

Innovating the Public Sector: from Ideas to Impact



12-13 November 2014

OECD Conference Centre, Paris

Who's Who

#ideas2impact



Opening Plenary: Setting the Scene

Welcome remarks



Ms. Mari Kiviniemi

Deputy Secretary-General, OECD

Mari Kiviniemi took up her duties as OECD Deputy Secretary-General on 25 August 2014. Her role consists of sharing her extensive experience to help increase the impact and relevance of OECD work and to contribute to the public policy challenges of promoting inclusive growth, jobs, equality and trust.

She is responsible for the strategic oversight of the OECD's work on Efficient and Effective Governance; Territorial Development; Trade and Agriculture, as well as Statistics. She is also responsible for advancing the Better Life Initiative.

Ms. Kiviniemi was Finland's Prime Minister from 2010-2011, the second woman in the history of the country. She had previously been Minister of Public Administration and Local Government, Minister for Foreign Trade and Development, and Minister for European Affairs. Elected for the first time at the age of 26, she has been a Member of Parliament since 1995, chairing and participating in a vast number of committees. She also held a variety of leadership positions in her political party, the Finnish Center Party.

An economist by training, she studied political science at the University of Helsinki and holds a Master's degree in Social Sciences. Born in 1968, she is married and has two children.

Keynote address



Mr. Christian Bason

*Chief Executive of the Danish Design Centre (DDC),
Denmark*

Christian Bason is Chief Executive of the Danish Design Centre (DDC), which works to strengthen the value of all forms of design in society. Prior to joining DDC, Christian headed MindLab, a cross-governmental innovation lab, and the public organization practice of Ramboll Management, a consultancy. Christian is also a university lecturer, and has presented to and advised governments around the world. He is a regular columnist and the author of five books on leadership, innovation and design, including *Design for Policy* and *Leading Public Sector Innovation*. Christian holds an M.Sc. in political science from Aarhus University, executive education from Harvard Business School and the Wharton School, and is a doctoral fellow at Copenhagen Business School.

Keynote address

M. Henri Verdier

Directeur, Administrateur général des données, ETALAB, Secrétariat Général à la Modernisation de l'Action Publique, France

Henri Verdier est un entrepreneur et spécialiste du numérique français, directeur d'Etalab, le service du Premier ministre chargé de l'ouverture des données publiques. Il a de plus été nommé Administrateur Général des Données (ADG) le 16 septembre 2014.

Ancien élève de l'École normale supérieure, Henri Verdier fut le directeur général de la société *Odile Jacob Multimédia*, développant notamment avec Georges Charpak un ensemble de supports pédagogiques pour La main à la pâte. En 2007, il rejoint Lagardère Active comme directeur chargé de l'innovation. En 2009, il rejoint l'Institut Télécom comme directeur de la prospective, chargé de la création du think tank « *Futur numérique* » (Fondation-telecom). Il est cofondateur, avec Jean-Michel Lasry, Pierre-Louis Lions et Olivier Guéant, de la société MFG-Labs, qu'il quitte en 2012, et qui est acquise par Havas Media en mai 2013.

Membre fondateur du pôle de compétitivité Cap Digital, il en exerça la vice-présidence de 2006 à 2008, avant d'en être élu président du Conseil d'administration de 2008 à janvier 2013.

Il dirige, depuis janvier 2013, Etalab, le service du premier ministre chargé de l'ouverture des données publiques. Sous sa direction, Etalab a développé une nouvelle version, inaugurée le 18 décembre 2013, du portail d'open data français « *data.gouv.fr* », qui héberge de nombreuses données publiques. Cette version, qui autorise les citoyens à enrichir les données publiques où à partager leurs propres données, a été qualifiée par le blog TechPresident de « première mondiale ».

En juin 2014, il est nommé par Claude Bartolone membre de la Commission de réflexion et de propositions sur le droit et les libertés à l'âge numérique.

Par arrêté du Premier ministre en date du 16 septembre 2014, il est nommé Administrateur Général des Données.

Henri Verdier est membre du conseil scientifique de l'Institut Mines-Télécom ; ainsi que du comité de prospective de l'ARCEP, membre du Comité de prospective de la CNIL.

Publications

Avec Nicolas Colin :

- *L'Âge de la multitude : entreprendre et gouverner après la révolution numérique* (Armand Colin, Paris, 2012)

Contributions à des ouvrages collectifs, notamment :

- Commission Innovation 2030
- *La Métamorphose numérique vers une société de la connaissance et de la coopération*, Éditions alternatives, 2013.

- *L'innovation, un enjeu majeur pour la France*, rapport pour le Ministère du redressement productif et le Ministère de l'enseignement supérieur et de la recherche, avril 2013
- *Le Dictionnaire politique d'Internet et du numérique* (Éditions La Tribune, Paris, 2010)
- *TIC 2025 : Les Grandes Mutations* (FYP Éditions, Paris, 2010)
- *New Age to New Edge* (Orange Institute, San Francisco, 2010)

Blog de veille et de prospective numérique

Henri Verdier a été lauréat du prix Roberval en 1999, avec Georges Charpak et l'ensemble de son équipe. Il est chevalier dans l'ordre national du mérite (promotion mai 2010).

Remarks from the Chair of the OECD Public Governance Committee



Mr. Joe Wild

Senior Assistant Deputy Minister, Treaties and Aboriginal Government, Aboriginal Affairs and Northern Development (AANDC), Canada

Joe Wild joined the Department of Aboriginal Affairs and Northern Development Canada in May 2014 as Senior Assistant Deputy Minister of Treaties and Aboriginal Government. The Sector is responsible for: Negotiations of comprehensive land claims and self-government agreements; Treaty Commissions and Treaty Discussion Tables; Specific Claims assessment and settlement; Implementation of claims and self-government agreements; Advice on consultation and accommodation; Funding and fiscal arrangements linked to sector business; Policy development linked to sector business.

From 2009 to 2014, Mr. Wild was the Assistant Secretary to the Cabinet, Machinery of Government, with the Privy Council Office. As such, he was responsible for providing advice to the Prime Minister on the structure and organization of government, including the Cabinet decision-making process, the interpretation and application of the constitutional principles and conventions that underpin responsible government, and the roles and responsibilities of ministers.

Prior to this, Mr. Wild was the Executive Director, Strategic Policy, with the Treasury Board Secretariat, where he led the development of the government's management agenda and the Action Plan to Address the Web of Rules. He began his career with the Department of Justice where he held various counsel positions with the Atlantic Canada Opportunities Agency and Enterprise Cape Breton Corporation, eventually finding his way to Ottawa in 2003 as the Senior Counsel, Treasury Board Legal Services. His notable files include being part of the legal team representing the government before the Commission of Inquiry onto the Sponsorship Program, and the development and implementation of the *Federal Accountability Act*.

In 1992, Mr. Wild graduated from Mount Allison University with a BA (Honours, Economic and Political Science). He went on to study law at the University of New Brunswick where he graduated with a LLB in 1995. In 2001, he received an MBA from the University of Phoenix.

Workshop 1: Designing and Prototyping of Public Services

Moderator



Mr. Brenton Caffin

Director, Innovation Skills, Nesta

Brenton's passion is helping people and organisations get better at innovating for the common good.

Brenton is an innovative and strategic thinker and regularly presents to and advises national and global organisations, including UN agencies, on a wide range of issues relating to social and public sector innovation. He is an advisor to the Adelaide Festival of Ideas and former board member of the global Social Innovation Exchange and the Institute for Public Administration Australia.

From 2009-2012, Brenton was the founding CEO of The Australian Centre for Social Innovation, and previously held executive positions with the South Australian Department of the Premier and Cabinet, Government Reform Commission and WorkCover. He began his career in the Australian Department of the Prime Minister and Cabinet, later consulting to Australian and British governments on public policy, performance improvement and change management. Brenton was also previously seconded to the Home Office Strategic Policy Team.

Brenton has degrees in economics and international relations and a Master of Public Administration from Flinders University, where his research focused on public sector innovation

For Christian Bason, see page 2



Ms. Sabine Junginger

Associate Professor, Centre for Design, Culture and Management, The School of Design Kolding, Denmark

Sabine Junginger, PhD, studies what and how human-centered design can contribute to address problems of organizations, management and public policy. Her work links service design with organizational change and public sector innovation.

In 2015, she will conduct her research and teaching as part of a Visiting Professor at Macromedia University of Applied Sciences in Berlin, Germany, where she is also a Fellow at the Hertie School of Governance. In addition, she is Associate Professor at the Designskolen Kolding, Denmark. From 2007 to 2012, she was Assistant Professor at Lancaster University in the UK, where she was one of the founding members of the design research lab ImaginationLancaster. She is on the Advisory Board of the Danish cross-ministerial research unit Mindlab and was a member of the Advisory Board of DesignGov in Australia in 2013.

She has co-edited books (The Handbook of Design Management, Berg/Bloomsbury 2011; Designing Business, Bloomsbury forthcoming). She has contributed several book chapters on the topic of policy-making, policy-implementation and public services. Her articles have been published in Design Issues, The Design Journal and the Journal of Business Strategy, as well as the Design Management Review and the Annual Review of Policy Design.



Mr. Stéphane Vincent

Délégué général, La 27e Région, France

Stéphane Vincent is the co-founder and director of "la 27e Région" (Region 27), a french « do-tank » dedicated to the public sector launched in 2008.

La 27e Région explores new ways to improve public policies, inspired by service design, ethnography, open source and "makers" cultures. Since 2012, la 27e Région is a non-profit association supported by regional governments, national and European funds. With a background in management and innovation, Stéphane's first experience within the public sector was in 1995. Seven years later, he became associates in a consultant agency focused on the public sector. He's a regular speaker in national and international events, and writes or takes part to many books and reports related to innovation in the public sector. www.la27eregion.fr



Ms. Sonja Dahl

Senior Programme Manager, Nesta

As Senior Programme Manager of Nesta, Sonja is responsible for designing and delivering Nesta's Innovation Skills programmes for the public and community sectors.

Before joining Nesta, Sonja was Head of Design at the Design Council and was instrumental in the design and development of their Leadership Programmes for the public and private sectors.

She also led on the recruitment and management of their national network of Design Associates and worked to streamline service delivery, support evaluation and impact measurement, and drive quality assurance of products, materials and tools.

Sonja's international experience includes working on '11 Lessons' – a benchmarking study of design processes in leading global businesses – and helping to shape the winning bid to deliver the European Design Innovation Platform.

Prior to joining the Design Council, Sonja worked as a consultant at Johnson Controls where she ran interior architecture and site strategy projects for clients such as BP, Pfizer and IBM.

