

# Preface

An important process of reform has been started in OECD in recent years, and Sweden is taking active part in this work. In addition, a comprehensive review on OECD work was commissioned by the Government Offices and conducted in 2002. This review – called the Vinde Review after the review chair Pierre Vinde – resulted in the report “Sverige och OECD – Förslag på strategi för Sveriges framtida agerande” (Sweden and OECD – a proposed strategy for future Swedish action). The review report contained a large number of proposals for how the Government Offices can reform its work on OECD in order to increase the use made of OECD, to improve coordination in the Government Offices and also to achieve the maximum possible impact in OECD for Swedish views and influence the direction of OECD work. Moreover the Vinde Review underlined that “The Government offices should draft a document setting out Sweden’s overall priorities and strategy in relation to OECD.”

The purpose of this report is to establish an OECD strategy for Sweden on the basis of the various proposals made by the Vinde Review. The report focuses on Sweden’s lines of action in OECD and on the forms and methods for OECD work. The strategy is intended to provide guidance both for future Swedish action in OECD and for how Sweden should organise OECD work, mainly such work done in the Government Offices.

The report has been drafted in consultation with a group of wise men for OECD issues in the Government Offices, consisting of Viveka Bohn, Ministry of Sustainable Development, Ruth Jacoby and Birgitta Nygren, Ministry for Foreign Affairs, Kurt-Arne Hall

and Lars Mathlein, Ministry of Finance, Åsa Sohlman, Ministry of Industry, Employment and Communications, Anders Johnsson, Ministry of Education, Research and Culture, Gun-Britt Andersson, Swedish OECD Delegation, and Staffan Sohlman, formerly Swedish OECD Delegation. The chair of the Group was Director-General Lars-Olof Lindgren, Ministry for Foreign Affairs, and its secretary was Joakim Reiter, Ministry of Industry, Employment and Communications. This report has also been considered by the consultation group for OECD issues in the Government Offices. The Author of this report is Joakim Reiter, Ministry of Industry, Employment and Communications.

# Contents

<b>Preface</b> .....	<b>1</b>
<b>1 Introduction</b> .....	<b>5</b>
<b>2 OECD in the world</b> .....	<b>9</b>
2.1 Role of OECD for policy development among members and non-members .....	10
2.2 The role of OECD for the governance of globalisation .....	12
2.3 OECD's role as a meeting place .....	14
<b>3 Sweden in OECD</b> .....	<b>17</b>
3.1 Sweden's overall goal in OECD work.....	18
3.2 Swedish position on the reforms of OECD .....	19
3.2.1 Priorities and resources .....	20
3.2.2 Decision-making rules.....	22
3.2.3 Enlargement of OECD membership .....	22
3.3 Sweden's view of the future OECD .....	25
3.3.1 Future cooperation with non-members .....	25
3.3.2 Future role of OECD in the international architecture .....	26

3.3.3	Future working forms and methods in OECD .....	28
3.4	Swedish view of the relation between OECD and the EU .....	29
<b>4</b>	<b>OECD in Sweden .....</b>	<b>33</b>
4.1	Swedish priorities in OECD .....	33
4.2	The organisation of Swedish OECD work .....	35
4.3	Swedish influence in OECD .....	38
4.4	Making OECD visible in Sweden .....	39
<b>5</b>	<b>Summary of proposed Swedish OECD Strategy .....</b>	<b>41</b>

# 1 Introduction

Much has happened since the OECD was formed in 1960. The organisation has gained more members and in several cases members from parts of the world that were not represented from the outset. In many ways cooperation in the organisation has developed further to cover increasing numbers of substantive areas and to deal with issues in increasing depth.

At the same time, OECD is operating in a completely different international context now compared to four decades ago. Globalisation is now a fact. The internationalisation of the economy creates enormous potential for employment, growth and higher standard of living – which it is the OECD's role to promote.

Globalisation offers new opportunities and a number of challenges for both OECD countries and others. The increased interest of business in investing in emerging economies in combination with the liberalisation of financial markets are the driving forces in global economic growth. This spreads access to finance, technology, knowledge and welfare.

While this development is positive, the possibilities for different countries to draw on its full potential vary. This makes great demands on a consistent and predictable economic policy. National and international rules must be adapted to global change. It is also important that liberalisation proceeds at the pace that macroeconomic and institutional conditions permit. Here OECD has an important global role to play.

Globalisation has thus increased the need for cooperation in a number of new areas, including areas that were previously seen as being more the province of domestic policy. OECD has responded

to this development by broadening its activities. OECD has been given considerable responsibility for promoting sustainable development, in a broad sense, both in OECD countries and globally. In many cases cooperation in OECD has also deepened. For instance, OECD has been given a leading role in setting up guidelines and rules for international companies and transactions.

As a result of globalisation a number of new emerging economies have assumed a more prominent role in the international arena. Despite continuous expansion of OECD membership, the organisation's members account for a gradually falling share of the world economy. Countries like China, Russia, Brazil, India, Malaysia and South Africa are outside the OECD today. At the same time, cooperation with these countries has become of increasingly central importance in shaping the world we live in, in various ways. There is already well-developed cooperation with most of these countries and other important countries – both bilaterally and in the context of other international organisations, such as the UN, the WTO, the IMF and the World Bank. In recent years, OECD has also increased its exchanges with leading non-members. But additional adaptation of OECD and its activities is needed to give the organisation maximum impact.

The tone of the debate on economic and trade policy has heightened in the wake of globalisation. Today OECD is very much a forum for open, confidential and well-informed dialogue between government officials and experts from the organisations' member countries, just as it has been traditionally. But issues that have previously mainly been the preserve of experts are now also the subject of public debate. There is also a growing need to communicate and make visible the role and content of OECD cooperation to a broader audience.

All these changes – in OECD and in its external environment – provide support for the view that, in many ways, OECD is in a transitional period. At the same time as the organisation's original purpose remains valid, there is a need to review and further develop OECD cooperation so that it can meet the challenges of our time. This is a delicate and urgent task. A vigorous OECD can play a

central role in promoting the Swedish objective of sustainable development and provide leverage for Swedish growth, an active Swedish globalisation policy and Swedish policy for global development.

Reforms of OECD and of Sweden's work in OECD are therefore both necessary and desirable. An important process of reform has been started in OECD in recent years, and Sweden is taking active part in this work. In the same way, the Government Offices have started a process of reviewing OECD work. This strategy is intended to provide guidance and establish overall priorities for both these processes.

