

Contents

Leaders' Testimonials (December 2020) — V

Acknowledgements — XV

- 1 Introduction — 1**
- 2 How the Organisation Works — 5**
 - The OECD Council — 5
 - The Secretary-General — 6
 - The Role of the Delegations — 8
 - The OECD Substantive Committees and their Subsidiary Bodies — 9
 - The Programme of Work and Budget (PWB) — 11
 - The Staff of the OECD — 12
 - Recent Reforms: Governance, Finance and Human Resources — 13
- 3 From the Cold War to the OECD's 50th Anniversary — 16**
 - From the OEEC to the OECD: The OECD in the 1960s — 16
 - Economic Influence, the Oil Crises and the Rise of the Environment in the 1970s — 19
 - Decline and Success: The Challenges of the 1980s — 22
 - The End of the Cold War and the Search for a More Global Role in a Competitive Environment: The Stirrings of Reform in the 1990s — 24
 - From Johnston to Gurría: The Reforms of the 2000s — 27
- 4 Leadership — 30**
 - The Candidate — 30
 - Settling in and Getting it Right: 2006–2007 — 32
 - Developing a Modified Vision: 2007–2011 — 39
 - Cleaner, Fairer More Inclusive Growth in a Global Policy Network: 2011–2016 — 42
 - Consolidating and Increasing Achievements, But Also Increasing Pessimism: 2016–2021 — 44
- 5 Going National — 49**
 - Going National in Practice — 51
 - The OECD's Support for Reform in EU Member Countries and the EU's Structural Reform Programme — 53

6 Going Global — 56

- The Emergence of the OECD Global Relations Strategy (GRS):
2001–2005 — **56**
- The Development of the Global Relations Strategy and Enlargement:
2007–2021 — **58**
- Enlargement — **60**
- Enhanced Engagement — **61**
- Regional Approaches — **64**
- International Organisations — **67**
- Other Country Programmes — **71**
- The Global Activities of Senior Management — **71**

OECD in Pictures — 73

7 Going Green — 97

- Environment Activities in the OECD — **97**
- Green Growth — **99**
- Climate Change: From Kyoto to Paris and Beyond — **101**
- Recent Work Beyond Climate Change — **105**

8 From GDP to Well Being, Inclusive Growth, Education — 107

- The Origins of the Better Life Initiative — **107**
- Growing Unequal? — **108**
- The Framework for Policy Action on Inclusive Growth — **110**
- WISE Developments — **111**
- Education and Skills — **113**

9 Innovation and the Digital Economy — 116

- The Development of Work on Innovation at the OECD: 1992–2010 — **116**
- Innovation 2010–2021 — **119**
- The OECD and the Digital Economy — **121**

10 International Taxation — 127

- From Double Taxation to the Harmful Taxation Competition Initiative — **128**
- Base Erosion and Profit Shifting — **130**

11 Systemic Thinking and Smart Data — 135

- New Approaches to Economic Challenges (NAEC) — **135**
- The Strategic Foresight Unit (SFU) — **138**
- Smart Data — **141**

- 12 From Radiation Health to COVID-19: Health Work at the OECD — 144**
 - Origins and Development of Health Work — 144
 - Health Work 2011–2021 — 145
 - OECD Response to COVID-19 — 149

- 13 Conclusion — 153**