She has a first-class honours degree in Design Studies from Salford University, and an MPhil in Vehicle Design from the Royal College of Art.



Mr. Bas Leurs

The Learning Experience Designer, Skills Team, Nesta

Bas Leurs is the Learning Experience Designer on the Skills team at Nesta. His role is to ensure that Nesta's learning experiences – whether online or face-to-face – are high quality, impactful, and fun!

Before joining Nesta, Bas spent over a decade as a lecturer, programme leader and researcher for the Multimedia Design course at Rotterdam University (NL). He played a key role in the curriculum development, and also co-authored the course's national qualification profile.

Areas Bas has taught on include: design research, design theory, service design, interaction design and visual design. His research focused on design education and human-centred design methods and tools.

Prior to his work at Rotterdam University, Bas lectured in interaction design at Avans University (Breda, NL), co-founded a design agency and worked as a freelance interaction designer.

Bas holds a Bachelor's degree in Graphic Design and an MSc in Design for Interaction from Delft University of Technology, where his research focused on tools for developing shared understanding in networked innovation.

Workshop 2: Disruptive Approaches of Digital Innovation



Mr. Stéphan Vincent-Lancrin

Senior Policy Analyst, Directorate for Education and Skills, OECD

Stéphan Vincent-Lancrin is a Senior Analyst and Project Leader at the Organisation for Economic Co-operation and Development (OECD), Directorate for Education and Skills.

He is currently responsible of two projects of the Centre for Educational Research and Innovation (CERI): “Innovation Strategy for education and training” and “the future of higher education”. His current interests cover: the nature and level of education and skills that matter in innovation and knowledge societies; the innovation ecology in the education sector; the measurement of innovation in education.

He has recently led a review of Italy’s ICT innovation policy in education and is interested in how technology can be used as a means of educational innovation. He also looks at the components of an educational innovation system that facilitates self-sustained improvement and disruptive innovation: educational research, school organization, system organization, indicators and information systems.

Stéphan also works extensively on higher education, including the internationalisation and future of higher education, including the role of e-learning.

He has authored many articles and book chapters and edited several books. His most recent books as co-author or editor are: *Measuring Innovation in Education: A New Perspective* (2014), *Art for Art’s Sake? The Impact of Arts Education* (2013), *Review of the Italian Strategy for Digital Schools* (2013), *Higher Education to 2030, volume 1: Demography and volume 2: Globalisation* (2009 and 2010).

He is a Marie Curie Fellow and a 2007 Fulbright New Century Scholar. He holds a PhD in economics, a business school diploma, and a master’s in philosophy.



Ms. Barbara-Chiara Ubaldi

Project Manager, Digital Government, OECD

Since October 2010, Mrs. Barbara-Chiara Ubaldi leads the OECD work on Digital Government within the Division for Public Sector Reform at the Public Governance and Territorial Development Directorate.

Ms. Ubaldi has been serving the OECD as Policy Analyst since February 2009. In this capacity, she managed a number of thematic reviews on e-government and participated in several Public Governance Reviews, which include Denmark, Greece, Mexico, Italy, Estonia, Egypt, Spain and France. Ms. Ubaldi has been co-ordinating for the past five years the OECD work on e-government indicators and the analysis on the use of new technologies - e.g. cloud computing, mobile technology – to enhance public sector’s agility and mobility, as well as the Open Data in government (OGD) project.

Prior to joining the OECD she worked for more than seven years as Programme Officer at the United Nations’ Department of Economic and Social Affairs in New York where she was responsible for the full scale management of technical cooperation programmes targeting e-government and ICT use in the public sector, and for developing the content of online self-assessment and capacity building tools in the area of e-government and knowledge management.

Ms. Ubaldi graduated in Political Science at LUISS University in Rome and has a Master Degree in International Trade. She also holds a Master of Science in Public Administration and Development Studies from North Eastern University in Boston, where she was a Fulbright Scholar in 2000-2001. She has previously studied international relations, international economics and law.



Mr. Nicolas Chapuis

*Chief Information Office, Ministry of Foreign Affairs,
France/Directeur des Systèmes d'Information (DSI) -
Ministère des Affaires Etrangères et Européennes, France*

Born: November 8, 1957 in Neuilly sur Seine, France

Married (Sylvie Camia), 2 children (Tristan b.1980, Marc b.1991)

EDUCATION:

DEA in Chinese Studies, University of Paris VII (1997)

MA in Chinese Studies, University of Paris VII (1978)

BA in World History, University of Paris (1978)

BA in Mongolian Studies, INALCO, Paris (1977)

Weicker scholar, Saint Paul's School, NH, USA (1971-1972)

Student at Mongolia State University, Oulan Bator (1978-79)

Fellow at Harvard University, Center For International Affairs (1987-88)

Fellow, Directors Management Seminar, Paris (2012)

Fellow, Leaders Program, SGMAP Paris (2013)

Foreign languages: English, Chinese, Mongol

CAREER :

1980-82: Press Attaché, French Embassy in Beijing

Nov. 82: Enters Ministry of Foreign Affairs

1983-86: Second Secretary (political section), French Embassy in Beijing

1986-87: Desk officer for China, Taiwan, Hong Kong & Mongolia, MFA, Asia Dpt.

1987-88: CFIA Fellow, Harvard University, USA

1988-89: Desk officer for NATO & European Security, MFA, Political Affairs Dept.

1989-92: Counsellor for Cultural Affairs, French Embassy in Beijing

1992-94: Deputy Chief of Mission, French Embassy in Singapore

1994-95: Personal Assistant to the Deputy General Secretary for European and Economic Affairs, MFA

1995-98: Deputy Director (East Asia), Asia & Oceania Department, MFA.

1998-02: Consul General in Shanghai (China)

2002-03: First Counsellor (Cultural affairs), French Embassy in the United Kingdom
Director, Institut Français du Royaume-Uni

2003-05: Ambassador of France in Mongolia
2005-09: Minister Counsellor (Deputy Chief of Mission), French Embassy in Beijing
2009-10: Préfet des Hautes-Alpes (France)
2010-11: Chief Coordinator, WikiLeaks Taskforce, MFA

since 1 July 2011 : Director of Information Systems, MFA (Chief Information Officer)

AWARDS :

14 Nov. 2001 Knight, French National Order of Merit
14 July 2006 Knight, French National Order of Légion d'honneur
14 May 2013 Officer, French National Order of Merit
21 Jan. 2014 2013 CIO of the Year (Trophée Coup de coeur du Jury, 01 Business)

Short bio available (in French) on http://fr.wikipedia.org/wiki/Nicolas_Chapuis

Innovation Talks: Sharing Innovation Experiences from around the World

Moderator



Mr. Edwin Lau

Head of Division, Public Sector Reform, Public Governance and Territorial Development Directorate, OECD

Edwin Lau is Head of the Reform of the Public Sector Division in the OECD Public Governance and Territorial Development Directorate. His division helps countries improve the responsiveness of their governments and their relations with citizens and business through work on public sector innovation, e-government, open data, human resources management, and risk management. In particular, he oversees the statistical publication, Government at a Glance, and the Observatory for Public Sector Innovation (OPSI).

A US national, he worked in the United States Office of Management and Budget in the 1990s. Prior to being named Head of Division at the OECD, Edwin was the Deputy Division Head of the Budgeting and Public Expenditures where he had responsibility for issues of budget transparency, performance budgeting, budgeting in the health sector, and reform of fiscal institutions. He established the Public Governance Review Programme in 2007, and worked closely with the Irish Prime Minister's Office, the Estonian Government Office (Chancellery), and the Finnish Ministry of Finance to deliver advice on public sector modernization to those countries. He also established and led the OECD's project on e-government from 2000-2007. Edwin holds a Master's degree from the Harvard Kennedy School of Government and a diplôme d'études approfondies from Science Po in Paris.



Ms. Maria Manuel Marques

*Professor, University of Coimbra, School of Economics,
Portugal*

Maria Manuel Leitão Marques has a Law Degree from the Faculty of Law of the University of Coimbra (1975) and a PhD in Economics (Economic Law) from the Faculty of Economics (1990) of the University of Coimbra.

She is Full Professor at the Faculty of Economics of the University of Coimbra (Portugal) and Permanent Researcher at the Centro de Estudos Sociais (Centre for Social Studies), also at the University of Coimbra.

Between September 2013 and September 2014, she was Member of the Selection Committee for the Bloomberg Philanthropies' 2013-2014 Mayors Challenge and since 2013 she is Member of the High Level Group on Administrative Burdens (European Commission). She is Vice-President of the Association Internationale de Droit Economique, since 1993.

Recently, she worked with the Presidency of the Republic of Brazil Civil House as an International Consultant of the project "Brazil-EU exchange on administrative simplification experiences" (between May and August 2014). She was also Consultant of the project «Evaluation of services of the one stop shop (BAÚ) in Mozambique, with subsequent elaboration of proposals for modernization» supported by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, between December 2013 and July 2014.

She was Secretary of State for Administrative Modernization (between 2007 and 2011) and President of the Office for Public Services Reform (between 2005 and 2007), of the Portuguese Government, where she was responsible for the coordination of the cutting red tape and e-government policies, including the Simplex's programmes. Between 1998 and 2002, she was President of the Portuguese Observatory of Commerce, an independent task force of the Portuguese Ministry of the Economy.

She was coordinator of several national and international research projects about Economic Law and Sociology of Law. She delivered several lectures at national and international meetings and has national and international publications in different fields. Her current research priorities include public regulation of economy and public services innovation.



Mr. Thorir Ingvarsson

Detective Inspector, Reykjavik metropolitan police, Iceland

Date of birth: 4th July 1979

Education:

Reykjavík college, graduation 1999.

National Police college, graduation 2003.

Thorir Ingvarsson serves as a detective inspector for the Reykjavík metropolitan police (RMP) in the information and intelligence department where he manages the use of social media for the RMP. Thorir has been a police officer since the year 2000.

Serving as a detective inspector in a violent offences unit from the year 2004, Thorir specialised in child and vulnerable witness interviewing, subsequently serving in a specialized sexual offences division. There, his main focus was on investigation of sexual offences against children. From the year 2006 Thorir has been involved into the implementation of recording, both video and audio, of police interviewing in Iceland and has been teaching courses into interviewing at the Icelandic Policing College.

