Placement Report

A FIVE-MONTH-EXPERIENCE WITHIN THE PERMANENT DELEGATION OF THE CZECH REPUBLIC TO THE OECD

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INTRODUCTION

After spending a semester in Groningen studying in the Master of Arts International Relations track International Security, I embarked in the next adventure: completing a five-months placement within a diplomatic representation. Designed as a springboard between studies and entry into the labour market, this placement is an important element of the MA International Relations. Albeit I had already done several internships as well as worked some student jobs, this placement would mark the first time that I would be working within an organisation for half a year full-time. Five months would leave me enough time to fully integrate in the team and master the codes and mechanisms of the life inside the Delegation I was joining.

At the end of January 2018, I therefore joined the Permanent Delegation of the Czech Republic to the OECD in Paris as an intern for five months, under the supervision of Mrs. Denisa Provazníková. From January 29th on, I would step into the existence of a diplomat representing the Czech Republic in an International Organisation for five months and hopefully learn a lot from it.

In this report, I will present successively different dimensions of my time in the Delegation and in Paris. Firstly, I will spend some time detailing the steps I had to get through in order to obtain and then confirm my placement within the Delegation, as well as my expectations prior to starting the internship. I will then provide a more detailed explanation of what are the activities of the Delegation and the OECD and their organisation. The third part will focus on the tasks I conducted and on my progression within the Delegation before addressing the difficulties I encountered during those five months in the following part. Finally, I will wrap up the report with a reflection on the opportunities this placement gave me what it taught me but also on the inclusion of the placement into my career prospects.

It would make sense for a Czech student to complete its placement within a Czech Embassy or Delegation. However, coming from a French student, it might seem a little more surprising. And indeed, my placement at the Permanent Delegation of the Czech Republic to the OECD has not been easy to obtain nor to confirm! This first part of my placement report will trace back to the reasons that made me approach the Czech Delegation and my struggle to finalise my internship details with them.

1. **Czech, why Czech?**

The first question, of course, is why the Czech Republic, when you are a French-Italian student, studying in the Netherlands? It might seem strange to some, but I have never wanted to do an internship for the French Ministry of Foreign Affairs. Having faced French teachers, French employers, French political representatives... the French perspective basically, my whole life, I attach a real importance to moving around, and experiencing new perspectives. This is the reason why my first internship was at the Embassy of India in Paris, the second at the League of Arab States, and why I decided to apply for a Master in the Netherlands instead of staying in Paris. Following this logic, I applied to several foreign Delegations to the OECD and UNESCO in Paris last year, thinking that would allow me to discover both a new organisation, and a new dimension of diplomatic representation’s life. The Czech Republic was one of my preferred delegations however, as I have had an interest in Eastern and Central Europe for a while now and have never had to occasion to get more familiar with the region. I have already travelled to Prague, Bratislava and Budapest notably, but still had a lot to uncover about the mentality, way of life, political questions... in those countries. So here was my letter to the Czech Delegation, as well as the Hungarian, the Slovenian, or the Polish. Even though I am not a national from either of these countries nor speak the language, two considerable obstacles.

2. **A road that was not easy from the project to reality**

From a rejection in Polish without even an English version of the email to a polite rejection of the Czech Republic because I wasn’t Czech, I did not encounter success at all in my research. The Czech Delegation’s secretary argued that despite my interesting application, they could not have people without a Czech nationality. But as I was looking
for something else, she reached out to me again. They needed someone for six months and the Ministry of Foreign Affairs had a special procedure for foreigners, with no insurance of success. I filled the file (in Czech) and sent it to the Ministry. Two months later, they finally approved my application! However, once my Placement Plan approved by the University, legal discussions started. It took almost three months, a lot of emails, the almost loss of the placement and some negotiations for the Legal Services of the Czech Ministry of Foreign Affairs and the University to finally agree on terms for my Placement Contract. Czech law indeed doesn’t provide salary nor insurance to interns. Knowing that and having showed that I have my own insurance in France, I could finally get the contract to be amended and signed, less than a month before the start of the placement. And right on time for me to apply for an Erasmus+ Grant, to compensate for the absence of remuneration, and to move out of my Groningen flat. The road that I had to take before my first day of placement was a long and rather complicated one, however in the end it all fell back into place for me to start my placement in good conditions.

3. **Expectations and hopes to learn a lot**

The two internships I had the occasion to do during my bachelor had helped me gain efficiency at work as well as discover the way an embassy works. I had had the occasion to work on my own and produce satisfying work, but there were elements I hoped to improve and know more about at the Delegation\(^1\). My main objective was to become familiar with daily life in a Delegation to an international organisation and in the said organisation. I knew, from Model United Nations, how negotiations are conducted and the structure of a Committee meeting but it is different to attend a meeting with actual diplomats attending and negotiating. I wanted to be able to live and work like a representative to the OECD and be able to participate in meetings that I would have previously prepared for. Relatedly, I wished to engage with other Delegations and other diplomats during my time in office. Finally, I was eager to discover the Czech foreign policy and position within the OECD as well as the stance taken by other Eastern European countries compared to the Czech Republic. Regarding skills, I had thought about what I wanted to improve. I saw this placement as the opportunity to apply the knowledge acquired in class and to use and improve my analytical skills. I attached importance to developing my ability to understand quickly and fulfil correctly my tasks, thus providing a reliable and complete work to my superiors. I wished to gain autonomy and confidence as I know I am very self-critical and

\(^1\) See Annex 1: Placement Plan.
tend to not believe in myself, but also to feel like a part of the team and be a valuable team worker during my time in the Delegation. Lastly, I wished to be able to coordinate and plan events.

It is therefore with great hopes to acquire the skills that would make me more than a student but a graduate able to have a job of her own that I started this placement.
B. DISCOVERING FURTHER: WHAT DOES THE DELEGATION DO?

Albeit having done two internships and participated in several Model United Nations already, I had only a rough idea of how does a Delegation to an International Organisation function and what are the diplomats’ tasks and responsibilities. Those five months have allowed me to clearly see how the Delegation is organised, what are the relations between the delegates and between delegates from different countries, as well as the checks and balances between member countries’ representatives and Secretariat members at the OECD. It took me a few weeks to clearly visualise how the OECD functions, what does my job consist of and what will daily work life consist of but once I mastered the codes, things became much easier.

1. The Permanent Delegation of the Czech Republic to the OECD: an actual embassy to... an international organisation

As there is a Czech Ambassador to France, with a team of diplomats in charge of their own portfolios, there is also a Czech Ambassador to the OECD, Mr. Petr Gandalovič, leading a team of six diplomats. Together with the two caretakers, the two secretaries and the interns, they constitute the Permanent Delegation of the Czech Republic to the OECD. They are located in their own building ten minutes away from the OECD, and report directly to Prague and the different Czech Ministries. The Delegation is an Embassy but instead of representing the Czech Republic in a country, they do it in an International Organisation that is the OECD. Diplomats in the Delegation stay an average of four years and are appointed to different portfolios corresponding to OECD topics. Mrs. Denisa Provazníková, my supervisor, is in charge of the Energy, the Digital and Trade issues. She attends meetings of the International Energy Agency (IEA) and the Nuclear Energy Agency (NEA), of the Committee on Digital Economy Policy and of the Going Digital Project but also of the Trade Committee. She is in charge of the Business and Industry Advisory Committee (BIAC) as well.

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2 International Energy Agency: The IEA is coupled with the OECD and gathers member countries from the OECD but not all of them. They meet in their own building or in OECD buildings. The Nuclear Energy Agency (NEA) meets in OECD buildings as well.
The Organisation for Economic Co-operation and Development was created in 1948 as the Organisation for European Economic Co-operation and was reformed as the OECD in 1961. It counts today thirty-seven member states and is planning to integrate one new member in the years to come. The Organisation is divided into 17 Directorates and Agencies and within them Committees, Groups, Working-Groups, Task Forces, Forums... that meet more or less often in formal and informal circumstances either for negotiations, reporting, expert workshops, programme-launching, etc. There are more than 365 different bodies existing within the OECD dealing with Education, Economy, Finances, Public Governance, External Relations, Energy, Agriculture, Science and Technology, Environment, Development, Social Affairs, Transports. Each week, there are tens of events that take place in the OECD and that various delegates attend in order to represent their capital and government there. The OECD Secretariat produces considerable analytical work: reviews, statistics, reports, and those results are presented during the relevant

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3 See Annex 2. Colombia and Lithuania joined on May 30th the organisation, raising the number from 35 to 37. As they didn’t ratify the instruments of accession yet, they are not on the list yet but are already sitting in OECD meetings and participating to the organisation’s activities.
meetings. The OECD Secretariat aims at making member and partner countries and organisations benefit from their expertise, and the documents they produce. Guidelines, Conventions, Mechanisms have been implemented by the OECD countries in diverse fields in order to promote transparency, responsible business conduct, due diligence, economic development, gender equality, and so on. Overall, the OECD strives to produce “Better Policies for Better Lives” and to “Bridge Divides”.