The introductory section of the strategy (chapter 2) gives an overview of the aims of OECD, what the organisation's strengths are – and have traditionally been – and, finally, the challenges that OECD faces today. Chapter 3 goes on to set out the Swedish position in OECD concerning the organisation's aims, direction and process of reform. Particular stress is placed on the importance of OECD for international cooperation and for upholding Swedish interests. Finally chapter 4 sets out the forms and methods for OECD work in Sweden. The focus is on the possibilities of enhancing these forms and methods in order to increase the benefits drawn from OECD and Swedish influence in the organisation. The closing section (chapter 5) makes a summary of the most important conclusions and proposals in the strategy.



## 2 OECD in the world

The original purpose of OECD was to promote policies designed to:

- achieve economic growth, employment and a rising standard of living in member countries while maintaining financial stability and thereby contributing to the development of the world economy.
- contribute to sound economic expansion in both member and non-member countries.
- contribute to the expansion of world trade on a multilateral and non-discriminatory basis in accordance with international obligations.

These tasks for OECD cooperation are just as important today as they were when the organisation was founded more than 40 years ago. Together they contribute to the overriding goal of sustainable development in both OECD countries and globally.

At the same time, there are several other international organisations that also work on some or all of these issues. This has sometimes led to worries about overlap between OECD and other organisations and a questioning of OECD's role in the global architecture.

However, the character of OECD cooperation still helps to make the organisation an important complement to cooperation in other international forums. OECD combines intergovernmental cooperation between countries with relatively similar conditions with substantial analytical capacity through the organisation's

secretariat. OECD is thus a forum for informed discussions on the basis of advanced analysis of a range of social and economic problems and issues. This enables OECD to both promote policy development and follow up the policies of member states critically. A distinctive feature of OECD is that its work combines breadth and depth. In its work OECD brings a broad approach to the study of many substantive areas concerning domestic policy. In addition, OECD is a forum for promoting openness between countries and managing potential transboundary problems, for instance through guidelines or binding agreements. As a result of its cooperation between established democratic market economies OECD can act as a pioneer in international contexts. Finally, OECD is a key meeting place, where all categories from experts to ministers have the opportunity hold discussions, exchange experience and make contacts.

Taken together, all these special features give OECD cooperation its importance, not least for a small, open country like Sweden. For Sweden OECD is an important means of increasing international cooperation in order to promote equitable and sustainable global development and to uphold Swedish interests, including the support provided for domestic policy development.

At the same time, OECD now faces a number of challenges that have a direct bearing in several ways on its relevance and unique character.

## **2.1 Role of OECD for policy development among members and non-members**

Cooperation in OECD has contributed successfully to different types of reforms and improvements in the policies of member countries, thus promoting growth, employment and higher living standard. The strength of the organisation is that it permits open and informal discussion on the basis of advanced analysis over the whole economic and social field.

First, the organisation has considerable capacity to make in-depth analyses and produce internationally comparable statistics. In this way, OECD has been instrumental in putting price tags on existing policies in member countries and pointing to possible reforms.

Second, OECD enables the exchange of knowledge and information in a wide series of specific policy areas. There is a considerable amount of exchange between experts and government officials. Within the framework of OECD cooperation member countries are therefore able to make comparative analyses, develop guidelines and point to good examples as guidance for the development and reform of national policy.

Traditionally, OECD's contribution to policy development has mainly focused on the economic policy of member states and on macroeconomics in particular. Trade policy and cooperation in the development assistance area were issues where OECD already had a clear role from the outset. Its activities have, however, broadened more and more over time. Education, science, innovation, regional, social and environmental policy are now important parts of OECD work on policy development. Work on economic and trade policy has also been given a broader orientation. Today the economic country surveys consist mainly of analysis of structural factors.

In recent years OECD has also become more and more involved in horizontal issues like sustainable development, growth and public health. The breadth of OECD's activities makes it easier to carry out projects intended to link and find synergies between substantive areas. In several cases OECD has therefore been able to promote increased understanding of the need for coherence between different policy areas. This applies both to the domestic policies of OECD countries and to global development.

OECD has also been successful in providing guidance to countries that are not members of the organisation. OECD's work provides good examples and recommendations for possible reforms that are also applicable to non-members. OECD countries have also agreed on common guidelines for increasing the effectiveness of and simplifying development cooperation. In addition, OECD cooperates with non-members through "outreach" activities.

OECD has thus frequently contributed to economic development in a broader group of countries than the organisation's membership. In this way it has been possible to give poor countries greater opportunities to benefit from the advantages resulting from increased global exchange.

At the same time, OECD work on policy development among members and non-members is today facing important challenges. The breadth and depth of its activities are both a strength and a weakness. When more and more policy areas are added, without a corresponding shedding of issues, there is a threat that this will thin out the competence of the organisation and reduce the quality of analytical work. The lack of clear priorities as well as the possibility for individual members to block a decision to terminate a particular activity are beginning to be a real obstacle to the ability of OECD to retain a high level of quality in its analyses. This situation is worsened by the fact that the organisation's regular budget has been slimmed continuously since the mid-1990s, so that the costs of activities are increasingly having to be financed through voluntary contributions.

In addition, the organisation's highly diversified activities make it more and more difficult to form an overall picture of OECD work. This can, for instance, make coordination between policy areas more difficult, not least the implementation of horizontal projects.

## **2.2 The role of OECD for the governance of globalisation**

Since its formation OECD has had a clear global mandate and focus. This has involved both support to policy development for economic development among non-members – by coordinating development cooperation for instance – and taking responsibility for the functioning of the world economy and the trade system. Nevertheless, in recent decades globalisation has become a more and more important factor in OECD's activities. OECD's work on the development of domestic policy in member countries

now also includes consideration of how member countries should benefit from the advantages of globalisation and manage its disadvantages.

Moreover, cooperation in OECD has increased between members and, in some cases, prominent non-members in order to establish robust rules for the globalisation of the economy. As OECD member countries account for a predominant part of international transactions, the organisation contributes in this way to determining the conditions and frameworks for globalisation. In trade policy, for instance, OECD has played such a role as a negotiating forum for new international rules and standards since its foundation. The same applies to development assistance, where OECD has had a major impact in increasing coordination and developing guidelines. Now this also includes action to combat various forms of abuse of globalisation, such as harmful tax competition and money laundering, as well as coherence between different policy areas in order to achieve equitable and sustainable global development and also the establishment of guidelines for export credits, corporate governance and multinational enterprises. In the area of corruption, for instance, a path-breaking convention adopted in OECD in the late 1990s forbids member country enterprises from bribing foreign public officials in international business transactions. Attempts have also been made to negotiate a very extensive investment agreement and, at present, negotiations are in progress on an ambitious international agreement on steel.

