

Who's Who

**PUBLIC
GOVERNANCE
FOR INCLUSIVE
GROWTH**

Towards a new vision
for the public sector

Public Governance
Ministerial Meeting
28 October 2015
Helsinki, Finland

Ms. Anu Vehviläinen

Minister of Local Government
and Public Reforms



Personal details:

Minister of Local Government and Public Reform, 29 May 2015 to present.

Master of Arts, Member of Parliament.

Centre Party of Finland.

Date and place of birth:

9 September 1963, Leppävirta.

Place of residence:

Joensuu.

Political career:

- Minister of Local Government and Public Reform, 29 May 2015 to present;
- Minister of Transport (Kiviniemi), 22 June 2010–21 June 2011;
- Minister of Transport (Vanhanen II), 19 April 2007–21 June 2010;

- Centre Party, Vice Chair, 2014 to present;
- Centre Party, Board of Directors, 1989–1991, 1995–1999, 2002–2003; Vice Chair 2014 to present;
- Centre Party Executive Committee, Political Committee, Chair 2004–2006;
- Centre Student Union, Vice Chair 1989, Chair 1989;
- Member of Parliament 1995–2003, 2007–Present.

Parliament work:

- Regional Council of Northern Karelia, Member 2005–2007;
- Regional Council of North Karelia, Board Member 1997–2001, 2005–2006;
- Joensuu Local Council, Member 1993–2012.

Mr. Angel Gurría

Secretary-General

Secrétaire général



Angel Gurría is the Secretary-General of the OECD since June 2006. He was re-appointed to a second mandate in September 2010. As OECD Secretary-General, he has reinforced the OECD's role as a 'hub' for global dialogue and debate on economic policy issues while pursuing internal modernisation and reform. Mr. Gurría is a Mexican national and came to the OECD following a distinguished career in public service in his country, including positions as Minister of Foreign Affairs and Minister of Finance and Public Credit in the 1990s. Mr. Gurría holds a B.A. degree in Economics from UNAM (Mexico) and a M.A. degree in Economics from Leeds University (United Kingdom). He is married and has three children.

Angel Gurría est le Secrétaire général de l'OCDE depuis juin 2006. Il a été nommé pour un second mandat en septembre 2010. En sa qualité de Secrétaire général de l'OCDE, il a renforcé le rôle de l'Organisation en tant que plate-forme de dialogue et de discussion sur les questions de politique économique, tout en poursuivant un programme de modernisation et de réformes internes. De nationalité mexicaine, M. Gurría est arrivé à l'OCDE après avoir mené une brillante carrière dans la fonction publique de son pays, ayant notamment occupé les fonctions de ministre des Affaires étrangères et de ministre des Finances dans les années 1990. M. Gurría est diplômé en économie de l'UNAM (Mexique) et de l'Université de Leeds (Royaume-Uni). Il est marié et père de trois enfants.

Mr. Alexander Stubb

Minister of Finance



Personal details:

- Party Leader, Doctor of Philosophy, Member of Parliament.
- National Coalition Party.
- Date and place of birth: 1 April 1968 Helsinki.

Political career:

- Minister of Finance, 29 May 2015 to present;
- Prime Minister (Stubb), 24 June 2014–29 May 2015;
- Minister for European Affairs and Foreign Trade, EU affairs at the Prime Minister's Office, and the Ministry of Finance (Katainen), 22 June 2011–24 June 2014;
- Minister for Foreign Affairs (Kiviniemi), 22 June 2010–22 June 2011;
- Minister for Foreign Affairs (Vanhanen II), 4 April 2008–22 June 2010;
- National Coalition Party, Party Leader 2014 to present;
- Member of Parliament, 2011 to present;
- Member of European Parliament, 2004–2008;
- European Parliament, Internal Market and Consumer Policy Committee, Vice-Chairperson;
- European Parliament, Budgetary Control Committee, Member;
- European Parliament, Committee on Constitutional Affairs, Deputy Member.