OECD “Better Policies for Better Lives” and the “Better Life Index”
Last year’s forum addressed the question of “Bridging Divides”

Source: Flickr – OECD.

The OECD’s structure is a rather complicated one, and even the diplomats within the Czech Delegation have some troubles knowing what goes under their portfolio and what doesn’t as event titles are not always crystal clear and as there are so many sub-bodies. My first task therefore was very useful for myself and for the whole delegation. I had to do what I called “mapping the OECD”, meaning that I had to list every Directorate and Agency and for each of them provide the list of sub-bodies that were attached to it. I gathered all that into an excel file with different tabs for each directorate but also for each type of body and for the horizontal projects of the organisation⁴. This file is now available for all delegation members. It allows to check quickly whether a meeting goes under one’s portfolio or not and which other bodies it is attached too. It could be improved and also show the hierarchical relation between bodies but it is already functional enough to meet the needs of the Ambassador and his team.

⁴ See Annex 4: Extracts from the “Mapping the OECD” project.
Types of body: Committee, Forum, Task Force, Working Group, Group, Steering Group...
Horizontal Projects: Such as Going Digital or Inclusive Growth.
2. *A week in the life of the Delegation*

After the first weeks, I got familiar with the different steps of working within the Delegation and of the typical organisation of a week, both for the delegation and for me as an intern. Most of the time, I behave exactly as if I was a delegate, but I also have meetings with my supervisor and my schedule depends of what I have been asked to attend or do by the diplomats.

Depending on the agenda at the OECD and of the events planned, the weeks are more or less busy for everyone. Some weeks there is nothing, and some you can have three meetings at the same time. At the end of each week, the agenda for the two next weeks is available and we have to fill it. Once we know what events we will attend, delegates have to let Prague know and wait for information from the Capital on the position they should adopt on various issues. On Monday mornings, the Delegation meets for a weekly meeting with the Ambassador where each Delegate also receives instructions from the Ambassador and where they discuss the things that happened in the previous week and important elements to come.

Delegates receive instructions from their Capital but they also can adapt their position under certain circumstances. They therefore have coordination meetings with the groups of countries they belong too, in order to discuss each country’s position beforehand and know what to expect during the formal meeting. The Czech Republic belongs to two groups of countries. They have EU Coordination Meetings: with the delegation of the European Union and EU countries. In that case, they either received precise instructions from Prague or received the instruction to “follow the EU’s position” and that meeting is the occasion to get to know and discuss it. The Czech Republic is also part of a group called “G11”, that gathers small OECD countries together\(^5\). Negotiations in this group are rather free and productive as countries really try to find consensus. We notably met with the G11 to discuss about new member accession and test whether or not there could be already a unified position of G11 members to oppose to the positions of the countries that were against consensus. During my time in the Delegation, I could observe also a more discrete coordination of Eastern Europe countries. Indeed, they tend to have aligned positions on most issues, even when it is not voluntary, and are part of the same informal groups. And

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\(^5\) Despite its name: G11, it gathers today approximately seventeen countries, and it excludes all G7 countries. It is seen as a private scene were small countries are really free to express their positions without being influenced by the major world powers, and where they can negotiate to find a “small countries position” and then come as a united bloc able to face G7 countries in the Committee.
they are sitting quite close during meetings. Furthermore, Slovenia, the Slovak Republic, Poland, Hungary and the Czech Republic are members of the South East Europe programme (SEE) and encourage accession to the organisation of Romania and Bulgaria by participating actively to SEE meetings and giving advice on how to accelerate the process. Lithuania has now ended its accession process and joined the OECD as well.

**Insight of a week’s agenda at the Delegation**

**Thursday Morning**
- The agenda of the two next weeks is available: you look at what goes under your portfolio. Checking your own schedule, you put your name next to the events you can attend. I do it as well, choosing to follow the issues I work on and topics that are of some interest for me.

- *There can be meetings to attend as well.*

**Thursday Afternoon**
- If one delegate should attend a meeting that is relevant for his or her portfolio but is not free at that time, he or she sends an email to me (or another intern) to ask me to cover it for him or her. I should in that case produce a report for the delegate or for the Ministry directly afterwards. I register for the said event.

- *There can be meetings to attend as well.*

**Friday Morning**
- The Secretary registers everyone for the events of the next week according to what she finds in the agenda table.

- Weekly meeting with my supervisor: we check my work as well as my agenda for the next weeks.

- *There can be meetings to attend as well.*

**Friday Afternoon**
- Finishing up with the work of the week, reports and emails.

- Delegates inform Prague of the meetings they will attend and wait for instructions. Interns can receive instructions too.

- Preparation for next week’s meetings.

- *There can be meetings.*

**Monday Morning**
- Delegation weekly meeting: with all the employees of the Delegation and the Ambassador. Interns are not invited to participate. The meeting is held in Czech. Every one presents its agenda, what he/she has been working on, the problems or positive elements. The meeting can last the whole morning. It is very important in order for the Delegation to run smoothly.

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*6 The countries are placed according to the French alphabetical order, putting: Lettonie, Mexique, Norvège, Pologne, Portugal, République Slovaque, République Tchèque, Royaume-Uni, Slovénie (Latvia, Mexico, Norway, Poland, Portugal, Slovak Republic, Czech Republic, United Kingdom, Slovenia). Hungary and Estonia are the only two “eastern” countries on the other side of the table.*
3. **Paris, dream city?**

As I was an intern for the Czech Delegation to the OECD and the OECD's headquarters are in Paris, I therefore spent five months working in Paris, in one of the richest and according to me, most beautiful *arrondissement* of the city. I believe that for Czech interns coming to the Delegation as well as for the diplomats themselves, being posted in Paris is quite a dream. After all it’s the city of lights, the city of love, and it has beautiful things to see! Paris is indeed an amazing city that has a lot to offer and is very diverse. For me however, having lived in the *Grande couronne* my whole life and studied in Paris for the three past years, there was no such excitement. However, I know my way around Paris, speak the language and know where to go, and what to do so I didn’t have to get through an adaptation and discovery period when I arrived, nor did I need to find my own accommodation as I moved back to my hometown. If I would have loved to discover a new country and a new city, being based in Paris allowed me to take my marks at the Delegation without having to worry about finding an accommodation, nor about understanding how things work around there or being understood by locals.

However, as much as the *seizième* is impressive and rather calm, living and working in Paris is not always a pleasure. The past months in France in general have been pretty tense as, additional to the usual transport troubles we experience on a daily basis, the main train company decided to go on strike for three months, every three days. The only other company also did their own strike. One of my Czech colleagues one day told me “it took me longer to come to the office than to fly from Prague to Paris”. That happens often, especially when two to three days a week, only 1 on 3 train is circulating. I would definitely say Paris is a great city to live and work in, especially as it is rich in every way: history, culture, activities, boroughs, mentalities... However, from my French point of view, it is way more tiring to work in a city like Paris where you commute a total two to three hours a day in more or less crowded trains, than to do so in a city where you have a fifteen minutes bike ride to work every morning. So, I missed Groningen quite a few times!
Pictures of the surroundings of the Delegation
C. FROM BEING THE FIRST NON-CZECH INTERN TO BEING INVITED TO PRAGUE

In five months, I have had the time to try a little of everything but also to get used to working within the Delegation and for the Delegation to get used to my participation. My tasks and status evolved with time as well as my interest for various topics and committees. I had the occasion to participate in several events and projects, following some of them from birth to realisation.

1. First French intern: which tasks and projects?

At the beginning of my internship, there was a little adaptation time, until I understood how the OECD and life at the Delegation works and until the Delegates could see in which tasks my help was useful. With my supervisor, we defined the subjects that I was interested in and wanted to follow: digitalisation, education, transport, development and others depending on the opportunities. I was also given two long-term tasks: “mapping the OECD” and working on the transformation of the value chain due to the digital transformation. This second task was particularly relevant to the Czech Republic and to my supervisor’s work as most of the Czech industries are inserted within the value chain, relatively at the start of the process, and could happen to be replaced on the long-term by machines and digitally enabled technologies. The Czech industry which is currently doing well, could be considerably threatened if that was to happen. Consequently, I attached a particular importance to documents and discussions about value chain, digital transformation and job transformation due to this digital transition notably. In the first weeks, when not conducting my first tasks, I attended various meetings in order to establish which were the subjects I wanted to follow during my five months at the Delegation. Events ranged from Parliamentary Days with the coming of deputies from each country to a forum on regulation in the garment sector for instance. I produced my first documents: meeting reports and minutes mostly, and my table of OECD bodies. Soon, I was to be given new tasks and start working with several of the Delegates.

