



Integrated Country Strategy

U.S. Mission to the Organization for Economic Cooperation and Development (OECD)

FOR PUBLIC RELEASE

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1. Chief of Mission Priorities

The Organization for Economic Cooperation and Development (OECD) has served the United States' national interests well for over six decades. At the OECD, member countries develop best practices across a range of critical policy areas, from mitigating climate change to reversing economic inequality to preparing for emerging technologies.

Said simply, and as evidenced by the groundbreaking work done in 2021 on global tax, the OECD is where the world's most pressing economic challenges are addressed.

The OECD brings together countries that share two fundamental characteristics: democratic political systems and market-oriented economies. The United States is committed to the proposition that democratic societies with market-based economic systems must continue to prove they deliver a better life for their citizens than autocracies. We are committed to multilateral organizations, including the OECD, as central to resolving global challenges like climate change and the pandemic recovery, which transcend nations and regions.

This ICS provides three goals for the U.S. Mission to the OECD (USOECED): advancing U.S. policy priorities; strengthening the OECD as a Member-led institution; and, enhancing the capacity of our diplomatic mission to deliver on the first two goals.

Goal One: There are three distinct priorities for the United States at the OECD. First, climate engagement and the transition to lower-carbon energy sources is a clear priority for the United States and the world. Across agencies, sectors, and separate lines of effort, the U.S. is working through the OECD and its related organization, the International Energy Agency (IEA), to achieve emissions reductions goals and to facilitate the transition to lower-carbon energy solutions. Second, the United States views the OECD as the best multilateral institution for developing standards for emerging technologies and artificial intelligence. The responsible use (and prevention of misuse) of new digital technologies is a priority for countries sharing a commitment to democratic norms and values. It is incumbent upon "techno-democracies" to work together at the OECD to identify shared principles and actively narrow domains of

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disagreement and ambiguity. Third, the United States will advance economic policy work to benefit the middle class, workers, and marginalized sectors of society as part of our effort to drive growth and reduce inequality.

Goal Two: The governance of the OECD as a Member-led body hinges on the internal financial discipline and strategic management processes of the OECD. Members increasingly face hard choices as the OECD confronts budgetary constraints that may require cuts in some areas to adequately fund organization operations and outputs deemed higher priorities by Members.

We are committed to increased scrutiny of the effect of voluntary contributions (VCs) on the organization (especially from non-members) to ensure strategic focus for the organization and fidelity to core principles. Additionally, we seek to ensure the U.S. interagency community of OECD stakeholders understand the value of VCs and use these opportunities to advance U.S. Policy goals.

We also seek to increase the impact of the OECD's work through improved outreach worldwide. Part of this must include improved outreach to federal, state, and local policymakers in the United States, and more effective outreach to the U.S. business community, academic and research institutions, non-governmental organizations, and other key societal sectors. Enhancing the OECD's outreach ensures the United States is taking full advantage of its investment in and commitment to the OECD by ensuring U.S. constituents – including at the state and local level – are aware of the organization's work, informed with the latest thinking on relevant policies and standards, and have an opportunity to engage with global peers on development and implementation of these policies.

(Management) Goal Three: U.S. commitment to multilateralism has increased significantly over the past year and the OECD is taking on additional lines of work corresponding with key U.S. priorities. Advancing these lines of effort, USOECD supports a group of nearly 900 U.S. government delegates and stakeholders primarily -- but not exclusively -- from the Federal executive branch. Covering a wide range of equities and economic issues (benefitting from keen Washington interest) demands effective and efficient knowledge management by

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USOECD. To address this need, USOECD commits to utilizing our technology platforms more effectively, and to continually evolve our internal business processes to most effectively achieve information sharing within the mission, and across the executive branch. In addition to increased efficiency and productivity, we believe our “tech-forward” posture enhances job satisfaction corresponding with greater workplace flexibility and accommodation.

