Meeting of the OECD Council
at Ministerial Level

Paris, 3-4 June 2026

SECRETARY-GENERAL'S REPORT TO MINISTERS ON GLOBAL RELATIONS

THE SECRETARY-GENERAL'S REPORT TO MINISTERS ON OECD GLOBAL RELATIONS 2026

I. EXECUTIVE SUMMARY

Amid an increasingly complex and fragmented geopolitical landscape, characterised by growing competition and heightened uncertainty, the OECD's global engagement has continued to deliver concrete policy impact for its Members and Partners. Strong interest from partner countries over the past year to deepen engagement underscores the Organisation's continued attractiveness and global relevance. By working with countries at all stages of development, the OECD continues to play a distinctive bridge-building role as a trusted, evidence-based platform advancing pragmatic and effective international co-operation in a changing global context. The following achievements over the past year illustrate its value added in delivering practical, policy-relevant impact:

Global Impact

- The OECD played a central role in the **G7, G20 and APEC**, consolidating its position as a trusted partner of major global fora. Within the G7, the OECD supported Canada's 2025 Presidency on growth and resilience, reinforcing co-operation on critical minerals, aligning the G7 Action Plan with OECD legal instruments, and advancing the digital agenda. Under France's G7 2026 Presidency, the OECD will continue supporting work on global imbalances and development finance. On the G20, the OECD helped advance landmark deliverables under South Africa's Presidency, shaped the G20@20 Review and is providing targeted analysis to support the United States' 2026 G20 Presidency. Moreover, engagement with the **United Nations as well as other international and regional organisations** has been strengthened to advance effective multilateral solutions.
- To support **stronger, inclusive and sustainable economic development and growth**, the OECD has been bringing together Members and partners around key initiatives on globally relevant issues such as **connectivity and critical minerals**. Major events, including the annual **Emerging Markets Forum**, held at the OECD Istanbul Centre in 2025 and 2026, alongside other high-level gatherings and targeted analysis, highlighted the OECD's leadership in shaping solutions to ensure the benefits of resilient value chains are broadly shared.

Regional and Continental Co-operation

- Driven by the **LAC** Strategic Framework welcomed at the 2025 MCM, the LAC Regional Programme, which celebrates its 10th anniversary in 2026, has deepened its engagement with the region including in public governance, social inclusion, AI, infrastructure, integrity and public-private partnerships. Further progress is expected through the new LAC Strategic Framework Implementation Plan.
- The Implementation Plan of the Strategic Framework for the **Indo-Pacific** has progressed further, and the **Southeast Asia** Regional Programme delivered both high-level political engagement and targeted technical support aligned with ASEAN priorities, responding directly to OECD Members' commitment to advanced engagement with the region. The OECD also continues strengthening its engagement with the Pacific Islands Forum and its member countries.
- Across **Eurasia, MENA and South-East Europe**, OECD regional programmes delivered reforms, strengthened institutions, facilitated evidence-based policy dialogue and supported competitiveness and integration processes, with flagship tools, assessments and targeted policy recommendations. High-level events such as the 2026 Eurasia Week and the Ministerial meeting celebrating 20 years of the MENA programme served as platforms for meaningful dialogue.
- Over the last year, the OECD significantly stepped up its engagement with **Africa**, delivering tangible outcomes under the OECD-Africa Partnership. This included the launch of the Africa Virtual Investment Platform, initiatives on competition policies, digital trade and support for the implementation of the African Continental Free Trade Area. The Friends of Africa Group, bringing together OECD and African Ambassadors, continued to serve as a dialogue platform to advance discussions on Africa's economic integration and the priorities of Agenda 2063. Going forward, an Enhanced OECD-Africa Partnership, supported by an advisory body, could help deepen the engagement.

Country-specific Engagement

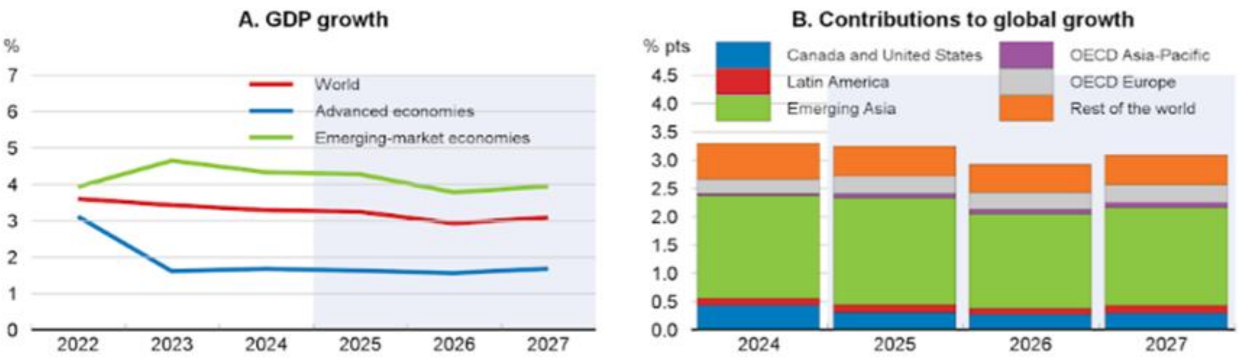
- The OECD is undergoing a strategically important accession round, with **eight countries** currently in the **accession process**. **Brazil, Bulgaria, Croatia, Peru and Romania** commenced the process in 2022 and are in the technical phase of their process, with Bulgaria, Croatia and Romania being close to completion. **Argentina, Indonesia and Thailand** entered the accession process in 2024 and began the technical phase of their process in 2025, strengthening the OECD's impact in Latin America and extending its reach to Southeast Asia.
- Co-operation with **Key Partners** continued to progress. **Brazil** advanced alignment with OECD standards through tax and regulatory reforms and hosted major OECD events in 2025. Engagement with the **People's Republic of China** (hereafter 'China') entailed dialogue on climate and taxation as well as continued interaction through the G20 and APEC. Engagement with **India** has been further strengthened through a Strategic Framework for Co-operation, alongside sustained high-level engagement and OECD contributions to major India-led global platforms. **Indonesia** reached a key milestone by submitting its Initial Memorandum, formally requesting accession to the Convention on Combating Bribery of Foreign Public Officials in International Business Transactions [OECD/LEGAL/0293] (Anti Bribery Convention), and engaging in capacity building activities in support of its accession process. Engagement with **South Africa** progressed both through the G20 and the Joint Work Programme, translating high-level dialogue into concrete reform support in areas such as anti-corruption, taxation and education.
- The OECD's commitment to supporting **Ukraine**, guided by the Ukraine Country Programme and strategically supported by the OECD-Ukraine Liaison Office in Kyiv, continued to deliver tangible progress, despite the challenging context, advancing public administration reform, state-owned enterprise governance and improvements to the investment climate. In parallel, country-specific engagement with **Egypt, Mauritius, Paraguay, Saudi Arabia, the United Arab Emirates, Viet Nam** and the Philippines advanced the implementation of policy reforms aligned with OECD standards and best practices.