2. Helping around the diplomats, until they all want to work with you!

As my interests were diverse, I picked events covered by different Delegates and was proposed very various tasks. I covered several meetings for Delegates who had a conflict

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7 See Annex 5: some examples of reports.
of agenda and provided them in a short amount of time with very detailed reports allowing them to clearly understand what has been said during the meeting and to report to Prague. Delegates knew they could count on my notes to be clear and reliable and I would go to meetings alone and sit in the seat of Czech Republic as they would do themselves. It happened that my help was requested for several events at the same time and I that Delegates request to have me help them exclusively for some days. At some occasions, I exchanged with the Ministry myself and sent my report directly. I was pleased to be told that the people in Prague receiving some of my reports were satisfied with them. In the meantime, I was introduced to the OECD budget process and debates and got to draft preparation and briefing documents for the Ambassador and our Budget Delegate on several crucial issues: accession of new members, Zero Nominal Growth (ZNG) or Zero Real Growth (ZRG) basis. In June, during an informal meeting of the Budget Committee, I got to present my own research on the ZNG/ZRG in a ten minutes presentation I had prepared. This was an immense privilege for me and I received thanks from several delegates as well as the Ambassador himself for my work and clear explanations. Still an intern and no delegate of course, I felt integrated in the team and that my work was useful to the Delegation: they knew they could come to me with a request when needed and count on my hard work to produce satisfying documents or provide interesting input.

3. **New interns, changing responsibilities**

When new interns joined the Delegation, as I had been here for several months already and had lived this process of understanding how the OECD works, what I need to do to find the documents I want and to register to the events I wish to attend, I was tasked to welcome them, show them around the OECD and explain the first basic things to them about the weekly agenda, the computer and the OECD’s online platform: O.N.E. This came as a new responsibility for me and I was after that placed slightly above the new interns in the organisations of the Delegation, as a reward for my relative seniority and good quality work that had satisfied everyone. I was here to help them in their first weeks and through their first meetings as well as answer their question about the tasks or daily organisation. Even though they quickly bonded between Czech people and gained independence thanks to that, I was able to guide them when needed and sometimes worked together with them as well on some particular tasks.

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8 See Annex 6: Researches and presentation for the Budget Committee negotiations.
4. **Seminar organisation and trip to Prague**

One of the main events of my time in the Delegation was the organisation of two seminars in Prague by my supervisor Mrs. Provazníková and the Mission in general, together with the Czech Ministry of Foreign Affairs and the Czech Confederation of Industry and Trade. Those seminars were the main project that Mrs. Provazníková has led in the year she has been working for the Mission and they represented the first action of economic diplomacy of the Mission and Ministry in the Czech Republic. The first seminar was about „Low carbon technologies and their influence on the energy mix“ and the second, that I contributed to organising, treated of „Digitalisation and its influence on traditional business structures in the Czech Republic“. The latter was actually joining the topic of the impact of the digital transformation on value chain that I had been working on as well.

The ambition was to organise the two seminars in Prague in front of an audience of approximately thirty to forty people. Mrs. Provazníková wanted that the expertise of the people working in the OECD would benefit directly the Czech entrepreneurs and agencies. We therefore worked to find the best fitting experts to give presentations during the Seminars. I joined my forces to Mrs. Provazníková’s to look for panellists for the Digitalisation seminar. We contacted experts she had met and that were qualified for what she wanted the seminar to display, arranged for replacements for those who weren’t available, met with them to discuss what the seminar was about, what we wish the presentations to tackle, who the audience will be, what should the presentation length be, etc. We worked as well on their transportation and hosting details, and finalized the invitation for the seminar⁹. Finally, I drafted speech elements for the Ambassador to moderate the event and the debate after the presentations¹⁰.

As my collaboration on this project had been considerable and I had met with the speakers as well as exchanged with them during the whole preparation process, Mrs. Provazníková invited me to attend the seminar in Prague. I had to cover my own expenses but I went there and met with the people working at the Confederation of Industry and Trade, attended the event and also exchanged with Mrs. Rezková who is in charge of Public Relations at the Delegation so that tweets with pictures of the event would be posted on the Delegation’s account¹¹. I particularly enjoyed being part of the project from the beginning to the end and see the result in Prague with businesspeople in the room

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¹⁰ See Annex 7: Speech elements prepared for the moderation of the Seminar.
¹¹ See Annex 7: Tweets about the Seminar on the account of the Delegation.
exchanging with the experts. Furthermore, by letting me be the speakers’ interlocutor and providing them the information they needed, my supervisor showed that she trusted my capacity to conduct that task well and partner with her in the organisation of the whole event. Even though we encountered minor issues during the preparation – as always when planning events –, the result was overall satisfying, the event was a success and the experts enjoyed taking part in it.

5. **Ministerial Council Meeting**

The highlight of the semester at the OECD is the Ministerial Council Meeting\(^{12}\) (MCM) that is preceded by the OECD Forum\(^{13}\). Both events last two days and bring thousands of people to the OECD, much more than usually, even though the OECD is never really empty.

The Forum this year was themed “What brings us together” and tackled key issues of the international agenda framed under the perspective of that theme: such as democracy in the digital age, the future of the EU, loneliness, etc\(^{14}\). During two days, there were five to ten events taking place at the same time during the OECD and a whole list of conferences and discussions to attend, animated by high-level representatives, civil society actors, researchers, business people... The Forum is a great opportunity to meet with new people from various countries and background but also to learn about a wide-range of topics. It is also a great source of information for each country’s ministries as the simultaneous events tackle a lot of different domains. I attended eight conferences dealing with the EU, digital, democracy, health, well-being and was able to write reports for all of them. Those were sent to the Ministries of Health and Labour and of Social Affairs.

The Ministerial Conference is the occasion for Ministers of OECD countries to come to the OECD, to be presented where the organisation is at, what it is heading towards and working on and establish priorities and directions for the year to come. Weeks before the MCM, representatives from Delegations gather to prepare the Ministerial Council Meeting Statement that has to be negotiated, amended, so that all countries are in the position of


\(^{14}\) See Annex 10.
approving it in the end of the MCM. The statement has a global theme: the theme of the Ministerial year and then displays all the working directions of the OECD. This year’s theme was “Reshaping the foundations of multilateralism for more responsible, effective and inclusive outcomes”. France had the Presidency. During two days, the Ministers discussed several major topics related the future of the OECD and the future of multilateralism both in Plenary Sessions and in simultaneous Break-Out Sessions but also had bilateral meetings, allowing the discussion on one item to be plural and yet efficient. Several items have been covered in a day and a half of discussions and ministers and representatives have raised, mentioned and discussed many ideas, providing food for thought and work for the coming year. This year, two new members also joined the OECD at the occasion of the MCM: Colombia and Lithuania signed their accession agreement on the 30th of May, during the Opening Session. However, in the end, no decision was adopted by the Council as one country did not join the consensus on the text that had been drafted.

This Forum-Ministerial week has been an exciting experience. The agenda of the week was incredibly busy and choosing which event to attend was not an easy thing to do. Ahead of the Council, we also had preparation work to do. With the team of interns for instance, we prepared one-pagers presenting the core elements of the Recommendations that were to be adopted during the MCM for the Deputy Minister and the people of the Ministry sent to the MCM. During the MCM in itself, there were several sessions to listen to at the same time and hundreds of delegates and representatives were gathered in the debate and listening rooms to take notes of the discussions and later report to capitals.

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15 The three recommendations are the following: Recommendation of the Council on the OECD Due Diligence Guidance for Responsible Business Conduct; Recommendation of the Council on Sustainable Lending Practices and Officially Supported Export Credits, Recommendation of the Council on Global Events and Local Development.
D. WAS IT SO EASY TO FIT IN?

By the end of my placement, I was fully integrated to the team and my work was valued, to the point that I was introduced to several Diplomats and Ambassadors at the OECD as a useful member of the team. However, it was not so obvious at the beginning and I had to adapt to some challenges.

1. The language barrier

My main, and remaining obstacle even in the end of my placement, was the language. Not being Czech is a thing, not speaking Czech another. From the first discussions before I got the internship up to now, it has been an issue. Forms had to be translated for me to filled them when I wanted to apply, and once I started to work as well. But most importantly: everything in the Delegation is in Czech. The computer is set and locked in Czech with a Czech keyboard, as is the printer, and the phone, and the oven. The Czech computer is the main problem: even the simplest manipulation requires a lot of thinking and finding the “@” on the keyboard took me ten minutes on the first day. So, I learnt some useful words in Czech, the first being “log in” and “password”. Other more fundamental problems result from the fact that I do not speak Czech. Firstly, some of my work cannot be sent to Prague without being translated as some Ministries or people need documents in Czech only (easier for them to treat). Despite providing good quality documents, they require additional translation work that can take some time still. I cannot read Prague’s instructions either if they are not in English and need an intermediary to translate for me (or google translate). Secondly, I can never be invited to the Monday Meeting of the Delegation as it is held in Czech and would be too much unnecessary efforts to be switched to English. On some (rare) occasions, not speaking Czech caused that I couldn’t be given a said task or needed assistance on it to complete it. Despite that, my understanding of English but also my fluency in French, allowed me to provide complete reports and minutes of the meetings I attended in a short amount of time, therefore allowing delegates to use my notes to complete their own reports or report on events they couldn’t attend. They had the occasion to take advantage of my French skills for administrative purposes for instance as well, compensating my Czech inabilities. Even though it was not very practical for them to work with someone that doesn’t speak Czech, they adapted well to my capacities and I was able to satisfy and still save them a lot of time with the work I produced.
2. **Building trust**