With expanding mission demands, effective management and optimization of our staffing talent at all levels and categories is essential: Foreign Service, Locally Engaged Staff, attaches from other agencies, visiting fellows, and interns. We will work with Washington to address legacy understaffing at USOECD that directly impedes our ability to execute public diplomacy and work on the critical policy domains of environment, science, technology, and health.

Within Goal Three we will formalize our internal commitment to effectuate Diversity, Equity, Inclusion, and Accessibility (DEIA) principles as democratic values. Consistent with recent Executive Branch and Department of State guidance, USOECD has already begun to institutionalize engagement on DEIA topics and questions.

2. Mission Strategic Framework

Mission Goal 1: OECD Advances U.S. Foreign Economic Policy

- **Mission Objective 1.1:** U.S. Government Engagement at OECD Deepens Global Understanding of Climate Risks and Vulnerabilities and Shapes Multilateral Engagement to Address the Global Climate Crisis.
- **Mission Objective 1.2:** U.S. Government Engagement at OECD Strengthens Global Consensus and Standards for Digital and Emerging Technologies to Achieve Consistency with Shared Democratic Values, Human Rights, and Non-Discrimination Against U.S. Workers and Employers.
- **Mission Objective 1.3:** U.S. Government Engagement at OECD Mitigates the Impact of Globalization, Technological Change, Financial Imbalances, Fiscal Strains, and Structural Inequality on Communities, Workers, and Small and Medium-Sized Businesses.

Mission Goal 2: OECD Promotes Shared Values

- **Mission Objective 2.1:** Expand OECD's Utility as a Member-Governed Platform for Multilateral Management of Geoeconomic Challenges.
- **Mission Objective 2.2:** USOECD Engages to Ensure OECD's Institutional Focus is Based in Member's Priorities, while OECD's Impact Reaches Beyond its Membership to Expand Global Adherence to OECD Values, Technical Standards, and Best Practices.

Mission Cross-Cutting Management Goal 3: USOECD Mission is Resourced and Run as an Exemplar for Effective USG Multi-Agency Multilateral Diplomacy

- **Management Objective 3.1:** Build and develop a mission workforce, supporting DEIA principles and capable of supporting achievement of Mission goals and objectives.
- **Management Objective 3.2:** USOECD Optimizes Use of Knowledge Management Platforms and Practices to Achieve Internal Operational Efficiency and Expanded U.S. Government Utilization of USOECD Mission's Knowledge Resource Base.

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3. Mission Goals and Objectives

Mission Goal 1 | OECD Advances U.S. Foreign Economic Policy

Description | The United States is a founding member of the OECD and enjoys a strong position of influence within the organization. U.S. leadership remains essential for achieving the most ambitious aspirations of the body. As an institution it offers technically grounded research and analysis capacity combined with multilateral mechanisms for achieving policy consensus among like-minded member nations. Goal 1 identifies three categories of immediate U.S. policy priority to be advanced in the OECD context.

Objective 1.1 | U.S. Government Engagement at OECD Deepens Global Understanding of Climate Risks and Vulnerabilities and Shapes Multilateral Engagement to Address the Global Climate Crisis.

- **Objective 1.1 Justification |** The United States and the world face a profound climate crisis. We have a narrow moment to pursue action at home and abroad in order to avoid the most catastrophic impacts of that crisis and to seize the opportunity that tackling climate change presents. Domestic action must go hand in hand with United States international leadership, aimed at significantly enhancing global action. (from Executive Order on Tackling the Climate Crisis at Home and Abroad)
- **Objective 1.1 Linkages |** DoS/USAID JSP '22-'26, Strategic Objective 1.2: Secure ambitious climate mitigation and adaptation outcomes, including supporting effective Paris Agreement implementation; Bureau of Economic and Business Affairs' Bureau Objective 1.5; "Executive Order on Tackling the Climate Crisis at Home and Abroad"; and the speech by Secretary Antony J. Blinken on the "Modernization of American Diplomacy" (10/27/21).
- **Objective 1.1 Risks |** Failure to engage in leading, shaping, and contributing to climate related projects at the OECD will undermine U.S. credibility on climate issues, and will diminish global efforts to address the climate crisis. Additionally, non-engagement on climate policy at the OECD will cede the diplomatic field for other OECD members and

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non-members to shape climate policy engagement in directions inconsistent with U.S. interests and objectives.