Today OECD has close cooperation with other international organisations in all these policy areas, as is necessary to avoid duplication. In certain cases – when no other international organisation is thought better able to promote cooperation – OECD has taken on the role of being a forum for negotiations and agreements between industrialised countries. In other areas OECD cooperation plays a supporting role for international work taking place in other forums. For example, now as in the past, work in OECD seeks to contribute analysis and provide proposals for potential solutions in the negotiations taking place elsewhere, such

as in the WTO. Other organisations can thus benefit from OECD analysis and agreed guidelines.

A central challenge facing OECD today is to clarify and develop the organisation's role as a forum for shaping and managing the globalisation of the economy. Even though some flexibility is essential, greater clarity is required in the demarcation between OECD and other organisations in the international architecture. Today a coherent strategy and vision are needed for what aspects of globalisation should be the subject of cooperation in the OECD framework. Otherwise there is a risk that OECD will be neglected. Alternatively, there is a risk that cooperation in OECD will be used to manage issues for which other forums have special competence.

OECD must also be given greater flexibility to respond, within the framework of its competence, to new challenges and concerns that globalisation raises for most member countries. Globalisation arouses strong feelings in many countries. It results in increased expectations of and more calls for action by OECD. But OECD has sometimes difficulty in taking on new tasks. And in cases where individual members have a dissenting opinion, OECD's unanimity requirement has impeded the organisation's capacity to take decisions.

Moreover, many important emerging economies are not members of OECD. In the matter of OECD as a forum for managing globalisation, if OECD membership represents a shrinking share of the world economy this may sometimes lead to difficulties in achieving impact for agreements produced. In several cases, therefore, close cooperation with leading emerging economies is a pre-condition for success in OECD's work on globalisation and for large member countries finding their involvement in OECD meaningful.

### **2.3 OECD's role as a meeting place**

Now, as before, OECD is a central meeting place for experts, officials and ministers from the governments and public

authorities of established democratic market economies. Cooperation in OECD has enabled small industrialised countries like Sweden to establish contact and have close discussions with the world's leading economies. The EU and other international organisations certainly afford some scope for similar opportunities for contacts, discussions and exchange of experience with some of the G8 countries. However, the fact remains that that OECD cooperation differs from the EU in that negotiations play a more dominant role in EU work. In addition, EU work is often supranational in part, while the OECD has a strict intergovernmental starting point. Moreover, OECD is now a unique meeting place for broad cooperation with countries like the United States, Canada, Japan, Australia and South Korea. In particular, the opportunity OECD provides for deeper cooperation between the United States and Europe is of great weight and has been a linchpin of OECD work since the formation of the organisation.

The contact and opportunity for direct influence between small and large democratic market economies that characterise OECD build on the continued commitment of the leading countries to OECD work and the preservation of a confidential tone in discussions and exchanges of experience. This is an aspect that must be taken into account in discussions on an enlargement of OECD membership. The organisation should develop in a way that secures the opportunity for confidential discussions.

Other potential consequences of an enlargement include the risk that the influence of small members will be reduced and that an enlargement will lead to a European preponderance in the organisation, resulting in demands for joint EU action. In addition, an enlargement would result in increased costs and increased pressure on OECD's analytical work. An enlargement of OECD should take place in a way that removes these risks and in a way that retains intact the interest of member countries in cooperation in OECD.

In recent years a number of countries have expressed ambitions to join OECD. This is a welcome development. In principle the

organisation must be open to the countries that meet the criteria for membership. As mentioned above, such an enlargement must take place in a way that strengthens the organisation. Close contacts with important emerging economies, in some key areas, are also crucial to retaining the organisation's relevance and effectiveness in, for example, designing the rules of international economic exchange. This is essentially a difficult balancing act for OECD in the future.

The involvement of the leading market economies must also be viewed in the light of the fact that OECD has often come to act as the secretariat for G7/G8 cooperation as a result of the organisation's extensive analytical capacity. Since its formation G8 has not had its own secretariat. It has therefore not been unusual for G8 countries to draw on the competence and analytical work of the OECD secretariat. However, this is not entirely uncontroversial, not least in a situation where OECD's regular budget has decreased. The question of what relationship OECD should have to G8 cooperation has been complicated further by the fact that, in recent years, the G8 countries have established a cooperation forum with leading emerging economies, the G20, several members of which are not OECD members.

The heightened tone of the debate on economic policy can also have a negative impact on the potential for confidential discussions between experts and ministers from the various OECD countries. Here OECD and its members must be prepared to take on new tasks and carry out analyses even though individual countries may sometimes have a dissenting opinion about the importance of doing so. There are also obvious shortcomings in making OECD's role and the results that the organisation produces visible.

### 3 Sweden in OECD

Sweden has been a member of OECD since the formation of the organisation. For Sweden, cooperation in OECD has been of central importance on many occasions both to the design of Swedish policy and as a platform for Sweden's involvement in various international issues.

This is still very much the case. OECD functions as a resource in domestic policy through its extensive analytical work, as a forum for establishing global rules and standards, and as an important meeting place with representatives of leading countries. OECD enables Sweden to uphold Swedish interests in various ways by helping to promote sustainable development, improving the governance of globalisation and supporting equitable global development. Swedish OECD work has therefore also had a high profile, which is, for instance, reflected in Sweden's active participation in the organisation. Sweden is a supporter both of the aims set up for OECD when it was formed, and which still apply today, and of the organisation's unique character.

The weight that Sweden attaches to OECD is also the basis for our involvement in work to reform the organisation. Sweden is one of the countries working for an adaptation of the organisation and its mandate to the new conditions that prevail in the rest of the world. OECD needs to be modernised and strengthened in several areas. Important steps have been taken – at the Ministerial Council in May 2004, for instance – but reform must be seen as a continuous process. This applies, not least, to the forms for cooperation in OECD and the organisation's cooperation with non-members.

In the same way, an active Swedish OECD policy also needs to clarify the relationship to EU work and identify how Sweden's involvement in these organisations, as well as in other international organisations, can and should be mutually supportive.