When I first arrived, my supervisor gave me several tasks to do and told me to choose the meetings I wished to attend. I could choose the topics that I was interested in and if they were not in her portfolio, we would go to the delegate in charge of the topic to ask whether I could follow it. They were also made aware that they could give me some tasks to do. However, as I was new and not Czech, it took some time before I could feel as a member of the team. During the first weeks, I attended some meetings with my supervisor and fulfilled the first task I was given: mapping the OECD as I call it. I filled very precisely the table summing-up my agenda and the work I produced and wrote precise minutes of each meeting I attended. Seeing this, and that I was ready to work hard and help anyone that needed help, the diplomats started to trust me and appreciate my work. After a little while, I was working with five of six diplomats in the office, following accession of new members with Mr. Halaxa, education with Mrs. Rezková, digitalization with Mrs. Provazníková, external relations with Mr. Strouhal and corruption with Mrs. Matysova. The delegates trusted me to represent the Czech Republic in meetings they couldn’t attend and provide a complete report to them or to the Ministry directly. I have been invited to attend one meeting with the Secretariat and the Bureau of the Budget Committee as well as a G11 meeting despite the fact that I belonged, myself, to two G7 countries. If Mr. Halaxa was, at first, reluctant to bring me there, he trusted my behaviour and loyalty to the Czech Delegation and I could go with him. I was very flattered by this proof of trust. It might have taken some time, but I finally felt like a member of the Czech Delegation almost as much as the Czech diplomats there. I was definitely accepted as a team member and a trusted, valuable one.

3. **Too much free time? Managing OECD’s uneven schedule**

The main personal challenge I had to overcome was the uneven repartition of meetings over time. Some weeks the OECD gets really busy, and my schedule was terribly full, forcing me to sacrifice some meetings to go to the most important ones. Other weeks, like the second week of May, there was simply nothing, either because the OECD’s schedule was rather empty or not relevant for me, or because my supervisor and other diplomats were out of office and did not leave any instructions.

I have always had troubles doing nothing and waiting for something to happen, therefore it was truly difficult for me in those moments to stay positive and accept that my

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16 See Annex 3.
help was not needed anywhere. Nevertheless, I came to work every day and worked on personal things such as this report when there was nothing. Discussing with my supervisor and other delegates that experience the same fall in activity sometimes, I had to accept that it is the normal way in a multilateral organisation such as the OECD and that those days are the occasion to meet with other diplomats and catch up with late work. This was, for me, the most frustrating element of my placement. Being sometimes overwhelmed and having to say no when you are proposed one more meeting some weeks and sitting at your desk waiting to have something to do other weeks. By the end of my time at the Delegation, I was better at balancing my schedule and filling my times in the office, even though I still spent some days waiting for something to happen, inevitably!
E. FIVE ENLIGHTENING MONTHS BUT NOT A CAREER PATH

My experience within the Delegation was a particularly instructive one. For anyone curious and following an international relations cursus, stepping in the shoes of a diplomat for five months is a fascinating adventure. It is also the occasion to meet a lot of people and be in contact with incredible individuals that have had various careers and from whom I could learn a lot. Furthermore, even though I do not want to become a diplomat, I was able to clarify my project and my future work aspirations.

1. Discovering further diplomats’ life and the OECD: a relevant follow-up of the MA IRIO

After studying theory of International Relations or the Arctic Council, its resolutions and its organization, as well as countries’ representation of the Council’s interest, working within the Czech Delegation to the OECD was the occasion to finally see with my own eyes what I had been studying for the past years. Perhaps even understand better the phenomena I studied. I literally went from theory to practice! At the Delegation, I could see how diplomats interact with the Ministry of Foreign Affairs and the Capital but also how they interact with the OECD Secretariat and with other Delegates from other countries. I have learnt a lot about how diplomats divide their time and the diverse fronts they have to work on. I saw where negotiations take place: they are everywhere. If Committees sometimes seem more like only countries enouncing statements and not trying to actually negotiate, it is because the negotiation work is all around the Committee sessions. Delegates constantly negotiate and discuss informally, around lunch, coffee, in a meeting room, at the break... But they also have to convince their capitals sometimes. Delegates from Italy and Portugal once explained to me that sometimes they can see an issue is very important and granted attention by other countries. In those circumstances, through their factual report about the issue, they have to convey a message: the message that the Capital is free to do whatever they want, but that they are responsible in case they don’t do anything. The delegates consider it is their role to make their Capital understand when they have a responsibility to take a decision about a certain issue. In the end, I could see the work of balance that diplomats play: they have to satisfy diverse interlocutors and be the messengers as well as the negotiator between them all. They are tied by several commitments and expectations and have to abide by them as much as they can. Being a witness of this sometimes very delicate balance between the Secretariat, the Capital and
other Member States was a very enriching experience and I could only admire the sense of real diplomacy that some Delegates showed. I doubt I would yet be able to do the same, but I feel like I learnt a lot during the past five months already and am not doing so bad. Indeed, during my last weeks at the OECD, I started exchanging with some Delegates that I saw in Committees.

Despite the fact that I could have imagined the general life at the OECD, there were some elements that I didn’t expect. My main surprise was the amount of meetings. There are about thirty to forty meetings each week at the OECD, some of them lasting several days. It is not rare that a diplomat has to attend two meetings that happen at the same time, or maybe even more. And sometimes they are not even in the same location. It makes the agenda of the delegates rather packed and they cannot always dedicate time to everything that is relevant. One diplomat, explained to me that how she prioritized her portfolio according to the importance of each topic for the Czech Republic and Prague in order to be able to attend the most relevant meetings. I could also observe that diplomats entertain good relations and develop friendships. They call each other by their first names after a while and have lunch together when they can. Albeit being divided diplomatically speaking on certain issues, they can be friends outside the Committee and their voice in the meetings doesn’t affect the interpersonal relations between them.

2. I met H.R.H Princess Laurentien of the Netherlands and the French President!

Working at the OECD is the open door to meeting a number of officials and high-level officials. During my time at the OECD, a lot of researchers and experts from universities around the globe but also from diverse government services have come before us in meetings. Among them: Karol Soltan from the University of Maryland, Mariana Mazzucato from the University College London or even Sir Angus Deaton who received the Nobel Prize in Economics in 2015.

I also had the occasion to meet and personally speak with several Ambassadors during the various meetings I attended, such as the Ambassador of the Slovak Republic or the Ambassador of the United Kingdom. I could not attend the Council in the Council room but I did attend some Ambassadors Level meetings. The Ambassadors I met were impressive but also friendly and very considerate of every one they were meeting including interns.

Generally, the OECD gathers a pool of experts and diplomats specialized in a various scope of subjects. It was the occasion for me to approach Anti-Corruption organisations such as Transparency International and the Institute for Democracy and Electoral
Assistance. I also worked with several OECD analysts who I will be able to keep contact with in the future.

Finally, the OECD brought me in front of high-level personalities such as Her Royal Highness Princess Laurentien of the Netherlands, the Prime Minister of Iceland and the Prime Minister of Norway. The Vice-President of Afghanistan and the Vice-President of the European Union also participated to the Forum on Integrity and Corruption. The French President Emmanuel Macron also come several times to the OECD notably during the Ministerial Council Meeting where I could shake his hand.

Pictures of the visits of High-Level Officials

Source: Flickr – OECD. From left to right

Prime Minister of Iceland: Jóhanna Sigurðardóttir and OECD Secretary General: Ángel Gurría
Vice-President of Argentina: Gabriela Michetti and OECD Secretary General
Vice President of the European Commission: Frans Timmermans, Vice-President of Argentina and Prime Minister of Norway: Erna Solberg
French President: Emmanuel Macron
3. *From the diplomatic side to the analytic one*

This internship, despite the fact that it was very enriching and challenging, came as a confirmation that I do not want to work as a diplomat in a multilateral organisation. I enjoyed the fact that the topics are very diverse and that we learn from selected experts: it was a way to never be bored and gain knowledge about a whole range of topics, great for personal curiosity. However, the rhythm is too slow: it takes time to listen to experts and it takes even more time to reach consensus and negotiate with each actor involved. It took ten budget meetings - and many informal meetings - to finally come to a consensus adopt a draft decision that would be presented to the Council: almost a year. Furthermore, delegates are very constrained by the action or inaction of their ministries and the administrative (non)speed, thus impeaching them sometimes to act or be as active as they would want on some topics. I find this experience a rich and useful one for the future: I now know the mechanisms and balances weighing on diplomatic action and have been an actor of the diplomatic life. I know how it feels! And I can use it to be even better in my future career.

