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Economics

OECD Economic Surveys: Japan 2021

The COVID-19 pandemic hit the economy hard, provoking a marked downturn. Economic activity tumbled as sanitary restrictions restrained consumption and investment. Workers and households with weaker attachment to employment tended to be most affected. However, robust government support and the reopening of the economy led to a partial bounce back. Growth is on course to regain momentum, supported by macroeconomic policies and progress in vaccination. Fiscal consolidation was knocked off course by the crisis and debt has risen even further. A combination of fiscal consolidation and structural reforms is needed to ensure long-run sustainability in the face of demographic headwinds and the costs of meeting more ambitious environmental policy objectives. Pursuing the digital transformation may help boost productivity growth and secure fiscal sustainability. Japan is well placed to benefit from digitalisation, enjoying good infrastructure and skills, though complementary investments are needed. Policies need to facilitate diffusion of new technologies and investment in intangible assets. They also have to ensure that changing demands for skills are met by requisite education and training.

SPECIAL FEATURE: MAKING THE MOST OF DIGITALISATION FOLLOWING COVID-19

OECD Economic Surveys: France 2021

The French economy rebounded quickly following the COVID-19 crisis, in particular thanks to the acceleration of the vaccination campaign and strong public support measures. Rapid and effective implementation of the recovery and investment plans would help support stronger and more sustainable growth. However, public spending has reached an exceptionally high level, with a mixed performance, which calls for reorganising the fiscal framework to ensure the sustainability of public finances. Education and labour market integration policies will need to be better targeted, with specific training efforts for young people and older workers. Reinforced support for the most vulnerable and less qualified should reduce inequalities, including territorial ones. The transition to a greener economy is the other key challenge that France must take on. Strengthening green investments is crucial to accelerate the pace of emission cuts, as well as putting in place the necessary incentives to foster behavioural changes, if necessary with targeted support for the most vulnerable.

SPECIAL FEATURE: STEERING THE RECOVERY TOWARDS AN ECOLOGICAL TRANSITION

OECD Economic Outlook, Volume 2021 Issue 2

The global recovery from the COVID-19 pandemic is uneven and becoming imbalanced. The OECD Economic Outlook, Volume 2021 Issue 2, highlights the continued benefits of vaccinations and strong policy support for the global economy, but also points to the risks and policy challenges arising from supply constraints and rising inflation pressures.

This issue includes a general assessment of the macroeconomic situation, and a chapter summarising developments and providing projections for each individual country. Coverage is provided for all OECD members as well as for selected partner economies.



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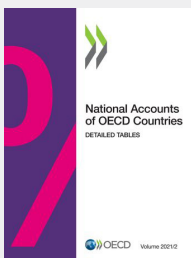
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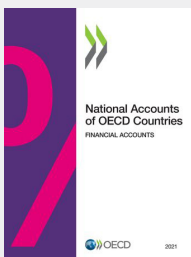
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Economics

The Role of Firms in Wage Inequality Policy Lessons from a Large Scale Cross-Country Study

Even though firms play a key role in shaping wages, wage inequality and the gender wage gap, firms have so far only featured to a limited extent in the policy debates around these issues. The evidence in this volume shows that around one third of overall wage inequality can be explained by gaps in pay between firms rather than differences in the level and returns to workers' skills. Gaps in firm pay reflect differences in productivity and wage setting power. To address high wage inequality while fostering high and sustainable growth, worker-centred policies (e.g. education, adult learning) need to be complemented with firm-oriented policies. This involves notably: (1) policies that promote the productivity catch-up of lagging firms, which would not only raise aggregate productivity and wages but also reduce wage inequality; (2) policies that reduce wage gaps at given productivity gaps without limiting efficiency-enhancing reallocation, especially the promotion of worker mobility; and (3) policies that reduce the wage setting power of firms with dominant positions in local labour markets, which would raise wages and reduce wage inequality without adverse effects on employment and output.

National Accounts of OECD Countries, Volume 2021 Issue 2 Detailed Tables

In addition to main aggregates, this publication includes detailed national accounts for final consumption expenditure of households by purpose and simplified accounts for three main sectors: general government, corporations and households. Data are shown for all OECD countries and the Euro area. Country tables are expressed in national currency. Data are based on the System of National Accounts 2008 (2008 SNA) for all countries.

