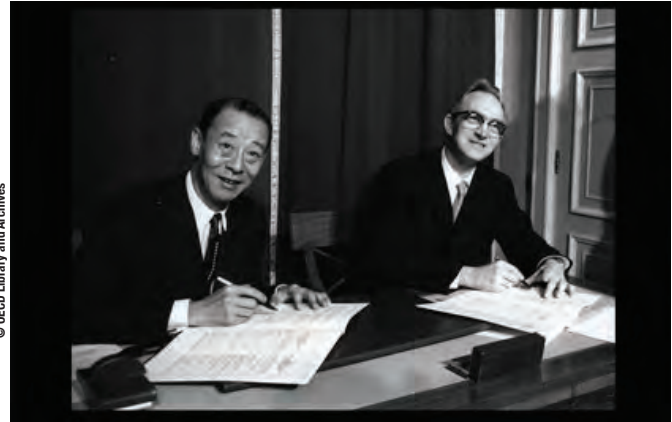
Japan and the OECD: 50 years of co-operation in pictures

OECD Vision



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Japanese finance experts arrive at the OECD for a series of fact-finding discussions on Japan's membership of the OECD.
14 May 1963.



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Signing the Memorandum of Understanding:
His Excellency Toru Hagiwara, Ambassador Extraordinary and Plenipotentiary of Japan in France (left) and Thorkil Kristensen Secretary-General of the OECD, 26 July 1963.

Special thanks to OECD Library & Archives' historical exhibit celebrating the rich history of Japan's membership of the OECD, featuring a collection of some 100 historic and contemporary items: photographs, publication covers, and documents illustrating the partnership between Japan and the Organisation over the past 50 years. For more from Library and Archives, see link p. 13.



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Ground-breaking ceremony for the Expo '70 in Osaka, Japan.



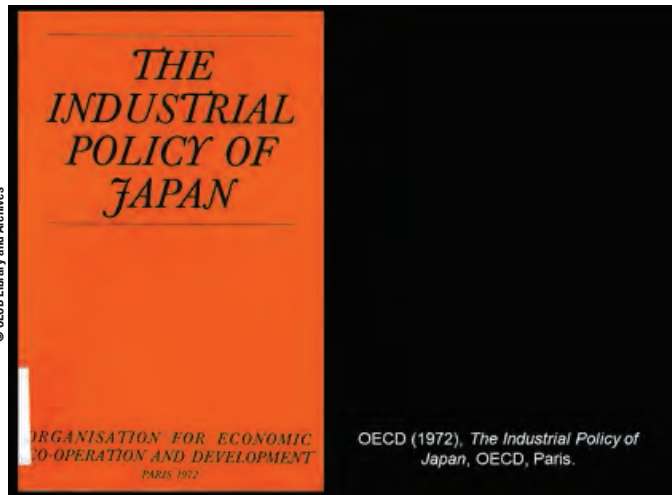
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Architectural sketch of the future OECD Pavilion at Expo '70 in Osaka, Japan.



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Mr and Mrs Emile van Lennep, OECD Secretary-General arrive in Tokyo Japan.
April 1970.



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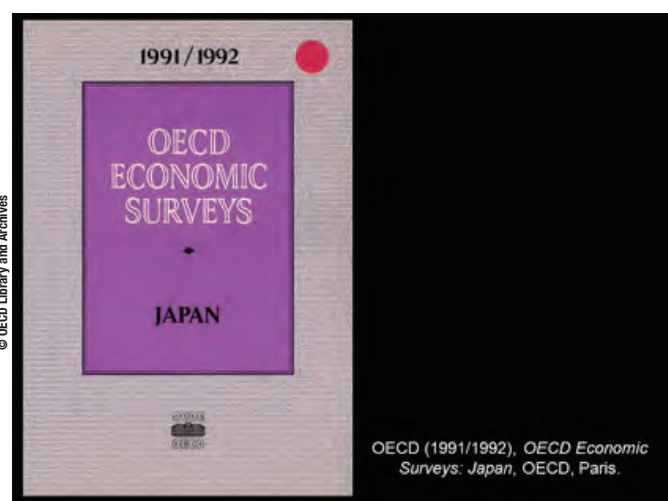
The Industrial Policy of Japan.
OECD Publication Release, OECD Paris 1972.



6 January 1983: Breakfast meeting in Paris:
 (Seated 3rd on the left) Emile van Lennep, Secretary-General of the OECD (Seated 3rd on the right) Shintaro Abe, Minister of Foreign Affairs, Japan.



2 October 1989: OECD Council Members visit Japan on the 25th Anniversary of Japan's membership of the OECD.
 (Seated at centre) Taro Nakayama, Foreign Affairs Minister of Japan and Jean-Claude Paye, Secretary-General of the OECD.



OECD Economic Surveys: Japan.
 OECD Publication Release, OECD Paris 1991/92.



26 June 2001. Paris.
 Junichiro Koizumi, (Seated on the left), meets Donald Johnston, Secretary-General of the OECD.



14 March 2006. Tokyo, Japan.
 Left to Right: Katsutoshi Kaneda, Senior Vice-Foreign Minister, Japan, Donald Johnston, Secretary-General of the OECD, Taro Aso, Japanese Foreign Minister, Akiko Yamanaka, Vice-Minister for Foreign Affairs, Japan.



And bringing us right up to date: "Breaking" news
 (L-R) Mr. Toshihiro Nikai, Member of the Diet. Mr. Yoshimasa Hayashi, Minister of Agriculture, Forestry and Fisheries and Secretary-General Angel Gurría, OECD Forum 2014, Paris, France, 5 May 2014. For more information, visit: www.oecd.org/Forum

Link to the digital version of the Japan 50A exhibit on the Library & Archives Portal:
http://cdimain.oecd.org/CDI/Html/Expo/Current_events_2014-03_eng.html



Southeast Asia Regional Programme

A win-win scenario all round

The Southeast Asia Regional Programme was launched at MCM 2014. We asked Deputy Secretary-General William Danvers about its relevance to the OECD's role as a global organisation and how this programme will foster two-way interaction in a win-win scenario for all players.

What does the Southeast Asia Regional Programme mean to the countries, to the global economy and to the OECD?

The decision for Enlargement and Enhanced Engagement of the Organisation goes back to MCM 2007. Since then, we have had 6 new members: Chile, Estonia, Israel and Slovenia, with Colombia and Latvia in the accession process, and Lithuania and Costa Rica moving closer to the starting line. Meanwhile Brazil, India, Indonesia, China and South Africa are our Key Partners. At MCM 2013, we received a mandate to further extend our global reach and focus on Asia and Southeast Asia in particular, and the decision was taken to establish the Southeast Asia Programme. The economic health of Southeast Asia is important to the global economy, to the region's individual nations and people, and very important to the OECD: in effect, you cannot be a global organisation without being involved here.

Southeast Asia is a very dynamic region economically. GDP growth through 2018 is expected to be an impressive 5.4% on average. The exchange of goods and services with the world jumped from 985 billion in 2008 to 1.4 trillion euros in 2012. ASEAN countries drew \$116 billion in FDI in 2013 – or 8% of world FDI flows – which was approximately double the 2005-2007 average figures. The region is also important politically, with ties to East and West. The Programme is designed to be mutually beneficial, fostering the exchange of good practices between policy makers in Southeast Asia and OECD countries, and offering OECD Committees perspectives on issues of common interest and joint challenges.

What does the programme add to our on going work in Southeast Asia?

Of course, we have been involved in Southeast Asia for years, through the work of STI, TAD, and others. We have cooperated with Southeast Asian countries on tax issues since the launch of the OECD-Korea Tax Centre in 1997, and on education through PISA since 2000. Building on this substantial existing work, the idea of the Programme is to strengthen engagement by providing a framework for our interaction with the region and the individual countries.

The programme is structured around 6 Regional Policy Networks. These will focus on the areas of: tax, investment, education and skills, small and medium-sized enterprises, regulatory reform, and public-private partnerships (PPPs) to support connectivity for infrastructure development. But these are not the only areas in which we are going to work with the region. We will also work on innovation and trade, so STI and TAD will continue to be involved, and on gender issues which is something the region has expressed an interest in and which is one of the key priorities of the Secretary-General.

How will the Programme engage the region?

There will be an ongoing process to engage the countries in these key areas and foster the systematic exchange of best practices. The 6 Regional Policy Networks will meet at least once before the end of the year with a chair from the OECD Council and a Chair from a country in the region, followed by a general meeting of all the Policy Networks and players, which will be chaired by the Secretary-General or one of the Deputy Secretaries-General and one of the key partners in the ASEAN region.



William Danvers
Deputy-Secretary General of the OECD

A key aspect to engaging the region is that the programme has been developed jointly and is demand driven on both sides. This balance is something we have worked very hard to achieve. Whenever I meet with representatives from these countries, either in the region or in Paris, I always emphasize that we are not here to lecture; we are here to have a conversation. We believe that we can be helpful to them; we also believe that we can learn from them, so it really is give and take.