### **3.1 Sweden's overall goal in OECD work**

Support for the development of domestic policy remains a central part of OECD work. The broad growth perspective – in line with the overall aim of sustainable development for OECD and its member countries – is the focus of a Swedish strategy in this area. This perspective includes everything from macroeconomics to employment and welfare, education and research, environmental issues, the business climate and corporate governance, good public administration and tax policy, and trade and competition policy. Sweden therefore wishes to see OECD retain the breadth of its activities. Sweden also places special weight on the organisation upholding and, if possible, strengthening its high level of competence and analytical capacity in individual substantive areas. For Sweden, OECD's role as a think-tank for member countries is of crucial importance.

In view of OECD's breadth and its extensive analytical work, the organisation is particularly well-suited to horizontal projects intended to enhance coherence and synergies between policy areas in member countries. Sweden has, for instance, pressed for OECD to play a more important role in issues concerning sustainable development, coherence for development, employment and a broad growth agenda. Sweden wants to continue to give high priority to horizontal projects in OECD work in order to benefit from the organisation's capacity to link up different substantive areas. Moreover, Sweden intends to work to improve the organisation's capacity and preparedness to identify, analyse and reinforce potential synergies between different policy areas.

As far as Sweden is concerned, OECD both can and should also have a more prominent role in managing globalisation. OECD has shown that it can be an effective instrument for shaping certain global rules to improve the functioning of the world economy and promote equitable and sustainable global development. Together OECD member countries have the capacity to influence and set the framework for the global economy. OECD also has a responsibility for coordination and finding common solutions in cases where member country policies – or lack of policy – impacts on non-members. Sweden wants to see an increased focus on issues where OECD countries should exercise global leadership by taking the lead in areas where they have difficulty in achieving results in other forums. OECD can complement other international organisations. OECD work can both be pioneering and help the world's rich countries to live up to important commitments that they have made in other contexts. Here OECD plays a central role for the Government's policy for global development. OECD cooperation is also an important platform for Sweden's globalisation strategy, in part through the organisation's importance for work to combat negative exploitation by globalisation, as with the progress achieved through the OECD convention on combating bribery.

In addition, for a small country like Sweden the direct contact with leading countries that OECD work involves is of great strategic importance. OECD is a forum where Sweden can express national priorities in contact with important countries outside the EU. Sweden is therefore seeking reforms of OECD that will in various ways maintain OECD's long-term relevance and role as a meeting place by retaining or increasing the involvement of leading countries both in the day-to-day work among experts and at political level.

### **3.2 Swedish position on the reforms of OECD**

For some years OECD has been carrying out important work on organisational reform. Reforms of OECD are essential to

strengthen the organisation in the face of present and future challenges. The Ministerial Council in May 2004 adopted several important recommendations and decisions to improve the functioning of the organisation.

For Sweden this reform work has very high priority. Both the Government Offices and the Swedish OECD Delegation have taken active part in this work. It is therefore important that the ongoing reform process generates ambitious results that are implemented immediately. Just as it will be important in the future to carefully follow up the reform decisions that are taken.

Moreover all the various reform issues now being processed are inter-related. To a great extent they depend on one another and support one another. Sweden therefore wants to see progress in all areas.

### **3.2.1 Priorities and resources**

Sweden wants to see clearer priorities set in OECD in order to retain the organisation's competence and the quality of its analytical work. Priorities are also necessary to minimise overlaps with other international organisations and to give OECD increased capacity to take on new tasks. This applies especially to the priority projects that are presented to and gain support at ministerial meetings.

But this, in turn, requires increased preparedness to screen proposals for new tasks and the capacity to shed various tasks that are no longer seen as prioritised by a majority of member countries. Sweden does not rule out the possibility of terminating entire output areas in OECD in the future. But, in the first place, individual elements (output results) should be terminated in order to retain the breadth of the organisation's activities.

As part of the present process of reform OECD has prepared a proposal for medium-term priorities. According to this proposal only a small part of OECD's current activities would be subject to possible closure. For a Swedish perspective this is not enough in the

long term. However, the enhanced process of setting priorities is more important in many ways than the immediate result.

This is because an important part of the reform work now under way on OECD's priorities has also been to set final dates for OECD committees, working parties and projects and to establish a system for the evaluation of activities. Significant progress has been made here, and Sweden is very positive to the fact that it has now been possible to take decisions in both these areas. This enhances the potential for setting new priorities – after a committee has completed a particular assignment, for example. At the same time, conditions are created for building more support in and providing more feedback to member countries. Thus a method is being established for future discussions on priorities. Within the framework of these discussions Sweden intends to work for a clearer focus of activities and greater flexibility in the organisation to take on new issues, challenges and projects with political priority.

The question of OECD's resources is related to work on priorities. In recent years OECD's regular budget (i.e. the Part I Budget) has decreased. Instead voluntary contributions have had to account for an increasing part of the financing of OECD's activities. Voluntary contributions can certainly be important in increasing OECD's flexibility to take on new projects. However, it is of crucial importance that voluntary contributions are channelled to the areas of priority for the organisation and that they do not entail any risk of influencing the content of OECD work as such.

At the same time, there is also cause for concern about the current trend with the regular budget being reduced continuously and having to be covered by voluntary contributions. Sweden does not want to see further erosion of the regular OECD budget. In the long term Sweden also wants to seek agreement among member countries that OECD output areas must not have too strong a reliance on voluntary contributions. Instead, a more balanced and long-term division is needed between the different forms of financing OECD activities as a whole.

### **3.2.2 Decision-making rules**

Sweden supports reforms of decision-making in OECD in order to make the organisation more efficient by facilitating future discussions on priorities and by increasing OECD's flexibility. The reform package adopted by the Ministerial Council in May 2004 means that in the future unanimity will no longer be required for decisions on committees and certain administrative measures. Instead, it will be possible to take such decisions by qualified majority, based on a combination of the principle of one country, one vote and each member country's share of the budget. This means that an individual country or a couple of countries will no longer be able, on their own, to block a decision by the membership.

Sweden supports this reform decision as a first step. In the long-term Sweden is also seeking a general rule that administrative decisions, as opposed to decisions on substantive matters (recommendations, etc) be adopted by majority decision. From a Swedish perspective, additional departures from the unanimity principle would be necessary and desirable in the future.

### **3.2.3 Enlargement of OECD membership**

At present OECD has 30 member countries. During the 40 years that the organisation has been in existence, membership has increased by 50 per cent. The development in the past decade towards democracy and market economy around the world has also meant that OECD has developed its relations with countries that are not currently members of the organisation.