II. THE IMPLEMENTATION OF GLOBAL RELATIONS PRIORITIES

1. GLOBAL RELATIONS IN A CHANGING ENVIRONMENT

1. The global policy environment is experiencing a rapid transformation. Governments are under increasing pressure to deliver tangible results for citizens by promoting stronger, inclusive and sustainable economic development and growth. At the same time, elevated uncertainty – driven by trade tensions, evolving geopolitical dynamics, technological disruptions and structural shifts – continues to weigh on investment, trade and consumer confidence. According to the OECD Economic Outlook[1], global GDP growth is projected to moderate from 3.2% in 2025 to 2.9% in 2026, before recovering to 3.0% in 2027, with emerging economies – particularly in Asia – continuing to account for a large share of global growth (Figure 1.).

Figure 1. GDP growth globally and by region to 2027



Source: *OECD Economic Outlook, Volume 2025 Issue 1: Tackling Uncertainty, Reviving Growth*

2. In this context, pragmatic and effective multilateralism focused on practical solutions and shared benefits remains the main objective of the OECD's global engagement. Many of today's most pressing policy challenges – ranging from trade and investment, climate change and energy security, to artificial intelligence, food security, connectivity and access to critical minerals – are inherently cross-border in nature. The OECD therefore seeks to provide a trusted platform for dialogue and co-operation, enabling countries to engage constructively, pragmatically manage interdependence and work towards common solutions grounded in evidence and international standards.

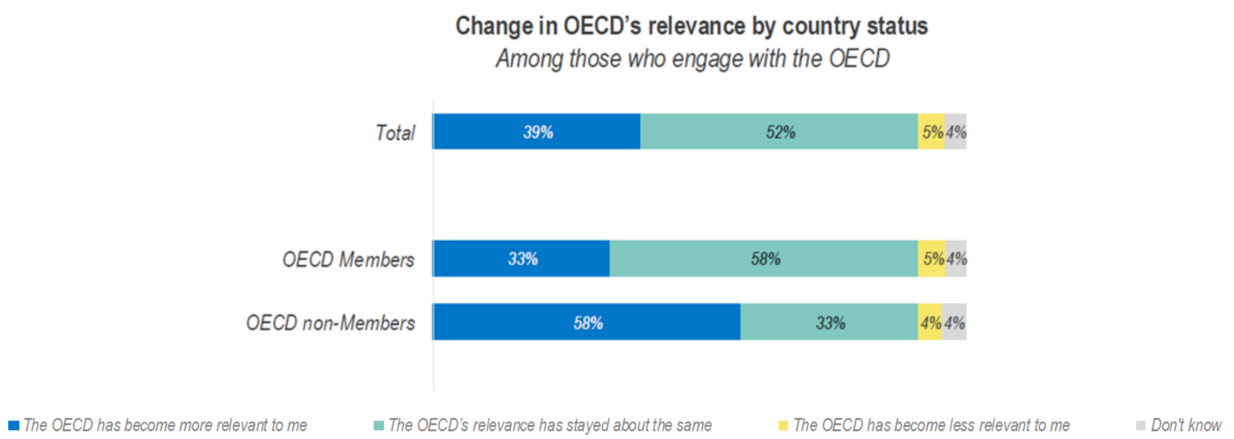
3. The OECD helps promote stronger, inclusive and sustainable economic development and growth through its international standards, data and cooperative frameworks, which are generating substantial economic and fiscal benefits worldwide – from reduced regulatory burdens and enhanced tax transparency to more efficient public spending and increased revenues. These concrete outcomes reinforce national economic objectives and the OECD's reputation as an organisation that delivers results and remains attractive to both Members and partners. Indeed, the growing interest of partner countries in engaging with the OECD either through regional programmes, country-specific approaches or for some of them through their OECD accession processes, is a testimony for the growing global relevance and attractiveness of the Organisation.

[1] OECD (2026), OECD Economic Outlook, Interim Report March 2026: Testing Resilience, OECD Publishing, Paris, https://doi.org/10.1787/d4623013-en.

4. Recent stakeholder feedback confirms the OECD's growing global influence and relevance. In the latest Non-Member Stakeholder Survey, 81% of respondents rated the Organisation as highly relevant and 58% (Figure 2.) indicated that the OECD's relevance for them keeps on increasing. Partners consistently highlight the OECD's role in promoting and developing international standards and best practices, and express strong trust in its data, policy expertise, analysis and recommendations. Stakeholders' policy priorities broadly align with global trends, with especially positive assessments of the OECD's work on artificial intelligence (AI), climate, development co-operation and corporate governance, alongside expectations that areas such as AI, demographic change, the energy transition, resilient trade, connectivity and supply chains will become increasingly important in the years ahead.

5. While actively engaging with Partners across Southeast Asia, Latin America and the Caribbean, Eurasia, South East Europe, the Middle East and North Africa, as outlined further in this report, it is worth highlighting that the OECD increasingly seeks to step up its engagement with Sub-Saharan Africa.