In 2010 Thorir began work on a project of using social media websites such as Facebook and twitter etc. in policing. The RMP Facebook site and other social media have grown tremendously in traffic and the RMP's social media project has been recognised both in Iceland and abroad, receiving both awards and recognitions. In march 2013 the RMP was recognised as the "most influential company/institution on the web in Iceland" by the Icelandic web awards; Nexpo. The RMP received the Connected Cops Awards for excellence in the use of social media in policing for a large police agency. The RMP has then been awarded a "Best practice" award, for its project in implementing the use of social media in policing, by the European institute of public administration (EIPA) and was nominated for the EPSA 2013 awards, for innovation in public administration. (<http://epsa2013.eu>)

Thorir has held various lectures on the use of social media by police and public institutions, in Iceland and abroad.



Mr. Pasi Pohjola

Development Manager, National Institute for Health and Welfare, Finland

Pasi Pohjola is a development manager at the National Institute for Health and Welfare. He coordinates the implementation of National development programme for social welfare and health care. Before the current position he has been one of the key persons developing Innovillage, a web-based open development environment for public innovations. He received his PhD (Social Sciences) in 2007. He has a versatile background in innovations, both in academic research and in practice.



Mr. Jacky Foucher

Founder, Grrr Agence créative, France

Jacky Foucher is a designer, founder of the French design studio Grrr. As soon as he finished his design studies 13 years ago, he chose to run his own business with a friend as a way to truly experiment with the power of design in a lot of different and sometimes unexpected subjects. Teacher in design and architecture, he believes that things in general should be better thought-out before using a lot of resources (human, energetic, economic...) to produce it.



Mr. İshak Ebrar Çubukçu

*Head of Department, Information Technologies (IT)
Directorate, Turkish Ministry of Foreign Affairs, Turkey*

Birth date and place: 04 December 1969, Manisa-Turkey

Education: 1998, International Management (DEA), Jean Moulin Lyon 3 University

Employment History:

- 2013- Now Head of Department, IT Directorate, Turkish Ministry of Foreign Affairs-Ankara
- 2009-2013 Counsellor and Deputy Chief of Mission, Turkish Embassy in Amman-Jordan
- 2007-2009 Chief of Section, Political Affairs Dept., Turkish Ministry for EU Affairs-Ankara
- 2004-2007 Vice-Consul and Consul at the Turkish Consulate General in Geneva-Switzerland
- 2002-2004 Third Secretary and Deputy Chief of Mission, Turkish Embassy in Addis Ababa-Ethiopia
- 2001-2002 Third Secretary, Bilateral Economic Affairs Dept., Turkish Ministry of Foreign Affairs-Ankara
- 2000-2001 Military Service, First Lieutenant.
- 1998-2000 Attaché, NATO-Military Affairs Dept., Turkish Ministry of Foreign Affairs-Ankara

The Turkish Ministry of Foreign Affairs gives utmost importance to providing effective, useful and reliable services within shortest period of time using latest IT solutions, to its citizens living abroad and to foreigners wishing to visit Turkey. With this understanding, the Ministry developed EVAS (Electronic Visa Application System) to facilitate the entry to Turkey of those travellers who are eligible for visas on arrival. EVAS is a comprehensive web based visa application system that enables travellers to apply at anytime from anywhere and get their visa within few minutes. With its user friendly interface, operational speed and utmost practicality EVAS promises a new approach in issuing visa to travellers with the potential of serving as an example for other countries.



Mr. Andrew (Andy) Feldman

*Special Advisor, Office of Management and Budget,
Evidence & Innovation Team, United States*

(Andy) Feldman is a Special Advisor on the Evidence and Innovation Team at the White House Office of Management and Budget (OMB). In this role, he helps federal agencies strengthen their abilities to build and use evidence about what works, including using rigorous evaluation, data, rapid experimentation, outcome-focused grant-making, as well as performance measurement and management. Outside of his work at OMB, he also runs the Gov Innovator blog (www.govinnovator.com), which features concise audio interviews with public sector practitioners and experts, designed to provide insights for results-focused public leaders. The blog and companion iTunes podcast currently feature more than 65 interviews.

Andy's previous roles include being one of the top three appointed leaders at Wisconsin's Department of Workforce Development, an agency of 1,600; Senior Policy Advisor in the Office of Wisconsin Governor Jim Doyle; Staff Economist at the White House Council of Economic Advisors in the Clinton Administration; and Special Assistant to the President at MDRC, the social policy research organization. He has taught graduate-level public management courses at the University of Wisconsin-Madison, the University of Singapore and Harvard University. His book, *What Works in Work-First Welfare* (Upjohn Institute Press, 2011), examines why some welfare-to-work programs in New York City are more effective than others at helping people get and keep jobs.

A native of Milwaukee, Wisconsin, he received a Ph.D. in Public Policy from Harvard University, an M.P.P. from the Harvard Kennedy School and a B.A. in Economics from Swarthmore College. On a personal note, Andy is a fan of cooking, travel, jogging and the Green Bay Packers.



Mr. Asaf Tzachor

Ministry of Environmental Protection of Israel, Senior Supervisor for Strategy & Sustainability, Israel

Asaf leads the strategic effort of the Ministry of Environmental Protection, the principal environmental organization in Israel; a \$150 million enterprise with 600 employees'. Prior to this position he was a Business Development and Strategy officer at Element Cleantech, an international renewable energy and aquaculture outfit. He is a graduate of the University of Oxford (Balliol College), where he was a Weidenfeld Scholar. In 2014, he was named one of the 40 most influential and promising young Israeli leaders in government, business, science and the arts by Forbes Magazine, for his work on Israel's sustainability and well-being indicators, public sector innovation and national environmental strategy. In Forbes he was described as "one of Israel's top-thinkers on sustainability". In 2014, Asaf was also chosen as one of 100 Leaders of Tomorrow by the St.Gallen Symposium, being the first Israeli ever to attend the symposium in 44 years. In 2013 he co-introduced behavioural economics in the government's work, later representing the country in Harvard University's Behavioural Insights Group (2014). Asaf is also researching and teaching in IDC's School of Sustainability. He is a keen writer and has written and edited national peer reviewed reports, academic articles, political party platforms, and op-eds in the fields of Sustainability, Economics, Innovation and Technology. His areas of practice are: National Strategy, Public Policy, Sustainability Indicators, Environmental Administration, Behavioural Economics, Practical Innovation, Technology, Research and Analysis, Environmental History.

Workshop 3: Innovation Labs

Moderator

For Christian Bason, see page 2



Dr. Jo Casebourne

Director, Public and Social Innovation, Nesta

As Director of Public and Social Innovation at Nesta, Jo leads Nesta's Policy and Research work on public and social innovation, working closely with colleagues in the Innovation Lab and Investments. She has recently overseen projects on complaints as spurs for innovation in public services, innovation teams in government, the Alliance for Useful Evidence, people-powered public services, diffusion of innovation in public services and labour market innovation.

Jo has spent the last 15 years conducting research on public services, social innovation, welfare-to-work, employment and skills, disadvantaged groups in the labour market and work-life balance issues.

Before joining Nesta in November 2011, Jo was Director of Research at the Centre for Economic and Social Inclusion for five years, where she led the organisation's research work, conducting high profile research and evaluations for central government, local government and charities. Prior to that she was a Senior Researcher at the Institute for Employment Studies and a Researcher at the Centre for Economic and Social Inclusion.

Jo has a first class degree from the University of Cambridge, a Masters from the University of London and a PhD from the University of Cambridge. Her PhD compared the Clinton welfare reforms in the US and the Labour Government's welfare reforms in the UK and their effects on work and poverty.

In her spare time Jo blogs on what she is reading for work and pleasure at: www.thereadingproject.co.uk. Jo tweets at @jocasebourne.



Mr. Marco Steinberg

Founder, Snowcone & Haystack, Finland

Steinberg is Founder of [Snowcone & Haystack](http://www.snowcone.fi) (www.snowcone.fi) a Helsinki based strategic design practice focused on helping governments and leaders innovate.

Prior to that he was Director of Strategic Design at Sitra, the Finnish Innovation Fund (www.sirta.fi/en) where he established the fund's strategic design capability. While there, he launched a portfolio of initiatives to address the acute need for strategic improvement in the public sector (www.helsinkidesignlab.org). Marco believes that there is a solution to the complex challenges that governments, societies and environments face. There is a need to shift from trying to improve the efficiency of past models, to shaping new approaches. His passion is in helping leaders find the pathway to these strategic improvements

From 1999-2009 Marco served as an Associate Professor at the Harvard Design School leading several significant research & innovation efforts including work on healthcare and Stroke care reform. He has extensive experience advising the public sector on strategic transformations.

In his other responsibilities, Marco is currently the Chairman of the Board of the [Museum of Finnish Architecture](#); Board Member of [Design Driven City](#) (a greater Helsinki innovation fund, leveraging design to transform public administration); member of the Ministerial Advisory Council on Public Sector Reform for Northern Ireland; and advisor to many public, private, and academic organizations.

Marco has published extensively on design, innovation and public sector transformations. Recent books include "[Legible Practises: Six stories about the craft of stewardship](#)" (2013) and "[In Studio: Recipes for Systemic Change](#)" (2011).

He received his BFA and BArch from Rhode Island School of Design and his MArch with Distinction from Harvard University.



Mr. Juan Felipe López Egaña

*Executive Coordinator, Public Innovation Committee,
Chile*

He is interested in the promotion of social change through the implementation of collaborative and co-responsible practices. He did a B.A in History at the Pontificia Universidad Católica de Chile. Before finishing his undergraduate studies he was a consultant to the Regional office for Latin America at the Food and Agriculture Organization of the UN. At FAO he co-edited a book based on Elinor Ostrom's models to understand collective action problems in rural Latin America.

In parallel, and after eight years of volunteer, he was the Executive President of the Chilean NGO Trabajo en la Calle – an organisation that develops co-responsible strategies to overcome engagement challenges between national government and organised communities in micro-slums in relation to application procedures for social housing.

Between 2006 and 2011 he was Chief of Staff to the Mayor of Peñalolén, the 6th largest borough in Chile. In that position, he was responsible for implementing all the Municipality's policies, as well as for the participatory and collaborative agenda for local services delivery.

In 2011, he moved to the UK to study for an MPA in Public and Social Policies at the London School of Economics. Between 2012 and 2014 he was a researcher at the Centre for Cities, an urban think tank seeking to understand and improve the economic performance of UK cities.

