

For Official Use

English - Or. English

24 September 2021

COUNCIL

Meeting of the Council at Ministerial Level, 5-6 October 2021

OECD GLOBAL RELATIONS STRATEGY

JT03481550

Engagement with partner countries, regions and organisations is essential to fulfil the OECD’s aim to make its standards and policy recommendations count on a global scale, foster economic growth and well-being, and level the global playing field. It is guided by the principles of openness, impact and commitment.¹ The purpose of this document is to provide an overarching framework that sets out in a single place the strategic vision and existing mechanisms for stronger and more coherent global engagement based on shared interests and mutual benefits.

I. Values, Goals and Purpose of the OECD’s Global Relations

1. [As reaffirmed in the OECD 60th Anniversary Vision Statement, OECD² Members form a like-minded community of democracies, with shared values regarding the rule of law and the respect for human rights, individual liberty, transparency, and gender equality.] Co-operation with partner countries is guided by shared interests and mutual benefits, and should observe general principles to promote open and transparent market economies, a global level playing field, a rules-based international order, effective multilateralism and international co-operation. OECD Members believe these principles, underpinned by the Organisation’s approach of evidence-based policy-making, peer reviews, and adherence to standards, form the foundation for promoting sustainable growth and improved economic and social well-being on a global scale, in line with the OECD Convention. In this regard, they welcome non-Members’ broadest possible adherence and implementation of OECD legal instruments, as well as their participation in and co-operation with OECD bodies, while maintaining the highest standards of public policy.
2. The main purpose of the OECD’s Global Relations is to integrate non-Members into the Organisation’s knowledge base and to provide a platform for policy dialogue and peer learning with a view to meet global challenges, and to level the global playing field. This involves working together with non-Members in the development, revision, dissemination and implementation of OECD standards and best practices. This engagement underpins the OECD’s commitment to further contribute to “sound economic expansion in Member as well as non-Member countries in the process of economic development”.³
3. While the OECD does not aspire to become a universal organisation, OECD Members confirm their vision and ambition that OECD standards and recommended policies have a global impact and serve as reference points in many areas of economic, environmental, and public governance. As emerging and developing countries represent a growing share of the world’s economy, engagement with non-Members⁴ will be essential to promote, disseminate, and implement high standards of government and business responsibility; meet critical challenges; achieve resilient, inclusive, sustainable and green economic growth; and contribute to the 2030 Agenda for Sustainable Development and the achievement of the Sustainable Development Goals.
4. The OECD will promote effective and practical international co-operation to address megatrends including climate change and environmental degradation, digitalisation, migration, global and regional value chains, mobility of capital and labour, informality and rising inequality so that no one is left behind.

¹ [See OECD 60th Anniversary Vision Statement.]

² Throughout this document, the terms ‘OECD’, ‘the Organisation’ and ‘Members’ are used interchangeably. There are 38 OECD Members, and the EU takes part in the work of the OECD.

³ Convention on the Organisation for Economic Co-operation and Development, Article 1(b).

⁴ The term ‘non-Member’ refers to all countries or economies that are not Members of the OECD. The OECD works with both partner countries and partner economies. This document refers to ‘partners’, ‘partner countries’ and ‘partner economies’ as appropriate to refer to those non-Members that are already engaged and integrated into OECD bodies and legal instruments.

5. [To achieve the goals set out in the 60th Anniversary Vision Statement,] the OECD's Global Relations Strategy (hereafter the "Strategy") lays out a common framework and guides the Organisation's efforts for engagement with partner economies, international organisations and other fora. The Strategy will increase synergies within the Organisation and will strengthen the coherence, impact and relevance of the OECD's Global Relations.
6. Recognising that the global environment has changed rapidly in recent years and continues to change, and therefore acknowledging the need for flexibility in the OECD's external engagement, this Strategy will be reviewed at least every five years.