Figure 2. Relevance of OECD among Members and Partners



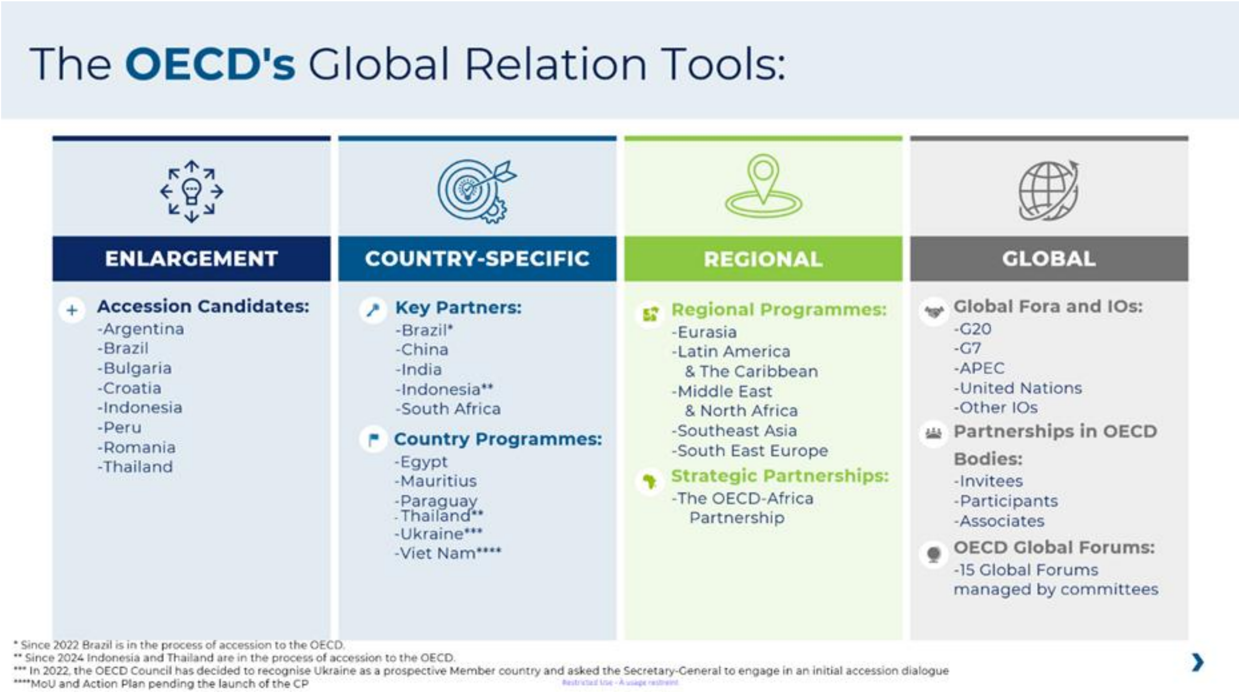
Source: 2025 OECD Non-Member Stakeholder Survey

2. KEY ACHIEVEMENTS OF THE OECD GLOBAL RELATIONS IN 2025-2026

6. Over the last year, the Organisation's Global Relations Tools have driven reforms, new legislation, and concrete policy solutions, while leveraging its unique ability to effectively convene Ministers and other leaders to achieve tangible policy impact.[2]

[2] See Annex for more detailed information on global, regional and country-specific activities, outcomes and impact, issued on ONE under the cote ERC(2026)9.

Figure.3. OECD Global Relations Tools



2.1. GLOBAL ENGAGEMENT

7. Through its longstanding engagement in the G20, G7 and APEC, the OECD remains a committed partner for effective multilateralism, leveraging its data, evidence-based analysis, tools and standards to support economic growth and shared approaches to common challenges. In 2025-2026 the OECD has further stepped up its engagement with the UN and consolidated its leading role on key horizontal themes of global relevance, including through the now annual OECD Emerging Markets Forum.

G20

8. In 2025, the OECD supported South Africa's G20 Presidency by helping to shape new G20 commitments to tackle youth unemployment (the Nelson Mandela Bay Target) and reduce gender gaps in labour force participation (the Brisbane–eThekwini Goal), both of which will be monitored annually by the OECD in partnership with the International Labour Organization (ILO). The OECD also helped catalyse G20 action on illicit financial flows, including allowing the OECD to support the delivery of G20 High-Level Principles on Combatting Illicit Financial Flows. In addition, the OECD served as lead Knowledge Partner for the G20@20 Review, assessing the first full cycle of G20 Presidencies since 2008. The OECD also worked closely with G20 Members to strengthen international tax co-operation, including by supporting efforts to advance implementation of the Two-Pillar Solution to Address the Tax Challenges Arising from the Digitalisation of the Economy. As the G20 enters its second cycle of Presidencies under the United States' leadership in 2026, the OECD is delivering analytical work to inform its streamlined agenda on boosting economic dynamism through reformed regulatory frameworks, strengthening energy and critical mineral supply chains, and unlocking productivity gains from technology and innovation.

G7

9. The OECD helped advance the Canadian 2025 G7 Presidency's agenda on global economic prosperity and growth and supported its efforts to build economic resilience across key sectors and supply chains. It informed discussions on structural reforms and growth policies, non-tariff barriers, productivity, and health financing, and contributed to G7 efforts to support Ukraine's economic recovery. Moreover, the OECD helped strengthen G7 co-operation on critical mineral supply chain security, including by ensuring the alignment of the G7 Critical Minerals Action Plan with relevant OECD legal instruments, such as the Recommendation on the OECD Due Diligence Guidance for Responsible Business Conduct [OECD/LEGAL/0443]. The Organisation also helped advance the G7's digital agenda, including by documenting best practices for safe, secure and trustworthy AI in the world of work and informing the G7 Blueprint on AI adoption by SMEs. Under France's 2026 G7 Presidency, the OECD will continue supporting G7 efforts to address global imbalances and strengthen development finance.

Asia-Pacific Economic Co-operation (APEC)

10. The OECD is actively engaged in the APEC framework to support the advancement of APEC Members' shared Putrajaya Vision 2040 for an open, dynamic, resilient and peaceful Asia-Pacific community. During Korea's 2025 APEC Host Year, the OECD informed discussions on harnessing the potential of AI for growth and prosperity, including with a focus on trade facilitation, trade in services, productivity growth, and tourism. As an External Partner of the APEC Finance Ministers' Process, the OECD also supported work on digital finance, fiscal sustainability, and the development of the new five-year Incheon Plan for the APEC Finance Ministers' Process, which was delivered in 2025. The OECD remains engaged in the APEC framework under China's 2026 Host Year.

United Nations (UN)

11. Over the last year, the OECD has considerably strengthened its relationship with the UN. A key milestone in the 2025 engagement with the UN was the OECD's participation in the third UN Oceans Conference (UNOC3) and the Fourth International Conference on Financing for Development (FfD4). The OECD's substantive expertise and global reach were showcased across 52 side events, organised in collaboration with a range of stakeholders. In addition, the OECD partnered in 28 initiatives under the Sevilla Platform for Action (SPA). To further consolidate impact, co-operation will continue, with a focus on implementing the Sevilla Commitment and supporting follow-up work with UN DESA through the Inter-Agency Task Force. Other major 2025 UN conferences with significant OECD contributions included the Third United Nations Oceans Conference (UNOC3) and the Second World Summit for Social Development (WSSD).