Back in Chile, he is leading the team in charge of designing and implementing the first public sector innovation lab in Chile - a Presidential commitment announced early this year.

disenopublico.org



Ms. Jennifer Miller

Director, Policy Innovation, Plans and Consultations and Intergovernmental Affairs, Privy Council Office, Canada

Jennifer Miller is the Director of Policy Innovation in the Plans, Consultations and Intergovernmental Affairs Branch of the Privy Council Office, where she focuses on the launch and operation of Canada's Central Innovation Hub. In addition to her work with the Hub, Jennifer also supports a variety of projects and initiatives designed to increase capacity for innovative approaches to policy and program delivery challenges across government. Jennifer holds degrees from the University of Saskatchewan and Dalhousie University. In her spare time, she enjoys a variety of sports (from cycling to curling) and is an avid consumer of social media. She lives in Ottawa, Ontario.



Mr. Alex Roberts

*Innovation Advocate, Innovation Policy & Coordination,
Portfolio Strategic Policy Division, Department of
Industry, Australia*

Alex has been formally involved in public sector innovation since 2008, supporting the Expert Panel that conducted Australia's Review of the National Innovation System. He was one of the lead authors of the report *Empowering Change: Fostering Innovation in the Australian Public Service* (2010), and was a key member of the team supporting the senior leaders working group on public sector innovation which developed the 'APS Innovation Action Plan' (2011). Alex helped build the case for, and was intimately involved in the establishment and running of, DesignGov – an 18 month experimental innovation lab for the Australian Public Service, that operated between 2012-13. Alex also helped establish the Public Sector Innovation Toolkit, an online resource for public servants seeking to apply new approaches to their work, and is a regular blogger on subjects including innovation, design, and horizon scanning.



Ms. Françoise Waintrop

*Head of Insight and Innovation in the Secretariat General
for Modernization of Public Action, France*

Françoise Waintrop is currently Head of Insight and Innovation in the Secretariat General for Modernization of Public Action. From 2008 she's in charge of setting up a listening of administration's users' device in order to better focus on the simplifications that have a great impact on citizen and enterprises. With her team she found new methodologies to know more about satisfaction drivers in order to allow administration to build quality improvement plans.

She's also in charge of using behavioral economy to better understand the citizen behavior and find the good "nudges" that can help public policies to have more results (health, use of e-services, road safety, etc.)

In the framework of "futurs publics" which is an "interministerial laboratory", she's managing a team that is in charge of leading disruptive projects using design, prototyping, sociology, ethnography etc. This laboratory has also a big role in spreading innovation culture (gathering an innovator's network, helping ministries to set up innovation prizes, reflecting on new trainings, etc.)

Previously, she was engaged in the international field (1998-2001), representing France in the GOV and PUMA committees of the OECD and in the Eupan experts networks. She also worked as a specialist of international benchmarking in the training and research center of the French ministry of Finance (2001-2005) and in a research center working on the transformation and modernization of public services (1995-1998)

She also had a manager role in leading a university department in social science (1989-1995) and being the secretary general of a research center on leukemia and cancer (2005-2008).



Mr. Jesper Christiansen

Program Manager, Mindlab

Jesper Christiansen is Program Manager at Danish public human-centred design unit MindLab. He is an expert in the field of public and social innovation and an experienced presenter and facilitator. He is currently directing research and strategic learning across the innovation projects of MindLab and is leading MindLab's collaboration with the Danish Ministry of Employment. He is also running MindLab's collaborative activities with various international partners in the field of social and human-centred innovation.

Jesper holds a Ph.D. in Anthropology focusing on the creative practices of human-centred innovation processes and has published a number of articles based on this research. In his consultancies, he has worked with and advised a number of governments around the world as well as having partnered with several NGO's, design businesses and local innovation units to support their innovation efforts. In addition, he is an external lecturer on social and human-centred innovation and public policy and design on MA and graduate modules at the Universities in Denmark and abroad.

Workshop 4: Beyond Innovation Awards

Moderator

For Ms. Maria Manuel Marques, see page 16.



Mr. Pétur Berg Matthíasson

Head of Division, Department of Public Management and Reform, Ministry of Finance and Economic Affairs, Iceland

Education:

2003-2004: MSc in Public Policy from the University of Strathclyde, Glasgow in Scotland

2000-2003: BA in Political Science from the University of Iceland, Reykjavik, Iceland

Relevant employment history:

2010: Head of Division, Department of Management and Reform, Ministry of Finance and Economics in Iceland.

The work involves reform and efficiency in the Public Sector. Performance management within the Ministries, innovation in the Public Sector. Project manager for introducing CAF (Common Assessment Framework for the public sector. National point of contact for CAF in Iceland. Member of an advisory group for governmental change. Specialist for a committee on Simplifying policies and plans within the ministries in Iceland.

2006-2010: Policy and Development Officer for the National Commissioner of the Icelandic Police.

The work involves performance Management of Police forces; collating crime statistics; governmental projects; partnership working; internal audits; teaching at the Police Academy and academic research in the field of policy and policing.

2004-2006: Officer for the Anti-Social Behaviour Division at the City of Edinburgh Council Scotland.

The work involved managing antisocial behaviour projects in neighbourhoods on a multi-agency level; development of strategies and policies for the Anti-Social Behaviour Division; communications (newsletters, residents meetings), overt and covert surveillance, case work with identified youths etc.

My role at the ministry includes leading the project on Innovation in the public sector in Iceland. I have been heading the Public Sector conference and the Public sector Innovation awards since they began in 2011. My role, in collaboration with other partners in the project, has entailed organising the conference, setting the agendas and promoting the conferences and the awards, developing the criteria for evaluating innovation in Iceland, participating in assessing nominated projects and deciding on winners etc.



Mr. Lindani Mthethwa

*Chief Director, Solution Support and Incubation at the
Centre for Public Service Innovation, South Africa*

Lindani Mthethwa is Chief Director, Solution Support and Incubation at the Centre for Public Service Innovation (CPSI) in South Africa. He is responsible for, amongst others, testing, piloting and facilitating the mainstreaming of innovative solutions and for demonstrating innovative practices through a multi-media innovation centre housed within the CPSI. Prior to joining the CPSI in 2004, he worked as a consultant in Education Information Management. He started his career as a teacher of Economics. He holds a M. Com degree in Economics.

Mr Mthethwa has ten years' experience in running Innovation Awards programmes and is also leading the replication of award-winning projects. He served as an adjudicator of the TT100 Awards, South Africa's premier technology innovation awards.



Mr. Sanford Borins

Professor of Strategic Management, Department of Management, University of Toronto-Scarborough, Canada

Sanford Borins is Professor of Public Management in the University of Toronto's School of Public Policy and Governance, Joseph L. Rotman School of Management, and Department of Management, University of Toronto-Scarborough. He was the founding chair of the latter and served in that capacity from 1991 to 2003. He is currently a research fellow at the Ash Center for Democratic Governance and Innovation, Harvard Kennedy School. He has been a visiting professor at the Harvard Kennedy School and the Goldman School of Public Policy, University of California at Berkeley, and Scholar-in-Residence in the Ontario Cabinet Office.

He did his undergraduate studies at Harvard, where he graduated magna cum laude, was elected to Phi Beta Kappa, and received a Woodrow Wilson Fellowship. He then took a master's degree in Public Policy at the Harvard Kennedy School, and received his Ph.D. in Economics at Harvard.

He is the author of ten books and numerous articles. The books include *The Persistence of Innovation in Government* (Brookings, 2014), *Governing Fables: Learning from Public Sector Narratives* (Information Age Publishing, 2011), *Innovations in Government: Research, Recognition, and Replication* (Brookings, 2008), *Innovating with Integrity: How Local Heroes are Transforming American Government*, (Georgetown University Press, 1998), and *Political Management in Canada*, co-authored with Hon. Allan Blakeney, former premier of Saskatchewan (University of Toronto Press, 1998).

Professor Borins is a frequent speaker on public sector innovation, with recent presentations to the Australian Department of Industry and Innovation, Australian National University, Organization for Economic Cooperation and Development, Roskilde University (Denmark), and Public Management Research Conference (US). He was a member of the board of directors of the Ontario Transportation Capital Corporation, responsible for developing Ontario's electronic toll road (Highway 407). He was the President of the Canadian Association of Programs in Public Administration (cappa.ca) from 2003 to 2007.

Professor Borins will be speaking about his research on public sector innovation awards at workshop 4 (Beyond Innovation Awards) on Nov. 12 and will be a participant in the Expert Panel on Innovative Government on Nov. 13.

He writes a blog on public management, innovation, and narrative at www.sanfordborins.com.

Innovation Talks: Sharing Innovative Experiences from around the World



Ms. Nancy De Vogelaere

Head of Communication at the Department of Education, Belgium

Nancy is an enthusiastic 36-year young public servant. She's been working for the Flemish Government for 12 years now: first she was a coordinator, then project manager (digitalisation) and currently she is Head of Communication at the Department of Education (within the Ministry of Education).

Nancy studied Political Sciences (1996-2000), European Law (2001) and Development Cooperation (2002). In between she succeeded in getting her degree to become a teacher (1998-2002). After 8 years of work, she decided to go to school again, with studies of Master After Master – Public Management (Antwerp Management School – 2010-2012). After these studies, she changed her job to Head of Communication – following her passion for information, communication and conversation.

Besides her job in government, she also owns a company (4ChangeMachines) with Elke Wambacq and Joke Renneboog. Together they write books. In 2014 they published two books: "Tot UW Dienst (at your service)" – Lannoo Camus & "Sssst, Hier Werkt Men" (Sssh, they're working here) - Politeia". She also gives lectures at university (Leuven, Ghent, Antwerp) and workshops (in all kinds of organisations) about communication, HR, innovation and creativity.

Nancy has two daughters (Zara, 8y & Anais, 5y) with her husband Bruno. She loves reading, talking and... writing.



Ms. Elke Wambacq

Head of the Staff Department at the Flemish Research Institute for Nature and Forest

The past 6 years Elke has worked for the Flemish government. At this moment she is Head of the Staff Department at the Flemish Research Institute for Nature and Forest (INBO).

She is the founder of the “Innovatieve Bende” (“innovative gang”) a network for sharing knowledge about innovation in public sector.

Besides her job in government she also owns a company (4ChangeMachines) together with Nancy De Vogelaere and Joke Renneboog. They write books and give lectures about communications and change management.

Elke studied biochemistry and criminology at the University of Ghent. In 2015 she will start an MBA in London.



Mr. Jamie Tibbetts

*Assistant Deputy Minister and Chief Financial Officer,
Department of Health, Canada*

Since 2011, Mr. Tibbetts serves as the Assistant Deputy Minister and Chief Financial Officer of Health Canada where he has been leading a wholesale transformation of Health Canada's finance function. For example, HC has implemented SAP workflow, has fully automated its "Procure to Pay" processes and has eliminated "Wet-Ink" signatures. A Financial Management Advisory (FMA) Transformation is currently underway.