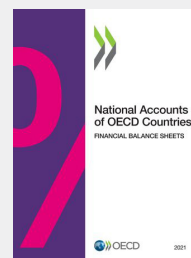
National Accounts of OECD Countries, Financial Accounts 2021

This publication includes financial transactions (both net acquisition of financial assets and net incurrence of liabilities), by institutional sector (non-financial corporations, financial corporations, general government, households and non-profit institutions serving households, total economy and rest of the world) and by financial operation. Country tables are expressed in national currency. Data are based on the System of National Accounts 2008 (2008 SNA) for all countries.

Economics

National Accounts of OECD Countries, Financial Balance Sheets 2021

This publication includes financial stocks (both financial assets and liabilities), by institutional sector (non-financial corporations, financial corporations, general government, households and non-profit institutions serving households, total economy and rest of the world) and by financial instrument. Data are based on the System of National Accounts 2008 (2008 SNA) for all countries.



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Finance and Investment

Pensions at a Glance 2021 OECD and G20 Indicators

The 2021 edition of Pensions at a Glance highlights the pension reforms undertaken by OECD countries over the past two years. Moreover, the special chapter focuses on automatic adjustment mechanisms in pensions systems in OECD countries, discusses the usefulness and limitations of these policy instruments, and suggests ways to improve them in order to enhance the capacity of pension systems to fulfil their objectives. This edition also updates information on the key features of pension provision in OECD and G20 countries and provides projections of retirement income for today's workers. It offers indicators covering the design of pension systems, pension entitlements, the demographic and economic context in which pension systems operate, incomes and poverty of older people, the finances of retirement-income systems and private pensions.



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OECD Energy Investment Policy Review of Ukraine

This Review assesses Ukraine's investment climate vis-à-vis the country's energy sector reforms and discusses challenges and opportunities in this context. Capitalising on the OECD Policy Framework for Investment and other relevant instruments and guidance, the Review takes a broad approach to investment climate challenges facing Ukraine's energy sector. It covers investment trends, the current policy and regulatory framework, the legal and institutional framework for investment protection, investment promotion and facilitation, public governance, energy infrastructure and policies relating to promoting and enabling responsible business conduct. The analysis and recommendations in the Review can help policy makers strengthen the enabling conditions for investment in Ukraine's energy sector.



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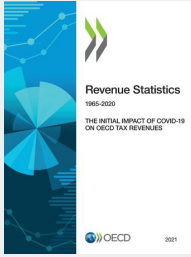
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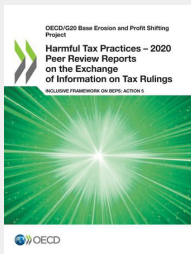
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Taxation

Revenue Statistics 2021

The Initial Impact of COVID-19 on OECD Tax Revenues

Data on government sector receipts, and on taxes in particular, are basic inputs to most structural economic descriptions and economic analyses and are increasingly used in economic comparisons. This annual publication gives a conceptual framework to define which government receipts should be regarded as taxes. It presents a unique set of detailed and internationally comparable tax data in a common format for all OECD countries from 1965 onwards.

Harmful Tax Practices – 2020 Peer Review Reports on the Exchange of Information on Tax Rulings Inclusive Framework on BEPS: Action 5

BEPS Action 5 is one of the four minimum standards which all members of the OECD/G20 Inclusive Framework on BEPS have committed to implement. One part of the Action 5 minimum standard is the transparency framework for compulsory spontaneous exchange of information on certain tax rulings which, in the absence of transparency, could give rise to BEPS concerns. 140 jurisdictions have joined the Inclusive Framework and take part in the peer review to assess their compliance with the transparency framework.

Specific terms of reference and a methodology have been agreed for the peer reviews to assess a jurisdiction's implementation of the minimum standard. The review of the transparency framework assesses jurisdictions against the terms of reference which focus on five key elements: i) information gathering process, ii) exchange of information, iii) confidentiality of the information received; iv) statistics on the exchanges on rulings; and v) transparency on certain aspects of intellectual property regimes. The reviews of confidentiality of the information received defer to the work of the Global Forum on Transparency and Exchange of Information for Tax Purposes and the outcomes of that work are not published. Recommendations are issued where improvements are needed to meet the minimum standard.