II. Mechanisms of the Strategy – Global Relations Tools

7. In line with the preceding section, this Strategy relies on a set of flexible and inter-related tools tailored to the specificities of various partner countries, economies and regions.
 - ***Future membership and accession to the OECD:***
 8. Given its transformative character, accession remains a key tool to promote and disseminate the OECD's norms and standards and to consolidate the Organisation's global influence. The OECD will therefore remain open to new Members and engage actively with countries that aim to join the Organisation⁵, share its values and are willing and able to adhere to OECD standards.
 9. The Secretary-General will continue to inform the Council on the policy actions taken by prospective Members, in line with the 2017 Framework for the Consideration of Prospective Members. In line with its mandate⁶, the External Relations Committee (ERC) will regularly take stock of their co-operation with the Organisation and their progress towards OECD bodies and legal instruments, thereby feeding into Council discussions on future membership.
 - ***Key Partners:***
 10. Since 2007, the Organisation has aimed to enhance its co-operation with Brazil, China, India, Indonesia and South Africa, later designated as Key Partners⁷, recognising the increasing importance of establishing a dialogue with a select number of countries based on their demographic and economic weight, and regional influence.
 11. While sustained and reciprocal engagement with the Key Partners remains of strategic importance in the Organisation's efforts to monitor global trends, address global challenges and foster a level playing field, their alignment with OECD values and their commitment to its standards and best practices is varied. Given their diverse situations, their respective levels of engagement, and the range of specific opportunities and challenges they present, the OECD will keep engaging with Key Partners in a flexible manner on the basis of shared Members' interests and mutual benefits. Depending on the circumstances unique to each country, it will engage with them as a group and in other appropriate ways. Therefore, tailored approaches will also be developed in the form of strategic, country-specific frameworks for co-operation.
 12. The ERC should regularly monitor the overall approach to Key Partners and the progress made with each of them, notably with regard to their integration into OECD bodies and alignment with OECD standards. The OECD will calibrate its approach to each Key Partner, while also regularly reviewing the results of this co-operation. Building on previous Council decisions on Key Partners, the ERC will

⁵ Countries that have applied for OECD membership are currently under consideration by the Council [[C\(2020\)141](#)]. This Strategy will be updated in line with Council's decision in due course.

⁶ [C\(2015\)100](#), Annex to the Revised Resolution of the Council on a New Governance Structure of the Organisation, Chapter 3.

⁷ [C/MIN\(2007\)4/FINAL](#) & [C/M\(2012\)11](#), Item 172 h).

carry out in-depth regular reviews of the work carried out and the related underpinning strategic frameworks, and report to Council as appropriate.

○ **Regional approaches:**

13. The OECD acknowledges the merits of regional approaches in facilitating the participation of countries as a group in selected OECD activities.⁸ Regional approaches place emphasis on the progress made by some countries and encourage others to follow suit, thereby fostering regional co-operation and integration, while also facilitating co-ordination and monitoring of OECD work across regions.
14. The OECD undertakes Comprehensive Regional Programmes with Southeast Asia (SEA),⁹ Eurasia, Latin America and the Caribbean (LAC), the Middle East and North Africa (MENA) and South East Europe (SEE). The OECD will work with each of these regions to promote knowledge sharing and further disseminate its standards and best practices, while also exploring horizontal challenges to enhance synergies between Regional Programmes. It will aim to consolidate the Regional Programmes' resource base, evaluate their respective impact, and progressively streamline their governance structures, while allowing the necessary flexibility to adjust to different contexts and backgrounds.
15. Southeast Asia has been designated by the OECD as a region of strategic priority “with a view to identifying countries for possible membership”¹⁰. Given the increasing importance of the region, confirmed over time by its continued high growth and enhanced integration in global value chains, the OECD Southeast Asia Regional Programme (SEARP) will strive to provide a whole-of-OECD strategic engagement to support domestic reform and strengthen regional integration in Southeast Asia.
16. The OECD Eurasia Competitiveness Programme will further disseminate OECD standards and best practices to accelerate structural reforms, enhance competitiveness, improve the business environment, and strengthen institutions, with a view to supporting the region's sustainable and inclusive growth and its further international integration.
17. The OECD LAC Regional Programme will strive to further promote OECD best practices in the region and contribute to increased productivity, enhanced social inclusion and strengthened governance and institutions. It will make the most of the presence of several OECD Members and its co-operation with prospective Members in the region to strengthen its engagement with LAC.
18. The MENA-OECD Initiative on Governance and Competitiveness for Development will facilitate deepened co-operation with the region for more inclusive societies and economies, open investment and trade regimes, and more transparent and effective governments.
19. The OECD South East Europe Regional Programme (SEERP) will support sustainable reforms that foster competitiveness, attract more and better investment and raise living standards to enhance regional growth, stability and prosperity. It will make the most of its co-operation with prospective Members in the region to strengthen its engagement with South East Europe.
20. The OECD will strengthen its engagement in Africa in areas that are relevant to Africa's economic and social development, following the encouragement from OECD Ministers for further progress in the OECD's engagement with Sub-Saharan Africa.¹¹ The OECD will further structure and enhance its engagement with African countries, institutions and regional organisations, in particular on the 2030