Mr. Tibbetts has been a CFO in the Government of Canada for 8 of the last 9 years; taking a one year role prior to the HC position as Director General of Devolution and Territorial Relations with Aboriginal Affairs and Northern Development Canada, where his responsibilities included the design and implementation of the new Northern retail food subsidy program (Nutrition North Canada) and advancing transfer of responsibilities to territorial governments in the North.

Mr. Tibbetts brings with him a substantial and diversified array of financial and executive experience, including in headquarters and regional positions in five federal departments where he has utilized partnerships and collaboration efforts to improve federal government operations as well as those at the community level.

Mr. Tibbetts is an alumni of Saint Mary's University in Halifax, Nova Scotia and is the recipient of the 2013-2014 Governor General of Canada Public Service Award of Excellence. He also received the 2013-2014 Chartered Professional Accountants (CPA) of Canada awards of Excellence in Public Sector Financial Management Innovation.



Mr. Reynald Chapuis

*Director, Innovation and Corporate Social Responsibility,
State Employment Service (Pôle emploi), France*

C'est grâce à une solide expérience dans les nouveaux médias, les dispositifs comportementaux et e-care, les processus et la distribution des services à très grande échelle, que Reynald Chapuis a intégré l'ANPE en 2006 en tant que Directeur Internet.

Depuis deux ans, Reynald Chapuis est à la tête d'une direction récemment créée à Pôle emploi, celle de l'Innovation et de la RSE. Avec ses collaborateurs, il est ainsi chargé de définir et de développer la stratégie de l'innovation auprès des 55 000 collaborateurs : expérimenter des projets, mettre en place des outils collaboratifs, des forums de l'innovation... Le tout, en saisissant les opportunités du numérique!



Mr. Luca Attias

Director General, Court of Audit, Italy

Luca Attias graduated in Electronic Engineering at “La Sapienza” University in Rome and later obtained his Master’s Degree in Business Engineering at “Tor Vergata” University in Rome.

After graduating, he worked for Datamat Company, where he participated in international working groups dealing with commissions related to real-time systems in the avionic and satellite fields.

Since 1999, he has been employed in Corte dei conti (an institution created by the Italian Constitution with the role of safeguarding public finance and guaranteeing the respect of jurisdictional system) where he currently works as CIO.

During his working experience he has developed a deep and direct knowledge of all the phases of the software lifecycle and the development of information systems.

In particular, he has obtained his most relevant results in the field of innovative technologies and the optimization of e-services in regards to cost reduction.

He has been driven by a strong belief that the civilization of a country is measured also by the level of digitalization achieved; in this respect he has been committed in the introduction and development, at any level, of the widespread of Information Technology in the society, obtaining lots of important awards for his ability to combine Information Technology and managerial skills.

As an example, in May 2008, he was elected, in a public survey, the “innovator of the year” in the field of Information Technology; subsequently he’s been awarded by the Italian Minister of Public Administration.

His interviews and keynotes are published on the internet (e.g. <http://saperi.forumpa.it/relazione/attenta-alle-persone>) and have become a “media case” in Italy, because of the highly innovative content and the number of hits and comments.

The topics discussed include managerial skills, meritocracy, human resource management, struggle against corruption and how these relate to Information Technology.



Ms. Kaja Zalewska

Advisor in the Ministry of Finance, Poland

Kaja Zalewska holds Master degrees in Politics, Administration and Management from College of Europe, Bruges and Sciences Po Institute of Strasbourg. She studied in France, United Kingdom and Belgium.

Kaja runs the Financial Education Office in the Ministry of Finance where she coordinates education, promotion, communication and analytical units that are in charge of raising society's awareness on public finances throughout educational campaigns and new media and communication channels. Previously to that she acted as deputy director in charge of Minister's Office (MoF) and has advised the Polish government and coordinated the work of liaison officers during the Polish EU Presidency, worked in diplomacy for French and Belgian governments and in Brussels' PR and PA sector.

The Financial Education Office team works on new, attractive and pertinent instruments that would facilitate the communication with tax payers and raise the awareness on the importance of civic participation in creating the country's wealth. One of the innovative mechanisms put in place by the FEO team was the internet application aiming at facilitating the tax submission process.

The objective of the practice is to assist tax payers in the settlement of their personal income tax through expert advice from employees of the Office of National Tax Information acting on behalf of the Ministry of Finance in response to questions on annual tax returns. Primarily it consists in technical (content-related) assistance in completing and accounting for tax returns as well as in increasing tax awareness of the public.

The public administration is inevitably connected with media and politics but also with the development of civil society. This triangle makes every day of my work extremely fascinating and overwhelmed with challenges exciting to tackle.



Mr. Siim Sikkut

ICT Policy Adviser in Government Office, Estonia

Siim Sikkut serves as ICT Policy Adviser in Government Office of Estonia. His role is to coordinate ICT policy planning and execution across the government, plus advise Prime Minister and oversee strategic innovation projects on e-governance matters.

Previously, he worked as economic policy and public governance expert in Estonian Development Fund, a public economic foresight think-tank. His experience also includes Estonian Ministry of Finance, in areas of national-level strategic planning and public financial management.

Siim Sikkut graduated in 2005 from Princeton University, USA with B.A. degree in public and international affairs. He also holds a M.Sc. in International Management in China from University of London.

Siim also is a Board Member at e-Governance Academy, an Estonian-based e-governance think-tank, consulting and training NGO.



Mr. Michael Hallsworth

Principal Advisor, Head of Health & Tax, Behavioural Insights Team, United Kingdom

Michael is the Head of Health and Tax at the Behavioural Insights Team (BIT), which was formerly part of the Cabinet Office in the UK government, and is now a social purpose company partly owned by government. BIT was set up as the world's first government institution dedicated to the application of behavioural sciences. BIT is a world leader in conducting randomised controlled trials (RCTs) in a developed world policy context, and has been involved in over 100 trials to date.

Michael's current work involves managing a long-term programme of work with Public Health England. He also leads the team's work on tax, having previously run a series of large-scale randomised controlled trials to improve tax compliance at the UK tax authority. This work won the 2013 Civil Service award for Innovative Delivery.

Michael co-authored the MINDSPACE and EAST reports on applying behavioural science to public policy. He has worked on a variety of policy issues for the Institute for Government and the RAND Corporation, and has published in the *Journal of Economic Psychology*, the *Journal of Health Research Policy & Systems*, the *Oxford Review of Economic Policy*, and the *World Economic Forum*. He has undergraduate and postgraduate degrees from the University of Cambridge, and is completing a PhD at Imperial College London, where he is also an Honorary Lecturer.

Plenary: Public Sector Innovation – An External Perspective

Moderator

For Ms. Françoise Waintrop, see page 28

Closing Address



Mr. Thierry Mandon

Secretary for State Reform and Simplification, France

Thierry Mandon is the French Secretary for State Reform and Simplification. He was appointed in June 2014. His office is attached to the Office of the Prime Minister.

Born in Lausanne (Switzerland) in 1957, M. Mandon was a member of the *Assemblée nationale* from 1988 to 1993 and from 2012 to 2014. He was also the mayor of Ris-Orangis, a mid-size city near Paris, from 1995 to 2012.

Thierry Mandon has a professional background in consulting and business strategy. Well-known for his efforts to improve the relationship between public authorities and the business sector, Thierry Mandon co-chaired the *Conseil de la Simplification pour les Entreprises*, a council dedicated to simplify administrative procedures for companies, from January to June of 2014.

Today, he is working to decrease the administrative burden of conducting business and streamline processes for private users of public services. In addition, Mr. Mandon is spearheading a review of the State's missions and incorporating digital tools and values into the public sector so as to provide user-friendly services, opportunities for open collaboration and an increased efficiency at every level of Government.

Day 2 (13 November):

Opening Plenary: Driving Innovation - the Role of Innovation Strategies

Moderator



Mr. Geoff Mulgan

Chief Executive, Nesta

Geoff Mulgan is Chief Executive of Nesta (the UK's National Endowment for Science Technology and the Arts). Nesta combines investment in early stage companies, grant programmes in fields ranging from health and education to the arts and giving, and research. From 2004-2011 Geoff was the first Chief Executive of the Young Foundation, which became a leading centre for social innovation, combining research, creation of new ventures and practical projects.

Between 1997 and 2004 Geoff had various roles in the UK government including director of the Government's Strategy Unit and head of policy in the Prime Minister's office. Before that he was the founder and director of the think-tank Demos. He has also been Chief Adviser to Gordon Brown MP; a lecturer in telecommunications; an investment executive; and a reporter on BBC TV and radio. He is a visiting professor at LSE, UCL, Melbourne University and a regular lecturer at the China Executive Leadership Academy. He is an adviser to many governments around the world, and has been a board member of the Work Foundation, the Health Innovation Council, Political Quarterly and the Design Council, and chair of Involve. He is currently Chair of the Studio Schools Trust.

His books include *The Locust and the Bee* – a study on the future of economic growth (Princeton University Press, March 2013), *The Art of Public Strategy - Mobilising Power and Knowledge for the Public Good* (OUP, 2008), *Good and Bad Power: the ideals and betrayals of government* (Penguin, 2006) and *Connexity* (Harvard Business Press and Jonathon Cape, 1998).



Ms. Laure de la Bretèche

Sécretaire générale pour la modernisation de l'action publique (SGMAP), Premier ministre, France

Par décret du 17 juillet 2014, Laure de la Bretèche a été nommée secrétaire générale pour la modernisation de l'action publique auprès du Premier ministre, Manuel Valls.

Laure de la Bretèche, 42 ans, est inspectrice des affaires sociales. Ancienne élève de l'École normale supérieure Ulm (1996) et de l'ENA (1999, promotion Cyrano de Bergerac), elle a également suivi un cursus en histoire et droit public (universités Paris IV et Paris II).

Laure de la Bretèche débute sa carrière en 1999 à l'inspection générale des affaires sociales où elle occupe aussi les fonctions d'adjointe à la cheffe du service. En 2002, elle rejoint la représentation permanente de la France auprès de l'Union européenne pour suivre les dossiers de politique sociale européenne ; en 2005, elle devient conseillère au cabinet du Maire de Paris en charge des personnes âgées et du handicap.

Laure de la Bretèche devient en 2009 directrice générale du centre d'action sociale, opérateur majeur de la Ville. Elle y pilote notamment la création d'une offre de restauration municipale pour les SDF et modernise le service d'aide à domicile parisien. En 2012, elle devient directrice générale de la direction de l'action sociale, de l'enfance et de la santé, dont le budget de 1,3Md est dédié au versant départemental des actions sociales de Paris.