Objective 1.2 | U.S. Government Engagement at OECD Strengthens Global Consensus and Standards for Digital and Emerging Technologies to Achieve Consistency with Shared Democratic Values, Human Rights, and Non-Discrimination Against U.S. Workers and Employers.

- **Objective 1.2 Justification |** The U.S. policy goal is strong networks – plural – of countries, companies, universities connected by shared values and a shared commitment to design and deploy technology for the benefit of all people, to strengthen open and interoperable systems, to encourage freedom of thought and expression, which are the heart of innovation, to defend each other against those who are intent on taking technologies that could be used for good and using them for harm. We want to ensure that as AI and related technologies transform how we live, how we work, how we compete, how we defend ourselves, that we’re staying ahead of change, indeed that we are shaping change and, critically, making sure it delivers for our people. [Secretary Blinken at the National Security Commission on Artificial Intelligence’s (NSCAI) Global Emerging Technology Summit, July 13, 2021.]
- **Objective 1.2 Linkages |** DoS/USAID JSP ’22-’26, Strategic Objective 2.3: Support U.S. technological leadership, strengthen competitiveness, and enhance and protect the U.S. innovation base while leveraging technology to improve lives around the world; Bureau of Economic and Business Affairs’ Bureau Goal 3; National AI Initiative Act of 2020; America COMPETES Act of 2022; “Americans Need a Bill of Rights for an AI-Powered World” by White House Office of Science and Technology Policy Director Lander; Executive Order 13960; Secretary Blinken’ remarks at the National Security Commission on Artificial Intelligence’s (NSCAI) Global Emerging Technology Summit, July 13, 2021., as well as references in the “Interim National Security Strategic Guidance” and the speech by Secretary Antony J. Blinken on the “Modernization of American Diplomacy” (10/27/21).

- **Objective 1.2 Risks** | U.S.' international credibility on technology policy leadership will be compromised by insufficient engagement in leading, shaping, and contributing to emerging technology related efforts at the OECD. Additionally, non-engagement on emerging technology policy at the OECD will cede the diplomatic field for other OECD members and non-members to shape policy vectors in directions inconsistent with U.S. interests and objectives.

Objective 1.3 | U.S. Government Engagement at OECD Mitigates the Impact of Globalization, Technological Change, Financial Imbalances, Fiscal Strains, and Structural Inequality on Communities, Workers, and Small and Medium-Sized Businesses.

- **Objective 1.3 Justification** | The United States commits to turn around the economic crisis and build a more stable, inclusive global economy. The pandemic has caused unemployment to surge around the world. Nearly every country on earth has experienced recession. The pandemic also laid bare inequalities that have defined life for millions of Americans for a long time. [There is a] double challenge: to protect Americans from a lengthy downturn, and to ensure the global economy delivers security and opportunity for as many Americans as possible, in the long term. [From "A Foreign Policy for the American People" remarks by Secretary Blinken on March 3, 2021.]
- **Objective 1.3 Linkages** | DoS/USAID JSP '22-'26, Strategic Objective 2.1: Promote a global economy that creates opportunities for all Americans; Bureau of Economic and Business Affairs' Bureau Goal 1, Objectives 2.3, 2.4, 2.5; The America COMPETES Act of 2022; "FACT SHEET: President Biden and G7 Leaders to Announce Steps to Forge a More Fair and Inclusive Global Economy"; and the Press Briefing by Press Secretary Jen Psaki, Deputy Director of the National Economic Council Sameera Fazili, and Senior Director for International Economics and Competitiveness Peter Harrell, February 24, 2021.
- **Objective 1.3 Risks** | U.S. global leadership and the credibility of the democratic, liberal economic system (domestically and around the world) will be eroded by failure to address economic inequality, structural imbalances, and other negative economic pressures on the middle class. The OECD is an essential institution for evolving, for the

21st century, the global economic system developed and sustained by the United States and its allies following World War 2. Failure to demonstrate the OECD's relevance to securing the economic aspirations of the middle class and marginalized communities will erode the credibility of the organization and its values in a time of rising challenges from non-democratic rival systems.