Sweden is positive to OECD establishing closer ties with non-members. Enhanced relations would both benefit Sweden and have a positive impact on reform efforts in other countries. In addition, the global role of the organisation would be enhanced. Not least in the light of discussions on enlargement, Sweden therefore wishes to see OECD adopt a more active position on increased cooperation with non-members through special programmes and also through

participation in OECD committees. For some countries future membership of OECD may be desirable.

Enlargement of membership is a central issue within the framework of the ongoing reform process in OECD. At the Ministerial Council in 2004 member countries backed a strategy that sets out the criteria and forms to be applied in the enlargement process. Candidates for membership are countries that are like-minded, significant players, in whose cases mutual benefit and global importance of membership can also be identified. Consensus was also reached on a limited enlargement and on a special programme for countries that may be considered for accession in the event of a future enlargement.

Sweden welcomes this decision. An increase in membership, although limited, can be valuable for OECD. The aim of enlargement should be to enhance the relevance of the organisation and to ensure that OECD's membership reflects the group of established democratic market economies in the world. OECD membership must also be seen as an important instrument for the consolidation of the democratic and market economy reforms carried out in the past decade in many former communist countries. This applies, not least, to the countries of Eastern and Central Europe. For Sweden the criterion of like-mindedness is a linchpin for OECD membership. In addition to an economic policy based on market economy principles, it includes respect for democracy and for human rights. A high level of consensus on fundamental issues of economic and political governance is required to uphold the confidential nature of OECD cooperation and for this cooperation to continue to be efficient and produce results.

If OECD today is to continue to be a central forum for the shaping of rules in an increasingly globalised economy, the organisation also needs to strengthen its cooperation with major, influential growing market economies such as China, Brazil and South Africa. Cooperation with these countries can take place through special projects, participation in central committees and high-level dialogue. For the membership perspective it is important that the criteria for enlargement are respected so that the

confidential and professional character of OECD cooperation can be retained.

A balanced approach is required to the question of enlargement, and this is also reflected in the decision of the Ministerial Council. There is consensus among OECD members that the organisation neither can nor should have too large a membership. This would make the organisation too cumbersome and would risk reducing the specific advantages of OECD.

At the same time, OECD should be able to welcome as new members a handful of countries of different sizes that are currently approaching the requirements and criteria that are intended to be applicable for membership and that can take part in the special programme that has been adopted. Decisions on final accession should be taken from case to case as individual countries meet the requirements for membership. Such decisions must also consider OECD's preparedness to incorporate new members. The impact of an accession on OECD's functioning and on the question of resources must be taken into account. This also underlines how important it is for OECD to raise the level of ambition in its internal reform process as soon as possible in order to facilitate enlargement.

In connection with and in addition to the enlargement process, OECD needs to better structure and deepen its cooperation with countries in transition and emerging economies, including countries that might be able to be OECD members in the longer term (see 3.3 below). In addition, OECD needs to strengthen cooperation with other developing countries in order to conduct a dialogue and share experience of OECD's work in various areas, i.e. outreach. Today OECD already conducts extensive outreach activities in all regions of the world. Sweden intends to work for the further development of this activity through improvements to the structure of outreach and a clearer focus on issues where there is mutual interest in cooperation. Dialogue, and not propaganda, should characterise OECD's outreach to these countries. In addition, Sweden considers that OECD should seek closer cooperation with

regional organisations in developing countries and support activities similar to OECD in these organisations.

### **3.3 Sweden's view of the future OECD**

In many ways, there are good prospects for the success of the ongoing reform process. At the same time, Sweden considers that the reforms of OECD must be seen as a continuous process. Much remains to be done to reshape OECD to make the organisation well-equipped for the future. The main areas involved are OECD cooperation with non-members, OECD's role in the international architecture and OECD's future working methods.

#### **3.3.1 Future cooperation with non-members**

OECD's role in globalisation presupposes close cooperation with leading countries in transition and emerging economies. China, Brazil, Russia, India, Malaysia, South Africa and Argentina are significant actors in the global economy. But they are also countries that, in several cases, probably cannot come into consideration for OECD membership immediately. In certain cases future membership is a very distant prospect. Nor is it certain that these countries want to be members of OECD themselves.

Achieving closer cooperation thus requires other methods than offers of full membership.

Sweden would like to see agreement among OECD countries on a proactive outreach strategy for cooperation with emerging economies. The goal for OECD should be to integrate them – as far as practically possible – in the various parts of OECD's work that concern management of economic globalisation. In the first place, this concerns areas where the rules or compliance with the rules and guidelines for international economic cooperation need to be improved. In such cases, the participation of these countries is

often an important pre-condition for effective OECD action that has the desired impact in the development of the global economy. For Sweden, with our starting point in an active globalisation strategy and a policy for global development, this is of crucial importance. In addition closer contacts with emerging economies through OECD would better enable Sweden to establish important contacts and to try to influence policy formation in these countries. For example, this would make OECD an important platform for bilateral and regional Swedish strategies, such as the Swedish Russia strategy, just as OECD is for transatlantic relations today.

From a Swedish perspective this also entails OECD developing existing cooperation structures. An interesting proposal that requires further analysis is for OECD to set up a high-level forum for cooperation and the setting of standards between OECD countries and selected emerging economies. In such a forum, or some similar body, OECD countries and selected emerging economies would be able to agree on priority areas for cooperation. It is, however, crucial that such a forum does not restrict the flexibility of cooperation, such as the possibility of seeking closer cooperation in a smaller group of countries in specific issues or the possibilities for increased cooperation at expert level, too. Instead, the forum should provide leverage to involve experts from various non-member countries in priority areas of OECD's activities.

### **3.3.2 Future role of OECD in the international architecture**

OECD's special features – the breadth and depth of cooperation and the secretariat's extensive analytical capacity – are guarantees that the organisation will continue to have an important position. But this hinges on OECD being seen as providing added value in international cooperation.

Today OECD cooperates closely with several other international organisations in many areas. This has proved to be a successful method of increasing the quality of work in both OECD and other organisations. OECD can provide analysis and support the work of

other organisations in other ways, as has been demonstrated by the cooperation on educational statistics between OECD, the EU and UNESCO in particular. Sweden is in favour of more cooperation of this kind in OECD. On account of its unique character OECD should be seen as a complement to other international organisations. Joint projects can also offer an opportunity for OECD to achieve joint financing of parts of its activities.

