

Office of the Secretary-General





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“The Office of the Secretary-General supports the OECD’s Strategic Agenda, providing leadership, guidance and co-ordination across the house, and ensuring that the Organisation performs at its best, delivering on ‘Better Policies for Better Lives’ for member countries and partner economies. It supervises the effective implementation of the ‘21 for 21’ agenda, ensures that the OECD is at the forefront of policy challenges and solutions, supports countries in implementing their reform agendas, helps level the playing field, and contributes to a people-centred growth agenda.”

Office of the Secretary-General

Under the supervision of the Chief of Staff, Gabriela Ramos, and the Deputy Chief of Staff, Juan Yermo, the **Office of the Secretary-General (OSG)** supports the Secretary-General’s strategic vision for the transformation of the OECD, including his Strategic Orientations and his “21 for 21” agenda. Along with the Deputy Secretaries-General (DSGs), OSG co-ordinates work across the house to ensure consistency and impact. It keeps the OECD at the cutting edge of policy thinking, notably through the New Approaches to Economic Challenges and Inclusive Growth initiatives, and its contributions to the G20 and G7 via the Sherpa Office.

OSG prepares and co-ordinates all the Secretary-General’s daily activities and helps to implement his decisions. It also ensures the delivery of timely and targeted policy advice to member countries and partner economies on their reform agendas, through the Better Policies series, country reviews, OECD flagships and the OECD Leaders Programme. OSG supports the co-ordination of senior management activities, including the DSGs’ oversight of specific policy clusters. It ensures OECD representation at the highest level in international events. OSG is also in charge of co-ordinating the OECD’s Annual Ministerial Council Meeting (MCM) and the Global Strategy Group (GSG).

OSG ensures the OECD is at the leading edge of good management and operations. This includes the oversight of corporate services (EXD), communications and public engagement (PAC), the Council and Executive Committee Secretariat (CES), Internal Audit (IA), the Global Relations Secretariat (GRS) and the Legal Directorate (LEG). OSG leads the Secretariat’s work with the standing committees, supporting the Secretary-General’s role as the Chairman of the Council and the regular interactions with OECD ambassadors. It also co-ordinates the voluntary contributions received by the Organisation, as well as specific initiatives supported by members, like the Global Deal and the Network for Open Economies and Inclusive Societies.

OSG comprises the Office Management and Communications unit, the Strategic Foresight unit, the Strategic Intelligence and Speech Writing unit, the OECD Representatives to the UN unit, and the Roundtable on Sustainable Development. A team of advisors supports the preparation of the daily activities and missions of senior management, as well as the co-ordination of different streams of work. The office also produces the Better Policies series and houses the Protocol function. ■

New Approaches to Economic Challenges (NAEC)



Under the supervision of Gabriela Ramos, the NAEC initiative catalyses efforts across the OECD and beyond to update and upgrade analytical frameworks, approaches and policy advice. The NAEC Group of Committee chairs, ambassadors and directors oversees and reviews the initiative's activities. In 2018, NAEC worked with several OECD committees and hosted eminent thinkers including Nobel Laureate Angus Deaton, Dani Rodrik, Mariana Mazzucato, Andy Haldane, Erik Brynjolfsson and Olivier Blanchard.

NAEC marked the tenth anniversary of the start of the global financial crisis with a high-level conference on lessons learnt, co-organised with Partners for a New Economy. NAEC also launched a Task Force on Systems Thinking, Anticipation and Resilience with the International Institute for Applied Systems Analysis, to apply complexity science to understanding the economy and its interaction with other systems such as the environment and society. NAEC works with the United States Army Corps of Engineers and the European Commission's Joint Research Centre to strengthen inter-governmental approaches to resilience. Led by the OECD's Chief of Staff, Chief Economist and Chief Statistician, the NAEC Innovation LAB promotes experimentation with new analytical tools and techniques.

NAEC engaged a High-Level Advisory Board to the Secretary-General to develop a new narrative of growth. The board examines the meaning and purpose of growth and determines what issues the OECD needs to address. ■

Inclusive Growth



For over a decade, the OECD has been documenting the increase in inequality of income and opportunities across OECD member and partner countries. In 2012, the Inclusive Growth initiative was launched to develop concrete strategies to address this challenge. Under the supervision of Gabriela Ramos, it has contributed to advance an agenda for policy action and to develop the business case on why inequality hinders growth, bringing together work across the OECD.

In 2012-14, the OECD alerted to the disconnect between growth and well-being. It documented the rise in inequalities and formalised the notion of multi-dimensional living standards in a comprehensive measurement framework.

In 2014-16, the inclusive growth agenda evolved to include subnational and metropolitan areas, and the sectoral level. It further analysed the productivity-inclusiveness nexus, with cutting-edge reports such as *All on Board: Making Inclusive Growth Happen* and *The Productivity-Inclusiveness Nexus*. It established a Group of Friends of Inclusive Growth and the Champion Mayors platform.

In 2016-18, the analysis of the productivity-inclusiveness nexus was extended to fully reflect the digital transformation and growing interconnectedness of our economies. In 2018, the OECD launched the Framework for Policy Action on Inclusive Growth, supported by a dashboard of 24 indicators. The Framework provides governments with guidance on how to design and implement policies to sustain and more equitably share the benefits of growth. It is based on three pillars: (i) supporting business dynamism and inclusive labour markets; (ii) investing in people and places left behind, and providing equal opportunities; and (iii) building efficient and responsive governments.

The OECD is now applying the Framework through the Inclusive Growth Country Reviews to help countries diagnose and address key challenges in these areas. The Business for Inclusive Growth Platform (B4IG) complements the Framework by helping businesses navigate the transition to the digital economy in a sustainable and socially just manner. It has informed the G7 Charlevoix Summit and is feeding into the French G7 Presidency.

The initiative now seeks to deliver actionable solutions for improving inclusive growth outcomes in the long term. This requires special consideration of the inequality of opportunities for children and youth while taking megatrends like climate change and people's exposure to environmental risks into account. It is also supporting the Global Deal, focusing on quality social dialogue and making labour markets more inclusive. ■



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