But for a career I do not want to become a diplomat. I want to go to the other side: to be an analyst or an advisor for an international organisation or an advising company. Ideally, I will build from my three internship experiences as well as from my studies, that have helped me develop my knowledge of theory but also my critical and analytical spirit, something this placement helped me do further. When I graduate, I would like to join the ranks of an international organisation such as the North Atlantic Treaty Organisation (NATO) or the European Union and more particularly EUROPOL and be a member of their analyst team, one that would for instance present its work to the diplomats seating in the NATO Committees. My work at the Delegation has given me some contacts to help me in the realization of this project. Mrs. Matysova, who worked at NATO several years ago, helped me apply to their internship programme and even contacted some of her friends for advice. Several delegates proposed me to help in my future researches for a job or an internship. I believe that their help and contact might help me with my applications and I was happy to discuss with them about their own experiences and feelings towards the different jobs they had.
CONCLUSION

Looking back, I feel very lucky to have had to chance to work for the Czech Republic and jointly with career diplomats that have had various experiences in France, in the European Union, in the North Atlantic Treaty Organisation, in Prague but also in other careers. The diversity of paths and personalities of the people working at the Mission allowed me to take the most possible from this placement and to learn from each and every one of them as well as to cope with different ways of working. I have been able to participate in an incredible variety of seminars, meetings and conferences and to take advantage from the wide range of topics the OECD covers. Thus, I benefited from the possibility to discover and learn about the function of diplomat but also to learn from all the knowledge transmitted within the OECD. I consider that this placement has taught me a lot, be it classical knowledge or skills. I leave satisfied of the work I have done and with most of the objectives and expectations I had when starting met. Even though this is not the path I want to take, I have taken the most of what the OECD and the mission could offer me and I believe I have matured during my time there.

I wish to conclude this report by thanking all the people who contributed to making this placement possible and to the pleasant course of the placement: the whole team of the Delegation and particularly Mrs. Denisa Provazníková, Mr. Bargues-Pedreny, the Mobility Office of the University of Groningen, the Erasmus+ Program and my relatives and close friends. Thank you all very much for your support.
ANNEXES
### Annex 1 – Extract from the Placement plan

#### Details regarding the placement

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<tr>
<th>Type of placement</th>
<th>Obligatory placement - MA</th>
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<td>29/01/2018</td>
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<tr>
<td>Final date</td>
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<td>Hours per week</td>
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<td>Study track chosen</td>
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<td>- East-Asian Studies</td>
<td>international Political Economy</td>
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<tr>
<td>- International Security</td>
<td>Global Governance</td>
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</table>

#### Activities / tasks during the placement

Activity: Throughout the course of her internship, Ms. Restaino will attend various meetings of the OECD committees and other conferences, seminars and official meeting with OECD member states, as required by the Czech Permanent Delegation to the OECD. She will often assist by taking minutes of those meetings.

Temporal frame: on an ongoing basis

Tasks: As one of the key tasks during her internship, Ms. Restaino will assist the Delegation in designing the roundtable on changes in global value chains and production transformation that is planned to be organized in Prague in 2018.

Temporal frame: on an ongoing basis

Ms. Restaino will support the Delegation in activities regarding horizontal project OECD “Going digital” including some analytical work in this area.

Temporal frame: on an ongoing basis

Ms. Restaino will assist the Delegation during preparations and participation on MCM 2018.

Temporal frame: from May to June 2018

#### Personal learning goals

I see this placement as a complement to the two others that I have done at the League of Arab States and Indian Embassy in Paris. I aim at discovering a different aspect of the work in a foreign representation in France, this time directly involved outside the embassy. This way I can notably sort out what corresponds more to my personality and professional desires.

My learning goals would be:

On the representative dimension

- Discovering and getting familiar with the negotiation work and the quotidian of a delegation to an international organisation
- Discovering the quotidian of being a representative at the OECD and being able to adapt it
- Being able to participate to meetings and bring my own contribution through the preparatory work that I would have done and my understanding of the situation
- Acquiring the ability to engage with other delegations and to work alongside with them in a way that contents all parties
- Coordinating and planning the organization of events
- Becoming familiar with the Czech foreign policy and position within the OECD, as well as those of other OECD members, particularly Eastern European countries

Working skills

- Being able to understand quickly my tasks and fulfil them correctly
- Gaining analytical skills and understanding and ability to decode policies and reports
- Gaining autonomy and confidence in my work
- Being able to provide a work that would be considered reliable and complete
- Engaging with my colleagues and being a valuable team worker
Annex 2 – More about the OECD

OECD’s way of working

Source: OECD’s website
<table>
<thead>
<tr>
<th>Country</th>
<th>Date</th>
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<td>AUSTRALIA</td>
<td>7 June 1971</td>
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<td>DENMARK</td>
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<td>FINLAND</td>
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<td>GERMANY</td>
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<td>GREECE</td>
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<td>HUNGARY</td>
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<td>ISRAEL</td>
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<td>JAPAN</td>
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<td>KOREA</td>
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<td>LATVIA</td>
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<td>LUXEMBOURG</td>
<td>7 December 1961</td>
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<td>MEXICO</td>
<td>18 May 1994</td>
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<td>13 November 1961</td>
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<td>NEW ZEALAND</td>
<td>29 May 1973</td>
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<td>NORWAY</td>
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<td>POLAND</td>
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<td>PORTUGAL</td>
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<td>SLOVAK REPUBLIC</td>
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<td>SPAIN</td>
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<td>UNITED KINGDOM</td>
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<td>UNITED STATES</td>
<td>12 April 1961</td>
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OECD’s Member States
Source: OECD’s website
### Annex 3 - Weekly agenda

#### Extract of the weekly schedule for the Delegation from March 12th to 13th

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event Details</th>
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<tbody>
<tr>
<td>12/03/2018</td>
<td>08:00</td>
<td>Working Group on transparency in international business transactions</td>
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<tr>
<td>12/03/2018</td>
<td>10:30</td>
<td>Investment Committee</td>
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<tr>
<td>12/03/2018</td>
<td>12:30</td>
<td>Kick-off meeting with high-level representatives of the global nuclear industry</td>
</tr>
<tr>
<td>13/03/2018</td>
<td>08:00</td>
<td>Delegation of Norway - Study mission to OECD and IAEA</td>
</tr>
<tr>
<td>14/03/2018</td>
<td>09:00</td>
<td>19th meeting of the OMC network for the collection and dissemination of descriptive information on educational structures, policies and practices</td>
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</table>

#### Agenda on the OECD members platform: ONE

- **My Events**
  - **17|20 APR**
  - **23 APR**
  - **24|25 APR**
  - **26|27 APR**
  - **2 MAY**
  - **3 MAY**
  - **3|4 MAY**

- **Budget Committee**
  - **2 MAY 2018 09:30 to 17:00**
  - Location: Paris, France
### Extract of my schedule for the month of March

<table>
<thead>
<tr>
<th>Date</th>
<th>Morning</th>
<th>Afternoon</th>
<th>Work (name of file)</th>
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<tr>
<td>26.03</td>
<td>Budget Research</td>
<td>Budget Research</td>
<td>Research on Budget (17) to (23)</td>
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<tr>
<td>27.03</td>
<td>Budget Research / CSIP meeting report</td>
<td>Budget Research</td>
<td>01/03, Budget Research / CSIP Meeting</td>
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<tr>
<td>28.03</td>
<td>Task Force on Digital Economy / SEPS</td>
<td>Budget meeting</td>
<td>01/03, Task Force on Digital Economy / SEPS</td>
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<tr>
<td>01.03</td>
<td>Standing Group for Global Energy Dialogue</td>
<td>GII</td>
<td>02/03, Standing Group for Global Energy Dialogue / GII</td>
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<tr>
<td>02.03</td>
<td>SEE Regional Program Briefing / Instagram workshop</td>
<td>Readings budget</td>
<td>02/03, Informal update on the South East Europe Regional Programme</td>
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<tr>
<td>03.03</td>
<td>Update OECD Mapping / Point on budget</td>
<td>NAEC: Intangible economy</td>
<td>Email Seminar Prague</td>
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<tr>
<td>04.03</td>
<td>Office Work</td>
<td>Budget meeting</td>
<td>03/03, NAEC: Intangible economy / Office Work</td>
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<tr>
<td>05.03</td>
<td>Office Work</td>
<td>Princess of the Netherlands</td>
<td>03/03, Informal meeting on Digitalisation / Website Review Study in the Czech Republic</td>
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<tr>
<td>06.03</td>
<td>Prague Seminar preparation</td>
<td>Prague Seminar preparation / Communication</td>
<td>Speech Elements, Prague Seminar / Communication</td>
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<tr>
<td>07.03</td>
<td>Updates on documents</td>
<td>ITF reports</td>
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<td>08.03</td>
<td>External Guests Seminar</td>
<td>IEA Governing Board</td>
<td>UPDATED, Speech Elements, Prague Seminar / Communication</td>
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<td>09.03</td>
<td>IEA Governing Board</td>
<td>Event on Service</td>
<td>LCM: External Relations</td>
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<td>10.03</td>
<td>Office Work / Preparation for the week</td>
<td>Office Work</td>
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<td>NAEC: Social Media</td>
<td>Preparation of the Budget and Trade Committee</td>
<td>15/03, Success stories</td>
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<td>12.03</td>
<td>Social Dialogue and Structural Change: The case of the Swedish &quot;Transition Agreements&quot;</td>
<td>Budget Committee</td>
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<td>Budget Committee Report</td>
<td>Preparation of the Trade Committee</td>
<td>19/03, NAEC: Social Media</td>
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<td>Trade Committee / NAEC</td>
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<td>CDEP: Artificial and Intelligent Systems</td>
<td>US Digital Policy</td>
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<td>Forum on Integrity and Corruption</td>
<td>Forum on Integrity and Corruption</td>
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<td>“The High Level Reporting Mechanism: a tool to prevent corruption and beyond”</td>
<td>Friends of Going Digital</td>
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<td>Email about the Seminar / 29/03, Friends of Going Digital Reporting Mechanism</td>
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<td>Forum on Integrity and Corruption</td>
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### Annex 4 - Extracts from the “Mapping the OECD” project