Before the formal launch at MCM 2014, we had an intensive consultation process in which every single ASEAN nation was visited either by myself or by GRS leadership. Over the last several months we also met with the ASEAN bilateral Ambassadors to France, who have been very interested in keeping up with what we are doing in the region, and found those meetings useful, as did we. The pre-launch in Bali in March was a way of bringing everybody together to have good conversations in working groups about what we wanted this programme to be. Bali was attended by a number of OECD Ambassadors with a particular engagement with the programme. All who participated thought it was very successful.

At the formal launch at MCM 2014, ministers and representatives of all the ASEAN nations talked enthusiastically about the programme. During the various private meetings we held with them, we had good conversations in other areas of the programme and also where we might be able to help, either within the Regional Policy Networks, or otherwise. One thing we want to make sure of is that the programme is as flexible and inclusive as possible, allowing us to incorporate new relevant areas as they arise through this enhanced interaction.

We have a great anchor in Southeast Asia, through our members Japan, South Korea, Australia and New Zealand. Their insight and understanding of the region is very useful. I like to think that the OECD can play a role to help the ASEAN nations.



Gracing the OECD: Caroline, Princess of Hanover with DSG William Danvers
10 October 2013 - OECD Château de La Muette, Paris, France.

How much stronger does working together make the Southeast Asia nations?

Clearly there is strength in numbers, and I think the ASEAN nations see that as well. It would be pretty tough for Myanmar, or Malaysia for that matter, to compete against China on their own, but a little easier if the nations of the region group together. But this is not simply about competition; grouping together also makes for a more appealing market that will improve attractiveness for FDI.

We only have to look at the EU, which is a formidable economic block. In spite of difficulties, it has proved that it is resilient, because these nations have built a certain amount of mutual trust and figured out a way to work together.

ASEAN is working hard on trying to further integrate and become more cohesive economically. We would like to try to help with that process, in trade and other areas, by sharing with them our standards and best practices.

How much will we work with individual ASEAN countries?

In terms of what it means for us going forward, we can use the Programme as a platform to get more involved not only with the region as a whole, but also with individual countries. We already have extensive ties with Indonesia as one of our Key Partners, and we will deepen this involvement, later this year setting up an office in Jakarta which we can use to deal not only with Indonesia, but also with the other countries in the region.

Our Country Programmes dovetail with our becoming more involved globally – short of Accession, short of making countries Key Partners – but engaging with countries that have like mindedness and a real interest in getting a better understanding of our standards and how we view the world economically.

What significance might this kind of programme have for trust?

There are all sorts of trust: the trust a child has in a parent, the trust that voters put in the governments they elect to do the job they said they were going to do, the trust that countries will live up to agreements with each other and obey international norms. There is also trust when you sit people around a table and talk about best practices, that this is going to be helpful to those involved. But trust is something that has to be developed and earned.

Through the Southeast Asia Regional Programme we will interact with ASEAN, and with APEC, in a way quite apart from what any other International Organisation is doing, and we will try to build trust and expand lines of communication. I think a programme like this, where there is give and take, where there is a conversation, could be very effective in developing a reciprocal trust that is productive. It is trust that allows us to begin to develop Regional Policy Networks and other programmes that can be helpful to them. As these nations then grow economically, as they grow in terms of governance, and see that this is a value added for them, their trust in the OECD will also grow.

When we forget about trust, we do so at our own peril, because if you don't have trust, you have no basis for going forward. It's what contracts are all about; it's what good governance is all about.

What would you personally like to see come out of the programme?

I'd like to see it structured in a way that it continues to be useful, I'd like to see it managed well, to make sure there is follow through so that we are able to meet the expectations that came out of Bali and the MCM, that we are able to connect these countries better, and that we are better connected to them. And, perhaps most importantly, that they see us as a very valuable resource and key partner. That will take



May 6 2014 - OECD Week 2014: Ceremony for the Formal Launch of the OECD South East Asia Programme

Kan Zaw, Union Minister, Ministry of National Planning and Economic Development of Myanmar.

hard work every single day, but I believe hard work is much better than big splashes.

We think the programme is off to a good start. The Secretary-General has invested a lot of time in it, and having his focus has helped point it in the right direction. Now it's up to us and the nations of the region to ensure there is follow through.

Can we expect to see similar programmes starting up in other regions?

There has been interest during discussions in the External Relations Committee and in Council, in perhaps trying to do this sort of programme with Latin America. We already do a lot with Africa, and there has been discussion, not necessarily about starting regional programmes, but about how to do more in these regions.

What else is on your agenda?

In May, I was in Aman and Doha to talk about the Middle East economies and all the good work the OECD does there, then China for meetings on trade and services; in June I was in Tunisia, to talk about their economy and what we are doing to help them, then Washington with Director of DEV Mario Pezzini for a series of meetings on what the Development Centre is doing, especially all its great work in Africa; then Costa Rica at the beginning of July, to talk about our engagement with the Government of Costa Rica.

The message? Making sure economies across the globe understand that we are there to help.

It keeps me busy, and I feel very privileged and fortunate to have this opportunity to serve.

Interview by Jill Ramsey

In addition to focusing on OECD's regional initiatives in South East Asia, the MENA region, Latin America and Africa, DSG Danvers oversees the accession processes of candidate countries. He is also further developing OECD work on investment, competition and the fight against corruption; on innovation; science and technology; corporate affairs, and private sector development; as well as following the standard-setting activities linked to these themes.



Shaping the Transport of the Future

The International Transport Forum

Work in Action



Photo courtesy of The International Transport Forum

22 May 2014 in Leipzig, Germany. José Viegas at the ITF Annual Summit. José Viegas, Secretary-General, International Transport Forum speaks at the Plenary: Sustainable Transport for All: Planning for Greener and More Inclusive Transport

If your vision of 21st Century transport is one of flying cars or, perhaps for greener transport, a back-to-the-future revival of the Flintstones's car, powered by birds... the ITF has another solution and it's just around the corner. In a fascinating interview, ITF Secretary-General José Viegas, tells us of the role of transport in building inclusive societies that are also green, and the foresight it will take to ensure that progress in transport technology does not lead to further divisions through the destruction of jobs and livelihoods. Fasten your safety belts – it's quite a ride.

In shaping the future of transport, how is the ITF contributing to the OECD mandate for inclusive growth?

The key to the ITF's approach is reflected in the theme of its 2014 Summit: Transport *for* a changing world, as opposed to *in* a changing world. We identify transport as a protagonist of change, not a catch-up measure. The evidence from the past is clear: From horses to railways to cars, transport has been a direct influence in the development of our societies, and it can decisively shape the future as well. Our role is therefore not reactive, but proactive.

Our starting point is people, not vehicles or infrastructure. For instance, we are all worried about growing inequality in our societies. What we also need to understand is that access to transport is a key element in reducing inequality. We have to consider where people are located and how they need to move from A to B to access schools and jobs, medical care and other services, as well as to see friends and do everything that makes up what we call quality of life. In this context, urban mobility is a core aspect of the ITF's work. Many OECD directorates are also engaged in addressing inequality in the context of the OECD's mandate for inclusive growth. This is a good example of the cross-cutting nature of transport – it touches so many areas, from trade to urban development to climate change and health. There is much scope for more horizontal work here, and we feel we have a lot to contribute. As we cover tariffs, our concern at the ITF is not only that everybody should have physical access to transport, but also that the price of transport should not be prohibitive, carving out further inequalities.

In what specific ways do you engage with ITF member countries on policy issues?

As Secretary-General of the ITF, my actions are driven by a very simple approach: creating value for members. To give you an example, the Ministers of our member countries are highly appreciative of our research work. Increasingly, they need to see results in a shorter timeframe than a traditional Programme-of-Work approach allows,

however. We have now created a mechanism by which the ITF is also able to deliver quick responses to pressing policy questions. So when the Mexican Vice-Minister of Transport called, asking us to provide, as quickly as possible, an independent report on a proposal for the review of Mexico's rail freight regulation which was already under consideration in parliament, we sent our team within five days and delivered our report in ten days. We made a presentation to the Mexican Senate and the outcome was that the original plans were adjusted and a law including our recommendations was approved. The role of the ITF was all over the Mexican media, as well as in *The Economist* and *The Financial Times*.

We are proud to be able to deliver high quality advice, provided in a timely manner, with real impact on policy. As a former university professor, I appreciate the enormous value of long-term research and the gratification it provides. Seeing our work directly translated into action on burning policy issues brings great emotional reward too, though, and I think this will become a major motivation in house. Among the ITF's 54 members are countries like India and China where the transport policy choices made today will make a huge difference to how the entire planet will look tomorrow – just think of urbanisation and climate. So we want to be where the action is.

How does the ITF see the greening of transport?

Forty years after the first oil shock, transport is still 97% dependent on fossil fuels. Transport makes up 62% of world oil consumption today, up from 45% in 1970. Almost a quarter of global Greenhouse Gas emissions are from transport. So we really need to tackle decarbonisation of mobility. Most of the publications on greening transport focus on cleaner engines. Cleaner engines are a good thing, but waiting for them to become available will take too long. We advocate reducing car traffic by learning to use vehicles better. The excess capacity that cars represent today is phenomenal. If we make better use of roads and vehicles, we could reduce traffic and reap countless associated benefits – less congested cities, better air, fewer road deaths, improved access and opportunity, and so on.

What needs to happen to get there?