12. The OECD Special Representative to the UN has facilitated efforts to reshape perceptions of the OECD in UN fora and among partner countries by showcasing the Organisation's concrete policy added value. This included regular engagement and knowledge exchange in areas such as the Sustainable Development Goals (SDGs), international development co-operation (notably through the DAC Advisory Partner Group and the Group of Friends on Development Co-operation Effectiveness), climate, policy coherence for sustainable development, artificial intelligence, gender and skills.

13. Finally, to advance OECD engagement with the UN, the New York Office intensified bilateral and regional outreach, including high-level briefings for the African Union, the Alliance of Small Island States (AOSIS), and the International Organisation of the Francophonie, with further regional briefings - such as with ASEAN - planned for 2026. Working closely with Member delegations, the New York Office also played an active role in UN system monitoring, engaging on ten high-priority resolutions in the 2025 UN Economic and Financial Committee and successfully securing the inclusion of OECD language in three of them.

Horizontal themes and other strategic global engagement

14. As emerging and developing economies play an increasing role in key value chains, a priority is to ensure that their perspectives are meaningfully reflected in OECD analysis, while also reinforcing the global reach and impact of OECD standards and policy recommendations. To support economic security, supply chain resilience, and more broadly stronger, inclusive and sustainable economic development and growth, the OECD has been convening Member and partner countries around **key initiatives on globally relevant issues such as connectivity and critical minerals**. In addition to substantive contributions, major events such as the **OECD Emerging Markets Forum** and other high-level gatherings, showcase OECD's leadership in shaping forward-looking discussions on ways of ensuring that benefits are shared throughout resilient value chains. In this context, the Istanbul Centre plays has been playing a central role in fostering cross-regional co-operation.

15. **Critical minerals** are particularly crucial for energy and economic security, but their supply is endangered by fragmented supply chains and geopolitical tensions that contribute to considerable market uncertainty. While several OECD Members are producer countries and working to spur domestic production and processing, many will continue to rely on trade with mineral producing countries to meet their mineral demand for the coming decades. In this respect, the OECD has been supporting Members to build diversified and resilient supply chains while also advancing sustainable economic growth in mineral producing partner countries through the *OECD Initiative on Critical Minerals for Sustainable Growth and Development*, which provides data-driven policy analysis, comparative studies across countries and regions, and sustained policy dialogue between mineral-exporting and importing countries. This work contributes to other multilateral fora such as the G20, the G7 and the UN, while also engaging other international and regional organisations. The initiative ensures stronger whole-of-OECD co-ordination to effectively leverage its longstanding efforts in fields such as responsible business conduct, international trade, tax policy, regional development and indigenous communities, environmental protection and circular economy, and development assistance for the extractives.

16. **Connectivity** is also an increasingly important topic for the OECD's global engagement. As governments seek to reduce over-dependence on critical chokepoints and vulnerable transit routes, evidence-based identification of infrastructure gaps, regulatory bottlenecks and cross-border coordination failures is essential to implement reforms, encourage investment and ensure that connectivity supports trade, growth, development and stability across regional economic corridors. The OECD has thus been advancing its data-driven Corridors Connectivity Scoreboard and policy dialogue to support reforms along high-impact corridors, including the India-Middle-East-Europe Corridor (IMEC), the Lobito Corridor, the Trans-Caspian Transport Corridor and the Bioceanic Corridor, providing actionable analysis on hard and soft connectivity to strengthen trade integration, secure critical supply chains and support regional cooperation.

17. Through its Washington Office, the OECD further strengthened its engagement with key multilateral institutions, including the World Bank Group, the International Monetary Fund, and the Organization of American States. This engagement helped shape joint priorities in the lead-up to the Tenth Summit of the Americas, facilitated new policy linkages – such as connecting the Nuclear Energy Agency with World Bank leadership, leading to a dedicated workshop on Africa's clean energy transition – and opened new avenues for substantive collaboration through IMF consultations on development.

2.2. REGIONAL, BILATERAL AND CONTINENTAL ENGAGEMENT

Africa

18. **Engagement with Africa has been progressively strengthened and expanded as part of the OECD-Africa Partnership** with closer collaboration across various policy domains and increasing participation of African countries and institutions in OECD work. Africa is emerging as one of the most dynamic frontiers of the global economy. Strong growth potential, rapid urbanisation and powerful demographic trends position the continent as a major driver of future prosperity. Over the past two decades, Africa has also deepened its continental integration through the creation of the African Union, the New Partnership for Africa's Development, and more recently the

African Continental Free Trade Area (AfCFTA). These developments, combined with the African Union's permanent membership in the G20, reflect Africa's growing role as a geopolitical and economic actor and its increasing influence in global governance. Over the last year, the Partnership delivered tangible results, including the official launch of the Africa Virtual Investment Platform to support countries in Africa in attracting more investment, and the signature of the MoU with the Economic Commission of West African States. Engagement with the African Development Bank has also deepened, supported by joint initiatives with the OECD in the areas of competition, investment, infrastructure and AfCFTA implementation. Expanded inclusion of African economies in OECD databases, including coverage of all African countries in the OECD Digital Services Trade Restrictiveness Index, is strengthening evidence base for policy reforms, particularly to support the implementation of the various protocols of the AfCFTA.

19. **The Partnership has also launched and consolidated dialogue platforms, flagship reports and institutional co-operation frameworks**. An inaugural Africa Capital Markets Report was launched in Mauritius in November 2025, providing policy recommendations to strengthen the regulatory environment for debt and equity markets in Africa. The **OECD Friends of Africa Group**, which brings together the OECD and African Ambassadors in Paris, continues to inform OECD initiatives on several policy areas, including AfCFTA implementation, debt challenges, and other relevant support. Going forward, an Enhanced OECD-Africa Partnership, supported by an advisory body, could help deepen the engagement. .

20. **At the bilateral level,** implementation of the Joint Work Programme with **South Africa** has been progressing, with further avenues for cooperation being evaluated. New co-operation frameworks with **Kenya, Nigeria and Senegal** are also being explored to support the countries' development agendas.

Eurasia

21. **The Eurasia Competitiveness Programme (ECP) continues to adapt to changing conditions in Central Asia and the Eastern Partner countries** and to incorporate the impact of Russia's full-scale invasion of Ukraine into the analysis in all outputs, including work on policies to support business environment reforms, private-sector development, digitalisation, trade and transport connectivity, and the development of critical minerals sectors in the region. Increasingly, the Programme focuses on issues of trade and transport connectivity, digitalisation and AI, and infrastructure development. More broadly, general long-term structural reform priorities remain central to the work, with the overall goal of helping the region deliver stronger, more diversified growth and a more level competitive playing field for foreign and local firms. The ECP will continue to expand its use of private-sector surveys of firms and entrepreneurs, to achieve a finer-grained understanding of key challenges in the region.