Other work experience and societal responsibilities:

- Permanent Representation of Finland to the European Union in Brussels, Counsellor, 2003–2004;
- Adviser to the President of the European Commission, 2001–2003;
- College of Europe, Bruges, Visiting Professor, 2000–2007;
- Permanent Representation of Finland to the European Union in Brussels, Government IGC Delegation, Member, 1999–2001, 2003–2004;
- Researcher, 1999–2001;
- Academy of Finland, Researcher, 1997–1999;
- Finnish Ministry for Foreign Affairs, Researcher, 1995–1997;
- Finnish Government IGC Delegation, Member 1995–1997.

Publications:

16 books, dozens of academic articles and hundreds of columns.

Other information:

Spouse: Suzanne Innes-Stubb.

Two children.

Language skills: Finnish, Swedish, English, French and German.

Mr. Olli-Pekka Heinonen

State Secretary, Ministry of Finance



Olli-Pekka Heinonen is working as a State Secretary at the Ministry of Finance of Finland. He is also responsible as a State Secretary of the portfolios of Ministry of Education and Culture, Ministry of Internal Affairs, and Ministry of Foreign Trade and Development.

Before that he acted as a State Secretary at the Prime Minister's Office and was responsible for organising and leading the Prime Minister's Office. Before joining the Prime Minister's Office in March 2012, Mr. Heinonen worked for 10 years as a

Director in the Finnish Broadcasting Company. Mr. Heinonen has also been Minister of Transport and Communications (1999-2002) and Minister of Education (1994-1999). Mr. Heinonen has also been a Member of the Parliament of Finland (1995-2002). Mr Heinonen has had a number of positions of trust serving the society in a wide scale.

Mr. Heinonen has Master of Laws. He is married and has three children.

Ms. Paula Lehtomäki

State Secretary, Prime Minister's Office

**Date of birth:**

29 November 1972, Kuhmo, Finland.

Education:

- Master of Science in Economics and Business Administration 1999;
- Bachelor of Social Sciences 1996;
- Matriculation examination 1991.

Work experience:

- State Secretary, Prime Minister's Office, 2015 – Present;
- Minister of the Environment, 2007 – 2011 (incl. 6 months maternity leave);
- Minister for Foreign Trade and Development and Minister at the Prime Minister's Office, 2003 – 2007 (incl. 6 months maternity leave);
- Member of Parliament, 1999 – 2015;
- Commerce Committee, Vice Chair 2003;
- Finnish Delegation to the Nordic Council, Member 1999–2003;
- Finnish Delegation to the Council of Europe, Member 2003;

- Research Assistant, 1998;
- Substitute teacher in upper secondary school, 1995.

Decorations:

- Commander of the Order of the White Rose of Finland;
- Medal for Military Merits.

Societal responsibilities:

- Centre Party of Finland, Deputy Party Leader 2002 – 2010;
- Kainuu Regional Council, Member 2005 – 2008;
- Kuhmo Local Council, Member 1997 – 2004;
- Board of the Finland-Russia Society, Member 2000 – 2003, Chair 2014 – 2015;
- Board of the UKK Society, Member 2010 – Present;
- Board of the Finland Society, Member 2013 – 2015.

Language and skills:

English, Russian, Swedish, French (elementary).

Mr. Helge Braun

Minister of State to the Federal Chancellor,
Federal Government Coordinator for
Bureaucracy Reduction and Better
Regulation and Federal Government
Coordinator for Relations between the
Federation and the Länder.



Prof. Dr. Helge Braun was born in Gießen in 1972. After obtaining his Abitur (higher-education entrance qualification) at Liebigshule Gießen and completing compulsory military service in Koblenz, he returned to Gießen where he studied medicine from 1994 to 2001, going on to work as a research assistant in the Department of Anaesthesiology, Intensive Care Medicine and Pain Therapy at University Hospital Gießen from 2001 to 2009. He completed his doctorate in 2007 on the topic “The impact of intraoperative tachycardia on the postoperative prognosis”.

He was a member of the German Bundestag from 2002 to 2005 and then again from 2009. From 2009 to 2013 he served as parliamentary state secretary at the Federal Ministry for Education and Research, during which time he was responsible for issues concerning young researchers, research in the life sciences, general and vocational training and the internationalisation of education and research.