En juillet 2014, Laure de la Bretèche succède à Julien Rencki, secrétaire général pour la modernisation de l'action publique depuis septembre 2013.



Mr. Roger Scott-Douglas

Assistant Secretary, Priorities and Planning, Treasury Board of Canada Secretariat, Canada

As Assistant Secretary of the Priorities and Planning Sector at the Treasury Board of Canada Secretariat (TBS), Roger is responsible for key policy and planning activities which both lay the foundation for government-wide management excellence as well as efficient and effective corporate governance within the Secretariat. His role includes overseeing integrated planning and priority setting within the Secretariat; providing government-wide leadership of Canada's Management Accountability Framework, used to assess management performance across government; and, providing policy advice and leadership on whole-of-government management priorities of strategic importance to the Secretary and President of the Treasury Board. More recently, this latter role has also included representing Canada's strategic interests in the development of the OECD's Observatory of Public Sector Innovation initiative and co-chairing the Task Force that oversaw its development.

Among his many other positions at TBS, Roger was the Assistant Secretary of the Red Tape Reduction Commission Secretariat (2010-11), responsible for guiding a suite of innovative reforms to Canada's regulatory system. From 2006-09, he was Chargé de Mission at the Ministère du Budget, des Comptes publics et de la Fonction publique in Paris, France. He has also held executive positions at the Department of Employment and Social Development Canada (ESDC).

Mr. Scott-Douglas holds a Bachelor of Arts (*magna cum laude*) in Political Science from the University of Alberta, Canada; a Master of Philosophy from the University of St. Andrews, Scotland (Commonwealth Scholar); and a Doctor of Philosophy from the University of Cambridge, England (Commonwealth Scholar).



Mr. Margus Sarapuu

Government Strategy Director, Estonia

Education

- Master of Laws (LL.M), Central European University, Budapest (1999 – 2000)
- Master of Public Administration (MPA), University of Tartu, Estonia (1996 – 1998)
- Bachelor of Arts (BA), University of Tartu, Estonia (1992 – 1996)

Employment

2014: Government Office, Government Strategy Director
Senior executive responsible for the coordinating the development and implementation of Government's strategies.

2007 – 2014: Ministry of Justice, Secretary General of the Estonian Ministry of Justice
The top executive of the organisation responsible for the development and implementation of the Ministry's strategic plan, financial management, human resources management, the cooperation with other institutions and stakeholders, and representation of the Ministry in the general public.

2002 – 2007: Ministry of Justice, Deputy Secretary General of the Ministry of Justice
Senior executive responsible for the development and implementation of strategy, budgeting, personnel management, IT development, cooperation and representation of the Ministry in the sphere of administration of judiciary, legal aid, commercial and land registers, and probation system.

2000 – 2002: Supreme Court, Director General of the Supreme Court
General administrative matters of the Supreme Court and representing the Court in public.

It would be nice if top executives in public sector were innovators themselves. However, our main contribution should be an organisational culture that is attractive to the people, who possess the capacity and ambition for innovation. This is my experience from some of our most outstanding projects, such as creating business companies online, that what is in the heads of people, make a difference.

Breakout 1: Government Capacity for Innovation

Moderator



Mr. Geert Bouckaert

President, International Institute of Administrative Sciences (IIAS)

Geert Bouckaert is professor of public management at the KU Leuven Public Governance Institute (Leuven, Belgium). He is president of IIAS (International Institute of Administrative Sciences). His research interests are public sector performance, financial management, trust and reform.



Mr. Gary Banks

Dean and CEO of the Australia and New Zealand School of Government

B.Ec. (Hons) Monash University 1972

M.Ec. Australian National University 1974

Professor Gary Banks AO has headed the Australia and New Zealand School of Government since January this year, following his long stint as inaugural Chairman of Australia's Productivity Commission. In addition to overseeing the Commission's development and activities, he personally headed national inquiries on topics such as research and development, infrastructure regulation, availability of finance, executive remuneration and competition policy.

For many years, Gary Banks chaired the Council of Australian Governments' Steering Committee for the Review of Government Services. He also had responsibility for monitoring the Commonwealth's regulation-making processes through the Office of Regulation Review. In 2006, he headed the 'Regulation Taskforce' for the Prime Minister and Treasurer. He has chaired the Regulatory Policy Committee of the OECD since early 2012.

In earlier years, Gary worked at the Centre for International Economics, Canberra, and has been a consultant to the OECD, World Bank and World Trade Organisation. He had previously been a Senior Economist with the GATT Secretariat in Geneva, and Visiting Fellow at the Trade Policy Research Centre, London.

Gary Banks was recently appointed Professorial Fellow at Melbourne University and Adjunct Professor at the Australian National University. In 2010 he was elected Fellow of the Academy of Social Sciences in Australia. In 2012 on leaving the Productivity Commission, he was included by the *Australian Financial Review* as one of 25 'true leaders' and in *The Australian* newspaper's top 50 politically influential Australians. He has received a number of awards and honours for his contribution to public policy, including the inaugural Distinguished Public Policy Fellow award of the Australian Economic Society, the Centenary Medal and the Order of Australia.



Dr. Beatrix Behrens

Head of Division, HR Policies, Federal Employment Agency, Germany

Beatrix Behrens is currently Head of Division HR Policies of the Bundesagentur für Arbeit (Federal Employment Agency) in Nuremberg. Previous to this, she was Head of the HR-Development Division where she developed and introduced an integrated competency-based HR-Management system as part of a major reform process of her organisation. Other significant projects include the development of “Demographic-sensitive HR- Management” as part of the federal government’s programme of “Networked and transparent Administration (17th session 2009-2013)”; a partnership of the German Ministry of the Interior and the Bundesagentur für Arbeit. In 2009 and 2010, Ms. Behrens was a Seconded Expert at the European Institute of Public Administration (EIPA) in Maastricht and is still connected with this institution as a Visiting Fellow. In 2011/12 Ms. Behrens was involved as an expert in the Public Private-Partnership Initiative “Strategic Partnership –Fit for Innovation”. She contributed to the working group: “Developing Innovation Competence”. In 2012 Ms. Behrens was also a member of one expert group “The Dialogue on Germany’s Future-how do we want to earn a living?” under the leadership of the Federal Chancellor, Angela Merkel. From September 2014 until February 2015 Ms. Behrens has joined the Governance and Territorial Development Directorate of the OECD in Paris to work on several projects in the field of Public Employment and Human Resource Management.

Ms. Behrens holds a M.A. in Public Administration from the University of Constance, Germany, and a Doctorate in Business Administration from the University St. Gallen, Switzerland. She worked in the non-profit sector in the United States and has some experience in the private sector as well.

Ms. Behrens, building on many years of practical leadership and training experience, has given lectures and contributed to several conferences in an international context. She has published several articles on life-phase-oriented human resources management. This is an innovative strategy she developed for her organization as part of a professional Diversity Management to respond to the challenges of demographic change, ageing and more diverse workforce as well as shifting employee demands and values. In 2010 and 2011 the Bundesagentur won the International Innovative Employer Award of the American Association of Retired Persons (AARP) in the US. Other articles are focussed on managing competencies and enhancing employee engagement as well as corporate health management to promote staff’s work ability in a more intergenerational approach.

For her, integrated and more holistic HR management approaches are essential to shape an organizational culture fit for innovation and to enable employees to contribute their ideas and

incorporate the process of innovation into their practical and customer oriented work. Promoting competence is as essential as promoting engagement and health for sustainable change and innovation. To develop more innovative organisations, good working conditions and value oriented cultures as well as good and healthy leadership practices should be the focus, alongside the role of HR-Management inside Public Administration and their methods and practices.



Mr. Dustin Brown

Deputy Assistant Director for Management, Office of Management and Budget, Executive Office of the President, United States

Dustin Brown is the Deputy Assistant Director for Management at the Office of Management and Budget. He is a member of the Senior Executive Service and helps lead the Office of Performance and Personnel Management which is responsible for government-wide efforts to improve agency and cross-agency mission performance, and works with the Office of Personnel Management to advance Federal human capital issues. He also helps lead the Administration's efforts to modernize the inter-agency infrastructure permitting process and reform the suitability and security clearance process.

Dustin leads the inter-agency Performance Improvement Council, which coordinates the government's performance management policies and implementation. In 2010, he worked with Congress to design the Government Performance and Results Act Modernization Act.

Dustin joined OMB's Housing Branch in August, 2001, has worked in OMB's International Affairs Division, and as the OMB Director's Special Assistant for Policy. He has a Master's in Public Administration from the Maxwell School of Citizenship and Public Affairs at Syracuse University and has a bachelor's degree from Manchester College in Indiana. Dustin also received a Fulbright Scholarship to study in Quito, Ecuador. He is a Fellow of the National Academy of Public Administration.



Ms. Åsa Erba Stenhammar

Head Negotiator, The Union of Civil Servants, Sweden

Mrs. Åsa Erba Stenhammar has, since 2009, been the Head Negotiator for *Swedens* largest trade union in the government sector (*ST - The Union of Civil Servants*). In that function she is also the Head Negotiator for OFR (*Public employees Negotiation Council / S, P, O*) that consists of eight different government trade unions who represent members from all areas of the state administration from civil servants, military personnel to police employees.

OFR (Public employees Negotiation Council / S, P, O) is one of three central trade unions conducting negotiations with SAGE (*The membership organization for Government Employers*). The Social Partners negotiates central collective agreements concerning terms of employment, wages, pensions and Job Security Agreement for Government Employees.

As a results of previous negotiations, the social partners have agreed to set up *The Central Government Social Partners Council* where Mrs. Åsa Erba Stenhammar is a Board Member. The Central Government Social Partners Council's task is to support the local social partners in their interaction and to develop and facilitating change in the government sector. During the conference Mrs Åsa Erba-Stenhammar will share her experiences of change and innovation from the prespective of the governmental employees.

Mrs. Åsa Erba Stenhammar has an education and background in human resources where she worked until the late nineties, when she began working for Trade Unions. Before she came to The Union of Civil Servants, she worked for the world's largest white collar Trade Union in the private sector, *Unionen*.

Breakout 2: Partnering for Innovation



Mr. Kieron Boyle

Head of Social Investment & Finance, Government Innovation Group, Cabinet Office, United Kingdom

Kieron Boyle is Head of Social Investment at the Cabinet Office, where he leads the UK government's efforts to grow the social investment market. Kieron has worked across UK government, including as Head of Delivery at the Department for Business, Head of Policy at the Foreign and Commonwealth Office and as a Senior Policy Adviser at the Prime Minister's Strategy Unit. He is the UK representative to the G8 Social Impact Investment Taskforce and the European Commission expert group on social business.