Cooperation with other international organisations does not increase the risk of duplication. On the contrary, it is a precondition for avoiding duplication. But OECD must be better in this area in the future. In several substantive areas the work of other international organisations has evolved in such a way that it now overlaps work done in OECD. An example is the overlap between OECD and IMF economic analyses. From a Swedish perspective OECD should, in this case, choose to focus more on structural problems in member economies. Similar choices must be made in several other areas in order to strengthen the added value delivered by OECD in the future. Sweden wants to see a much stronger focus in OECD work on identifying such overlaps and potential conflicts of interest.

In certain cases OECD has been given the role of a forum for negotiation and agreements or as an analytical body for issues that do not have a natural home in any other organisation. The informal role of the OECD secretariat as a think-tank for the G8 group of countries is an example of how the organisation can act as an analytical body for cooperation that is actually taking place elsewhere. Even if it can, in view of OECD's resource situation, sometimes be difficult for the organisation to fill such a role, it is important as a means of strengthening the organisation's relevance in the future. It is also in Sweden's interest to value OECD's flexibility to take on various tasks that the G8 group and leading countries see as priorities. This will enable Sweden to gain better insight into G8 work and, in the long term, more opportunity to influence this work. At the same time, it is probably also necessary if the G8 countries are to retain and preferably strengthen their involvement in the organisation, which is also a Swedish interest.

### 3.3.3 Future working forms and methods in OECD

As more and more countries and organisations take part in OECD cooperation in various ways, there is a growing need to eventually reform the present working methods in the organisation's committees and working parties. The work of setting priorities in OECD should certainly be seen as an important step towards reducing the workload on committees. In addition, the new decision rules can contribute to increased efficiency.

But this is probably not enough. The very fact that more countries – both new members and countries with which OECD is seeking closer cooperation – are included in OECD's activities means that committee work is becoming more cumbersome and there is a risk that this will lead to reduced opportunities for policy dialogue and exchanges of experience.

Sweden therefore welcomes OECD increasing the flexibility of the organisation's methods in various ways at the same time as OECD's goals and special features remain in place. In the first place, there is the question of the forms for participation in OECD work. A number of more or less autonomous activities whose membership is broader than the OECD countries are already attached to the organisation. These include FATF (the Financial Action Task Force) for matters relating to money laundering. To some extent the ongoing steel negotiations are also following the same pattern. As far as Sweden is concerned, these ought to be a model that could be used more than it now is for some new projects that will be added to the organisation in the future.

In a corresponding way, Sweden would like to see further limitations on participation in some phases of committee work. This can, for instance, be achieved by strengthening the methods for the preparatory work that takes place in committee bureaus. More detailed preparations in the bureau could reduce the workload of the committee as a whole. At the same time, this increases the demand for openness about the work done in the bureau.

In some cases, it is not possible either to rule out holding meetings of OECD committees and working parties with a limited group of countries with clear interests in a particular issue. From a Swedish perspective, however, this would require the meetings to be open to all member countries that find it in interest of their country to participate.

In addition, Sweden would like to see OECD differentiating the periodicity of various country analyses. This could also be a means of reducing the workload on and cost of OECD committees. This would enable OECD to review and analyse large countries more often than small countries – as the WTO does with the review of countries' trade policies, for instance. In a few cases, when small countries need to make more frequent analyses, in the event of economic crises for instance, this could be financed through voluntary contributions.

### **3.4 Swedish view of the relation between OECD and the EU**

Europe, notably the EU, has a strong position in OECD work. Only seven OECD member countries are non-European. As many as 19 members are EU countries. This means that the EU accounts for almost two-thirds of OECD membership.

With such a high share of OECD's total membership, EU countries can, to the extent that they adopt common positions, influence the agenda and the direction of cooperation. For Sweden, coordination with other EU countries is therefore already an important component of OECD work today.

However, despite the coordination that takes place today, EU countries often make separate statements at meetings. This is something that other member countries sometimes react negatively to, as a large part of the time for the meeting is taken up with often similar statements from a large number of EU countries. More EU coordination can therefore help to reduce this kind of reaction from non-European OECD countries.

Coordination is not, however, the same thing as joint EU action, i.e. EU always speaking with one voice in OECD. Most substantive areas of OECD's activities are not covered by EU community competence. Also, six of the new EU Member States are not members of OECD today, and it is unclear in what time perspective they can be expected to become members. Therefore more joint EU action, in formal terms, in OECD does not seem to be an option.

Even in the areas where the EU has community competence, such as trade policy, there is reason to uphold the right of individual EU Member States to speak for themselves in OECD. Cooperation in OECD primarily offers an opportunity to voice national priorities and to exchange experience with other countries. OECD also provides an opportunity for Sweden to hold direct talks with countries outside the EU, not least the United States. Too much concerted action in the EU would therefore not be in the interests of Sweden or the EU. The exception is, of course, concrete negotiations in OECD.

For Sweden, OECD is an important complement to the EU. For instance, OECD provides analyses that can also be used to support internal EU work. As an example, OECD has produced studies about how individual EU Member States should reform their economies in order to achieve the goals in the Lisbon conclusions of making the EU the world's most competitive economy by 2010. OECD analyses of agricultural policy have also provided important background in WTO negotiations. Thus OECD cooperation can be used strategically to promote important objectives in the EU and also to strengthen Swedish positions in the various EU decision-making processes.

Alongside EU coordination Sweden is open for closer cooperation – on a case-by-case basis – with one or a few EU Member States, as well as with like-minded countries outside the EU. Different substantive issues can justify cooperation in different country constellations on the basis of how well Swedish experience and positions agree with those of other countries. For Sweden this can, for example, involve closer cooperation in the Nordic group,

the Baltic group of countries or EU's northern countries, depending on the particular substantive issue.



## 4 OECD in Sweden

OECD covers more or less the entire working sphere of the Government Offices. The organisation can therefore help to promote Swedish interests and provide a source of support in the design of Swedish policy by virtue of its analytical work and the opportunity for cooperation with like-minded countries.

At the same time, OECD has increasingly tended to be sidelined in the work of the Government Offices, not least as a result of EU membership. Work in the EU has resulted in a shift of focus from OECD. Instead of drawing on OECD for support in EU work, OECD activities are monitored on an almost routine or perfunctory basis in several areas today.

Clearer prioritisation and anchoring of OECD are required in order to break with this pattern and bring about the effective use of OECD in the work of the Government Offices. This builds on active Swedish involvement in OECD in priority areas. In addition, the forms and methods for OECD work in the Government Offices must be strengthened in order to better integrate OECD results in the domestic policy process and in order to link OECD with offensive Swedish priorities in other contexts.