Since 2013 he has been serving as Minister of State to the Federal Chancellor, Federal Government Coordinator for Bureaucracy Reduction and Better Regulation and Federal Government Coordinator for Relations between the Federation and the Länder.

Mr. Shimpei Matsushita

State Minister for Internal Affairs and Communications, State Minister for Cabinet Office



Member of the House of Councillors

Date of Birth: August 18th, 1966

Place of Birth: Miyazaki, Japan

Political Party: Liberal Democratic Party (LDP)

Education:

Mar. 1992 Graduated from the Faculty of Law, Hosei University

Career:

- Apr. 1991: Entering Miyazaki prefectural office
- Apr. 1999: Elected for the first time as a member of the Miyazaki prefectural assembly (2 terms, 5 years)
- Jul. 2004: Elected for the first time as a member of the House of Councillors (20th House of Councillors election)
- Jul. 2010: Re-elected as a member of the House of Councillors (22th House of Councillors election)
- Jun. 2011: Chairperson of the House of Councillors Special Committee on Disasters
- Dec. 2012: Parliamentary Vice-Minister of Land, Infrastructure and Transport (the second Abe cabinet)
- Oct. 2015- Present: State Minister for Internal Affairs and Communications and State Minister for Cabinet Office (the third Abe cabinet).

Mr. Gaurab Bansal

Deputy Assistant to the President
and Deputy Cabinet Secretary



Gaurab Bansal serves as Deputy Assistant to the President and Deputy Cabinet Secretary. He helps lead the team that liaises with Cabinet departments and agencies on behalf of the President and the White House. Gaurab's portfolio includes coordinating implementation of key initiatives across the Administration. Prior to joining the White House, he was deputy chief of staff at the Export-Import Bank of the United States.

Gaurab served as corporate counsel on President Obama's 2012 re-election campaign in Chicago. Before that he practiced law with Perkins Coie LLP in both Seattle and Washington, D.C., where he focused on technology startups, venture capital, and business and political law.

Gaurab started his career as a public elementary and middle school teacher in Houston. Gaurab is a native of Baltimore and continues to keep his permanent home in Seattle.

Ms. Janine Pitt

Minister-Counsellor for Education and Employment, Permanent Delegation of Australia to the OECD



Janine Pitt was appointed to the position of Minister-Counsellor (Education and Employment) in July 2013.

Prior to her appointment, Janine held senior positions within the Employment, Education and Workplace Relations portfolio including legislation and policy development, national procurement arrangements – including the outsourcing of high-value national employment services contracts, national program management and delivery across a broad range of employment, training, skills and Indigenous-specific programs together with strong leadership and senior representational responsibilities.

Janine's career has seen her deliver new policy focused on regional assistance and the development of innovative, place-based strategies tailored to the individual circumstances of particular economic areas. She has managed national Work Experience programs, complex jobseeker activation and compliance activities, initiated reform to the national employment contract management framework and sought to develop and promote

talent along the way. She has also worked in Ministerial Offices in our Parliament House in Canberra.

Immediately prior to commencing in her current role Janine was the State Manager for New South Wales (NSW) and Australian Capital Territory (ACT) in the Department of Education, Employment and Workplace Relations (Commonwealth). NSW is the largest state in Australia and the NSW Office delivers approximately one third of the Department's initiatives. In this role she delivered programs and services from across the Education and Employment portfolio including employment, disability and remote employment services, early childhood education and care, Indigenous employment and economic development, youth, skills, labour market, industry and regional strategies. Janine's focus is on strategic approaches, stakeholder relationships and place-based strategies to genuinely make a difference. Her representational duties take her from local and regional events to high profile state and national forums as well as hosting International delegations.

Ms. Sonja Steßl

Vice-Minister for Administration and Public Service, Federal Chancellery



Sonja Steßl was born in Graz on 25 May 1981.

After studying law at Karl Franzens University Graz (2000-2005) and completing the judicial internship programme (2005-2006), Sonja Steßl worked for Joanneum Research (management assistant), EFKON AG (Legal Department) and the NanoTecCenter (corporate organisation and quality management).