Prior to joining public service, Kieron worked as a strategy consultant with the Boston Consulting Group in both London and New York. He has an M.Phil in International Relations and an undergraduate degree in Social and Political Sciences, both from Cambridge University. Kieron has written for a number of journals, and has particular research interests in criminal justice, social innovation and impact investing.

Outside of work, Kieron consults pro-bono for a range of international not-for-profit organisations, sits on the Chatham House U35 steering group, and is a Trustee of one of the UK's leading charities. In 2014 he was elected as a [Young Global Leader](#) by the World Economic Forum.



Mr. Rafael Cervone

Vice President of CIESP (Center of the Industries of the State of São Paulo), Brazil

Rafael Cervone is a Textile Engineer and graduated from the Faculty of Industrial Engineering - FEI. He is 1st Vice President of CIESP (Center of the Industries of the State of São Paulo); Director of the Department of Competitiveness and Technology of FIESP (Federation of the Industries of the State of São Paulo); Member of the Debureaucratization Commission of FIESP/CIESP; Member of Committee of the Chain Production of the Textile, Clothing and Apparel Production Industry of FIESP; President of ABIT (Brazilian Textile and Apparel Industry Association); and President Emeritus of Sinditêxtil-SP (Syndicate of the Spinning and Weaving of the State of São Paulo).



Mr. Peter Simeoni

Assistant Deputy Minister, Citizen Service Branch, Service Canada, Canada

Service Canada is the service delivery arm of Employment and Social Development Canada for its main programs, including Employment Insurance, Canada Pension Plan, Old Age Security, passports and grants and contributions.

Peter Simeoni is responsible for Service Canada's client-facing operations, including its network of offices and other points of service, its on-line client account,

1-800 O-Canada operations, as well as its passport services. Peter is the business lead for the department's Digital Service Strategy, and is responsible for the government-wide web principal publisher service under the Government of Canada's Web Renewal Initiative.

Prior to joining Service Canada, Peter was Assistant Secretary to the Cabinet (Senior Personnel and Special Projects) in the Privy Council Office.

Mr. Simeoni graduated with a Master of Arts degree in Public Administration from Carleton University in Ottawa and holds an Honours Bachelor of Arts degree in Economics and Political Science from the University of Toronto.

Breakout 3: Knowledge sharing for Innovation

Moderator

For Mr. Edwin Lau, see page 15



Mr. Fernando de Pablo Martín

*Higher Technical Telecommunication Engineer,
Polytechnic University, Madrid, Spain*

Born in Segovia, Spain, Mr. de Pablo Martín is a Higher Technical Telecommunication Engineer (Polytechnic University, Madrid). Fernando joined the Spanish Tax Administration in 1993, after having worked for private firms for a decade (telecommunication sector, urban traffic control systems and pollution control systems)

He has an ICT Master (UPM) and a Leadership Program for Public Management (IESE).

Fernando has worked for the Spanish Tax Administration as Deputy Director-General for software developments at its IT Department (1993-2005), developing corporative IT solutions and e-government services (since 1998), and as Head of the General Resources Unit at the Central Office for Large Taxpayers (2006-2009).

Between 2009 and 2011, he was appointed as General-Director for the promotion of e-government in Spain. In this position he was responsible for the take-up of the [Law 11/2007 on electronic access to public services](#), which recognizes as a fundamental right of citizens and companies a relation through internet with public administration. A “whole government” strategy were implemented (legal framework, national IT infrastructures and coordination of a multilevel government organization), to open to public more than 2.500 e-government administrative procedures and services in 2010. [This project and its “building blocks”](#) has been awarded and nominated as best practices by international organizations. He represented Spain at the European High Level Group to develop Digital Agenda and e-Government Action Plan.

Since 2012 he works as a technical advisor in the Planning and Institutional Relations Department at the Spanish Tax Agency Headquarters, where he coordinate administrative cooperation interoperability projects to share information among public administrations.

Since June 2013, Fernando is a member of the Office for the Implementation of the Public Administration Reform in Spain, [CORA](#) (Ministry of the Presidency), where he fosters and coordinates reform measures with high level ICT base, to increase government efficiency and coordination.

Fernando collaborates with several international organizations as an expert to foster e-government strategies in other countries.



Mr. Cheol H. Oh

Full Professor, President Korean Association for Policy Studies and Member of the Government 3.0 Implementation Committee, Prime Minister's Office, Korea

Recent Scholarly Association Experience

2014 – present: President, Korean Association for Policy Studies

2012 – 12.2012: Vice President, Korean Association for Public Administration

2010 – 12.2010: Vice President, Korean Association for Policy Studies

2008 – present: Senior Advisor, Korean Association for Local Informatization

2008 - present: Editor-in-Chief, *Informatization Policy*

2008 – 12.2010: Editor-in-Chief, KAPA International Book Series (in association with American Society for Public Administration)

2008 – 12.2010: Chair, KAPS Committee on Evaluating National Programs & Future Agendas

2007 - 12: President, Korean Association of Policy Analysis & Evaluation

2006 – 12. 2010, Member of Editorial Board, *Public Choice* and *Journal of Governance*

2005 – 12.2006: Editor-in-Chief, *Korean Policy Studies Journal*

2005 – 12: Vice President, The Korean Association of Policy Analysis & Evaluation



Prof. Dr. Eko Prasajo

Advisor to the Minister of Administrative and Bureaucracy Reform, Indonesia

Since October 2011 until October 2014, he was the Vice Minister of Administrative Reform in the Republic of Indonesia. Since 2003-2010, Eko Prasajo worked with the GTZ in the Ministry of Administrative Reform of the Republic of Indonesia, where he served and consulted public sector reform projects. Eko Prasajo was involved in several drafts of law on bureaucratic reform and decentralization in Indonesian. He was a member of an advisory council for local autonomy in Indonesia (2006-2011). He served as a member of Independent Team for National Bureaucratic Reform in Indonesia under the Vice President of the Republic of Indonesia (2009-2011).

Dr. Eko Prasajo graduated from the Faculty of Social and Political Sciences at University of Indonesia. He received Master Degree (2000) and Doctorate Degree (2003) in Public Administration from Deutsche Hochschule fuer Verwaltungswissenschaften, Speyer, Germany. From 1996 he is appointed as Civil Servant and served as assistant Lecturer at the University of Indonesia. Ten years later, 2006, Eko Prasajo has been a professor of the Department of Administrative Science and served as Head of the Departement from 2006-2009 and Board of Trustee University of Indonesia (2006-2011). He was Head of Postgraduate Program for Public Administration University of Indonesia (2009-2011). Eko Prasajo was also Chairman of Local Governance Watch (LOGOWA) Institute in the Faculty of Social and Political Sciences at University of Indonesia and Head of Editorial Board of Journal *Bisnis and Birokrasi*.

Eko Prasajo was a member of the Steering Committee within the executive council of the Eastern Regional Organization of Public Administration (EROPA), the Asian Group for Public Administration (AGPA), Chairman of the Indonesian Association of Public Administration (IAPA), Vice President of the Indonesian Administration Scholars (PERSADI), and Member of the Asian Association for Public Administration (AAPA). He is also active as co-Researcher of Korea Research Institute, University of New South Wales. He has published 15 books (in the Indonesian Language and English), several journal articles and presented papers in many international conferences and seminars. His research interests include federalism and decentralization, democratization and local democracy, political economic in Bureaucary, Administrative Reform, and Public Policy and Public Service Studies.

Plenary Session: Expert Panel on Innovative Government – the Art of Innovation

Introduction



Mr. Luiz de Mello

Deputy Director, Public Governance and Territorial Development Directorate, OECD

Luiz de Mello is Deputy Director of the Public Governance and Territorial Development Directorate at the OECD. Previously, he served as Deputy Chief of Staff of the OECD Secretary-General. He started his career at the OECD in the Economics Department, where he was the Head of Desk responsible for bilateral surveillance activities with Brazil, Chile and Indonesia before becoming the Economic Counsellor to the Chief Economist.

Prior to joining the OECD, Mr. de Mello worked in the Fiscal Affairs Department of the International Monetary Fund, where he was involved in different projects in the areas of public finances, as well as programme monitoring and policy surveillance, with an emphasis on emerging-market and transition economies in Asia, Latin America and Eastern Europe.

Mr. de Mello holds a PhD in Economics from the University of Kent, United Kingdom, where he started his career as a lecturer. His main areas of interest are open-economy macroeconomics, public finances, and growth and development issues.

Moderator



Hon. Jocelyne Bourgon

President of Public Governance International

The Honourable Jocelyne Bourgon is President of Public Governance International (PGI), President Emerita of the Canada School of Public Service and a distinguished visiting fellow of the Civil Service College (Singapore). She serves on various boards including the Institute for Government (London, UK), Mindlab (Copenhagen, Denmark) and the OECD advisory board on Public Sector Innovation (Paris, France).

Madame Bourgon has enjoyed a distinguished career in the Canadian Public Service, having served as Deputy Minister of several major departments, Secretary to the Cabinet for federal-provincial relations, Clerk of the Privy Council and Secretary to Cabinet. She also possesses extensive international experience. She served as President of the United Nations Committee of Experts in Public Administration, President of the Commonwealth Association for Public Administration and Management (CAPAM) and Canadian Ambassador to the Organisation for Economic Co-operation and Development (OECD).

Madame Bourgon is the author of *A New Synthesis of Public Administration: Serving in the 21st Century* (2011) and the leader of an international collaborative effort (The New Synthesis Initiative) aimed at modernising public governance. Madame Bourgon holds a bachelor degree in science and an MBA. She is the recipient of six honorary degrees. She is a member of the Queen's Privy Council for Canada, a member of the Order of Canada and Knight of the National Order of Merit of the Republic of France.



Mr. Victor Bekkers

Dean of the Graduate School for the Social Sciences and the Humanities, Erasmus University, Rotterdam

Victor Bekkers is professor of public administration and public policy at the Department of Public Administration of Erasmus University Rotterdam. He studied political science and public administration at Radboud University Nijmegen and obtained his Ph.D. from Tilburg University.

Currently he is coordinator of the LIPSE project, which is funded by the European Union Framework 7 Programme. The goal of LIPSE is to study the drivers and barriers behind (the development and diffusion of) social innovations in the public sector (www.lipse.org). He is also a member of the Advisory Board of the OECD Observatory in Public Sector Innovation.