22. **Importantly, the Programme continues to promote Eurasia countries' alignment with and potential adherence to OECD legal instruments, with and engagement in OECD global initiatives** like BEPS and PISA. Since the last MCM, the Programme has been extended to cover the period 2026-30 inclusive, and it has produced and delivered a ministerial-level meeting, OECD Eurasia Week with the participation of more than 200 delegates, including deputy prime ministers, ministers and other senior officials from Member and partner countries. It has also undertaken new work on the responsible development of critical minerals sectors in Central Asia and Ukraine.

Latin America and the Caribbean (LAC)

23. **The welcoming of the approval of the OECD Strategic Framework for Latin America and the Caribbean at the 2025 MCM has further reinvigorated the partnership with the region**. In 2025, the OECD Latin America and the Caribbean Regional Programme (LACRP) closed its third cycle, co-chaired by Colombia and Paraguay, having contributed to enhancing social inclusion, productivity, environmental sustainability and public governance in the region. The third LAC Ministerial Summit on Governance in Paraguay in November 2025 addressed some of the most pressing governance challenges in the region, including integrity and good governance of infrastructure and public-private partnerships (PPPs), providing useful input to the ongoing review of the OECD Recommendation on the Principles for the Governance of Public Private Partnerships [OECD/LEGAL/0392].

24. **Costa Rica and Uruguay began their LACRP co-chairmanship with strong engagement**. Costa Rica convened a consultation workshop for the Implementation Plan of the OECD Strategic Framework for LAC, while Uruguay hosted the launch of the new OECD-CAF-SELA Regional Policy Network on SME Policy, building on the

SME Policy Index adopted by the Pacific Alliance and MERCOSUR as a benchmarking tool in their respective roadmaps. The **OECD Mexico Office** for Latin America has contributed to replicating this process in Central America, bringing OECD expertise to the region's ambitious connectivity master plan and responding to growing demand for engagement from countries across the region. Finally, the OECD-**Paraguay** co-operation reached a new level with the launch of the Country Programme. The Secretariat initiated substantive reviews on investment, capital liberalisation, and integrity, and launched the Bioceanic Corridor project to leverage Paraguay's strategic position for regional integration within Mercosur.

Middle East and North Africa (MENA)

25. **The OECD continues to deliver tangible impact in the MENA region**. The EU-OECD Regional Action for Women's Economic Empowerment in the Southern Mediterranean has helped strengthening policy frameworks for financial literacy, consumer protection and support mechanisms for women entrepreneurs across eight MENA economies: Algeria, Egypt, Jordan, Lebanon, Libya, Morocco, the Palestinian Authority, and Tunisia. Moreover, OECD work on regional integration in the Euro-Mediterranean area, developed in close cooperation with the Union for the Mediterranean, has been instrumental in deepening understanding of economic integration patterns and formulating actionable policies to advance integration across the region, including with Gulf economies. This work contributed to informing the development of the EU's New Pact for the Mediterranean.

26. Over the last year, enhanced co-operation with the OECD has informed more effective policies across MENA economies. For example, in **Egypt**, 60 OECD policy recommendations have directly shaped national reform priorities and were fully integrated into the National Structural Reform Programme; OECD's co-operation helped **Morocco** make progress in strengthening government openness, transparency, and accountability, while enhancing competitiveness and fostering more inclusive growth; **Saudi Arabia and Egypt** have adhered to the OECD Recommendation on Artificial Intelligence [OECD/LEGAL/0449], advancing alignment with international standards in the governance and responsible use of AI; in the **United Arab Emirates**, alignment with OECD standards and best practices has supported the modernisation of key frameworks for corporate governance, SME development, investment, and competition policy; in **Yemen**, the formulation of the Government's Economic Recovery Plan, prioritising macroeconomic stabilisation, institutional coordination, and policy sequencing, was informed by the OECD Recommendation on Regulatory Policy and Governance [OECD/LEGAL/0390] to improve regulatory governance.

Southeast Asia

27. **The execution of the Implementation Plan of the OECD Strategic Framework for the Indo-Pacific has been advancing** with a secondment programme for officials from five countries (Indonesia, Thailand, Viet Nam, Singapore, and the Philippines), the installation of an OECD ASEAN liaison person in the Jakarta Office and a range of capacity support events in the region. At the same time, the Southeast Asia Regional Programme (SEARP) maintained its strong track record in delivering both high-level political engagement and technical policy support to the region. Substantively, all SEARP work streams remained active, concentrating efforts on collaborating with officials across the region to achieve outcomes aligned with the strategic priorities. In addition, the Tokyo Office continued to play an instrumental role in deploying SEARP outreach in the region through a series of roundtables, while the Jakarta office is additionally supporting the Indonesia accession process, maintaining political and stakeholders' support and implementing capacity-building activities.

28. More specifically, SEARP has been supporting the **Philippines'** strategic priorities as the **2026 ASEAN Chair** on SME, infrastructure and digital transformation. In addition, the OECD continued its technical engagement with the ASEAN Coordinating Committees on Services and Investment and the ASEAN Trade Facilitation Joint Consultative Committee on the use of OECD tools such as the Services Trade Restrictiveness Index and the Trade Facilitation Indicators to support regional economic integration, including the development of ASEAN Services Trade Restrictiveness Index (STRI) and a report on digital trade review of ASEAN (forthcoming).

29. At the bilateral level, it is worth noting that the co-operation with **Viet Nam** has been progressing through the implementation of the MoU and Action Plan which is expected to be renewed in 2026. Based on the MoU signed

in 2025 with the **Philippines,** an Action Plan as well as the first Economic Survey have been launched early 2026. **Lao People's Democratic Republic** officially expressed its intent to deepen its co-operation with the OECD, which resulted in the signature of an MoU. Discussions with **Singapore** to expand the thematic coverage of their co-operation with the OECD are on-going. Further advancing bilateral engagement across the Indo-Pacific region remains a key objective, including with **Timor-Leste** which joined ASEAN in October 2025 and will be invited to future meetings of the SEARP, as well as with **Cambodia**, **Brunei Darussalam** and **Bangladesh** with whom the organisation of thematic policy dialogues is being explored. Finally, the engagement with Pacific Island countries continues to be strengthened, including through closer co-operation with the Pacific Island Forum.