We should focus on developing smart vehicle sharing. This will require a cultural shift. But we already share space in other transport-related contexts – even in first-class air travel – so why not on the road? We cannot force people to change their habits, but we can offer attractive alternatives. In European cities, taxi drivers spend 40% of their shift with no service, whereas in peak hours there are not enough taxis available. Incentivising shared taxi rides and even private drivers to provide shared mobility, at a cost comparable to public transport, can address this. If such an approach performs well, we could be moving towards a gradual replacement of scheduled bus services by on-demand services in shared vehicles of different sizes, from the traditional taxi to the mini-bus. Of course there are many regulatory issues that need to be resolved – insurance, driver qualification, and so forth. But for passengers, vehicle sharing is a multiple-win situation: a door-to-door service; at an affordable price; without the hassle of driving or searching for a parking place; with no more waiting for buses or taxis. You simply book a tailor-made ride via your mobile phone. And the benefits for society are self-evident – imagine your Paris streets with about half the number of vehicles today. For governments and societies, this could bring very strong reductions in congestion and in GHG emissions in a rather short time.

What else does transport technology hold in store?

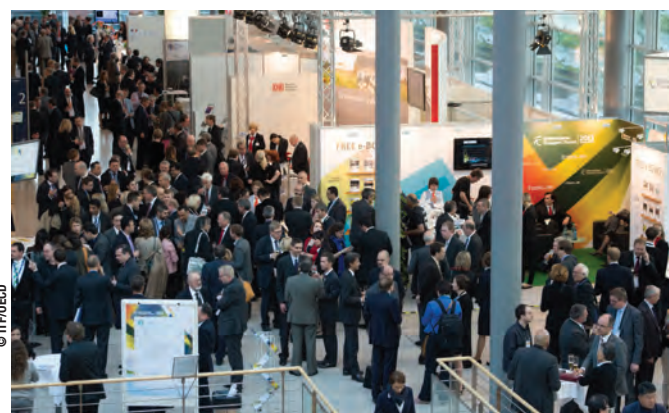
The next step will likely be the introduction of road trains. These are convoys of trucks on motorways, where the vehicles are connected by short-range radio link (Wi-Fi or similar) and the whole 'platoon', as it is called, is steered from the lead vehicle. What the road train

means is attaching 6 to 8 trucks, with only one driver, who would drive from one motorway service station to another. When an individual truck has to leave the convoy, the platoon is recomposed at a given service station and another driver takes control of that truck for the final stretch of the journey. The technology for the road train is already here. The linear part of the infrastructure is also already in place, with continuous motorway connections from Lisbon all the way to Helsinki or from Seattle to Miami, the only adjustments needed being to the service stations. And of course, some adjustments will also be needed to the Highway Code as well as to the signals emitted by these “road trains” to other vehicles, namely at the approach to motorway exits.

Will the human being still have a role?

Within one generation we could have vehicles on our roads that do not need a driver. There are already road trials with trucks and cars. So I am very concerned about the foreseeable loss of jobs in the transport sector. Take road freight: Truck driving is a tough job and poorly paid. It is extremely difficult to recruit young people. Competition and hence pressure to reduce costs is fierce. The economic incentives to push ahead with the introduction of road-train technology or even fully autonomous trucks are in place. I suspect that once platooning becomes operable it will spread like wildfire. Yet the skill set of long-distance lorry drivers is not easily transferable. It will be difficult for them to find a job in an office after spending their whole lives out on the road. For the older generation, it may simply be a question of retirement, but we must not underestimate the challenge we face.

My own vision of the future is one with automated public transport. The Paris Metro already has driverless trains today. Automated buses may come within a decade or so. And some see a city where people move about in self-driving AutoLib'-type shared vehicles, where we will no longer need to own a car. Automated public transport will imply the suppression of thousands of driving jobs, only partially replaced with organisational and servicing jobs. The situation will probably be somewhat less drastic in the automobile industry once we move from the concept of vehicle ownership to that of mobility as a service. Fewer cars and urban road vehicles in total will be needed, but each of them will be used much more intensively and fleet renewal will thus be more frequent. The big challenge for car manufacturers will no longer be focussed on that instant of a purchase decision, but rather on stimulating customer loyalty through a differentiated riding experience. At the moment, motorisation is exploding because the new middle class in emerging economies are buying cars the way Europeans and Americans did in the 1980s. But this is unsustainable, and “the morning after the party” for the car industry is already on



The exhibition at the Annual Summit.

The 2014 Annual Summit of the International Transport Forum “Transport for a Changing World” in Leipzig, Germany.



Fred Flintstone's car from *The Flintstones* - 3

Photo source <http://cars.ie.msn.com/features/the-greatest-cartoon-cars-ever-1?page=4#image=3>

the horizon. The transformation of the transport sector is only just beginning, and the social tensions that may well flow from this are definitely something we will need to study, not just at the ITF but also in other parts of the OECD.

Is there a positive side for people?

Indeed, not all is grim! New technology and a shift away from cars will also mean fewer accidents for instance, and fewer lives lost on roads. Today, 50% of car crashes involve pedestrians and 98% of accidents involve human error. Driver training equips us with the theoretical skills of being alert, anticipating, deciding on the appropriate action. But we are often less than fully alert, and even when we are, we are still weak when it comes to the skills required to manoeuvre the vehicle safely in an emergency. And increasingly, “guardian angel” technology is becoming available to watch over the driver, warn him of imminent danger and even prevent him from performing dangerous manoeuvres. This will be a permanently available complement to driving skills. We have the technology and it is already on the market, with rapid penetration across the price range, from the most expensive to the most common cars.

How does the ITF's Annual Summit contribute to driving the future of transport forward?

At the Summit, we provide a place of exchange where participants can broaden their perception of the challenges. We believe the right formulation of questions is critical for achieving good answers. We also believe that bringing together different perspectives can have a stronger effect on the minds of people. Overall participation this year was 1100, up 10% compared to 2013, with more high-level representation and many more CEOs. Several Ministers praised the very high quality of the panel discussions. We also provide non-public discussion space for Ministers, with no press and no reports, to facilitate the free exchange of views and ideas with captains of industry and leaders of International Organisations. OECD Secretary-General Angel Gurría came for the first time in 2012 and has returned every year since, always bringing a new OECD report to offer the cameras, of course. When Ministers tell me that our Summit is a place where they can listen and learn, this is very gratifying.

Behind the Summit's success is the terrific organisation by the very small but fantastic Summit Team at the ITF who are the driving force in making the Summit the “Davos of Transport”, as several Ministers have publicly called it. The feedback from our countries has been excellent every year, but we do make a conscious effort not to rest on our laurels. Each year, we undertake a thorough evaluation of the event, including feedback from all participants, to see what we can



do better next year. And we have succeeded in bringing something new to the Summit each year, be it new session formats, additional dialogue opportunities for Ministers or introducing a low-paper approach with minimal print products and focus on digital provision of information.

The one regular “complaint” we get is that so much is going on that it is impossible to attend all the parallel sessions, so we provide video recordings on the Summit Website as well as session summaries which we publish usually within hours.

We are now well into preparations for the 2015 Summit on “Transport, Trade and Tourism” from 27-29 May of next year. We are working with ECO and the OECD’s Tourism Unit to develop the theme and we invite others to join in. The ITF may be small, but we are striving to reach out to everybody with our highly dedicated and closely knit team which I am very proud to lead.

Interview by Jill Ramsey

CZECH MATE: Insider view

Czech Government Secondee Klara Mikulikova takes us behind the scenes at the ITF

What brought you to the ITF?

My first involvement with the OECD goes back to when I was at the Czech Ministry of Environment and engaged with the agenda of the OECD DAC Environmental Policy Committee (EPOC). I was impressed by their efficiency, especially of their working groups, in bringing their work to fruition at each session, where all members presented outcomes of their tasks. I thought to myself, well, this is how it should work in international organisations! For the past two years, I have represented the Czech Republic on the Transport Management Board, the ITF’s governing body. Last year, I was part of the Czech Minister’s delegation to ITF’s Annual Summit and when I learned of the possibility of a secondment to the ITF Secretariat, I did not hesitate for a second to apply.

The ITF is part of the OECD heritage, based on essential economic freedom-liberalisation in transport, which brought significant leverage for Europe after World War II. It was an appealing policy means and attracted other overseas countries to become members of the ITF thereafter. Today the ITF’s 54 member countries are working together to take transport policy back to the people and their needs, rather than implementing policies focused only on transport means. This is also the ongoing task of our Joint Transport Research Center (JTRC), where top researchers and consultants with a strong transport background work on hands-on projects initiated by member countries. JTRC also prepares focused background papers for the Summit and contributes much to shaping the discourse.

What were the highlights of your secondment?

Being part of the ITF Summit Team and seeing things from the other side was a privileged aspect of my secondment. In addition, it is always a personal pleasure to work with people who can bring new ideas and expertise to your life.

The ITF Summit is a high-level meeting of transport ministers, business leaders, researchers, IGOs and NGOs that takes place over three days every year in Leipzig, Germany. At the Ministerial session, Transport Ministers adopt policy recommendations and take strategic decisions for the ITF. For me, it was a great opportunity to help organise the meeting of those who develop transport policies – the ministers and governmental policy-makers, and those who deal with implementation of these policies every day – private companies, public institutions, and individuals. The exchange between these different stakeholders, without breaching borders of influence between the “private” and “public” realm, is what makes the ITF’s



Klara Mikulikova

Head of the International Affairs Unit at the Ministry of Transport, Czech Republic, governmental delegate to the International Transport Forum at the OECD and member of the ITF’s Transport Management Board, Klara Mikulikova is currently seconded to the ITF Secretariat.

