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As the OECD reaches 50, it must continue to become more relevant, useful and open within a new architecture of global governance, argues Angel Gurría, in this extract from remarks delivered following the renewal of his mandate as OECD secretary-genera.

The proposals I tabled when assuming this position turned out to be appropriate and proved necessary over time. However, the international situation and the changes in the global economy demand that we increase the speed of their implementation. The goal of relevance was the goal then, and it continues to be my guiding objective today. Relevance rationally and internationally, in order to improve the well-being of our citizens. Relevance as we continue to help in the design of "better policies for better lives".

The "vision" they of this organisation is to be a source of evidence-based advice for governments and a standard setter to address many global challenges. We will do it armed with our foundational values: openness, objectivity, boldness, pioneering spirit and sound ethics.

It will not be sufficient to return to growth after the dramatic events we have witnessed since 2008. We will need to do it with the background of the fight against climate change, which continues to be a top priority, a very high rate of unemployment, particularly of the young, and large fiscal deficits. We have established the analytical

ground to do so with our response to the crisis, our Innovation Strategy and our Green Growth Strategy. Promoting growth—and searching for new sources of growth that are also "green", more equitable and more "gender friendly"—has become a common objective to overcome the effects of the crisis and to lift millions of people around the world out of poverty. This starts by measuring and defining what is understood as well-being in the 21st century. Remember, the "P" in OECD is about development, and it is therefore a strategic priority.

Given the massive governance and business failures that caused the crisis and the resulting current fiscal situation, we are facing a just as massive loss of confidence by our citizens. As I have said many times, a crisis is terrible for incumbents. The economic outlook points to low growth for quite some time. The perspective to recover the same level of output and employment as before the crisis will take years. Citizens' perceptions on the future are bleak, and their tolerance to bad news is exhausted. They have lost patience, but worse than that, they have lost hope. We need to change this outlook and this negative psychology.

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