From 22 September 2009 to 16 December 2013 she was a member of the Austrian Parliament

(National Council), holding various positions such as that of the spokeswoman of the Court of Auditors and deputy chairperson of the Committee of the Court of Auditors and the Constitutional Affairs Committee.

On 16 December 2013 Sonja Steßl became Vice-Minister in the Federal Ministry of Finance.

On 1 September 2014 Sonja Steßl was appointed as Vice-Minister in the Federal Chancellery.

Mr. Chris Van der Auwera

Chief of staff, Civil Service



I characterise myself as an involved, passionate, forward thinking, and innovative entrepreneur, with the ability to think outside the box. My foremost qualities are: leadership, ambition to succeed, accountability, analytical thought, motivational capabilities with passion and strong influencing skills. I am a strategist, able to negotiate and operate at various levels, with effective selling skills and acute sense of execution. I thrive in the exchange and collaboration of ideas and initiatives (added-value networking).

I am experienced in managing major national and international projects requiring both strategic and tactical activities entailing reorganisation issues, alignment, marketing, business development, and operational management of start-up companies and divisions. I have strong skills in interfacing with sales, finance, marketing, and ICT, with expertise in project and product management. I consider my international insight, gained by working, living, and studying abroad, a substantial competitive advantage. I have particular experience with industries on the verge of liberalisation or implementing restructuring activities. (Telco, ICT, Electricity).

I am a multi-cultural contributor, interested in joining an international business and entrepreneurial environment, driven on innovation, with a clear commitment to users' support and true passion for client relationship based on trust, competence and commitment.

Education:

- 1999-2001: International MBA, General Management, Distinction, Vlerick Leuven Ghent Management School, Gent, Belgium.
- 1994-1996: PME Management Certificate, Management for PME's, Distinction, Hogeschool Geel and CMO Kempen, Geel-Turnhout, Belgium.
- 1993-1994: European Business Certificate, International Marketing, Great Distinction, University of Applied Sciences, Pförzheim, Germany.
- 1987-1993: Master in Commercial and Financial Sciences, Marketing, Lessius Hogeschool (Handelshogeschool), Antwerp, Belgium

Ms. Michelle d'Auray

Ambassador, Permanent Representative
of Canada to the OECD

Ambassadeur, Représentant permanent
du Canada auprès de l'OCDE



Ms. d'Auray was appointed Ambassador, Permanent Representative of Canada to the Organisation for Economic Co-Operation and Development, in Paris, on January 21, 2015.

Ms. d'Auray has broad and varied experience in government, with over 10 years as a Deputy Minister (the most senior level in the public service). Ms. d'Auray was the Deputy Minister of Public Works and Government Services Canada, from 2012 to 2015. This department is the Government of Canada's principal procurement and real estate and asset management organization, including military procurement, for which she developed and implemented the Government's overall strategy. From 2009 to 2012, she served as the first woman Secretary to the Treasury Board, where she was responsible for the Government's overall expenditure management system, and oversaw the one-year comprehensive expenditure review for the Government of Canada which led to savings of over CAN \$6 billion in operations. Ms. d'Auray was the first Chief Human Resources Officer for the Government of Canada, establishing the Office and role in 2009. From 2007 to 2009, she was the first woman Deputy Minister at Fisheries and Oceans Canada.

She started her career in the cultural sector and has worked in communications, information technology, policy development, and management.

Mme d'Auray a été nommée Ambassadeur, Représentant permanent du Canada auprès de l'Organisation de coopération et de développement économiques, à Paris, le 21 janvier 2015.

Mme d'Auray possède une expérience vaste et variée au sein du gouvernement, ayant occupé des postes à titre de sous-ministre pendant plus de dix ans (le grade le plus élevé de la fonction publique). Mme d'Auray a été sous-ministre de Travaux publics et Services gouvernementaux Canada de 2012 à 2015. Ce ministère est responsable de la grande majorité des approvisionnements et de la gestion des actifs et du portefeuille immobilier du gouvernement du Canada, ce qui comprend aussi les achats militaires et la stratégie en matière d'approvisionnement militaire que Mme d'Auray a élaborée et mise en œuvre.