Annual Summit unique: Transport Ministers listen to the cutting-edge results of transport research studies; they join panel sessions with academics and representatives of transport companies; and they can be approached on specific issues directly by the private sector. Besides this, they meet with their counterparts in all ITF member countries and have the chance to discuss privately in separate bilateral meetings.

This year we had the highest number of participants ever (more than 1100 delegates) and Ministers adopted highly strategic documents for the future of the ITF. To mention just one, the “New Strategic Funding Framework” was an unequivocal success. In this tumultuous time, from both a political and economic point of view, it is almost impossible to get the main policy-makers to sit around the table and reach an agreement. The ITF member states from all over the world had to vote for this crucial milestone leading to a full financial reform to be adopted. Sounds like an impossible task? Well, the ITF pulled it off!

I have here to point out that this enormous success would not have been possible without the personal engagement of ITF Secretary-General José Viegas, who initiated the new funding scheme and led thorough negotiations with several individual states to introduce and explain the new proposed financial system step by step.

Who organises ITF's Annual Summit?

For such a big event, we might expect the huge teams we find in secretariats elsewhere. Amazingly, however, organisation of the Summit is carried out by just a handful of people. This requires tremendous dedication and I have been filled with admiration for my colleagues and their willingness to go the extra mile, from before the Summit until the final version of sessions is printed, sometimes working until 1 a.m. ... In fact, there are no more than 7 seven people preparing the core logistics and organisation of the whole Summit every year, assisted by a small group of staff on the spot. This includes preparing the very first outline of sessions, approaching speakers, drawing up the programme, inviting the delegates and their registration, preparing the separate programme for the high-level delegations and taking care of protocol. Accommodation, badges defining access to specific areas, interpreters according to specific language requirements also need to be provided. I have not yet mentioned the drafting of high-level documents for the Ministerial sessions, the organisation of bilateral meetings, side events including cultural and technical tours in the region, setting up rooms and exhibition stands for companies and countries, updating the daily programme to incorporate changes in the speakers or staff on site – not to mention all the ad hoc issues which have to be dealt with as they arise.

As the governmental delegate to the Summit that I previously was, these are things you cannot see, precisely because they are done well, and my experience at the ITF made me realise just how the work

and skills behind the scenes that go into the smooth running of the Summit are indispensable to its success – and sometimes also taken for granted. Now that I have experienced it from the other side, it is clear to me that the reason I felt so carefree as an official delegate was the perfect preparation of the Summit's process.

How useful will your ITF experience be when you return to your government?

As I near the end of my secondment, the benefits I have reaped are many. At my position at the Ministry, I am responsible for the Minister's protocol, preparing documents for his sessions or for his Deputy Minister. I follow bilateral relations in transport with our major neighbours and analyse the Czech Republic's membership in international transport organisations. Being part of the ITF Summit team this year showed me how to prepare a similar agenda – but for an incomparably larger event. And believe me, there is a difference! In addition to lessons learned on what goes into the execution of such an event, my involvement in the preparation of the ITF Annual Summit has also given me invaluable insight into issues of the day from the perspectives of both sides.

The ITF Secretariat proves, day by day, that it is all about qualified and dedicated people, working together to produce high-quality results, and who thrive on that. With these people, and in this environment, I would be very much pleased to work every time.

Interview by Jill Ramsey

OECD Experience: From China for 70 days

My work at the ITF/OECD as a secondee, by Xumei Chen

Dear Editor,

I am a researcher at the China Academy of Transportation Sciences at the China Ministry of Transport, Beijing. I worked at the ITF from late March until the end of May 2014, in fact for just 70 days.

My main responsibilities at the ITF included a review of the current trends, policy framework, and governance to improve urban travel in Chinese cities, and contributing information on China to the 2014 Transport Outlook which is focused on China and India. I also joined in the preparation of the 2014 Annual Summit of ITF as a member of the Secretariat Team. This was my first Summit and will surely be my most memorable one!

I am honoured to have been a member of this warm family which helped me to get a good view of the latest transport research by the OECD, as well as the concerns of transport ministers in ITF member countries, and I was happy to share with my colleagues what's going on in China in order for them to understand China better. I enjoyed my stay here, with great facilities, a free and multicultural environment, a kind supervisor and nice colleagues, as well as rich information from the OECD library (including your wonderful magazine @mosphere!).

My short time working at the ITF/OECD was so amazing it will surely be the treasure of my life. Wishing you all the best!

Xumei Chen



Building bridges across the miles
Klara Mikulikova (right) and Xumei Chen



OECD Development Week: In a shifting wealth world

Inside OECD

© OECD/Andrew Wheeler



DEV Week 3rd Angus Maddison development lecture, 1 July 2014

(From left to right) Speaker, Professor Nicholas Crafts, University of Warwick, Angel Gurría, Secretary-General of the OECD, Mario Pezzini, Director of the OECD Development Centre

From 30 June-3 July 2014, OECD Development Week brought together at the OECD high-level policy makers, representatives of the private sector, investors, civil society organisations, foundations and think tanks from the four corners of the earth. Their focus: Shifting Wealth. What makes this meeting so relevant to development and to the global economy? We talked to the Director of DEV Mario Pezzini.

When DEV introduced the term of *Shifting Wealth* four years ago, the issue was controversial. Today it is confirmed as a major factor affecting the global economy, developed and developing countries alike. As OECD countries slipped to below the 50 % mark of global wealth, DEV Week could not have been more timely. When analysing new major global trends, it is crucial to understand the major concerns of both OECD and non-OECD countries, and identify ways to achieve shared prosperity. DEV Week provided the platform for various actors to identify and discuss options to make the most of this rebalancing of the world economy.

In today's interconnected and interdependent world, the fact that there is growth in some parts of the world is an advantage for everybody: it contributes to reducing extreme poverty, and also creates a more balanced world. "Shifting wealth" forces, mainly driven by China, have lifted the performance of many economies, in particular that of commodity producers and component suppliers. Some countries have enjoyed dual-sector shifts linked to the industrialisation process, with labour transferring from agriculture to industry, and from industry to service, even if catch-up growth has sometimes been in a limited number of sectors. Others have benefited from a soaring demand for natural resources. Commodity producers or component suppliers from both developing and emerging economies have benefitted from this rebalancing of the world economy. Better terms of trade, more diverse trade partners, new modalities and sources of finance, and alternative development models have opened fresh economic

opportunities, even for the least developed.

But the simple idea that emerging countries are growing and that by growing they will help OECD countries through a demand for products, is not necessarily the case. These countries have their own agenda for development and needs for solutions, and it is crucial for us to understand and integrate in our own strategies the issues they are facing. In the case of China, for example, the government is moving to strengthen internal demand, and has decided to reduce the rate of growth in order to address the problem of social cohesion.

The question today is how far this process of convergence, in which emerging economies catch up with OECD countries, is sustainable: what are the obstacles to growth that might reduce the speed of this trend, or even reverse it? But also, how this process will shape countries' efforts for achieving social inclusion and competitive economies? Or how regional interactions and national development strategies will be affected? This was the major focus of DEV Week.

Over the last few years large emerging economies, although still displaying a healthy pace of growth, have also experienced a slowdown – all had slower growth in 2011-2013 than in 2010– and there are questions regarding their vulnerability to future shocks. One concern is that the magnitude of the "shifting wealth" effect from China may decrease over time as its growth gradually decelerates and its structural adjustments toward more consumption-based growth and away from resource-intensive sectors may dampen the commodity boom. Moreover, while the shifting wealth process has helped spawn the so called "middle classes", tensions arise in a number of emerging and middle-income economies that may hamper growth and lead to instability. A third concern is that once countries reach middle-income status, they have to address increasingly complex challenges in order to climb further up the income ladder. These include less favourable demographics with ageing populations, less room for productivity

gains from rural-urban shifts due to industrialisation and inefficiency in the use of production factors. These less favourable factors will need to be offset by new drivers of growth if convergence is to be sustained.

While it is natural for growth to slow as economies mature, in many instances this slowdown has become severe enough to prevent continued development and to keep these countries stuck in the middle-income trap whereby the economy is unable to move up the value chain, which in turn relates to the difficulty of moving from a factor accumulation-based to an innovation-based growth path. Boosting competitiveness then becomes critical to tapping these new sources of productivity gains, which requires, among other things: (i) the development of more sophisticated labour skills for the production of diversified and higher value-added products; (ii) an effective infrastructure planning and development to build the necessary domestic and foreign linkages; and (iii) switching to inclusive innovation that addresses the needs of the poor and seeks to deliver quality goods and services at a low cost with the purpose of helping the excluded share the benefits.