Mission Goal 2 | OECD Promotes Shared Values

Description | Through the sharing of data, analysis, best practices, programmatic engagements, on current and anticipated shared international economic and governance challenges, the OECD as an institution reflects and advances core shared values of its membership. Shared values refer to principles of institutional governance of the OECD as a member-led entity, and also the means by which member's substantive political and economic values are projected through the OECD's work to effectuate positive outcomes across the world, consistent with U.S. values and foreign-policy aspirations.

Objective 2.1 | Expand OECD's Utility as a Member-Governed Platform for Multilateral Management of Geoeconomic Challenges.

- **Objective 2.1 Justification |** The utility of the OECD as a member-governed institution is a function of the resources it can command and the efficient channeling of those resources to member-determined priorities. This objective is focused inward on the OECD as a well-run and resourced multilateral institution.
- **Objective 2.1 Linkages |** DoS/USAID JSP '22-'26, Strategic Objective 1.4: Lead allies and partners to address shared challenges and competitors; prevent, deter, and resolve conflicts; and promote international security, DoS/USAID JSP '22-'26, Strategic Objective 2.2: Support inclusive and sustainable economic growth and opportunity for communities around the globe; Bureau of Economic and Business Affairs' Bureau Objective 2.5; OMB BULLETIN NO. 97-06, additionally Mission engagement on this Objective is informed by the "Executive Order on Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government."

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- **Objective 2.1 Risks** | While demands and opportunities for productive OECD engagement continue to expand, resourcing from Washington and other members may not keep pace. Considering the implications of the U.S. “zero-nominal growth” position on core (Part 1) funding for the OECD through assessed contributions, any expansion in engagement and output must correspond with increases in Voluntary Contributions (VC), greater internal efficiencies, and discontinuation of non-priority lines of engagement. There is a risk this will not occur, leading to potential reductions or dilution of U.S. prioritized work.

Objective 2.2 | USOECD Engages to Ensure OECD’s Institutional Focus is Based in Member’s Priorities, while OECD’s Impact Reaches Beyond its Membership to Expand Global Adherence to OECD Values, Technical Standards, and Best Practices.

- **Objective 2.2 Justification** | The efficacy of the OECD depends on the projection of its information outputs, convening power, and reputational capital to advance member-determined priorities. This objective is focused on the OECD’s external reach and influence as a multilateral institution.
- **Objective 2.2 Linkages** | DoS/USAID JSP ’22-’26, Strategic Objective 2.2: Support inclusive and sustainable economic growth and opportunity for communities around the globe; Bureau of Economic and Business Affairs’ Bureau Objectives 2.2, 2.5; ; “Interim National Security Strategic Guidance”; “Background Press Call by Senior Administration Officials on the Fight Against Corruption”; and the speech by Secretary Antony J. Blinken on the “Modernization of American Diplomacy” (10/27/21).
- **Objective 2.2 Risks** | The pursuit of institutional relevance, connections, engagement, and revenue streams from non-member countries that do not share core OECD values can lead to reputational risks for the organization and potential dilution of the OECD’s analytical integrity. Additionally, failure to effectively reach non-members and the public with a compelling narrative regarding the OECD’s relevance could lead to declining brand value. Member oversight is needed to ensure OECD leadership and management navigates prudently between these twin risks.