His research primarily focusses on the role of ICT, social media and innovation in public policy, public service delivery and governance processes. Most recently he published a monograph (together with R. Moody) on how the emergence of visual culture, driven by visual technologies, influences the content, course and outcome of policy processes (*Visual Culture and Public Policy: towards a Visual Policy*, Routledge, London/New York, 2014).

Before working as a full time professor, he also worked for several years as senior and/or principal management consultant.

For Mr. Sanford Borins, see page 33

For Mr. Geoff Mulgan, see page 43

Closing Plenary: Ministerial Panel

Moderator



Mr. Rolf Alter

Director, Public Governance and Territorial Development, OECD

Mr. Rolf Alter is Director for Public Governance and Territorial Development of the Organisation for Economic Co-operation and Development (OECD) in Paris. He leads a team of 150 staff to support governments in improving their public sector performance for the well-being of citizens and the competitiveness of their economies. Key areas include institutional reform, innovation, transparency and integrity in the public sector, results-oriented budgeting, regulatory reform, and the economics of regions and cities. Under his leadership, the Directorate pursues a rich programme of co-operation with non-member countries and international institutions to advance the research on empirical evidence and good policy practices of public sector economics and governance.

Previously, Mr. Alter was Chief of Staff of OECD Secretary-General Mr. Angel Gurría. He joined the OECD in 1991. Throughout his career with OECD he held different positions in the Economics Department and the Department of Financial, Fiscal and Enterprise Affairs. Between 1996 and 1998, Mr. Alter was an advisor to the Executive Director of the OECD, Mr Jean-Jacques Noreau.

Prior to joining the OECD, Mr. Alter was an economist in the International Monetary Fund, in Washington D.C. He started his professional career in 1981 in the German Ministry of Economy in Bonn. He is currently a member of the Global Agenda Council of the World Economic Forum.

Mr. Alter holds a doctorate degree from the University of Goettingen, Germany, following post-graduate work in Germany and the United States.

For Ms. Mari Kiviniemi, see page 1



Mme Marylise Lebranchu

Ministre de la Décentralisation et de la Fonction publique, France

Minister for Decentralisation and the Public Service, France

Née le 25 avril 1947, Marylise LEBRANCHU est mariée et mère de 3 enfants. Diplômée de l'École normale d'instituteurs de Saint-Brieuc et à l'Université de Rennes, elle est également titulaire d'un DU d'histoire-géographie et d'une Maîtrise d'aménagement du territoire. Elle est l'auteur, avec Jean Guisnel, de « Etre juste, justement » (2001) et de « Brèves de campagne, votre avenir vaut mieux que nos querelles » (2008)

Chargée d'études à la société d'économie mixte d'équipement du nord-Finistère (Semenf) pendant quatre ans, elle devient en 1978 assistante parlementaire de la députée Marie Jacq, responsabilité qu'elle exercera jusqu'en 1993. Elle est élue conseillère régionale en 1986, puis se lance dans la bataille des municipales et emmène avec succès la liste socialiste à Morlaix. Elle restera maire deux ans et conservera la présidence de Morlaix Communauté jusqu'en 2003. Longtemps conseillère régionale, elle occupe le poste de première vice-présidente du Conseil régional de 2004 à 2010. En 1997, elle est élue députée, mandat qu'elle cédera à son suppléant pour entamer une carrière ministérielle : de 1997 à 2000, elle est secrétaire d'Etat aux PME, au commerce, à l'artisanat et à la consommation. Elle est ensuite nommée ministre de la Justice, poste qu'elle occupera jusqu'en 2002. Réélue députée en 2007, elle succède à Didier Migaud comme questeur à l'Assemblée nationale. Présidente de la Fédération nationale des élus socialistes et républicains depuis juin 2010, Marylise Lebranchu abandonne cette fonction après sa nomination en mai 2012 comme ministre de la Réforme de l'Etat, de la Décentralisation et de la Fonction publique. Cette responsabilité lui a été confirmée après les élections législatives qu'elle avait emportées dans la 4ème circonscription du Finistère.

Marylise Lebranchu was born on 25 April 1947 in Loudéac (Brittany). Minister for Decentralisation and the Civil Service (since May 2012). Keeper of the Seals, Minister of Justice (2000–2002). Minister of State to the Minister for the Economy, Finance and Industry, with responsibility for Small and Medium-sized Enterprises, Trade and Craft Industries, and Consumer Affairs (March 2000–October 2000). Minister of State to the Minister for the Economy, Finance and Industry, with responsibility for Small and Medium-sized Enterprises, Trade and Craft.



The Rt Hon Francis Maude MP

*Minister for the Cabinet Office and Paymaster General,
United Kingdom*

Francis Maude is a British politician and is the incumbent Minister for the Cabinet Office and Paymaster General. As a member of parliament (MP) he represents the constituency of Horsham.

Born in 1953, he was educated at Abingdon School near Oxford and later attended Cambridge University where he studied history and law.

Following the Conservative Party landslide victory of 1983 Francis was elected to the North Warwickshire constituency serving from 1983-92. Between 1987-89 he served as the Minister for Corporate and Consumer Affairs. In 1989, he became the Minister for Europe in the Foreign and Commonwealth Office and later served as Financial Secretary to the Treasury between 1990 - 1992.

In opposition Francis held a succession of prominent positions. He was appointed Shadow Secretary of State for Culture, Media and Sport in June 1997, later, Shadow Chancellor from June 1998 until February 2000 and served as Shadow Foreign Secretary from February 2000 to September 2001. From May 2005 to June 2007, Francis held the position of Chairman of the Conservative Party and in June 2007, he was appointed Shadow Minister for the Cabinet Office and Shadow Chancellor of the Duchy of Lancaster.

Away from Government and political life, private sector positions have included serving as a director at Salomon Brothers from 1992-93 and as Managing Director at Morgan Stanley 1993-97.

In May 2010, he was appointed Minister for Cabinet Office and Paymaster General within the Coalition Government and is responsible for delivering cross government efficiencies and savings and civil service reform.

For Mr. Eko Prasajo, see page 59



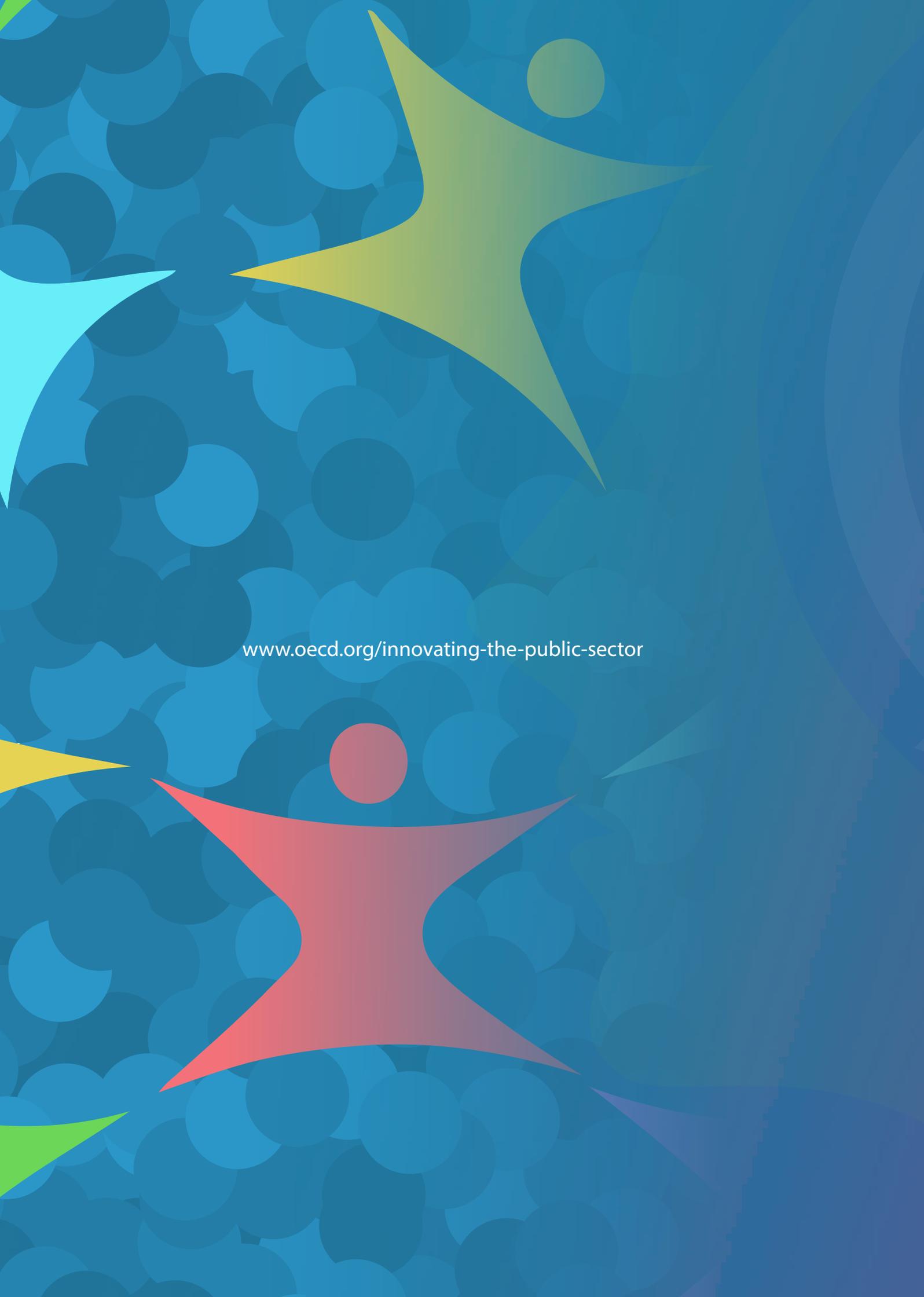
Mr. Jaime Pérez Renovales

Under Secretary, Ministry of the Presidency, Spain

A renowned Spanish jurist, Mr Renovales is current Under Secretary of the Presidency.

A graduate in Law and Business Administration from the Universidad Pontificia de Comillas, in 1996 he became member of the select body of state lawyers (avocat d'état). In this capacity, he has served on the Superior Court of Justice of Catalonia, the Securities and Exchange Commission of Spain (Comisión Nacional del Mercado de Valores (CNMV) and the Ministry of Finance.

In 2003 Mr Renovales became General Counsel at Spanish Credit Bank (Banesto) and in 2009, he was appointed Chief Legal Counsel of Grupo Santander. He returned to government in December 2011 as Under Secretary of the Presidency.



www.oecd.org/innovating-the-public-sector