South East Europe

30. **The OECD's comprehensive work continued to provide a strong analytical foundation for South East Europe**. The Organisation's analyses and policy recommendations informed EU enlargement packages as well as the European Commission's assessment of economic reform programmes and reform agendas. Moreover, the OECD's work helped shape the policy discussions of major fora bringing together South East European economies and OECD and EU Member States, including the Berlin Process for the Western Balkans and the South-East European Co-operation Process.

31. The OECD's *Economic Convergence Scoreboard for the Western Balkans 2025* has enabled policymakers to monitor economic reform outcomes and identify bottlenecks to faster and more sustained growth. By assessing the convergence of the Western Balkan economies with the EU across 35 indicators in five policy clusters -infrastructure and connectivity, skills, business environment, digital transformation, and greening -the *Scoreboard* has become the primary tool for tracking regional reform implementation and convergence. The OECD supported efforts to accelerate policies promoting the green and digital transition of businesses across the Western Balkans by providing standards and good practices and concrete blueprints for the implementation of *OECD's SME Policy Index* recommendations. A range of capacity-building activities contributed to the development of policies aimed at increasing the uptake of digital technologies by businesses, while also reducing their environmental footprint. Finally, the OECD's continued targeted support fostered fair market conditions and strengthened anti-corruption efforts in the region.

2.3. ACCESSION AND OTHER COUNTRY SPECIFIC ENGAGEMENT

Accession

32. The OECD is undergoing a strategically important accession round, with **eight countries** currently in the **accession process**. Brazil, Bulgaria, Croatia, Peru and Romania commenced the process in 2022 and are in the technical phase of their process, with **Bulgaria, Croatia and Romania being close to completion**. **Argentina, Indonesia and Thailand** entered the process in 2024 and began the technical phase of their process in 2025.

33. The path to OECD membership remains a transformative journey and a catalyst for reform. As candidate countries align with OECD standards and best practices, this process serves as a powerful driver for the adoption of significant policy measures across a broad policy spectrum.[3] Beyond its positive impact on the domestic reform agendas of individual candidate countries, OECD accession also has impact at the **regional and global levels** as accession candidate countries are actively involved in the Organisation's Regional Programmes and help expand the reach of OECD standards and best practices throughout entire regions at a challenging time. The Organisation's enlargement also brings reciprocal value for the OECD, reflecting the rising relevance of markets that will drive future global growth.

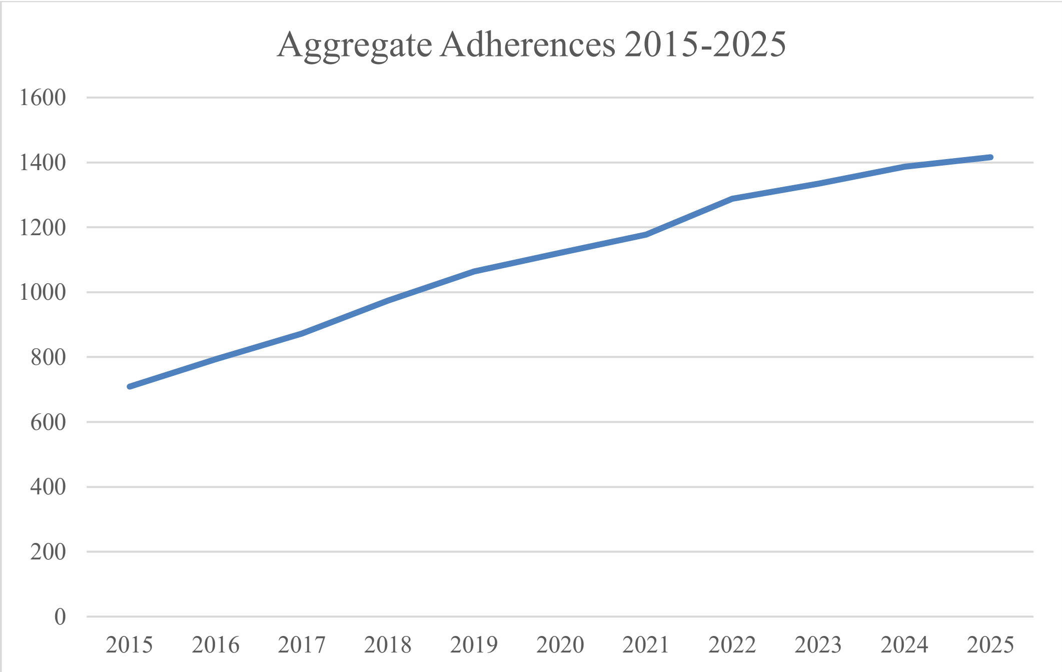
[3] Covering policy areas such as: investment, anti-bribery, corporate governance, financial markets, insurance and private pensions, competition, taxation, environment, chemicals management, public governance, regulatory policy, regional development, statistics, economic and development review, education,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

Adherences to OECD Legal Instruments and partnerships in OECD bodies

34. **While the OECD does not seek to become universal through the size of its membership, the Organisation intends to achieve global impact**, in line with the Convention on the OECD. **Adherences to OECD legal instruments and participation in OECD bodies by non-Members strengthen the global impact** of the Organisation and enrich the work of its substantive committees through means of engagement with relevant emerging markets, promotion of mutual learning and policy exchange, and support for domestic reforms aligned with OECD standards and best practices.

35. **There are currently 269 legal instruments in force, which have garnered a total of 1 416 adherences from partner countries**. In the last ten years, the average number of adherences per legal instrument continued to grow steadily, even as the number of instruments increased. The total aggregate number of adherences in this period has seen even a steeper rise, reflecting both the influence of OECD standards and best practices through new legal instruments, and the dissemination of existing ones (Figure 4).