The rebalancing of the wealth of nations with increasing interconnectedness and challenges, calls for enhanced and renewed development cooperation. New and different perspectives on how to promote development, including those from China and India, and South-South co-operation have become an important dimension of the new development co-operation landscape, adding to more traditional “North-South” relations. With the transition of some countries from low to middle income, traditional donors are starting to design new modalities or strategies for development cooperation, based on knowledge sharing and mutual learning, rather than ODA only: a case in point is the EU vis-à-vis Latin America and the Caribbean.

How does DEV Week contribute to this ambitious agenda?

Firstly, in bringing voices around the table. At the Development Centre, we work with actors and places that are not at the everyday table of the OECD. We deal with countries that are not members of the OECD – not as observers or temporary partners, but as full members of the Centre. Beyond countries, we also deal with actors, such as the multinationals with which we work on a permanent basis, or the Foundations with which we interact regularly and support their work. These stakeholders are often far away: to come from Jakarta, it takes 12 hours. A single event is not enough to make the trip worth their while. DEV Week therefore provides a cluster of events, capable of attracting the wide participation needed to approach the specific nature of development.

The pivotal event of DEV Week is the High Level Meeting of the Centre, which is crucial in attracting representatives from capitals. Among a series of other initiatives surrounding this, one important event is the Global Forum on Development which we organise every year in cooperation with DCD, plus, for the third year running, one other directorate, this time STI due to the focus on innovation and productivity. Our meetings on Latin America were organised in collaboration with partner organisations (Inter-American Development Bank, the United Nations Economic Commission for Latin America and the Caribbean, the Development Bank of Latin America - CAF) and institutions (French Ministry of Economy and Finance, the EU-LAC Foundation). The first event – 6th International Economic Forum on Latin America and the Caribbean – which took place in Bercy, was opened by Vice-President Astori of Uruguay and closed by President Húmalá of Peru, and as usual attended by high level representatives such as Ministers.

DEV Week is also the event at which we launch the latest edition in our *Perspectives on Global Development* series and prepare the upcoming Regional Economic Outlook: the *Latin American Economic Outlook*. We also have our traditional Angus Maddison lecture, this year by Professor Nicholas Crafts, from the University of Warwick, introduced by the Secretary-General. Additionally, on 30 June we held an event on gender from the specific perspective of the Centre, which is part of the Centre’s contributions to the Post-2015 agenda. DEV is the only part of the OECD that has developed an indicator on gender for non-OECD countries. Rather than measuring performance, through for instance the number of women represented in parliament, we measure the social norm that might explain why the gender balance is weak – women’s assets, land ownership, marriage age, number of children, etc. Organised jointly with the *OIF (Organisation Internationale de la Francophonie)*, this meeting brought together a high-level panel, including the Minister for Gender Equality and Women’s Empowerment, Burkina Faso, Nestorine Sangare, UK Parliamentary Under Secretary of State for International Development, Lynne Featherstone, and former UN Special Rapporteur on Extreme Poverty and Human Rights, Magdalena Sepúlveda Carmona, with the participation of Ambassador and Permanent Representative of Sweden to the OECD and UNESCO, Annika Markovic, and OECD Chief of Staff Gabriela Ramos, and made an important contribution to the overall discussions.

Next is the content and also the form of the meetings. Our High Level Meeting discussion focused on how far shifting wealth is sustainable, with a specific focus on the BRIICS and the obstacles they are facing in at least three areas: environmental limit, productivity and growing social tensions. In China, the level of pollution, the use and availability of water, could severely arrest the speed of growth. In certain countries, the increase in productivity is very weak, and in Latin America it is relatively flat (– for instance Africa did better), largely due to Latin America’s weak investment in innovation and R&D, at below 1% of GDP compared to the OECD recommendation of 2.4%, and China’s 1.8%. If productivity does not increase, growth will be unsustainable and imbalanced. Meanwhile, growing social tensions are a very important issue in all these countries. With shifting wealth, an extraordinarily significant amount of people left extreme poverty, and entered a grey area some call the “middle classes”. However, very often working in the informal economy with no social protection system and no pension, these people risk falling right back into extreme poverty any day. This vulnerability, combined with expectations of improving their well being, results in frustration – and uprisings. We have seen it in North Africa with the Arab Spring, in Chile with the students, in Brazil, in Colombia, in Turkey, in Thailand. If social cohesion is undermined, it is also an obstacle to growth. All of this we addressed at the High Level Meeting.

The inaugural meeting of the Week, the 6th International Economic Forum on Latin America and the Caribbean (LAC), focused on logistics and competitiveness, pillars of regional integration and enhanced trade opportunities for Latin America. Particularly in Central America, if you want to go from one capital to another, you have to fly to Miami or Mexico City. As products of Latin America are often commodities, with very low value added per kilo, transport matters a lot in their price. These commodities are often fresh products, fruits and vegetables, so you have to ship them quickly. Latin America is close to the most important markets in the world, Europe and North America, but if you cannot operate on a just-in-time basis, you cannot take advantage of this. Meanwhile you are in competition with Asia where the prices are more competitive.

At the second session on Latin America, the EU-LAC Foundation / DEV Joint Meeting, we looked at relations with Europe. Despite



Ollanta Humala, President of Peru and Angel Gurría, OECD Secretary-General attending the New EU development cooperation strategies in Latin America & the Caribbean meeting hosted by the OECD Development Centre. OECD, Paris, France.

the longstanding idea of Latin America's special relationship with Europe for cultural reasons, this relationship is evolving. One of the reasons Latin America came through the crisis more quickly was its trade relations with China and other actors. In 2009, China became the first partner of Africa, overtaking the United States, and has its sights set on overtaking both the US and Europe in trade with Latin America. In this shifting wealth world, the question is what form the relationship between Europe and Latin America should take. The EU is now reducing bilateral support to Latin American countries in favour of multilateral support, but how the EU will operate this, is also a big question. Both regions need to define and put in place structural reforms and sound public policies.

Learning from good practices then becomes crucial in both contexts. The EU-Latin America relationship is moving from a **traditional cooperation** model toward a strengthened **peer learning** model, where the will to share experiences and to learn from innovations appears to be more decisive than the funds. Given this backdrop, creating platforms for the exchange of experiences and knowledge on policy design and implementation, is a tool for both European and Latin American and Caribbean countries as they work on crafting new sustainable and inclusive development strategies.

Finally, I would like to draw your attention to the Centre's flagship Report **Perspectives on Global Development** and the Global Forum on Development (GFD), where this Report is launched. The GFD consists of three-year cycles of events where key development dimensions are analysed bringing fresh thinking and innovative ways to operationalise them. It also highlights the contributory roles that the OECD could play on specific MDGs issues. The GFD 2014 focused on productivity following up on the GFD 2013 discussions on achieving social cohesion and well-being goals. Against this backdrop, the PGD was successfully rolled out last July. But this is not just a simple launch: prior to the Launch there is a very important closed-door meeting at which we discuss what countries are doing at the strategic level – in a shifting wealth world. From the outset, this Report has focused on shifting wealth: the first, four years ago, was subtitled **Shifting Wealth**, the second, **Social Cohesion in a Shifting Wealth World**, the third, **Industrial Policy**. With this year's Report entitled **Boosting productivity to meet the middle-income challenge**, our discussions focused particularly on shifting wealth and social policy.

Given the different nature of the problems for the different countries, it is clear that there is no "one-fits-all" solution. What we are seeing is that these countries very often "go national" to address a specific

bottleneck for development. There are binding constraints to development often related to specific national institutions, and for this the appropriate level of intervention is the country. There is also the multidimensional aspect of development, as limits to development do not come only from markets, but from the condition of women, untapped resources for development, and other factors that are not strictly speaking economic. This is being addressed by the horizontal effort, under the OECD Development Strategy, to design and implement a new strategy called Multidimensional Country Reviews outlined in the Strategic Orientations of the Secretary-General.

The final event, on 3 July, was the Experts meeting on the **Latin American Outlook 2015: Education, skills and Policy**. Every year we produce three **Economic Outlooks**, on Latin America (**LEO**), on Africa and on Southeast Asia. Importantly, in order to prepare these, we organise a closed-door meeting with experts and policymakers from the region, and discuss our charters – and this takes place during DEV Week. A similar meeting will take place in October for Africa.

We always launch our Outlooks at key events for the regions. Last year the **LEO** was launched at the Iberico-American Summit, as it will be this year in Vera Cruz, Mexico, on 4 December. This is attended by the Presidents of the South American Republics plus the King of Spain and the President of Portugal, who receive the Report in person from the Secretary-General of the OECD. For Africa, I went to Kigali, Rwanda, on 19 May where the African Economic Outlook was launched, as usual at the first day of the Annual Assembly of the AfDB. In November, we will launch the Southeast Asia Outlook, at the ASEAN meeting in Myanmar.

The high profile of these fora is extremely relevant, meaning that not only the Centre, but the OECD has gained a seat in global development that is recognized at the highest level. More than just a meeting and more than just a launch, DEV Week is an output in itself.