⁸ See Regional approaches: synthesis and strategic guidance [[C\(2006\)168/FINAL](#)].

⁹ In view of its priority status, this document lists this Programme first; the four other Comprehensive Regional Programmes, of equal status, are included in alphabetical order.

¹⁰ [C/MIN\(2007\)4/FINAL](#) & [C/MIN\(2014\)12](#).

¹¹ [C/MIN\(2017\)9/FINAL](#). A subsequent discussion was held at the 2018 MCM meeting [[C/MIN\(2018\)9](#)].

Agenda for Sustainable Development and the African Union's Agenda 2063, building on horizontal and coherent efforts across the Organisation.¹²

○ **Country-specific approaches:**

21. The OECD's country-specific approaches provide a useful platform for co-operation with some countries across a range of policy fields. The Organisation's Country Programmes, in particular, have a successful track record in enabling selected countries to anchor their policy reforms in OECD standards and best practices. The 2013 Framework for the Establishment of Country Programmes¹³ provides a structured and strategic form of engagement with countries willing and able to meet OECD standards that could act as trailblazers in their own regions. Given their proven effectiveness, the OECD remains open to the consideration of future requests for Country Programmes in line with Members' priorities and the 2013 Framework, drawing on its successful experience in implementing four Country Programmes simultaneously.
22. In addition to Country Programmes, the OECD remains open to considering other forms of co-operation, in line with partner countries' willingness to move closer to the Organisation, notably through the conclusion of Memoranda of Understanding (MoU) and Action Plans, and programming funded through voluntary contributions. The ERC will play a role, in co-ordination with other standing committees, in overseeing VCs, MoUs and Action Plans, regarding the work with partner countries, in line with the priorities for the Organisation and its mandate.

○ **Co-operation with other international organisations, global fora, and other stakeholders:**

23. The OECD will further enhance its engagement with global fora, such as the G20 and G7, as well as with specific regional fora such as APEC, ASEAN, the Pacific Alliance and the African Union. This engagement contributes to the endorsement and further dissemination of the OECD's standards, particularly within the G20. It also enhances the role and influence of the OECD on major multilateral policy discussions.
24. To promote open economies and the development of a fair and rules-based global trading system, the OECD will continue to co-operate with the World Trade Organization (WTO) and the International Labour Organization (ILO), as well as international financial institutions, including the International Monetary Fund (IMF) and the World Bank, as well as multilateral and regional development banks.
25. The OECD will further strengthen its co-operation and co-ordination with the United Nations (UN), including its agencies, funds and programmes, to complement its efforts to tackle global challenges and achieve internationally agreed objectives, such as those of the Paris Agreement on climate change and the United Nations 2030 Agenda for Sustainable Development. The Resolution of the UN General Assembly on Co-operation between the United Nations and the OECD¹⁴ will serve to profile the Organisation's work at the UN and its contribution to significant issues like the Sustainable Development Goals (SDGs), climate change and the recovery from the COVID-19 pandemic.
26. The OECD's contributions to these organisations, based on its comparative advantages and in line with Members' priorities and guidance, will be designed in a timely, responsive, tailored and relevant manner, consistent with existing OECD mandates and taking into account the necessary resources. In particular, the OECD will continue to provide timely, responsive, tailored and relevant contributions to the G20 and APEC taking into consideration relevant work from committees and their subsidiary bodies.

¹² [C/MIN\(2018\)9](#).

¹³ [C/MIN\(2013\)12](#).

¹⁴ As presented to the Council on 6 April 2021 [[C/M\(2021\)8](#), Item 77].

27. The OECD will actively consider the ways in which engagement with the private sector and civil society could be strengthened to further support the implementation of Members' Global Relations goals.