This report reflects the outcome of the annual peer review of the implementation of the Action 5 minimum standard and covers 131 jurisdictions. It assesses implementation for the 1 January - 31 December 2020 period.

Taxation

Revenue Statistics in Africa 2021

The publication Revenue Statistics in Africa is jointly undertaken by the OECD Centre for Tax Policy and Administration and the OECD Development Centre, the African Union Commission (AUC) and the African Tax Administration Forum (ATAF) with the financial support of the European Union. It compiles comparable tax revenue and non-tax revenue statistics for 30 countries in Africa: Botswana, Burkina Faso, Cabo Verde, Cameroon, Chad, Republic of the Congo, Democratic Republic of the Congo, Côte d'Ivoire, Egypt, Equatorial Guinea, Eswatini, Ghana, Kenya, Lesotho, Madagascar, Malawi, Mali, Mauritania, Mauritius, Morocco, Namibia, Niger, Nigeria, Rwanda, Senegal, Seychelles, South Africa, Togo, Tunisia and Uganda. The model is the OECD Revenue Statistics database which is a fundamental reference, backed by a well-established methodology. Extending the OECD methodology to African countries enables comparisons about tax levels and tax structures on a consistent basis, both among African economies and with OECD, Latin American, Caribbean, Asian and Pacific economies.

SPECIAL FEATURE: Public debt in Africa and the impact of the COVID-19 pandemic

Governance

The E-Leaders Handbook on the Governance of Digital Government

The digital transformation of public sectors, economies and societies is generating challenges as well as opportunities for governments. Robust public governance is needed to respond to these challenges, reap the full benefits of digital and data-driven government, and encourage a holistic, systemic transformation. This Handbook presents the OECD Framework on the Governance of Digital Government, which was developed based on the experiences of Member and Partner countries. The Handbook identifies the aspects that need to be addressed when devising public governance frameworks for digital government, including contextual factors, institutional models and policy levers. Based on the Framework, the Handbook also provides a practical and easy-to-use toolkit for policy makers seeking to improve the digital government maturity of their administrations.

OECD Framework and Good Practice Principles for People-Centred Justice

Access to justice for all is a global objective enshrined in SDG 16. To help countries achieve this objective, the OECD People-Centred Justice Framework and Principles sets out elements of a government-wide strategy for people-centred justice, inter-agency cooperation and communication, as well as mechanisms to ensure accountability and sustainability. The Framework building on a people-centred purpose as its foundation is structured around four pillars: 1) designing and delivering people-centred services, 2) governance enablers and infrastructure, 3) people empowerment, and 4) planning, monitoring and accountability.



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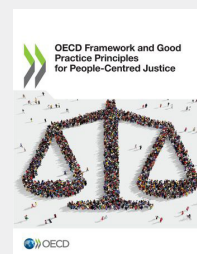
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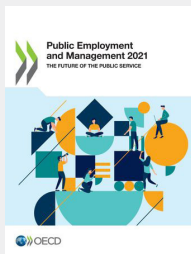
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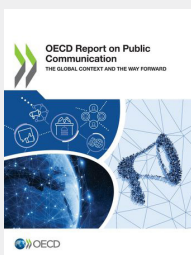
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Governance

Case Studies on the Regulatory Challenges Raised by Innovation and the Regulatory Responses

The pace and scope of innovation are challenging the way governments regulate. Existing regulatory frameworks might not be agile enough to accommodate the fast pace of technological development and, as a consequence, rules might become outdated. Beyond this pacing problem, technological innovation also blurs the traditional definition of markets, challenges enforcement and transcends administrative boundaries domestically and internationally.

This report, which results from a joint project between the OECD and the Korea Development Institute, presents a set of case studies illustrating the different regulatory challenges raised by emerging technologies and the diversity of regulatory responses used to address them. The case studies cover data-driven business models, digital innovation in finance, smart contracts relying on distributed ledger technologies, digital technologies for smart logistics, and the sharing economy.