### 4.1 Swedish priorities in OECD

Work on setting priorities in OECD begins in the individual member countries. Ultimately it is there that the will to

prioritise between the organisation's different output groups and output areas arises. The Government Offices and the Swedish OECD Delegation have taken active part in OECD's reform work and, in doing so, have also elaborated proposals for Swedish priorities.

However, more needs to be done in this area. Swedish priorities in OECD should be set every second year. As it is in Sweden's interest to support the breadth of OECD work, priorities must first and foremost be set between different activities, or output results, in each OECD programme.

The focus in the process of setting priorities must be on relating OECD work to the other activities of the Government Offices. This is about identifying the added value of working on an issue in OECD. Doing so would also place OECD work on a clearer footing and make it easier for it to be an integrated part of policy development in the Government Offices. In the same way as OECD can provide support for the design of domestic policy, OECD work must also be seen as an important complement to Swedish ambitions and offensive interests in the EU and other forums. For example, a clear link between OECD work and the agenda in, for example, the EU is a high priority.

Consultation to build support is of particular importance concerning horizontal projects. These projects should be given a clear link to Swedish priorities in other contexts in order to strengthen interest in and the motivation to achieve concrete results in these projects in this way.

As is the case with consultation to build support for OECD work, more active involvement in OECD work is needed to make the Government Offices better at drawing on and benefiting from OECD. The networks of experts that evolve as a result of OECD play a major role in this context. The Government Offices should try to achieve the most active participation possible in priority areas. Conversely, routine monitoring in lower priority areas should be cut back. This requires flexibility. As priorities shift, the level of participation from the Government offices needs to vary over time.

## 4.2 The organisation of Swedish OECD work

The diversity of OECD activities and Sweden's desire to retain this diversity, as well as the need for Swedish OECD priorities to have broad support, require each Ministry to take responsibility for its part of OECD work. It cannot be seen as practicable or even desirable to bring together all OECD work in one function in the Government Offices. Only the individual Ministries are capable of assessing how OECD's activities relate to domestic policy and to the agenda in the EU or other international organisations in a particular policy area.

This means that it is the responsibility of each Ministry to conduct day-to-day OECD work, as well to set the necessary priorities every two years and then follow them up. This calls for an effective organisation that both has an overview of the Ministry's full range of activities and has a mandate to propose priorities to the Ministry leadership.

It is proposed that each Ministry appoints a working group for OECD issues to do this work. In addition to identifying priorities and following them up, the working group should be responsible for ending the tendency to monitor OECD on a perfunctory basis. This should be done by, first, linking OECD work to the Ministry's other tasks, not least EU work, and, second, by proposing actions to increase the value of OECD to the Ministry's work. In addition, the working group should be responsible for ensuring that OECD is made visible in the Ministry, to subordinate agencies and in relation to external stakeholders.

At the same time there is an obvious need for coordination between Ministries. This applies both to horizontal projects in OECD and to issues on which the Government Offices are expected to share the same view. A suitable way of coordinating extensive horizontal projects is to form cross-ministry consultation groups headed by the Ministry that is seen as having prime responsibility for the issue concerned.

Currently overall coordination of OECD work in the Government Offices is handled by the coordination function at the Ministry for Foreign Affairs. Its purpose is to establish a common

position on OECD issues that affect either the Government Offices as a whole or most Ministries. These include reform work in OECD, as well as the future development of the organisation. But this coordination function is also expected to apply a concerted approach to the Ministries' priorities, project proposals and voluntary contributions.

The main way in which the coordination carried out today can be strengthened is to give this function clearly defined tasks that complement the work that should be done in each Ministry's working group. This coordination has the task of promoting a coherent Swedish policy – in accordance with the overriding goal of sustainable development – and the main Swedish priorities for OECD by:

- bringing together, balancing and making a concerted assessment of the Ministries' various priorities, as well as the follow-up of these priorities,
- establishing an overview of, bringing together and promoting prioritisation among the Ministries' various proposals for projects that should be financed with voluntary contributions, as well as linking these to overall priorities,
- bringing together and promoting prioritisation of the Ministries' various proposals for horizontal projects,
- leading the process of generating Swedish views on the OECD reform process, and
- following up actions taken by each Ministry's working group to make OECD visible.

In the future, a quite crucial part of this coordination work should be to follow up and further develop the Swedish OECD strategy and to produce a common strategy document for the Government Offices as a whole every two years – on the basis of the Ministries' work on priorities. This document should place Swedish priorities in a perspective of 1-3 years. These priorities will have to be linked to the issues that Sweden has an interest of promoting in other international forums, especially the EU. The strategy document will also have to provide guidance for the voluntary contributions that Sweden may make to the OECD

budget. The document will have to be endorsed by the state secretary group.

Day-to-day coordination should continue through the function at the Ministry for Foreign Affairs and meetings of the existing consultation group for OECD. These meetings should be chaired by the Director-General for International Trade at the Ministry for Foreign Affairs. In addition, larger coordination meetings, chaired by the Director-General for International Trade, should be held at least a couple of times a year with all the parties involved in the Government Offices and at the Swedish OECD Delegation.

The Delegation plays an important support role in relation both to the Ministries' working groups and the Government Offices' coordination function when they each carry out their tasks. The Delegation's insight into OECD's wide-ranging activities makes it particularly important as a means of drawing the attention of Ministries to important processes, reports and agreements in OECD with a bearing on Swedish interests. This requires the Delegation both to have the capacity to follow activities in central areas and to also be integrated into the preparatory process in the Government Offices and in discussions on priorities.

Because Ministry work is increasingly steered by the EU agenda it can be necessary to try to develop the relationship and divisions of labour between government agencies in practical, long-term OECD work. Several Swedish agencies are already members of the networks of experts in OECD. In several areas government agencies follow OECD work to the same extent as the Ministries. In several cases, agencies can also contribute more to the analysis and follow-up of OECD reports, as well as to the drafting of Swedish instructions. On the other hand, policy-oriented work cannot be delegated to agencies. The appropriate dividing line between practical and policy-oriented OECD work must be drawn by each Ministry, and the proposed working groups for OECD issues are a suitable vehicle for this. When subordinate agencies are given a greater role in OECD work, it is important that they are involved in the Government Offices' work on setting priorities and in decisions on projects and voluntary contributions. In such cases,

they should therefore be in close contact with or could even be incorporated in the Ministries' working groups.