○ **Development aspects of Global Relations at the OECD:**

28. The OECD's co-operation with partner countries in the area of development constitutes an important part of the Organisation's overall Global Relations efforts. The OECD's work on development and its contributions to achieve internationally agreed objectives, such as those of the Paris Agreement and the Sustainable Development Goals are a horizontal effort in essence. Many of the Organisation's bodies work with partner countries in addressing major development challenges, such as taxation and domestic resource mobilisation, financing for development, climate change and digitalisation. In addition, the Development Assistance Committee (DAC)¹⁵, the Development Centre (DEV)¹⁶, the Sahel and West Africa Club (SWAC)¹⁷ and PARIS21 have established focused forms of engagement with developing countries.¹⁸

29. Co-ordination between bodies responsible for development and other bodies engaged in co-operation with developing countries is thus essential. In this respect, the OECD's overarching Global Relations Strategy should provide a useful framework for the OECD's development work, and any possible renewal of the OECD approach on development¹⁹ should be closely aligned with it. Going forward, the OECD will continue to actively engage with partner countries to promote adherence to OECD standards and adoption of the Organisation's best practices in the area of development.

○ **Partners' participation in OECD bodies:**

30. Participation in meetings of OECD bodies is the backbone of the OECD's engagement with partner countries and economies²⁰ and is governed by the Revised Resolution of the Council on Partnerships in OECD Bodies²¹ (hereafter "the Resolution on Partnerships").²² The Resolution on Partnerships sets out general criteria that committees should take into account when determining which partner countries and economies to invite to participate in their meetings between three possible forms of partnerships to be submitted to Council for approval – *Invitee*, *Participant* or *Associate*.²³ In certain cases, complementary to the Council Resolution on Partnerships, the participation of non-Members in OECD

¹⁵ The DAC promotes development co-operation and other relevant policies so as to contribute to implementation of the 2030 Agenda for Sustainable Development, including sustained, inclusive and sustainable economic growth, poverty eradication, improvement of living standards in developing countries, and to a future in which no country will depend on aid.

¹⁶ The Governing Board of the Development Centre has 55 member countries, of which 28 are non-OECD Members. It [helps developing countries and emerging economies find policy solutions to promote sustainable growth, reduce poverty and inequalities, and improve people's lives.](#)

¹⁷ The Sahel and West Africa Club (SWAC) is an independent, international platform whose Secretariat is hosted at the OECD. It aims at promoting regional policies improving the economic and social well-being of people in the Sahel and West Africa.

¹⁸ See, for reference, the DAC Global Relations Strategy [[DCD/DAC\(2020\)57/FINAL](#)] and the Development Centre's Membership and Outreach Strategy [[DEV/GB\(2016\)31/REV1](#)].

¹⁹ [C/MIN\(2012\)6](#).

²⁰ A successful example is the Committee of Fiscal Affairs (CFA) in its Inclusive Framework on Base Erosion and Profit Shifting (BEPS) format, which brings together 140 jurisdictions working together on an equal footing to protect countries' tax bases against tax avoidance practices.

²¹ [C\(2012\)100/REV1/FINAL](#).

²² Council Resolutions, as set out in Article 5 of the OECD Convention and Rule 18 (a)(iii) of the Rules of Procedure of the Organisation, are binding on Members.

²³ See paras 1(b) and 2 of the Resolution, as well as paras 3, 4 and 5 of the Annex thereto.

work may be guided by specific Council decisions.²⁴ Moreover, the 2017 Framework for the Consideration of Prospective Members encourages the participation of prospective Members in meetings of OECD bodies. Biennial reviews of the implementation of the Resolution on Partnerships offer the opportunity to consider its adequacy and relevance, including the possible need for amendments to the Resolution.

31. In addition to the work of committees and other subsidiary bodies, Global Forums²⁵ also provide a channel for OECD policy communities to reach out to a wide range of countries and stakeholders to share best practices and identify issues of common interest.