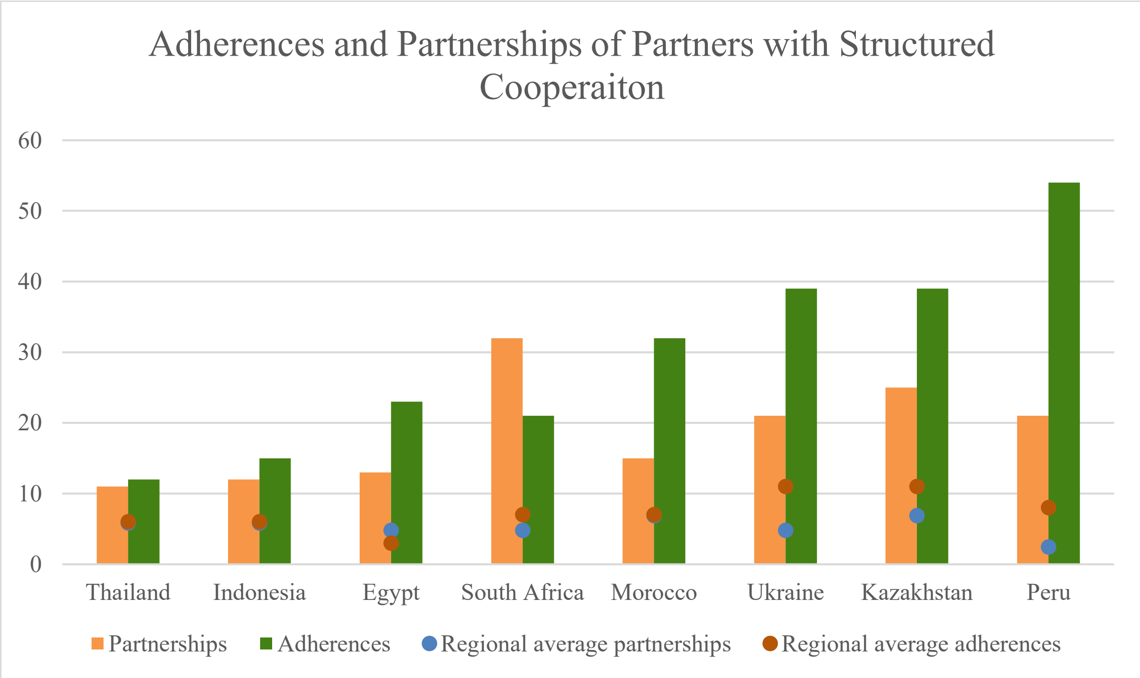
Figure 4. Total number of non-Member adherences 2015-2025



Source: OECD Directorate for Legal Affairs data (as of 14 January 2026)

36. **Evidence suggests that structured forms of co-operation are effective in bringing countries closer to OECD standards**. Partners with a history of structured co-operation, including those with advanced or completed country programmes or joint work programmes, have adhered to significantly greater number of legal instruments and have more Associate and Participant level partnerships than most of their regional peers engaged with the OECD (Figure 5).

Figure 5. Adherences and Partnerships of Partners engaged in structured co-operation with the OECD



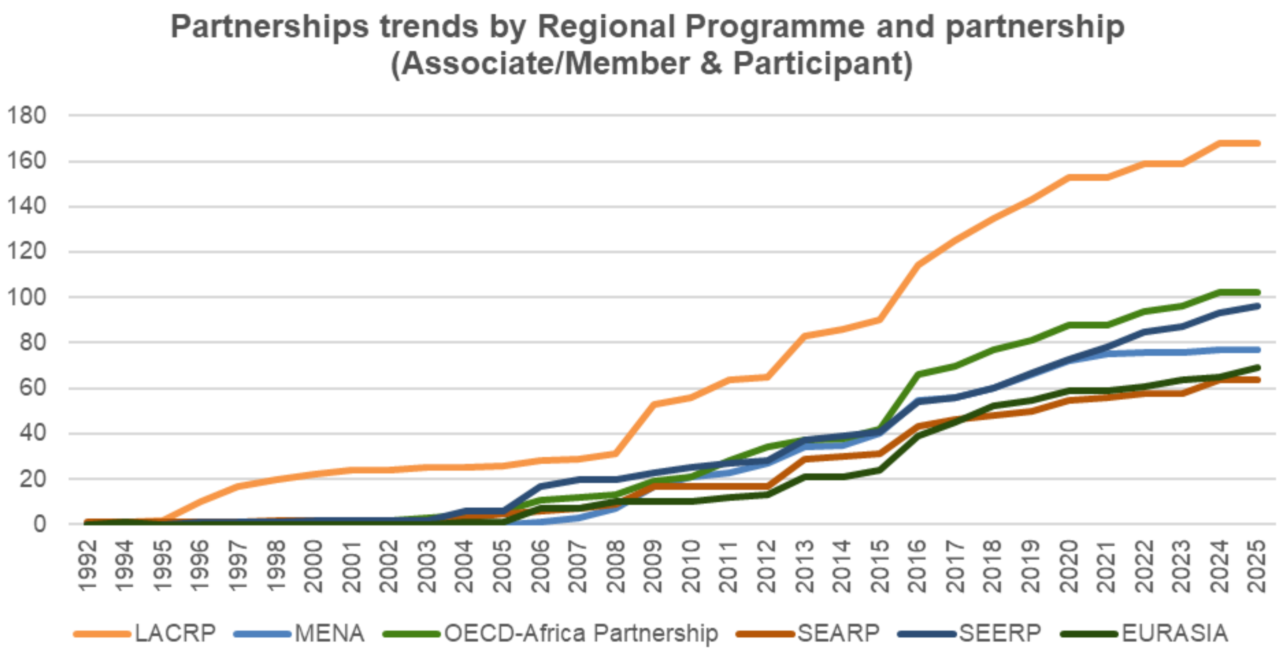
Source: Compendium of OECD Legal Instruments (as of 31 December 2025) and Database on Partnerships in OECD bodies as of 14 January 2026

37. Engagement of non-Members in OECD bodies allows exchange of policy experiences, supports work of OECD bodies[4] with global policy data, and allows wide dissemination of the Organisation's work. There are currently over 130 Partner countries, which are engaged in a total of 2 392 partnerships with OECD bodies. Latin America and the Caribbean remains the region with most Associate/members and Participants (168), while Eurasia has been the fastest growing region over the last year, reaching 69 partnerships on the Associate/member or Participant level (Figure 6).

[4] Partners may be invited to attend a body's meetings on ad hoc basis as Invitees, or for an open-ended period as Participants or Associates. These forms of partnership entail varying commitment to alignment with standards and to supporting OECD body's work, with Invitee being the least and Associate the most demanding form of partnership.

Figure 6. Partnership trends by region

Source: Database of Partnerships in OECD bodies (as of 14 January 2026)



38. **As in the case of adherences to legal instruments,** Partners which have a history of structured co-operation with the OECD, stand out in their regions with regard to their participation in OECD bodies. Ukraine and Kazakhstan represent over 66% of partnerships statuses in Eurasia, while Egypt and Morocco represent over 36% of partnership statuses in Middle East and North Africa. Thailand and Indonesia represent close to 36% of Associate/member and Participants from Southeast Asia, Peru accounts for 12% of partnerships statuses in LAC, and South Africa accounts for 32% of partnership statuses in sub-Saharan Africa.