Public Employment and Management 2021 The Future of the Public Service

This is the first edition of a new annual publication on public employment and management issues. This edition presents a vision of a future-ready public service workforce that is forward-looking, flexible and fulfilling to a diverse range of public employees. It provides insights to help governments achieve that vision through comparative data and analysis, a set of illustrative case studies, and expert commentary. Public service leadership and recruitment systems are fundamental inputs to renew and transform the public service. Both of these issues are highlighted and illustrated with new data from recent surveys.

OECD Report on Public Communication The Global Context and the Way Forward

The first OECD Report on Public Communication: The Global Context and the Way Forward examines the public communication structures, mandates and practices of centres of governments and ministries of health from 46 countries, based on the 2020 Understanding Public Communication surveys. It analyses how this important government function contributes to better policies and services, greater citizen trust, and, ultimately, stronger democracies in an increasingly complex information environment. It looks at the role public communication can play in responding to the challenges posed by the spread of mis- and disinformation and in building more resilient media and information ecosystems. It also makes the case for a more strategic use of communication by governments, both to pursue policy objectives and promote more open governments, by providing an extensive mapping of trends, gaps and lessons learned. Finally, it highlights pioneering efforts to move towards the professionalisation of the government communication function and identifies areas for further research to support this transition.

Governance

E-Commerce Challenges in Illicit Trade in Fakes Governance Frameworks and Best Practices

This study provides an overview of government- and industry-specific measures to address the abuse of online platforms by counterfeiters. In recent years, trading platforms have been instrumental in the growth in e-commerce, but at the same time, they can be abused by illicit trade networks. The COVID-19 pandemic has exacerbated these problems as people turned to e-commerce during lockdowns and shop closures. Governments and industries have recognised these problems and are addressing them in various ways, including providing more transparency, streamlining procedures, and facilitating co-operation.



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The Economic and Social Impact of Open Government Policy Recommendations for the Arab Countries

Despite progress, open government reforms remain uneven across the Arab region and are hampered by the ongoing effects of the COVID-19 pandemic. This report assesses the economic and social impact of open government based on experiences and good practices in OECD and Arab countries. It builds on the OECD's extensive work in this field and provides a robust set of examples of legal and policy frameworks, governance arrangements, and successful initiatives on the ground. Based on this analysis, the report provides a series of policy recommendations for governments in the Arab region to promote open government.



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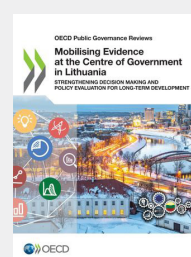
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Mobilising Evidence at the Centre of Government in Lithuania Strengthening Decision Making and Policy Evaluation for Long-term Development

The COVID-19 pandemic has underscored the need for high-quality data and evidence to address complex policy challenges. This report takes stock of the capacity for evidence-informed decision making (EIDM) and policy evaluation at the centre of government in Lithuania. Like many other OECD countries, Lithuania faces challenges in supplying quality evidence and ensuring that it is used for decision making. In light of recent reforms, the report analyses gaps in the EIDM system and offers a set of comprehensive recommendations to address them in the short, medium and long terms. It also discusses how the newly created Strategic Analysis Centre could champion evidence-informed decision making in Lithuania.



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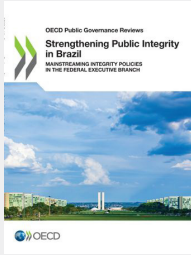
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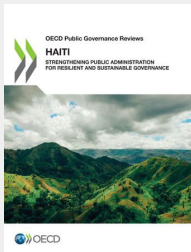
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Governance

Strengthening Public Integrity in Brazil

Mainstreaming Integrity Policies in the Federal Executive Branch

Mainstreaming integrity policies throughout a public administration is a common challenge in many countries. Brazil's Office of the Comptroller General (CGU) has implemented a series of measures to do so, including establishing the Public Integrity System of the Federal Executive Branch (SIPEF). This report analyses these recent developments and provides recommendations on how to better promote a culture of integrity through the Integrity Management Units with targeted support by the CGU. The report also highlights opportunities to improve the clarity and coherence of policies to promote public integrity and public ethics, manage conflicts of interest, and foster integrity risk management by streamlining these areas under the umbrella of public integrity.