III. Internal OECD Priority Setting, Co-ordination and Monitoring

32. *Strategic Oversight and Priority Setting:* This Strategy provides overarching guidance on the Organisation's engagement with partner countries. The ERC will continue to assist the Council in informing its discussions and decisions on Global Relations, including with respect to prospective Members. It will monitor the implementation of these decisions and this Global Relations Strategy, advise the Council, carry out any functions delegated to it by Council, and report to Council as appropriate.²⁶
33. *Implementation by the Secretariat:* By engaging globally with various stakeholders at the bilateral, regional and multilateral levels, the Secretariat, led by the Secretary-General, will raise the Organisation's profile on the international scene and contribute to its global goals in line with this Strategy. The Global Relations Secretariat (GRS) supports the implementation and internal co-ordination of the OECD's Global Relations Strategy, as well as the development and implementation of its tools across the Organisation. Under the supervision of the Secretary-General and in line with the coherent internal structure of the OECD, as well as in consultation with the ERC Chair and its Bureau, GRS will continue to have a co-ordinating role in ensuring external representation, engagement with partner countries and implementation of Global Relations activities across OECD bodies, as well as the facilitation of decisions and monitoring. GRS will regularly update the ERC on ongoing horizontal work with specific partner countries and regions in order to monitor and evaluate the results-based impact of engagement.
34. *Co-ordination and Interaction with Substantive Committees:* Global Relations activities remain a product of bottom-up and top-down priority-setting and strategic planning processes. OECD bodies are responsible for defining and prioritising their work with partner economies in the framework of their own Programmes of Work and Budget (PWB) and through the development of specific Global Relations activities, in line with this Strategy and the guidance from the Council and the ERC. This combined approach leaves flexibility for the substantive committees to set optimal levels of co-operation with partner countries, and strengthens the coherence of Global Relations efforts across the Organisation. All OECD bodies will continue to provide yearly updates on their co-operation with partner countries to the ERC.
35. *Monitoring and evaluation:* The OECD will continue to engage with partner economies with a results-based approach aimed at enhancing its impact. Quantitative activity-level measurement and long-term qualitative assessments will be used to monitor and evaluate the results of the OECD's Global Relations work, and will feed in to regular reporting exercises, such as the annual Secretary-General's Report to Ministers on Global Relations.

²⁴ See Annex, section Country-specific approaches.

²⁵ The Revised Framework for the OECD Global Forums [[C\(2008\)208/FINAL](#)] governs the functioning of Global Forums.

²⁶ [[C\(2015\)100](#), Annex to the Revised Resolution of the Council on a New Governance Structure of the Organisation, Chapter 3].

36. *Communications and Coherence*: Conscious of the importance of speaking to partner countries with one voice and acting in a coherent manner, the OECD will further strengthen the co-ordination of its substantive bodies' work with partner countries. It will, in particular, ensure a unity of vision and action in the relationship with each of the prospective Members; Key Partners; past, present and future beneficiaries of Country and Regional Programmes; and other partner countries. The OECD entities outside headquarters that provide local support and communications with partner countries and regions will serve as agents for the implementation of this Strategy and for the dissemination of OECD work. Moreover, the OECD representation at the United Nations (UN) Headquarters in New York will further facilitate co-operation between relevant OECD and UN bodies, consistent with the OECD's mandate, while upholding its high standards. An inventory of the OECD entities located outside headquarters is presented to the ERC, the Executive Committee and Council biennially.²⁷
37. *Co-ordination of the OECD's development work in the Global Relations context*: Since co-operation with developing countries plays an important role in the OECD's Global Relations, enhanced co-ordination and coherence between the Global Relations Strategy and efforts of the Organisation as a whole on development is crucial, based on Members' priorities and guidance and the bodies' mandates. Strengthened co-ordination of engagement and mutual exchanges between the ERC and the respective bodies, as well as among the respective structures within the Secretariat, should be reinforced.

²⁷ As provided for in the Updated Framework for Consultation on OECD Entities Located Outside the Organisation's Headquarters [[C\(2018\)73/REV2](#)].