De 2009 à 2012, elle a été la première femme Secrétaire du Conseil du Trésor, responsable du système de gestion des dépenses du gouvernement, où elle a piloté, durant un an, l'examen complet des dépenses du gouvernement du Canada donnant lieu à des économies de fonctionnement de plus de 6 milliards \$CAN. Mme d'Auray a été nommée le premier Dirigeant principal des ressources humaines du gouvernement du Canada dont elle a créé le rôle et le bureau en 2009. De 2007 à 2009, elle a été la première femme sous-ministre à Pêches et Océans Canada.

Elle a commencé sa carrière dans le secteur culturel et a travaillé dans les domaines des communications, des technologies de l'information, des politiques et de la gestion.

Mr. Nicolás Eyzaguirre Guzmán

Minister General Secretariat of the Presidency



Mr. Nicolás Eyzaguirre, Minister General Secretariat of the Presidency, is an economist with vast experience in both public and private fields, not only in Chile but in international organizations as well.

He is a commercial engineer and Master in Economic Science, with specialty in Economic Development, by the Universidad de Chile. He also has doctorate studies in Economics with specialty in Macroeconomics and Trade by Harvard University.

Prior to his current position he was Minister of Education, from March 2014 through June 2015.

In 2006, then President Michelle Bachelet, appointed him President of the National Council of Innovation for Competitiveness, a Presidential advisory body in identifying, drafting and executing policies and plans for the strengthening of innovation and competitiveness in Chile.

From 2000 through 2006, as Chile's Minister of Finance, he led its economic path, demonstrating his economic and political experience.

From 1990 through 1997, he worked at Chile's Central Bank, being its Studies Manager from 1992, later reaching the post of Studies Director, where he had among his duties the mission of overseeing

the monetary, currency exchange and financial national policies. He also was the top advisor to Roberto Zahler, the Bank's President.

In the private field he was President of Canal 13's television station Board of Directors. And from 2006 through 2007 was a Board member of BancoEstado.

He has a long career at the International Monetary Fund, from being an advisor, Executive Director for Argentina, Bolivia, Chile, Paraguay, Peru and Uruguay between years 1997 and 2000, and Director of the Western Hemisphere Department between 2008 and 2012.

He has been an academic in the fields of Economics, Macroeconomics, Microeconomic, Monetary Policy, Finance Policy and Development at Universidad de Chile, Universidad de Santiago de Chile, Universidad Diego Portales, Universidad Central, Universidad Academia de Humanismo Cristiano and Harvard University.

He has lectured at the Instituto de Cooperación Iberoamericano (ICI), the Instituto Latinoamericano de Planificación Económica y Social (ILPES), the Economic Commission for Latin America and the Caribbean (ECLAC), Uruguay's Office of Planning and Budgeting (OPP) and Paraguay's Presidency's Technical Secretariat of Planning (STP).

Ms. Catalina Crane

High Level Contact – Colombia's OECD
Accession Process



Born in 1959, in Bogota, Colombia. Ms. Catalina Crane was appointed since February 2014 to be in charge of the accession process of Colombia to the OECD in the Embassy of Colombia in France.

Ms. Crane is an economist from Universidad de los Andes in Bogota and has a master's degree in Public Administration from the Kennedy School at Harvard University.

She has occupied several positions in public service in Colombia. The latest was as Senior Advisor to President Juan Manuel Santos for Competitiveness and Private Sector Relations, from 2010 to November 2013. At this post she also had the responsibility of coordinating the relations

of Colombia with the OECD. She was also Deputy Minister of Finance in 2000-2002, Communications Director at the Banco de la Republica (Central Bank of Colombia), and Policy Director at the Ministry of Trade.