#### Extract of the base table used to “map” the OECD

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</table>

*Note: The table contains detailed data for mapping the OECD across various categories.*
OECD’s departments, directorates, bodies and entities

<table>
<thead>
<tr>
<th>Environment Directorate</th>
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<td>25. Working Party on Manufactured Nanomaterials</td>
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The Environment directorate’s (ENV) structure
The High Level Reporting Mechanism (HLRM) is a tool to prevent bribery and any other form of corruption in the context of public procurement in order to develop transparency and confidence. It is applied to interactions between governments and companies in Ukraine, Colombia, Argentina for instance.

The HLRM:
- Creates confidence
- (is) Predictive
- (is) Faster
- (is) Preventive

2015: First time the mechanism was implemented. It answers to the need for a tool to prevent bribery but putting in place a non-judicial mechanism. 4G project: most ambitious construction initiative of the Colombian government (18B$). An integrity pact was signed by bidders and the agency: they had to report any unlawful conduct, and even citizens could file complaints. The reports and complaints were forwarded to a group of experts: two lawyers, a civil engineer and a business structures expert.

Confidentiality is probably the most difficult part of the HLRM. It will only work if private bidders and politicians see the mechanism as effective. Confidentiality and trust are thus important elements. There is also a need to define who will see and receive the report. Public hearings of the HLRM are important in order to empower the civil society.

Currently Colombia is implementing the phase 2 of the HLRM. 3 main projects were selected: different size, cost, impact, nature, and they each will have a tailor-made mechanism.

- Metro: Combination of national and international funds. Applicable law: MDB contractual norms.
- Peace fund: manages all the resources used for the peace process. Applicable law: Private law.

There are some main differences: regarding the composition and selection of the members of the mechanism (investment banks, universities, engineering officials), and the way the mechanism functions: it is not only about receiving and analysing complaints and reports, there is a need to advice and guide in the drafting, it will thus not depend exclusively on the existence of complaints.

The next phase is called the Project ATLAS. It consists of piloting the initiative in the diverse procurement processes to assess where it works better. With the OECD and the Basel Institute they are working on the development of a MoU.

Question - How do you address conflict of interest? They called for an open invitation to law firms, investment banks and universities, in order also to discuss the question of
whether or not they may have a conflict of interest. There will be a roster: if one expert is in one conflict of interest he can be replaced.

*Argentina – Mora Kantor, Anti-Corruption Office*

It started in 2017 but there was a very strong political will to be quick.

**HLRM in the PPP (Public-Private Partnership) bidding process.** The government started to work on several big projects after the parliament passed the bill about HLRM. For the first experience of this new contracting model: it needed to go right.

**First PPP process: Safety in Roads and Highways, to build lots of highways in Argentina.**

There was an already existing Ethics and Transparency unit. The mechanism is quite similar to the one in Colombia: the anti-corruption office is the one receiving the report (it already had the competences of receiving and analysing reports like that, that is why it was chosen). The report, if complying with the mechanism, goes to the technical committee of experts (long process to select the experts). It includes the Professional Association of Engineers, and experts from a university that has an anti-corruption centre. *Once this question of the path the report would take was decided: they had to write the mechanism (scope and characteristics).*

1. They discussed **whether or not to open a lot the mechanism:** if there are too many reports then they couldn’t analyse them quickly. Consequently, they limited the mechanism to **4 irregularities:** bribery, influence peddling, bid-rigging, conflicts of interests. They decided to leave competition irregularities aside for now.

2. **Who can report this?** They already had a mechanism to report corruption that anyone could use (even citizens). This time it is a little **restricted:** participants, public officials.

3. What are the issues considered? **When do you open,** until when? During all the public procurement process or only during some phases? They decided it would be from the time the offer goes public to the day before the decision is made. The **bidding process phase for this first process is still open until the 20th of April. 2 reports were received so far, they are not corresponding to the HLRM and they are thus being treated through the classical channel.**

4. It is also a **challenge for the mechanism if or not to be available in the execution** of the contract.

5. The PPP process has a **participative instance** were the participant bidders can ask questions: it is included within the framework of the PPP.

**The dissemination of the HLRM is important,** and it is also a challenge that they are facing. They want to promote reporting in the public sector. It was also already included in the official bidding papers.

**Challenges:**

- Enhance trust in high level agencies and public officers
- Promote a reporting culture within the public sector
- Address other phases of the bidding process (be careful through the execution phase as well)
- Go beyond the criminal culture (justifying the presence of this non-judicial mechanism before a crime was committed)
- Improve reports treatment (not to be afraid of it and have resources to manage it and resolve it and separate the resolution of that conflict and the ongoing of the PPP).

They want to implement the HLRM in all the PPP processes: **make it part of the PPP legal framework.**
Nicola Bonucci. There needs to be a real bargain from the government when deciding to start with HLRM, because at the end of the day the tool has to be imposed in the country. The HLRM thus has to be tailored to the reality of the country, discussed.

**Panel Discussion**

The HLRM is an additional tool to either legal or judicial tools that exist. They wanted it to be tested on the ground. What is important for the OECD is to generate a discussion on this kind of mechanism, to change the culture with the companies, the officials and the NGOs and try to come up with innovative solutions.

**Mark Peith – Basel Institute of Governance.** There are those paid, those receiving but also those asking for corruption. The idea was to find something additional, informal, “unbureaucratic” to give quick relief. The first ideas were very open. The starting point was that situations can be deblocked with experts directly. Depending on the countries: some have more independent agency or not. You would go close to governments to be effective anyway.

**János Bertok – OECD Public Sector Integrity.** There is a recommendation of the Council of the OECD on Public Procurement. As the HLRM focuses on practice: together with the recommendation, it covers the whole process. This experience can help review and reform the remedy system. A dialogue about the benefits for the public and the private sector can be interesting.

**Antonio Capobiano – OECD Competition Division.** What could be interesting in this mechanism for a competition authority? Corruption and collusion misallocate public resources, that don’t go to the best bidders consequently. The Competition Committee has tried to go beyond the traditional response: enforcement, trying to reduce the risk, to prevent. There is a recommendation and best practices and the Competition Division drives two keywords from that: design and detection (of possible cases). How can thus the mechanism be used to help with design and detection? When it comes to design, competition authorities do not like to detect flaws in the design as they are difficult to monitor. Some issues in the design can be flagged (such as participation flaws) and could be adjusted in time thanks to a flexible mechanism. Mechanisms that have been developed regarding detection (whistleblowing...) are very formal, they have not been very useful in some jurisdictions to flag corruption cases. It has been efficient when procurement officials were alerted to those flags. But procurement officials sometimes show difficulties in flagging such elements. Three explicative elements can be found. First, they are very busy and it creates complexity. They also don’t know how to report these signs, they lack reporting mechanisms. Plus, it exposes the officials to risks: it might expose individuals to personal risks as well.

Nicola Bonucci – OECD Legal Director. Invites companies to challenge the mechanism as they are still in the learning.

**Corrine Lagache – BIAC.** BIAC strongly supports the HLRM, however they consider it is still a policy paper for the BIAC, as they just received it. They would need a detailed implementation guide for companies and countries: align the countries practices, promote cooperation, and develop a harmonized system in each country. There can also be a code of conduct and some examples in the guide, on how to resolve issues, how the company is protected, how the confidentiality is kept, templates for application of an alert and more feedback and example from Colombia and Argentina. They would command OECD to develop a monitoring process of the HLRM in order to challenge their robustness. They are ready to work in the direction of the HLRM in order for good companies to stop losing business due to passive corruption. Maybe it could be more successful if reaching specific countries.

Nicola Bonucci – OECD Legal Director. The HLRM is very operational, it is not only a piece of paper, and if there is no political will behind it will not materialize. Some could say it is a failure, but the Secretariat see it as a success: it takes away countries that want to do it just to “have the badge” and leaves only those who effectively want to do it.
Should they embark in a handbook on how to resist to solicitations? Together with the UNODC, the BIAC... They think it would be a good idea, very useful for companies, the OECD and maybe even governments.