OECD Public Governance Reviews: Haiti

Strengthening Public Administration for Resilient and Sustainable Governance

The government of Haiti is undertaking public governance reforms to support sustainable growth and inclusive socio-economic development. This Review analyses areas such as whole-of-government co-ordination, the links between budgeting and planning, and the decentralisation process to improve development outcomes to which all levels of government in the country contribute. It also assesses the management of the civil service and the implementation of open government strategies and initiatives to involve citizens in the policy cycle. This Review provides concrete recommendations, aligned with key national strategic documents such as the State Modernisation Programme 2018-2023 and Haiti's Strategic Development Plan, to support public governance reform in Haiti.

Education

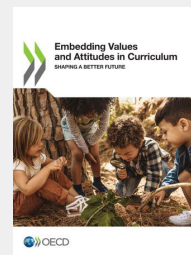
Embedding Values and Attitudes in Curriculum Shaping a Better Future

For the first time, the OECD Future of Education and Skills 2030 project conducted comprehensive curriculum analyses through the co-creation of new knowledge with a wide range of stakeholders including policy makers, academic experts, school leaders, teachers, NGOs, other social partners and, most importantly, students. This report is one of six in a series presenting the first-ever comparative data on curriculum at the content level summarising existing literature, examining trends in curriculum change with challenges and strategies, and suggesting lessons learned from unintended consequences countries experienced with their curriculum reforms.

This report highlights how clearly articulated and experienced values and attitudes can support students' positive lifelong learning outcomes and promote a more equitable and just society. Despite the variety of values espoused in national curricula, there is an emerging trend in prioritising values that enhance well-being and learning across different countries. This report acknowledges that incorporating values and attitudes in curriculum design and implementation does not come without its challenges – values and attitudes can be intensely contested constructs. However, it also examines the desire by authorities to see curriculum reflecting future-focused goals to improve society as a stronger imperative for countries/jurisdictions than the challenges presented. This report offers strategies that can support effective design and implementation.

Education Policy Outlook 2021 Shaping Responsive and Resilient Education in a Changing World

Education systems operate in a world that is constantly evolving towards new equilibria, yet short-term crises may disrupt, accelerate or divert longer-term evolutions. This Framework for Responsiveness and Resilience in Education Policy aims to support policy makers to balance the urgent challenge of building eco-systems that adapt in the face of disruption and change (resilience), and the important challenge of navigating the ongoing evolution from industrial to post-industrial societies and economies (responsiveness). Building on international evidence and analysis from over 40 education systems, this framework endeavours to establish tangible, transferable and actionable definitions of resilience. These definitions, which are the goals of the framework (Why?), are underpinned by policy components of responsiveness (What?), which define priority areas for education policy makers. Policy pointers for resilience (How?) then illustrate how policy makers can apply these components in ways that promote resilience at the learner, broader learning environment and system levels of the policy ecosystem. Finally, a transversal component looks into the people and the processes undertaken in order to reach a given purpose (Who?). The report has been prepared with evidence from the Education Policy Outlook series – the OECD's analytical observatory of education policy.



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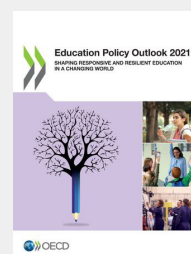
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Employment

Incentives for SMEs to Invest in Skills Lessons from European Good Practices

Workers' skills are an essential asset for firms to recover from the COVID-19 shock and succeed in the twin digital and green transitions. Small and Medium-sized Enterprises (SMEs) face special barriers to investing in human capital because of their size and more limited access to information and capital markets. This report identifies policies that are successful in promoting SMEs' investment in the skills of employees, managers or entrepreneurs. A review of cost-reducing and financial support instruments is followed by an analysis of initiatives that promote innovative HR practices, a learning culture in the firm, and better co-operation among firms and with the education sector. The report describes the design and rationale of these measures as well as their advantages and limitations. It identifies a common set of features that make skill investment policies especially suitable for SMEs.