Box 1 – Operational follow-up and concrete steps in the implementation of the Global Relations Strategy:

- In line with the ERC mandate and respecting the process outlined in the 2017 Framework for the Consideration of Prospective Members²⁸, the ERC will regularly take stock of prospective Members' progress towards aligning with OECD standards and legal instruments, their participation in OECD bodies and overall co-operation with the Organisation.
- Country-specific strategic frameworks for Key Partners will be developed and the nature and depth of engagement regularly monitored.
- The ERC and the Global Relations Secretariat will explore opportunities to strengthen mutual learning and connections between the OECD's Regional Programmes, including exploring thematic priorities and horizontal challenges across regions to ensure coherence and consistency in the Organisation's regional engagement.
- The ERC will be updated more regularly on ongoing horizontal work with specific partner countries. The Secretariat will share 'country pages' with the ERC, which include information on projects with partner country participation that are implemented by other Directorates and information on their engagement with the OECD. The Secretariat will also provide the ERC with information on the OECD's engagement with partner countries through tools such as the comprehensive Database on Partnerships. Efforts will continue to improve Members' oversight and transparency on voluntary contributions from partner countries.
- Initiatives that use long-term and qualitative data, such as the stocktaking report 'Considering Partners' convergence with OECD standards to level the global playing field'²⁹ and case studies, will be given more attention in measuring the impact of the OECD's Global Relations and are encouraged.
- OECD bodies will continue to provide yearly updates on their co-operation with partner countries to the ERC, which has a complete overview of the Organisation's work with partner countries, notwithstanding committees' flexibility in developing their own specific priorities. Similarly, there will be more regular exchanges between the ERC and Part II OECD bodies on their engagement with partner countries. These will acknowledge existing co-ordination mechanisms with Part II OECD bodies and their need for flexibility. The GRS will continue to assist and participate in Part I and Part II OECD bodies' meetings for items linked with Global Relations' activities and partner countries. It will also provide support and guide them in the biennial update of their Global Relations activities.
- Coherence between the Global Relations Strategy and efforts of the Organisation as a whole on development is required, based on Members' priorities and guidance, as well as the mandates of the relevant OECD bodies. Strengthened co-ordination of engagement and mutual exchanges between the ERC and the respective bodies, as well as among the respective structures within the Secretariat, should be reinforced. It is encouraged that any possible renewal of the OECD approach on development³⁰ be closely aligned with the OECD's overarching Global Relations Strategy.

²⁸ [C\(2017\)50/FINAL](#).

²⁹ [ERC\(2020\)30/REV1](#).

³⁰ [C/MIN\(2012\)6](#).

Annex: Key documents guiding the OECD's Global Relations activities

DOCUMENT TITLE	REFERENCE	DATE ³¹
<i>General engagement with partner economies and key actors in the OECD's Global Relations</i>		
OECD 60 th Anniversary Vision Statement	C/MIN(2021)16	
OECD 50 th Anniversary Vision Statement	C/MIN(2011)6/FINAL	25/05/2011
Resolution of the Council on Strengthening the OECD's Global Reach	C(2013)58/FINAL	29/05/2013
Revised Resolution of the Council on Partnerships in OECD Bodies	C(2012)100/REV1/FINAL	09/10/2012
Revised Framework for the OECD Global Forums	C(2008)208/FINAL	18/12/2008
Annex to the Revised Resolution of the Council on a New Governance Structure of the Organisation	C(2015)100	16/12/2010
Framework for the Consideration of Prospective Members	C/MIN(2017)13	02/06/2017
Proposal by the Secretary-General to Apply the Framework for the Consideration of Prospective Members for an Open, Inclusive and Effective OECD ³²	C/MIN(2017)14	12/07/2017
Proposed Updated Framework for Consultation on OECD Entities Located outside the Organisation's Headquarters	C(2018)73/REV2	07/05/2019
Resolution of the United Nations General Assembly on Co-operation between the United Nations and the OECD	C/M(2021)8 , Item 77	06/04/2021
<i>Engagement with Key Partners</i>		
Council Resolution on Enlargement and Enhanced Engagement	C/MIN(2007)4/FINAL	16/05/2007
Deepening Enhanced Engagement: Guidelines to Committees	C(2010)100/FINAL	01/12/2010
Council confirms the designation of Brazil, China, India, Indonesia and South Africa as Key Partners	C/M(2012)11 , Item 172 h)	09/10/2012
MCM calls for deepening of the OECD's relations with its Key Partners	C/MIN(2013)16/FINAL C/MIN(2014)15/FINAL C/MIN(2015)14/FINAL	30/05/2013 07/05/2014 04/06/2015
MCM supports the progress achieved with the Key Partners	C/MIN(2016)8/FINAL C/MIN(2017)9/FINAL	02/06/2016 08/06/2017
Third OECD-Indonesia Joint Work Programme (2019-2021; <i>proposal for a fourth Joint Work Programme forthcoming</i>)	ERC(2019)2	10/10/2018

³¹ Where relevant, documents pertaining to engagement with specific partner countries or regions are listed in chronological order of their adoption.