Interview by Jill Ramsey

DEV Week was reported in the world press:

[OECD Dev Week 2014: Boosting productivity to meet the middle-income challenge](#)

Devex (wrap-up of DEV Week)

[Latinoamérica: Desaceleración en el corto plazo. ¿reformas en el largo plazo?](#)

El País

[Húmalta apunta que América Latina no ha registrado aún su "década de oro"](#)

- EFE

[Mario Pezzini: the free ride to convergence is over: EMs must boost productivity](#)

- Financial Times Beyond Brics

See also OECD Insights:

[Productivity and development: Competitive services can help, but can't do everything](#)

Speeches by the Secretary-General during DEV Week:

[Launch of the 2014 Perspectives on Global Development](#)

[Third Angus Maddison Development Lecture](#)

[2014 High-Level Meeting of the OECD Development Centre](#)



OECD DEV Week: Africa

Don't miss it: Development means you!

The next series of events on development will be held in October. Be sure to register for this fascinating cluster of events dedicated to Africa.

Monday, October 6: 14th International Economic Forum on Africa.

Reaching an average growth rate of about 4% in 2013, compared to the 3% growth of the global economy, Africa proved again its dynamism and resilience to regional and international turmoil. Africa's average growth is projected to accelerate to close to 5% in 2014 and 5%-6% in 2015, particularly enhanced by the vitality of West and East African economies. A fabulous window of opportunity, this solid growth must be more inclusive to achieve Africa's economic transformation as well as political and social stability, better using the regional and global value chains to its benefits, and addressing future challenges such as the fast rate of urbanisation bringing along changes in territorial policies.

The Africa Forum is the annual gathering where OECD and African policy-makers meet investors, academics and civil society leaders working on and with Africa to discuss the region's main challenges and opportunities. Organised by the OECD Development Centre in partnership with the African Union Commission, the 2014 edition will focus on the achievements and limits of the current transformation of African economies, notably through Africa's insertion into the global and regional value chains, as well as the new challenges raised by the fast pace of urbanisation and the growing discrepancy between urban and rural areas on the continent.

The debates will benefit from the conclusions of the **African Economic Outlook 2014** report, jointly produced by the African Development Bank (AfDB) the OECD Development Centre, and the United Nations Development Programme (UNDP).

The publication is available at:
www.africaneconomicoutlook.org.

More on:
<http://www.oecd.org/site/africa-forum14/>.

Tuesday October 7th: EmNet meeting

The next EmNet meeting entitled "Made in Africa" will take place back-to-back with the yearly International Forum on Africa. EmNet will welcome several high level African policy-makers, including UNECA's Executive Secretary, Ministers of Finance, representatives of Regional Development Banks, and from the African Union Commission. The meeting will focus on discussing industrialisation and productivity challenges for the continent, operational strategies to reach and connect African consumers as well as to boost production in Africa using financial and human resources.

EmNet is the OECD Development Centre's network dedicated to the private sector in emerging economies. It is a platform for dialogue and analysis of economic trends, business strategies and policy challenges between high level officials, top executives and OECD experts.

More information to come on:
www.oecd.org/dev

Stay tuned!

African Economic Outlook 2014

SPECIAL THEME:
Global Value Chains and Africa's Industrialisation



Mario Pezzini surrounded by the OECD DEV Week Team, Issy-les-Moulineaux, 13 May 2014

Absent from photo: Luis Padilla, Bathylle Missika, Delphine Grandrieux, Louise Schets, Aida Buendia, Noemie Bucourt, Thomas Jativa



Walking the Green Walk

OECD Aims to Shrink its Environmental Footprint

Inside OECD



Staff working at the printshop and on catering and contracts are engaged in greening the OECD.
(Left to right:) Régis Branchet, Liisa-Maija Harju, Claudine Radisch, Gérard Giner, Michelle Lübker, Patrick Rosenkranz, Théo Granet, Richard Trois-Poux.

The internal air travel carbon tax initiative, launched by the Secretary-General in 2013, is an additional key instrument. This tax is calculated on the estimated carbon emissions resulting from air travel by a Directorate/Programme in the previous year and then adjusted at the end of the year to reflect actual travel. The funds from the carbon pricing initiative are used to support purposes related to improving the environmental performance of the Organisation. The 2013 funds are being used to improve the Organisation's videoconferencing infrastructure. This initiative is now embedded and is being pursued once again in 2014.

Sharing good practices with other organisations helps the OECD

In addition to implementing good practices and policies, the OECD takes part in

initiatives that allow the Organisation to share good practices with other public and private sector organisations.

In 2013, the OECD participated in a United Nations-led programme in which the environmental performance of UN and other agencies is peer-reviewed. As part of this programme, OECD staff were invited to be part of the team evaluating the environmental management of the Vienna-based United Nations offices.

The Organisation also participated in a pilot project led by the French Carbon Footprinting organisation, *Association Bilan Carbon*. The aim of the organisation, and particularly this project, is to develop a new ISO standard on greenhouse gas management.

Sustainability is better business

Several studies show that the companies that are leaders in environment, social and good governance policies financially outperform their 'less sustainable' peers. Sustainability is simply better business. For many years, the OECD has implemented its own corporate environmental strategy. This strategy has focused on two main work streams: the certification of all OECD real estate with the French voluntary buildings' certificate "*Haute Qualité Environnementale Exploitation*", i.e. HQE@E; and the regular measurement of its operations' carbon footprint. Various projects linked to these goals and some other related topics have been implemented or their feasibility has been studied.

OECD is more efficient and environmentally friendly than in 2010

The *OECD Environmental Report 2013* published on World Environment Day 5 June 2014, available on the Intranet, is the evaluation of the *OECD Greenhouse Gas Emissions Report*, issued annually since 2010. The Report provides an update on progress achieved in implementing effective environmental management in OECD operations. The results of this annual review confirm that the OECD is successfully shrinking its environmental footprint despite the steady growth of the Organisation. In comparison with 2010, total water consumption has decreased by 4%, total energy consumption by 18%, total paper consumption by 28%, total vehicle fuel consumption by 38%, and total greenhouse gas emissions by 6%.

Carbon tax and green procurement are key policies

The progress in the Organisation's environmental performance is largely due to the growing use of smart energy management and technology such as LED bulbs, double glazed windows, and cleaning of air conditioning equipment; improved management of water leakage detection practices; and the fact that paper-based products are increasingly replaced by electronic devices (which themselves have environmental impacts that are difficult to measure).

In addition, many environmental management policies, such as green procurement, are being implemented. Environmental criteria are, when appropriate, included in the Executive Directorate's calls for tender and contracts alongside the 'traditional' purchasing criteria. For example, in 2013, the OECD continued to purchase environmentally certified (FSC™), recycled office paper; multifunction printers that are more energy-efficient than the previous ones and are equipped with the Watchdoc Printer Management Software.

OECD Conference Centre granted a green buildings' certificate in 2014

The OECD Environmental footprint continues to shrink in 2014. The Conference Centre was recently granted the HQE@E green buildings' certification. It is the first conference centre in France to have received this certification.

In addition, drinking water fountains in the Conference Centre rooms are replacing bottled water; the prices of hot drinks in the cafeterias have been reduced for those who bring their own mug in order to discourage the generation of waste; and food waste recycling has been initiated at the self-service restaurants in order to increase the Organisation's recycling rate.

Progress achieved with these initiatives was made possible thanks to the commitment of management and staff directly involved, as well as that of each staff member whose individual efforts count. Thank you to all and let's pursue our rewarding efforts!

Liisa-Maija Harju

For more information, please contact greening@oecd.org or #1641.

Your Environmental Footprint at Work in 2013 (average for OECD staff)

- 29 kg of office paper
- 7 630 L of water
- 6 480 kWh of energy
- 3.5 tCO₂e of greenhouse gas emissions (equal to two return flights Paris-NYC)
- 206 kg of waste (of which 59% was recycled)

Bang on cue

Jeremy Maddison Snooker Champion

You may know Jeremy Maddison's face, and it's a face we may well be seeing more of, as on 2 February 2014 he made a dramatic return to the Snooker Table to become Snooker Champion of the Île de France after just one year back on the scene, and is set to take the French snooker scene by storm – starting with the OECD.

So how did our Communications and IT officer for the Global Forum on Transparency and Exchange of Information for Tax Purposes in CTPA get hooked on the quiet and patient game?

“Snooker is my passion. When I was a child, my father used to play with me every Sunday afternoon in Brussels where the sport is very popular. Watching on TV the brilliant Northern Ireland snooker player Alex ‘Hurricane’ Higgins or the fantastic 1985 world snooker final between Dennis Taylor and Steve Davis gave me the taste to practise more and start playing tournaments. When I arrived in France to join the OECD in 2001, I stopped playing – but a passion being what it is, I had to play again. And I must say that I am quite happy to have won the Île de France championship the year I started to play again.

Patience and precision

Snooker is a billiards game. A snooker table measures 6 feet (1.86 meters) by 12 feet (3.66 meters) and has four corner and two side pockets. Snooker is played using 22 balls: one white cue ball, 15 red balls worth one point each, and six balls of different colours: yellow (2 points), green (3), brown (4), blue (5), pink (6) and black (7). The red balls are initially placed in a triangular formation, and the other coloured balls on marked positions on the table known as “spots”. Points are scored by potting the red and coloured balls (that is, knocking them into the pockets) in the correct sequence. A player receives additional points if the opponent commits a foul. A player wins a frame (individual game) of snooker by scoring more points than the opponent. A player wins a match when a predetermined number of frames have been won.