Questions and Comments

Dominique – Vice President Ethics and Corporate Responsibility in THALES. It is a very useful additional tool. But it’s not a solution to all problems and we must not be naïve: it can work only with a very strong political commitment at the highest level of the country. And it cannot work everywhere. There is a need to develop another HLRM not in the country where you export but in the country where you work. It is the responsibility of companies to prevent corruption in the production, but it is the responsibility of the government to fight against corruption.

Mark Peith. Russia had been thought of regarding the mechanism. The OECD and the Basel Institute approached Russia, that said “good idea but why only us?”. Now, the situation is very different: they are working with a totally different set of countries, that are attractive for business, willing to work considerably, with a powerful civil society... And it is maybe for the better. In Ukraine, the case is different, it is working but because of a particular pressure from the EBRD and it cannot be replicated everywhere.

Mark – Institute for Statecraft / Commissioner and Chairman of the Anti-Corruption Commission in Afghanistan. He has been presenting this idea around the authorities of Afghanistan, and they like it but they want to know how it works, what are the details of the conflict of interests, of the scope... They had three specific questions: How exactly does it work / Need to see that it is officially part of the government policy (it is now formally in the Anti-corruption strategy) / Where would we put it? (They all wanted it). They have now a National Procurement Council, it could go there.

Suggestion: it would work well if it was not only national. It can be mixed international/national.

Nicola Bonucci. It would be maybe a little like what has been done for Ukraine: private sectors, international organizations and national governments were involved together.

Transparency International. Left open the question of the way the HLRM mixes together with the Procurement system. What kind of finding is made by the experts? What happens after the findings are made?

Mora Kantor. Something important to address is the responsibility of the public officials as well. The mechanism has to be high-level but it is also a risk for the high-level public official for reputation and responsibility.

Gabriel Cifuentes. In Colombia they think that the mechanism should respond to everyone including civil society. However, the HLRM wouldn't override the judicial authority: if there is a report about bribery, by law they are compelled to bring this information to the judicial. The mechanism is not judicial but has a law component, a technical and a financial component as well.

Nicola Bonucci. (to remarks made by the Australian Ambassador) The key for the Secretariat is to find the willing governance. If Australia is ready to provide entry points in the Asian region, it would be very interesting. Testing the mechanism in other regions and seeing how it works there would be relevant as well.

Report – Presentation of the High Level Reporting Mechanism
SUMMARY RECORD OF THE BUDGET COMMITTEE MEETING
HELD ON 21 MARCH 2018

1. ADOPTION OF THE DRAFT AGENDA [BC/A(2018)3]

THE COMMITTEE

adopted the draft agenda.

2. APPROVAL OF THE DRAFT SUMMARY RECORD OF THE MEETING
HELD ON 20 FEBRUARY [BC/M(2018)2]

THE COMMITTEE

adopted the summary record of the meeting held on 20 February.

3. DRAFT DECISION OF THE COUNCIL ON THE LEVEL AND TREATMENT
OF ASSESSED CONTRIBUTIONS AND FIXED FEES FROM POST 2017
MEMBERS

EDG No. 16 Background: EDGs Nos. 88 and 96 (of 2017), EDGs Nos. 5, 6/REV, 7, 10.

THE COMMITTEE

a) noted EDG No.16 which sums up the previous negotiation steps and presents a Draft Decision on the level and treatment of assessed contributions and fixed fees from Post 2017 members;

b) noted the remarks of the Chair on EDG No.16 and the negotiation process that led to the production of the document and his advice to focus only on the Annex part of the EDG;

c) noted the Secretariat’s reading and explanations of EDG No.16 and of the role of the Annex Budget; they notably underscored the existence of incremental costs caused by the accession of new members to the Organisation;

d) noted the remarks of several Delegations in favor of a shorter and more factual EDG; some Delegations noted the fact that the Executive Summary of EDG No.16 is confusing and not an accurate reflection of the past negotiations;

e) noted the demands to discuss further the allocation of the Annex budget by a majority of Delegations; some Delegations asked for more details about the mechanisms of allocation of the Annex Budget; five Delegations demanded for the two points of Paragraph 7 to be reversed; eight Delegations expressed difficulties to adhere with the allocation of part of the Annex Budget to Part I of the PWB, some of them required more details or a more developed control mechanism for it; the Delegation of Canada proposed a possible amended version of the Paragraph;

f) noted the scepticism of several Delegations about the fact that new members bring additional costs; one Delegation affirmed that there should be no Annex budget;

h) noted that seven Delegations opposed the idea of a fixed fee calculated with the Zero Real Growth methodology and demanded the deletion of Paragraph 5 of the draft decision;
h) noted that five Delegations asked for the second Preambulatory sentence mentioning the Technical Task Force on Cost Implications of Enlargement be removed; one Delegation reminded the Committee that it had never been adopted by the Council;  
  
i) noted that nine Delegations demanded for the MEUR 3.3 cliff to be added to the draft decision; eight Delegations ask for its deletion of the Budget of the Organisation; several Delegations mentioned the possibility to make a package;  
  
j) noted that one Delegation emitted the possibility for the Budget Committee to make a decision only concerning the three next accessing countries;  
  
k) noted that one Delegation expressed the fact that ruling out options 3 and 4 was not a logical decision budgetarily speaking as the three main donors of the Organisation were supporting option 3;  
  
l) noted that nine Delegations affirmed their incapacity to support option 2 yet; four Delegations reiterated their support only to options 3 and 4 and one Delegation affirmed to be against option 2 while four Delegations declared to be unable to support option 2 as it is presented in the draft decision;  
  
m) noted that the Chair recalled the need to reach an agreement that all members will join;  
  
n) noted that the Delegate of Korea sent further analysis on the impact of various options on Member States’ contributions to the Committee; the Delegate expressed the need for a meeting to discuss that matter; other Delegations confirmed to be willing to attend such a meeting; some Delegations requested the Secretariat to produce a document simulating the impact of the options on their contribution; agreed that a meeting will be organized at a later date for all Delegations wishing to attend; the Secretariat agreed to provide simulations but declared it will not be ready for the Budget Committee held on 4 April.  
  
  
4. B. OVERVIEW OF PRIORITIES FOR PWB 2019-2020 FOR OUTPUT GROUP 6.3  
  
a) noted the presentation by the Secretariat of the document EDG No.14;  
  
b) is delighted to be able to presented the document so early. The Secretariat recalls about the OECD producing an output-based system and praises the efficiency of the result-based management approach. The presentation is divided in four parts: Introduction of the Output Area, Progress made, Focus for 2018, Overview of priorities for 2019-2020;  
  
c) noted the elements presented by the four services and the additional elements of presentation of Josée Touchette;  
  
d) noted the request of the Delegations of Germany and France to see a more detailed or clarified information for the output areas in terms of workers (how many people are working in different directions; is it true that the Committee has to pay extra fees to additional management?);  
  
e) noted the request of the Delegate of the United Kingdom to have reports with more data about the success of ONE (e.g. the number of people using the platform); and the demand to know about the maximum capacity for the conference centers;  
  
f) noted the request of the Delegate of Austria to get more information on where the OECD stands on the possible selling of its buildings;
g) noted the remark of the Delegate of New Zealand about the lack of clarity for some strategic outputs hoping that this clarity is applied to other outputs;

h) noted the question of the Delegate of Switzerland concerning the slide 21 - whether the STI experts are integrated or not;

i) noted the request of the Delegation of the European Union to clarify which “outstanding recommendations” have been launched (p.1 §3) and to have more information about consistently the significant resources of 40% allocated to the charge bank (p.3) as for example on the page 4 in the table of the overview of resources or in the blue book;

j) noted the request of the delegation of the Czech Republic to provide more data on the spendings in 2017 during the next meeting and the question of what is the flexibility to transfer expenses and is there such a need for flexibility;

k) noted the suggestion of the Delegate of Greece to develop an open data platform;

l) noted the request of the Delegate of Korea to provide the numbers at a lower level for countries to have a better understanding of how the costs are distributed;

m) noted the Chair thanks to the Executive Director for coming so early to the Budget Committee and declaration that questions will be answered by the Directorate during a further meeting where they will be invited to attend again.

5. INVESTMENT COMMITTEE: AMENDMENT OF THE PARTICIPATION PLAN AND RULE ON FEES FOR ADHERENTS TO THE DECLARATION ON INTERNATIONAL INVESTMENT AND MULTINATIONAL ENTERPRISES
[C(2018)53]

THE COMMITTEE

a) noted the presentation given by Ana Novik on the proposed amendment of the participation plan and rule on fees for adherents to the Declaration on International Investment and Multinational Enterprises, supported by the Investment Committee, proposing to double the fee from EUR 3 600 to EUR 7 200 (with effect from 1 January 2019), and to separate the fee into two equal parts, one treated as budgetary income and one reallocated to the Investment Committee that would be treated as analogous to Voluntary Contributions;

b) has not emitted any remarks on the presentation;

c) has approved the amendment of the participation plan and rule on fees for adherents to the Declaration on International Investment and Multinational Enterprises as set out in document C(2018)53.