Is the German Middle Class Crumbling? Risks and Opportunities

Thriving middle classes are the backbone of democratic societies and strong economies, but in many countries, they face mounting pressure as their economic strength is eroding relative to higher-income households. Real wages and incomes for most middle-class households have grown only very slowly, and rising expenditures have been putting further pressure on living standards. Meanwhile, globalisation, digitalisation, and demographic change are eroding job opportunities for middle-skilled workers, who risk sliding into lower-paid employment. The COVID-19 crisis has accentuated socio-economic divides and may end up accelerating some of the above trends. This publication builds upon the OECD's publications on the middle class (*Under Pressure: The Squeezed Middle Class*) and social mobility (*A Broken Social Elevator? How to Promote Social Mobility*). It demonstrates that the German middle class is similar in size as in peer countries, but substantially smaller than it was in the mid-1990s. Lower middle-class households face an increased risk of slipping out of the middle; meanwhile, upward mobility into the middle has declined, particularly for workers in "typical" middle-class occupations. Employment growth forecasts point to further occupational polarisation. The review proposes policy options for strengthening the employability of middle-class workers, creating good-quality, future-oriented jobs, and boosting middle-class disposable incomes.

Environment

A Chemicals Perspective on Designing with Sustainable Plastics

Goals, Considerations and Trade-offs

The development of plastic products does not systematically take sustainability, particularly from a chemicals perspective, into account. This report seeks to enable the creation of inherently sustainable plastic products by integrating sustainable chemistry thinking in the design process. By applying a chemicals lens during the plastic material selection process, designers and engineers can make informed decisions to incorporate sustainable plastic during the conceptualisation phase of their products.

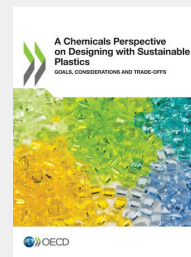
The report provides an integrated approach to sustainable plastic selection from a chemicals perspective, and identifies a set of generalisable sustainable design goals, life cycle considerations and trade-offs. At a more granular level, considerations are identified for each life-cycle phase, which are brought together as a whole-product assessment and optimisation taking the full life cycle into account. The report also considers trade-offs that will need to be carefully balanced in the design phase and reflection on implications of design choices. Ultimately, the report helps to equip designers and engineers with knowledge of relevant chemical considerations when selecting sustainable plastic, supporting better outcomes and a more transparent process.

Development

Jobs for Rural Youth

The Role of Local Food Economies

Today, the global youth population is at its highest ever and still growing, with the highest proportion of youth living in Africa and Asia, and a majority of them in rural areas. Young people in rural areas face the double challenge of age-specific vulnerabilities and underdevelopment of rural areas. While agriculture absorbs the majority of rural workers in developing countries, low pay and poor working conditions make it difficult to sustain rural livelihoods. Potential job opportunities for rural youth exist in agriculture and along the agri-food value chain, however. Growing populations, urbanisation and rising incomes of the working class are increasing demand for more diverse and higher value added agricultural and food products in Africa and developing Asia. This demand will create a need for off-farm labour, especially in agribusinesses, which tends to be better paid and located in rural areas and secondary towns. It could boost job creation in the food economy provided that local food systems were mobilised to take up the challenge of higher and changing domestic demand for food.



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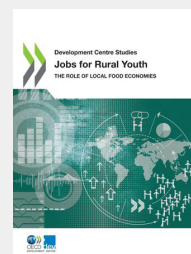
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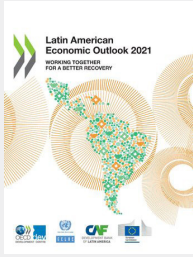
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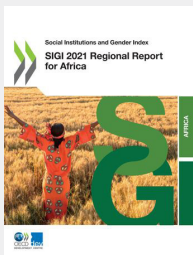
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Development

Latin American Economic Outlook 2021 Working Together for a Better Recovery

The Latin American Economic Outlook 2021: Working Together for a Better Recovery aims to analyse and provide policy recommendations for a strong, inclusive and environmentally sustainable recovery in the region. The report explores policy actions to improve social protection mechanisms and increase social inclusion, foster regional integration and strengthen industrial strategies, and rethink the social contract to restore trust and empower citizens at all stages of the policy-making process. Moreover, it stresses the need to promote sustainable and adapted macro-economic frameworks to finance the recovery, as well as the importance of renewing international co-operation to support these policy actions. Finally, the publication includes three crucial cross-cutting themes: climate change and the green recovery, the digital transformation, and gender.