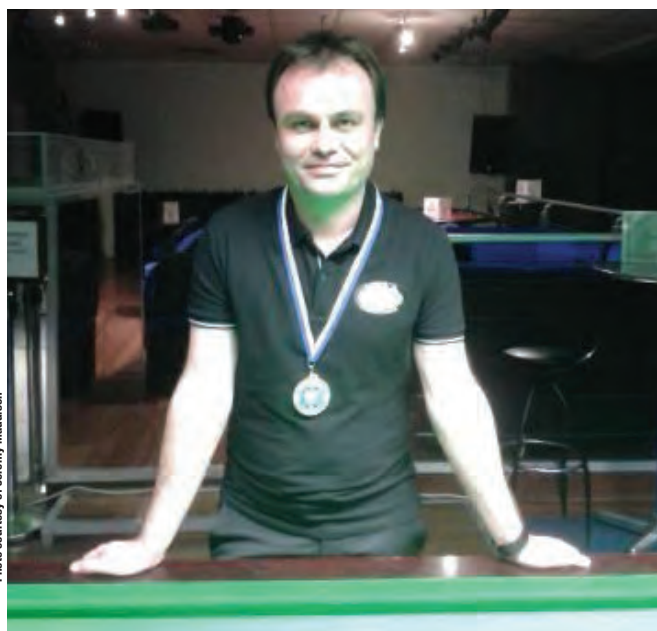


Photo courtesy of Jeremy Maddison

Jeremy Maddison

The Île de France Championship Champion, 2 February 2014.

My next target will be to try to obtain a good result at the French championship, but that will take more practice! I hope to find many snooker players at the OECD with whom I could play and share my love for the game.”

Ready to be snookered? If you would like to take the cue and join Jeremy, contact: Jeremy.Maddison@oecd.org

Staff uncovered



Photo courtesy of Jeremy Maddison

Snooker Champions of the Île de France Competition 2014 (In First place: Jeremy Maddison, Second place: Nathanael Wehl and in Third place: Pierre Pascual.



Discovering La Muette

The Royal Gardens

Staff uncovered

When it comes to the history of our Château, how could we forget our fantastic gardens? In Episode 2 of his fascinating quest, Andrew Gentry invites us on a meander through the Royal Gardens. Along the way, the gardens would live exciting and perhaps surprising adventures of their own. A “royal” economy drive after the death of Louis XV heralding a series of innovations, La Muette would host the flight of the first hot-air balloon, an orthopaedic hospital, and France’s first potato garden, before becoming the environmentally friendly home for myriad plants and trees it is today.

In the previous issue we learned that at least six châteaux were either built or remodelled at la Muette. Coexisting alongside these royal abodes were well surveyed woodlands and sometimes intricate, painstakingly designed gardens whose sole purpose was to provide pleasure and escape to an elite fleeing the French Court’s ruthless protocol and never-ending gossip. Today, the gardens surrounding Baron Henri de Rothschild’s 1920’s Louis XIV-style château de la Muette are only a smidgen of a once grandiose, royal affair that delighted Kings, Queens and Captains of industry for over 450 years. Although limited in size, the Baron’s 20th century gardens were nevertheless fit for a King.

After the death of Louis XV in 1774, King Louis XVI and his Queen Marie-Antoinette were the new monarchs and living at la Muette on a tight budget. Very soon Louis XVI began selling off royal properties to cut down expenses – including la Muette. During the last quarter of the 18th century, with no buyers interested, la Muette was practically abandoned and the gardens only remotely maintained.

Nonetheless, it was at this time that the château’s gardens ushered in an era of science and technology with the flight of the first manned hot-air balloon on 21 November 1783. Jean-François Pilâtre de Rozier and the Marquis François Laurent d’Arlandes climbed into a fleur-de-lys decorated hot-air balloon, or Montgolfière, and took off from the northwest corner of la Muette’s gardens. The two would fly over Paris for approximately twenty minutes before arriving at the Butte-aux-Cailles in Paris’ southeast neighborhood. Benjamin Franklin, the King and Queen were all present at that day at la Muette.

Later, in 1787, Antoine-Augustin Parmentier would plant France’s first potato garden at la Muette in hopes of finding a viable and affordable solution to the famine ravaging the impoverished nation. Has anyone heard of Hachis Parmentier ?

In the aftermath of the French Revolution, la Muette would pass through several hands, those of Napoleon and Maurice de Talleyrand to name two. By 1820, Sébastien Érard, owner of the famous piano factories, would purchase an essentially dilapidated la Muette and

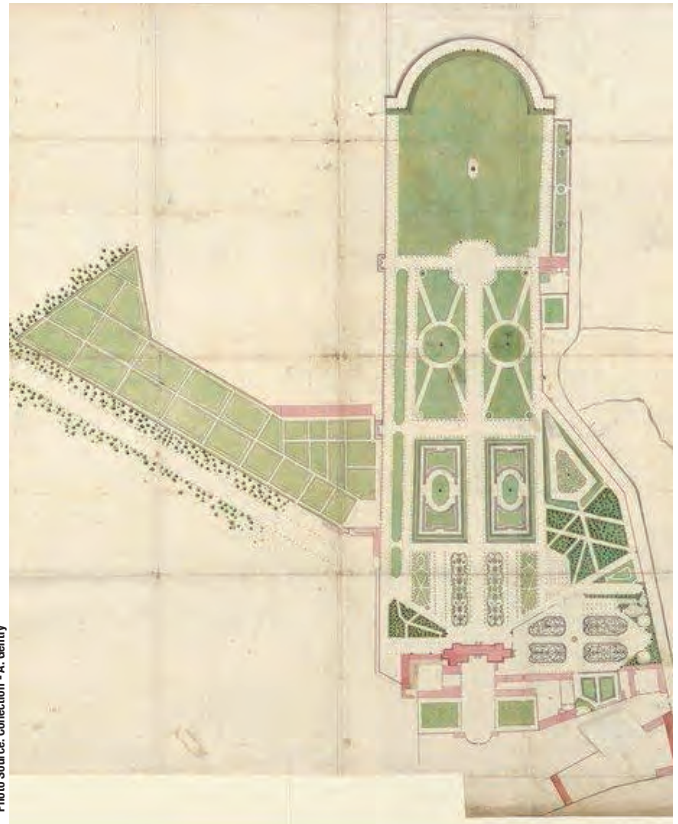


Photo Source: Collection - A. Gentry

Plans of the grounds 1717
Bibliothèque nationale de France

slowly set out to rebuild the Domaine de la Muette, much like a puzzle, by buying neighbouring parcels as they became available. Unfortunately, greenhouses belonging to the city of Paris were installed on several tracts of the former royal gardens and not for sale, making it impossible to reassemble all the original pieces.

Initially, Érard used *la Muette* as a summer home. Later, he decided to rent out the remains of the domain instead of living there. The new tenant of la Muette, Doctor Jules Guérin, would find the château’s former royal gardens unrecognizable. Doctor Guérin would transform the pavilion of la Muette into an orthopaedic hospital for the treatment



Photo Source: Collection - A. Gentry

“Vue du Château de la Muette et d’une partie du parterre”



Photo Source: Collection - A. Gentry

Institut orthopédique de la Muette – ruins of the original château



Photo Source: Collection - A. Gentry

The original plans for Henri de Rothschild's gardens.
Gazette des Amateurs de Jardins

of “deformities related to height, size and limbs”.

A brochure dated 1839 provides precise details of the different treatments administered at the clinic including “deformities related to monsters and to the foetus.” The gardens at the Institut Orthopédique de la Muette were of key importance as they were used, according to the Institute’s brochure, to ensure “the separation of the sexes” by placing “sizeable patches of land, fences and shrubbery between the men’s and women’s respective facilities, rendering impossible

any communication between the two divisions.”

At the end of a seven-year lease, Sébastien Énard’s nephew and heir, Pierre Énard, takes back the château and moves in with his family. Only once the domain had passed through his nephew’s hands did any substantial changes take place, with Madame Pierre Énard doing her best to maintain the château and embellish its vast park. Among the most unfortunate transformations to the domain was the arrival of the Auteuil railway in 1854 – it literally cut through the domain’s gardens. The railway’s two closest stations, Boulainvilliers and Henri Martin are still visible today.

Shortly after his marriage to the heiress to the Énard family fortune, the Count Amable-Charles Franquet de Franqueville, made Count by the Pope, undertakes major renovation works to restore and essentially rebuild the château de la Muette and its grounds. By 1889, a new château and a vast, luxurious park (the largest privately owned park in Paris) brought the domain back into the international limelight. Ironically, within 10 years the Count would begin selling off parcels of the domain that the Érards had painstakingly reassembled. A new local tax on private parks and gardens, coupled with the arrival of a second set of tracks for the Auteuil railway, would push the Count to the brink of exasperation. By 1904, major housing projects were already constructed on what were once tree-lined alleys and 18th century styled gardens.

It was during this time, in 1912, that Baron Henri de Rothschild acquired 22,000 m2 of land in the north-west corner of the former royal gardens of *la Muette* to build a new home in order to escape the congestion and pollution of central Paris.

When the aristocratic club known as the Société des Amateurs de Jardins learned that Baron Henri de Rothschild was building a château at la Muette, the club’s members seized the opportunity to showcase French landscape architects’ savoir-faire by organising a contest to design the most appropriate gardens for the Baron’s new home. The contest was held in 1914 and featured three prizes of 3000, 1500 and 500 francs.