6. OTHER BUSINESS

THE COMMITTEE

a) noted the question of Delegate of Germany requesting a more detailed document about Voluntary Contributions, and that Secretariat proposed to make a separate EDG to be presented during the next meeting, and the Chair approved. Noted also that the Secretariat notified the Committee that the Voluntary Contribution platform is online and accessible from the Budget Committee Community;

b) noted the question of the Delegate of France concerning the level of the treasury at the end of the year 2017 and that the Secretariat provided answer elements regarding this
treasury surplus and shared concerns about timing for payment of the Voluntary Contributions.

Summary Record of a Budget Committee Meeting
Research produced about the new members’ contributions to the OECD Part I Budget

Annex 6 - Researches and presentation for the Budget Committee negotiations

Research on the Budget

1. The researches were performed in the context of the negotiations for the budget of the OECD in 1996. The aim was to analyze the contributions of the new members and to assess their impact on the budget.

2. The contribution of the new members was calculated based on their GDP and the average tax rate in their countries. The contribution was then adjusted for the size of the country and the economic situation.

3. The research was presented to the Budget Committee in December 1995. The results showed that the contributions of the new members were significant and that they would have a positive impact on the budget.

4. The research was then used to negotiate the contributions of the new members in the context of the budget for 1996.
Recapitulative table to follow countries' negotiation position

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<td>3,000</td>
<td>600</td>
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Part II of the Budget = 33% (KEUR 97 681)

24 Part II Programmes

Financed in 2017-2018


Average budget of the concerned programmes in 2017

KEUR 7 886

Minimum budget: KEUR 1 139 (CODES)
Maximum budget: KEUR 20 313 (DEV)

GFTEI applied ZNG in 2017 but went back to ZRG for 2018 onwards
Example of the STEEL Committee

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<td>STRATEGIC OBJECTIVE:</td>
<td>1 Promote Sustainable Economic Growth, Financial Stability and Structural Adjustment</td>
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<td>OUTPUT GROUP:</td>
<td>1.2 Industrial and Sectoral Policies</td>
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<td>OUTPUT AREA:</td>
<td>1.2.5 Steel</td>
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<td>-0.1%</td>
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Programme and Resource Changes

The Steel Committee has been operating under a budget constrained by “Zero Nominal Growth” (ZNG) since 2008.

Extracts of the presentation I made to the Budget Committee about ZNG and ZRG in OECD Part II

Programmes financing
Speech Elements – Seminar in Prague

For the Ambassador

Welcome to this seminar organised for Czech traditional business structures. It has been put together thanks to the collaboration of the Confederation on Industry and Trade, and with the support of the Ministry of Trade and Industry, the Permanent Delegation of the Czech Republic to the OECD could take advantage of the expertise and field knowledge of OECD’s analysts and economists to share it with our local business people.

Digitalisation has been underscored, prioritised in the OECD and in world in general. There is a growing digital transformation with Artificial Intelligence, robotisation of work, the increasing use of data, and the development of block chain. Instead of being observers, or even victims of this transformation, we want Czech businesses to be empowered and be actors of that transformation. Use it as an opportunity to increase productivity and mobility and develop new skills that are necessary in the digital era.

- We are experimenting a rapid and unprecedented change with digital transformation. It affects social interaction and will improve global well-being, however, it is first and foremost impacting business models. It is the source for all businesses in the Czech Republic of great opportunities, it could also be a threat if you are not given the right indication and tools on how to approach, prepare and participate in that transformation.

- Those numerous changes raise uncertainties among policy-makers but also amongst you. Concerns about data, about the internet, about who will be empowered and now, about who will succeed and win in this transformation what will be the market structure, about new jobs and how employment will evolve.

- The digital transformation will change traditional value chains and 3-D digital printing, robotics and Artificial Intelligence, if correctly included in business models will help change production and distribution and boost productivity. Domestically and internationally, competition and concentration will increase and businesses need to be aware of the phenomenon and able to adapt to it.

- Facing those changes, jobs will change as some get automatized and new jobs, requiring additional or transformed skills, are created. In order for businesses to be
able to adapt, we need to point the right skills to develop, thus enabling workers’ mobility and flexibility in changing business structures. But there are no definite answers, no way to predict the future. Today we stand in front of multiple directions for the Czech economy and business, and we’d like to help in the choice of a path that will lead the Czech traditional business to change for sure, but to change for a controlled and successful change ideally. Together, with the help of the OECD, of the relevant Czech Ministries and confederations, we will help you prepare for the future and put frameworks in place today that will be resilient tomorrow in the digital world.

The panel here today has been assembled to share expertise with you but also practical examples about the transformation of the economy and the business in line with the digital transformation. The panel will focus on different sectors and regions to give a panorama of examples and illustrations of what is happening, and how to react to the ongoing transformation. (Then Denisa Provazníková takes it for moderation and presentation of the speakers).

Speech elements prepared for the moderation of the Seminar
INVITATION

Seminar organised by the Permanent Delegation of the Czech Republic to the OECD
Acting as a project of economic diplomacy of the Ministry of Foreign Affairs of the Czech Republic
In cooperation with the Association of Industry and Trade of the Czech Republic
And with the support of the Ministry of Industry and Trade of the Czech Republic

„DIGITALIZATION AND ITS INFLUENCE ON TRADITIONAL BUSINESS STRUCTURES IN THE CZECH REPUBLIC“

ON THE 26th APRIL 2018 AT 10 AM
MEETING ROOM OF THE UNION OF INDUSTRY AND TRADE OF THE CZECH REPUBLIC,
FREYOVA 948/11, PRAHA 9

The Organisation for Economic Cooperation and Development (OECD) and International Energy Agency (IEA) is a unique platform for discussion and daily exchange of information between economically developed countries. The outputs of the OECD’s continuous analytical work allow to obtain valid information for effective evaluation of opportunities or threats. Based on this, they generate optimal solutions for future periods.

The aim of the seminar is to introduce the growing digital transformation as an opportunity to offer companies and their employees a range of opportunities to increase productivity growth, job opportunities and mobility with the support and the development of new skills, notably skills that are necessary in a digitalised world. Evidence shows that data is becoming an important element of production, with greater differentiation in the use of different types of data, and the use of data as a competitive advantage. We note also that digital adoption is different and uneven between countries and that the degree of digital adaptation of a firm may put it into jeopardy.

Participants in the seminar will be able to obtain new information on digital transformation in general and at the same time inspire the views of the speakers on the state of digitalisation and emerging opportunities in selected regions of Southeast Asia and CIS countries. A sectoral view of the opportunities and threats in the energy sector will be
introduced as well. Sufficient room for debate will allow the presented facts to be discussed with all the attendants.

**SEMINAR PROGRAM:**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>9:45</td>
<td>Registration</td>
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<tr>
<td>10:00</td>
<td>Welcome. Introductory performance.</td>
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<td></td>
<td>Petr Gandalovič, Czech ambassador to OECD</td>
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<td>Milena Jabůrková, Vice-president of the Association of Industry and</td>
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<td>Transport of the Czech Republic</td>
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<tr>
<td>10:20</td>
<td>Shared economy and its influence on traditional business structures,</td>
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<td></td>
<td>David Gierten, economist, OECD</td>
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<td>10:50</td>
<td>Changes in investment strategies related to digitalisation, Andrea</td>
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<td>Goldstein, OECD</td>
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<td>11:20</td>
<td>Break</td>
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<tr>
<td>11:30</td>
<td>State of digitalisation in Southeast Asian countries, Lorenzo Pavone,</td>
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<td>acting Head of Partnerships and Networks Unit, OECD Development Centre</td>
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<td>11:50</td>
<td>Digitalisation in the energy sector, Vladimír Kubeček, IEA</td>
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<td>12:10</td>
<td>Debate</td>
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<tr>
<td>13:00</td>
<td>Completion of the seminar</td>
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The seminar will take place in English/with the possibility of interpreting the questions in the discussion.

Participation in the seminar is free, but is subject to registration on this link [http://goo.gl/1zP32u](http://goo.gl/1zP32u).

We accept applications up to the capacity of the premises. Coffee and small snacks will be available during the event. We will notify you of any modifications to the program in a timely manner.

*Official Invitation to the Seminar on Digitalisation*
Picture of the Seminar – During the discussion
Tweets about the Seminar on the account of the Delegation
Annex 8 - Badges

Access badges to OECD and IEA events
Annex 9 - What it looks like to work at the OECD

Source: Flickr - OECD

Council Room – In the Chateau de la Muette

Social event organized on the occasion of the International Women’s Right Day to promote gender equality
OECD’s entrance hall and one meeting room
Gardens and Chateau

The interns of the Czech Delegation during the Ministerial Council Meeting
Annex 10 - OECD Forum 2018 and Ministerial Council Meeting

Source: Flickr - OECD
Planning of the OECD Forum as presented in the Forum Booklet
MCM – “Family Picture”

MCM – Plenary Session
Signature of the Accession Agreement of Colombia