The LEO is a joint annual publication produced by the OECD Development Centre, the United Nations Economic Commission for Latin America and the Caribbean (UN ECLAC), the Development Bank of Latin America (CAF) and the European Union (EU). It is the first pillar of the EU Regional Facility for Development in Transition for Latin America and the Caribbean.

SIGI 2021 Regional Report for Africa

The SIGI 2021 Regional Report for Africa provides regional analysis on how discriminatory social institutions, such as formal and informal laws, social norms and practices, continue to constrain women's empowerment and restrict their access to opportunities and rights. It gives new evidence on the impact of these discriminatory social institutions on three key dimensions of women's empowerment across the region: their physical integrity, their economic situation and their political voice, leadership and agency. The report provides regional as well as thematic policy recommendations that aim to transform gender norms, promote women's empowerment and build a truly inclusive society, especially in the current context of the coronavirus (COVID-19) pandemic.

Urban, Rural and Regional Development

Regional Innovation in Piedmont, Italy From Innovation Environment to Innovation Ecosystem

To make the most of its longstanding tradition of manufacturing and innovation, Piedmont, Italy, is undertaking a process of industrial transition, the success of which may be linked to an updated approach to its regional innovation policy. This should include promoting technology and non-technology driven innovation, building the innovation competences of micro- and small enterprises in addition to medium and large ones, better connecting regional innovation actors, and ensuring that innovation contributes to the region's broader development goals such as sustainable regional development. It also requires diversifying the role of Piedmont's innovation clusters and reinforcing the multi-level governance system for innovation policy. This report features a comparative perspective of the trends, challenges and opportunities for innovation-led growth in Piedmont, and highlights how Piedmont could build a dynamic innovation ecosystem based on its smart specialisation strategy, a fresh perspective on innovation, and future-oriented innovation cluster organisations. The report provides actionable recommendations and offers insights into making the most of innovation policy as a lever for place-based regional development.

A Review of Local Government Finance in Israel Reforming the Arnona System

This report provides a comprehensive analysis of the Israeli system of local government finance, with a focus on the role of the Israeli property tax, known as the Arnona. Local governments are financed through a combination of revenue, primarily from central government grants and from the Arnona, which is levied on residential and non-residential land and buildings but is based on their physical size rather than their value. The first chapter provides a description of the Israeli system of local government finance and compares it to local government finance in OECD countries. Using standard criteria for the evaluation of taxes, the second chapter assesses the strengths and shortcomings of the Arnona and the intergovernmental grant system. Attention is paid to fiscal disparities among municipalities and to the ability of the current system to provide all Israelis with adequate and equitable access to economic and social services and infrastructure. The final chapter presents a set of 13 policy recommendations divided between proposals for improving the existing Arnona system and a longer-run blueprint for a more substantial reform of the system of local government finance in Israel based on the establishment of a value-based system of local property taxation.



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Urban, Rural and Regional Development

Unlocking the Strategic Use of Public Procurement in Bratislava, Slovak Republic

Subnational governments carry out more than 60% of total public procurement in OECD countries. As such, public procurement can offer a powerful tool for cities to boost local growth and advance their strategic priorities, ranging from innovation and inclusion to the transition to a low-carbon economy. Bratislava, the most populated and richest municipality in the Slovak Republic, carried out 39% of its expenditures through public procurement in 2019. The COVID-19 crisis has enhanced both the urgency and the opportunity to improve the city's procurement system and to rethink "what" and "how" to procure. In this context, Bratislava is developing new directives to make its procurement processes more efficient. This report offers recommendations on how Bratislava can use public procurement strategically to identify value-for-money solutions, foster competition, and promote sustainable urban development. The report also includes a concrete case study on Bratislava's public procurement for street lighting, which provides methodological guidance on the analysis of needs, market engagement, and tender design.

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