Other country-specific developments: Key Partners and initial accession dialogue with Ukraine

39. Over the last year, the Organisation has further advanced its country-specific engagement. Co-operation with the OECD's Key Partners – Brazil, China, India, Indonesia and South Africa – progressed in a flexible manner, focusing on mutually beneficial priorities and shared interests. Engaging in an initial accession dialogue with the OECD, Ukraine has made further progress in aligning with OECD standards and best practices.

Key Partners

- **Brazil made further progress in aligning its legislation and policies with OECD standards and best practices and hosted two major OECD events in 2025**: the OECD LAC Rural Development Forum in Rio de Janeiro and the OECD-IDB Ibero-American and Caribbean Network of Regulatory Improvement in Brasília. The country adopted a qualified domestic minimum top-up tax with the aim of aligning with the OECD's Global Minimum Tax standards and signed the Multilateral Convention to Implement Tax Treaty Related Measures to Prevent Base Erosion and Profit Shifting [OECD/LEGAL/0432]. The OECD has actively supported Brazil's Value Added Tax (VAT) secondary legislation and started assisting in the implementation of new regulations on green hydrogen.
- **China and the OECD maintained regular communication and technical co-operation across relevant policy areas, in particular on environment, climate, and taxation**. China remained actively engaged in the work of the Inclusive Forum on Carbon Mitigation Approaches (IFCMA), with a view to potential future membership in the Forum. The participation of the OECD in the "1+10 Roundtable," convened by the

Chinese Premier, secured the opportunity to convey views of OECD Members. The Organisation's engagement with China also continued through multilateral platforms, including the G20 and APEC.

- **Engagement with India has been further strengthened through the first Strategic Framework for OECD Co-operation with India**, welcomed by Council in June 2025, which creates strong momentum toward a more structured relationship. Progress included the signature of a Memorandum of Understanding with the Observer Research Foundation (ORF), sustained participation of senior Indian officials in OECD meetings, and OECD contributions to major India-led global platforms, including the AI Impact Summit and the Raisina Dialogue.
- **Indonesia reached a key milestone in its OECD accession process with the submission of its Initial Memorandum in June 2025** and its formal request to accede to the OECD Anti-Bribery Convention. Indonesia aims to leverage accession as a reform anchor to reinforce its trajectory toward becoming an advanced high-income economy by 2045. **Beyond progress in the accession process, and with strong support from OECD Members, the Organisation is engaging in targeted capacity-support**, including work on stakeholder consultations and country priorities to inform key stakeholders of the benefits of accession in achieving Indonesia's development objectives.
- **Work with South Africa** progressed in the context of the G20. In parallel, implementation advanced under the Joint Work Programme launched last year, translating high-level engagement into tangible reform support. Thus, recent co-operation has advanced policy dialogue and analytical work in priority areas such as anti-corruption, taxation, and education, directly supporting national reform efforts and strengthening institutional capacity. Beyond bilateral engagement, South Africa plays a key role in advancing the OECD-Africa Partnership as a regional and continental champion.

Ukraine

40. **As part of the initial accession dialogue with Ukraine, the OECD-Ukraine Country Programme has made significant progress in advancing reforms across key areas**, including governance, taxation, and improvements to the business climate. At Ukraine's request, the OECD provided detailed input on a wide range of draft laws and policy strategies, notably Ukraine's critical minerals strategy and legislation aligning the country with the requirements of the Anti-Bribery Convention. In December 2025, Ukraine was invited to accede to the Anti-Bribery Convention. This work from OECD headquarters is strongly supported by the OECD-Ukraine Liaison Office in Kyiv, which facilitates the work of OECD directorates, plays a central role in delivering the Country Programme, promotes OECD standards and best practices, strengthens relations with local stakeholders and international partners, and enables a more granular understanding of the Ukrainian context.

41. **The OECD is also part of the Ukraine Donor Platform led by Ukraine, the EU and the United States.** The aim of this Platform is to co-ordinate the work of the EU, the G7, the international financial institutions, the OECD and other invited parties, on the one hand, and Ukraine, on the other, to provide effective support to Ukraine. The OECD's role in the Platform allows the Organisation to provide expertise, its previous experience in supporting post-war recovery, knowledge and analytical capacities across a wide range of fields, benchmarks and internationally agreed standards to ensure the support of the Platform to Ukraine's recovery and transformation is most effective.

III. CHALLENGES AND THE WAY FORWARD

42. The global policy environment is evolving rapidly. Economic, geopolitical, technological and societal transformations are creating new opportunities for growth and innovation, while also increasing the need for pragmatic international co-operation. In this context, international platforms such as the OECD are more important than ever to support evidence-based dialogue as well as effective and innovative policy solutions.

43. Rapid technological change, particularly in areas such as artificial intelligence, offers significant potential for productivity gains and economic value creation. At the same time, it highlights the importance of co-operation to promote responsible innovation, manage risks and ensure that benefits are broadly shared. Similarly, the green and digital transitions underscore the importance of resilient supply chains, including with regards to production and access to critical minerals, as well as well-functioning connectivity. By providing data, analysis and practical tools, the OECD supports informed policy choices that balance economic, environmental and social considerations and complement national and regional initiatives. The OECD Istanbul Centre, with its cross-regional mandate, will play an increasingly strategic role in supporting engagement with partner countries on transversal issues as a key global hub and, as all OECD regional programmes and OECD centres outside headquarters, help ensure that the perspectives of emerging and developing economies are meaningfully incorporated into the OECD's work. Across regions, the OECD will continue to deepen engagement with partners, including through accession processes, regional programmes and cooperation with global and regional fora such as the G20, G7 and APEC. The Organisation will also work closely with other international and regional organisations to maximise complementarities and leverage synergies.

44. Partner countries are not only users of OECD analysis, but active contributors to the development of policy tools and frameworks that support institutional transitions, economic diversification and integration into global markets. This collaborative approach helps countries lay the foundations for long-term prosperity, by overcoming development bottlenecks - such as the middle-income trap - and preparing for the industries and jobs of the future. By remaining open, pragmatic and technically grounded, and by adapting its engagement to diverse needs and capacities, the OECD aims to remain a relevant, attractive and effective platform for co-operation, helping countries work together to deliver stronger, inclusive and sustainable economic development and growth for current and future generations.

OECD MINISTERIAL COUNCIL MEETING 2026

www.oecd.org

OECD Paris
2, rue André-Pascal, 75775 Paris Cedex 16
Tel.: +33 (0) 1 45 24 82 00