4. Management Objectives

Mission Cross-Cutting Management Goal 3 | USOECD Mission is Resourced and Run as an Exemplar for USG Multi-Agency Multilateral Economic Diplomacy

Description | In order to achieve ICS Goals 1 and 2, USOECD must be resourced, led, and managed in a manner that reflects tangible U.S. commitments to multilateralism; principles of diversity, equity, inclusion and accessibility; and making effective use of our knowledge assets and platforms.

Management Objective 3.1 | Build and develop a mission workforce, supporting DEIA principles and capable of supporting achievement of Mission goals and objectives.

- **Management Objective 3.1 Justification |** USOECD strives to achieve an adequately balanced workforce that is fully prepared to advance U.S. national security interests and American values in the context of engagement at the OECD. Our team includes Foreign Service (FS), Civil Service (CS), and Locally Employed Staff (LE) who contribute their passion and skills to developing solutions to America's greatest economic diplomacy challenges. Effective promotion of DEIA at USEOCD advances national security by contributing to a State Department that looks like the America it represents. A more diverse, equitable, inclusive, and accessible Department leads to a stronger, smarter, and more creative foreign policy with a workforce better equipped to handle the foreign policy challenges of the 21st Century. Success in projecting DEIA principles will also yield reputational gains for the United States with other OECD members and the wider diplomatic community.
- **Management Objective 3.1 Linkages |** DoS/USAID JSP '22-'26, Strategic Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce; DoS/USAID JSP '22-'26, Strategic Objective 3.2: Advance equity, accessibility, and rights for all; Bureau of Economic and Business Affairs' Bureau Objective 2.5; cross-reference to all Objective 2.1 Linkages and 2.2 Linkages; and the speech by Secretary Antony J. Blinken on the

“Modernization of American Diplomacy” (10/27/21). Executive Order on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce; Bureau of Economic and Business Affairs’ Bureau Cross-Cutting Management Objective 1.2; and the speeches by Secretary Antony J. Blinken: “At the Announcement of Ambassador Gina Abercrombie-Winstanley as Chief Diversity and Inclusion Officer” (4/12/21) and speech on the “Modernization of American Diplomacy” (10/27/21).

- **Management Objective 3.1 Risks** | The lack of adequate foreign service professional expertise, focused experience, and insights will serve as a direct constraint on the ability of USOECD to execute on the advancement of U.S. policies at the OECD. Understaffing of USOECD’s public diplomacy and ESTH function is a critical deficiency and risk for the organization. Understaffing directly contributes to an inability to manage and execute all requisite work in these specific domains. As a baseline, USOECD leadership seeks to ensure staffing is on par with other U.S. multilateral missions of comparable size and responsibilities. The reputation of USOECD within the State Department as a high-performing environment that attracts both highly qualified and diverse talent would be compromised by failure to adequately effectuate U.S. Government commitments to DEIA.

Management Objective 3.2 | USOECD Optimizes Use of Knowledge Management Platforms and Practices to Achieve Internal Operational Efficiency and Expanded U.S. Government Utilization of USOECD Mission’s Knowledge Resource Base.

- **Management Objective 3.2 Justification** | Effective use of the Department's knowledge resources at USOECD directly contributes to the advancement of foreign policy objectives, the efficiency of our organization, and individual job satisfaction. Investment in knowledge management will make standard work flows more efficient, needed information more accessible, identification of expertise easier, and the generation of new knowledge assets quicker and more robust.
- **Management Objective 3.2 Linkages** | DoS/USAID JSP '22-'26, Strategic Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery;

Bureau of Economic and Business Affairs' Bureau Cross-Cutting Management Objective 1.1; 5 FAM 113; OMB Circular A-130 "Managing Information as a Strategic Resource"

- **Management Objective 3.2 Risks** | Failure to advance formal knowledge management will lead to less efficient sharing of relevant information within the mission, the State Department and the interagency. State Department investments in new technology tools and platforms will not translate into efficiency gains and increased operational capabilities. Finally, new members of the USOECD team will face longer and steeper learning curves in their path to achieving full operational capacity.