### 4.3 Swedish influence in OECD

It is the responsibility of each Ministry to ensure, within the framework of its substantive area, that Swedish positions in priority areas achieve maximum impact. For a small country like Sweden, active participation in OECD is crucial if it is to influence the organisation's activities. This primarily applies to the various networks of experts established in cooperation in OECD. Direct contacts and the formation of alliances with experts from other countries, as well as with the OECD secretariat, play a central role for such influence. Closer cooperation with other "like-minded" countries – in the Nordic group or among the EU's northern countries, for example – is the surest way for a small country like Sweden to increase its possibilities of making its voice heard. Moreover, in substantive areas where Sweden has strong interests membership of the bureaus of the different committees should have particular priority. The working groups should support individual officials in this work.

The Swedish OECD Delegation plays a crucial role in work to increase Sweden's influence in OECD. Through its presence on site the Delegation is particularly suitable as a platform for establishing a Swedish profile. The Delegation has good possibilities of establishing and maintaining contacts with country representatives and the secretariat.

In the longer term, another method of strengthening Sweden's influence in OECD is to have officials from the Government offices serve for a limited period in the OECD secretariat. This generates both contacts and valuable experience of work in OECD. In programmes of particular importance to Sweden, staff secondments should be a priority in the future. The Secretariat for International Recruitment at the Ministry for Foreign Affairs

should therefore examine, with the assistance of the Swedish Delegation, the possibility of establishing a “secondment programme” with OECD and the forms for this.

#### **4.4 Making OECD visible in Sweden**

In the same way as the Ministries handle day-to-day OECD work, each Ministry should have responsibility for spreading OECD products and increasing the value of OECD in central government and society at large. The Ministry working groups for OECD issues, whose establishment is proposed in order to carry through priorities, should take these actions to make OECD work visible. An important component of this work is identifying and spreading reports of key importance for Sweden from among the large volume of OECD reports produced each year. This can also include holding seminars and information meetings with relevant external stakeholders.

The Swedish OECD Delegation has a significant role in identifying important activities and results in the pipeline at OECD. The Delegation should work with Ministries to draw attention to them.

Depending on what role government agencies are given in OECD work, the task of spreading relevant reports can also be assigned to subordinate agencies in each substantive area



## 5 Summary of proposed Swedish OECD Strategy

In many ways OECD is in a transitional period. The organisation is facing a number of challenges. The international context in which OECD operates has changed, while there is an increasing need for organisational reform at the same time.

From Sweden's point of view, it is of great importance that the OECD succeeds in meeting these challenges and enhances its relevance in the future. Sweden values all of OECD's strengths: (1) as support for domestic policymaking, not least in the fields of sustainable development and growth, through its extensive analytical work; (2) as a forum for establishing rules for globalisation and promoting consensus for equitable global development; and (3) as a meeting place for representatives for democratic market economies and, especially, in this context, the opportunities to have close contact with leading countries.

A vigorous OECD can therefore play a central role in promoting the Swedish objective of sustainable development and can provide leverage for Swedish growth, an active Swedish globalisation policy and Swedish policy for global development. To achieve this Sweden must work resolutely for a long-term vision for OECD and must also improve the efficiency of and increase the benefits drawn from our own work in OECD. The strategy is intended to provide guidance both for future Swedish action in OECD and for how Sweden should organise OECD work, mainly such work done in the Government Offices.

The most important operative conclusions are set out below, along with proposals for Swedish lines of action.

*Sweden's view of OECD reform and the future OECD*

- Sweden will promote much more far-reaching prioritisation in OECD. Decisions on final dates for all committees, working parties and projects, as well as the establishment of a system for the evaluation of activities, should be seen as important steps in the right direction.
- Sweden wishes to see administrative issues being resolved, as a general rule, by majority decision in order to make the organisation more efficient.
- Sweden is open for an enlargement of OECD membership by a handful of countries. A dedicated enlargement programme is a good method. Final decisions should, however, be made on a case-by-case basis. In order to facilitate enlargement, OECD is in need of reform.
- Sweden will promote the immediate establishment by OECD of a proactive strategy for cooperation with leading emerging economies and transition countries in order to integrate these as far as possible into OECD work on managing globalisation.
- Sweden wishes to see OECD strengthening its cooperation with other international organisations. OECD should support and complement these organisations. OECD's role as a think tank for the G8 is an illustrative example, where Sweden would like to see OECD retaining or, if possible, strengthening its present role.
- In the longer term Sweden would like to see improved flexibility in OECD's working methods, including variation of participation in different fields of work and differentiated frequency for member country analyses.
- Sweden values the current EU coordination in OECD, which can, and should, also be used to promote Swedish interests.

However, Sweden opposes a development that would lead to further joint action by EU members in the OECD.

### *OECD work in Sweden and the Government Offices*

- Swedish priorities for OECD work should be drawn up every second year, based on OECD's value added and its contribution to the domestic agenda and activities in other forums, not least the EU.
- In priority areas more effort is needed to enhance Swedish influence, in part through closer cooperation with like-minded states and through participation in committee bureaus. Routine monitoring should be minimised. The possibility of establishing a special secondment system needs to be investigated by the Secretariat for International Recruitment (SIR) at the Ministry for Foreign Affairs.
- Ministries should establish working groups responsible for ongoing work, including increasing Swedish influence, making good use of the organisation's output, making the OECD visible to a wider public and setting and following up priorities for OECD work. For OECD issues of a horizontal nature, inter-ministry consultation groups can be set up.
- The coordination function at the Ministry for Foreign Affairs has an overall responsibility for promoting a coherent Swedish policy in OECD along with the Government Offices consultation group for OECD issues. In future this function should be tasked with following up and developing the Swedish OECD strategy. Every second year it should also produce a joint priority document, endorsed at political level, for the Government Offices as a whole. The function is expected to take a coherent approach to the different Ministries' proposals for priorities, projects and voluntary contributions.
- Government agencies should be used – on a case-by-case basis – to support Ministries' OECD work. This applies, in particular, to the monitoring, scrutiny and follow-up of reports, as well as

to assistance in the wider dissemination of important OECD reports.

- As far as possible, the Swedish Delegation to the OECD should be integrated into work at the Government Offices. The Delegation bears a special responsibility both for representing Sweden and Swedish interests in the OECD, and also for making important progress achieved in OECD visible to the Government Offices.