The architectural style (Louis XIV) and the size of the Baron’s château were already known in 1914. However, the proportions of the château

being too important compared to the park, designing the most appropriate gardens was a real challenge for all the competitors.

The contestants also had to work with three alleys of oak and lime trees that could not be removed. Many of these trees are still visible today. The winner was Raoul Saint-Martin, pupil of the illustrious landscape architect Achille Duchêne (1866-1947) who was the son of Henri Duchêne (1841-1902). In his 1935 publication *Gardens of the Future*, Duchêne asserted: “There is no more future for vast aristocratic parks. From now on, gardens should be designed smaller with a minimum of upkeep”.

The jury considered that Mr. Saint-Martin had “allied intelligence and respect for tradition with a certain element of originality and novelty.” Saint-Martin’s project included a large reflecting pond in the centre of the park and surrounding the château with flowerbeds, boxwood and trees. The round-about clearing in the north-east corner of the park featured a small central pond surrounded by beds of rosebushes and plain lawn.

Since 2009-2010, the garden of la Muette was reorganized and now boasts an environmentally friendly home for over 25 000 plants among which 139 trees, including 71 lime trees.

Over 450 years after the first stones were laid at la Muette, today’s seemingly minute gardens offer a legacy for future visitors, recalling the Greek proverb: *«A society grows great when old men plant trees whose shade they know they shall never sit in».*

Andrew Gentry



© Felicity Martini

Hachis Parmentier?
Andrew Gentry, Château de la Muette
2014



Photo Source: Collection - A. Gentry

Lift off at La Muette: the Montgolfière
Flight of first manned hot-air balloon



OECD's Amateur Photographers

Isac Babel

Staff uncovered



© Isac Babel

Please, give me back today

Can you guess the identity of our elusive photographer – Modestly concealed behind his artist's name? An "A" leads us to the engaged and fearless Russian writer Isaac Babel – his alter ego? (*We sense a global perspective...*): Always Ready with his camera, to capture the moment, anytime, anywhere, with an EYE for truth and beauty. And an O? – isn't "Ohhh..." what we say as his photos simply take our breath away...

So, who is this familiar and well-loved character at the OECD?

[View more by our mystery photographer](#)



© Isac Babel

Non smettiamo mai di meravigliarci e di sognare



© Isac Babel

Mineral windows



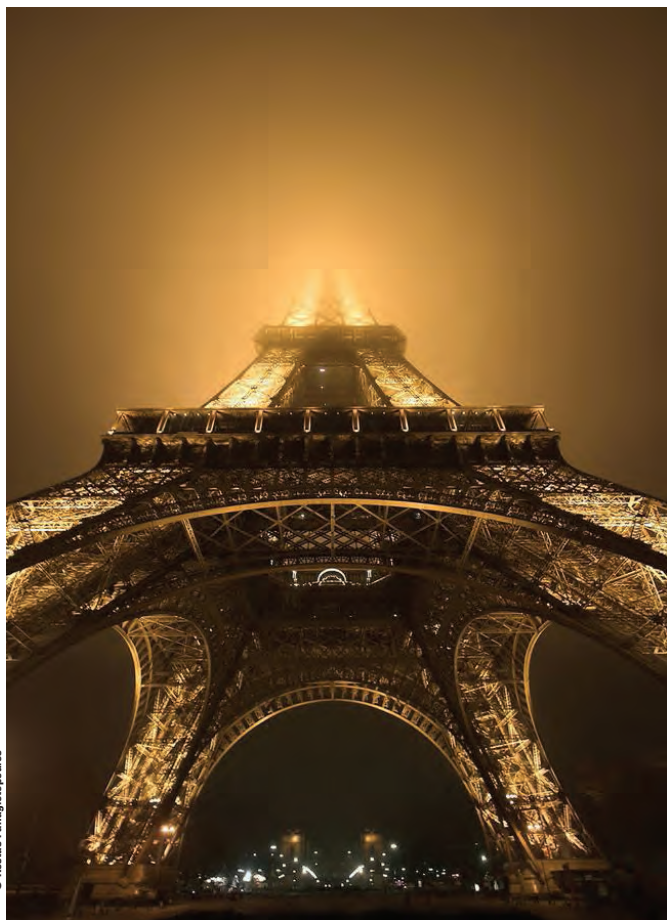
© Isac Babel

Dance me to the end of love

Kostas Panagiotopoulos

View more by this photographer: www.design8r.com

Staff uncovered



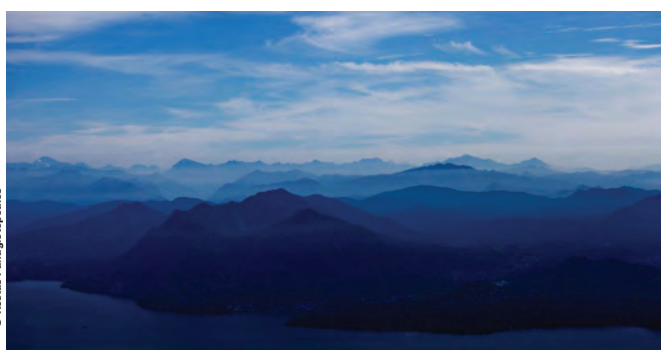
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Eiffel



© Kostas Panagiotopoulos

Château de la Muette



© Kostas Panagiotopoulos

Stresa, Lago Maggiore, Italy



© Kostas Panagiotopoulos

Bir Hakeim, Paris

Isabelle Renaud

Staff uncovered



Paris, Bois de Boulogne



Antigua-Guatemala



Antigua-Guatemala



Miami Beach, Florida



Young Maasai girl, Kenya

A Tribute to John Mansley

An inspiration that lives on

Dear Editor,

I thought you and your readers should be informed of the death on 12th February last of John Mansley, former OECD colleague and dear friend.

Throughout his time at the OECD, John worked in Development, closely monitoring the flows of financial assistance to the developing world in support of the work of the DAC and the financial targets the OECD member countries had set themselves in this area.

As a young man, John was the prime mover in the setting up of the War on Hunger Group in the OECD in 1964. In the context of the era, this was a considerable achievement for a junior member of staff, as he was at the time, and involved negotiations up to the level of the Secretary-General. I spoke to John shortly before his death about the article in the last issue of OECD @mosphere and he was delighted to hear news of the Group and the wonderful work it was continuing to perform. Throughout his time at the OECD, he was an active supporter of the Group and the different charitable projects it was financing. One such project was to help in the setting up of a dental laboratory in Auroville, Pondichery, India, providing dental facilities for local villagers in the surrounding area who were entirely without such facilities.

His concern with the problems of the developing world and his active involvement in projects in those countries continued after he retired from the OECD. Most recently, he was involved in and financially supported himself a project designed to provide educational facilities for young gypsies in Pondichery, a community very much deprived and discriminated against in India. John was inspired by

his deep Christian faith and a highly developed social conscience. One could say that he devoted the greater part of his adult life to seeking to redress the ills caused by social injustice wherever he found them, in particular, in the developing world. John, who had been very ill for the last year, maintained close contacts with both colleagues from the OECD and the developing world long into his retirement.

For all who knew John, the loss of this man it was a privilege to know will be felt deeply. It is our hope that the current OECD staff might find some inspiration

and pride in the achievements of a former member of staff who believed passionately in the Organisation's role and responsibilities for the developing world. The OECD was so much part of John's life, it's hard to remember a time before he joined. In his heart he never left.

Yours faithfully, David Quinn (OECD staff member 1962-1978)



Photo courtesy of The Mansley Family

John Mansley
5 May 1936 - 12 February 2014

Family news

New Arrivals

Baby Lily June Warnier



© Pierre Warnier

Lily June Warnier
25 June 2014

Linda and Pierre Warnier are thrilled to present their first-born Lily June who arrived on 25 June 2014 in Hyères, France. Linda works on social media for the communication team at DCD and is currently enjoying her parental leave with her husband in southern France and Virginia.

Linda and Pierre Warnier

Baby Samuel Curtis



© Glenda Quintini

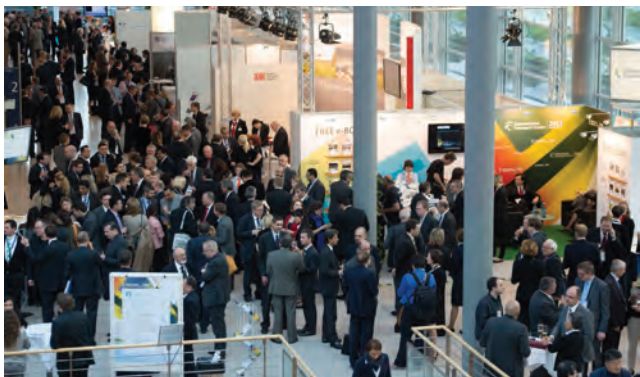
Samuel Curtis
5 June 2014, with big brother Luca

Samuel joined the Curtis-Quintini family on 5 June 2014, a healthy 4.3 kg and 53 cm. Another sweet smile to brighten his delighted parents' day and a perfect playmate for big brother Luca.

Glenda Quintini

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atmosphere@oecd.org

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