³² This document informs the initial discussion on the merits of the six countries that had formally requested OECD membership as of 12 July 2017.

Strategic Framework for OECD Co-operation with China	C(2021)66	07/05/2021
OECD-South Africa Joint Work Programme (<i>forthcoming</i>)	<i>Forthcoming</i>	<i>Forthcoming</i>
Regional approaches		
Regional approaches: synthesis and strategic guidance	C(2006)168/FINAL	14/12/2006
South East Europe Regional Programme	Established in the context of the Stability Pact for South Eastern Europe ³³	01/12/1999
Establishment of the Southeast Asia Regional Programme	C(2013)34/REV2 C/M(2013)8 , Item 75 vii)	30/04/2013
OECD Latin America and Caribbean Regional Programme	C(2016)1/FINAL C/M(2016)1 , Item 11	18/01/2016
The OECD's Mutual Engagement with Africa: Progress and Next Steps	C/MIN(2018)9	31/05/2018
Extension of the OECD Eurasia Competitiveness Programme until the end of 2025	ERC(2020)31 ERC(2020)31/ADD ERC/M(2020)3	30/09/2020
Extension of the MENA-OECD Initiative on Governance and Competitiveness for Development – MENA V (2021-2025)	ERC(2020)32 ERC(2020)32/ADD ERC/M(2020)3	30/09/2020
Country-specific approaches		
Framework for the Establishment of Country Programmes	C/MIN(2013)12	30/04/2013
Memorandum of Understanding between the OECD and the Republic of Tunisia	<i>Renewal forthcoming</i>	16/07/2012
Council Decision on Latest developments in Ukraine and Russia	C/M(2014)3/REV1 , Item 41	12/03/2014
Memorandum of Understanding on Strengthening Co-operation between the OECD and the Government of Ukraine (<i>renewed</i> ; 2021-2025)	ERC(2018)15 ERC/M(2021)3/REV1 , Item 35	07/10/2014
Country Programmes with Kazakhstan and Peru: Mandates, Duration, Contents and Governance	ERC(2014)20/REV1	14/11/2014
OECD-Ukraine Action Plan (revised in 2019; further revision planned in 2021)	ERC(2018)15 ERC/M(2021)3/REV1 , Item 35	22/04/2015
Thailand Country Programme – Mandate, Duration, Governance and Contents	ERC(2018)7 ; ERC(2018)7/ADD ERC/M(2018)6 , Item 43	14/05/2018

³³ Launched in 2000, the South East Europe (SEE) Regional Programme had an executive body co-ordinating its work; the South East Europe Investment Committee (SEE-IC), composed of senior officials (either Deputy Minister or State Secretary) that met on a semi-annual basis; a periodic ministerial conference was endorsing the political support ensuring continuity of the work with the region. In 2011, following the signing of the Memorandum of Understanding between the OECD and the Regional Cooperation Council (RCC), the management and organisation of the SEE IC work was transferred to the RCC. With the support of OECD Members and the *Friends of South East Europe*, the SEE Regional Programme continues to act as a major provider of evidence-based, substantive and analytical work to support structural reforms and economic integration of this region.

Memorandum of Understanding (MoU) between the Government of the Republic of Kazakhstan and the OECD (2019-2022)	ERC(2018)15 ERC/M(2021)3/REV1 , Item 35	21/11/2018
Council invitation to Egypt and Viet Nam to undertake Country Programmes (<i>decisions forthcoming</i>)	C(2019)22/REV1 C/M(2019)4 , Item 32	20/02/2019
Morocco Country Programme, Phase Two – Mandate, Duration, Content and Governance	ERC(2019)6/REV1 ERC(2019)6/ADD ERC/M(2019)3 , Item 24	07/03/2019
Council Review of the Involvement of Belarus in OECD Activities in Light of Recent Developments	C/M(2021)15 , Item 150	23/06/2021