She also worked for some years on economic research in Fedesarrollo (a private think-tank in Bogota), and held positions in the private sector as Chief Financial Officer of the Colombian Federation of Coffee Growers and as CEO of Juan Valdez Cafés (a coffee shop chain in Colombia and several other countries), from 2002 to 2010

Mr. Sergio Alfaro Salas

Minister of the Presidency



Born on 30 January 1971. Mr. Alfaro studied Law at Escuela Libre de Derecho and at Universidad Autónoma de Centro América (1990-1996). From 1997 to 2001, he earned a Doctorate at the University of Salamanca, Spain, in the area of Political Science and Administration. In 1998, he took courses in Political Science and became a professor at the University of Costa Rica and professor of Law at the Universidad Libre de Derecho. He was a fellow of "Mutis" program of the International Cooperation Agency (1997-2001). In 1997, he was legal assistant to the Attorney General's Office. He served as a researcher at the

Institute of Latin American and Portuguese Studies of the University of Salamanca (1999-2000). From 2001 to 2007, he worked as a lawyer and Notary Public. Minister Alfaro was a member of the Costa Rican Congress from 2007 to 2010. He worked as a lawyer and notary public for Arias & Muñoz law firm (2010-2014). From May 2014 to May 2015, he served as CEO of the Instituto Nacional De Seguros (INS) that is the insurance company owned by the Costa Rican government. Since 1 May 2015, he serves as the Minister of the Presidency of Costa Rica.

Mr. Jiří Dienstbier

Minister of Human Rights, Equal Opportunities and Legislation, Chairman of the Government's Legislative Council



Personal details:

Born on May 27, 1969 in Washington; has one son with his long-term partner.

Education:

Graduated from Charles University, Faculty of Law.

Professional and Public Activities:

A long-time member of ČSSD, served as the chairman of the Young Social Democrats for two years.

From 1990 – 1992: member of the Czechoslovak Federal Assembly; from 1994 to 1998 and again from 2006: member of the Prague 2 district council.

In July 2010 he became the Shadow Minister of Justice for ČSSD. In 2010 he headed the ČSSD list of candidates for the

elections to the Prague City Assembly. From March 2011 to March 2013 he served as the Vice-Chairman of ČSSD.

In March 2011 he was elected the Senator for the Kladno district. Before becoming the Minister in January 2014 he served as the Vice-Chairman of the ČSSD Senate Club, a member of the Legal and Constitutional Committee and Organisation Committee of the Czech Senate. He was also a member of the Standing Senate Commission on the Czech Constitution and Parliamentary Procedures.

In 2013 he ran for the Office of the President of the Czech Republic.

In January 2014 he was appointed the Minister of Human Rights, Equal Opportunities and Legislation and Chairman of the Government's Legislative Council in the Government of Prime Minister Bohuslav Sobotka.

In 2014 he was re-elected to the Senate in the Kladno district.

Mr. Poul Taankvist

Director-General of the Agency for
Modernization, Ministry of Finance



Mr. Taankvist has been Director General of The Agency of Modernisation since September 2015. The agency focuses on modernization of the public sector in Denmark in respect of modernizing its corporate governance.

He holds a Master of Political Science from the University of Aarhus. After graduating in 1997 he first served as head of section and later as special advisor at Ministry of Finance.

He has served as financial director at:

- The Defence Command, 2011 – 2014
- The Ministry of Defence, 2014 – 2015

As well as Finance Manager at:

- The Danish Broadcasting Corporation, 2007 - 2011
- The State Prosecutor, 2006 - 2007
- The Ministry of Finance, 2005 – 2006

Mr. Taankvist has, among other, been in charge of the development and implementation of a new corporate governance system at the Ministry of Defence, and has from his previous management positions obtained solid experience with both corporate governance, strategy development, financial management, implementation and operations.

Mr. Ashraf El-Araby

Minister of Planning, Monitoring and Administrative Reform



Professor Ashraf El-Araby is currently the Minister of Planning, Monitoring and Administrative Reform in the newly appointed government headed by H.E. Eng. Sherif Ismail. He held the same position in the last government headed by H.E. Eng. Ibrahim Mehlab. He was also appointed as the Minister of Planning and International Cooperation, in previous governments. Minister El-Araby is an active member of the Ministerial Economic Committee. He is also a member of a large number of committees and councils, among which the Supreme Council for Planning and Development, the Supreme Council for Social Justice and the Supreme Council for Human Development. Minister El-Araby is also the Chairman of Institute of National Planning (INP), the Central Agency for Mobilization and Statistics (CAPMAS), the Sadat Academy for Administrative Sciences, and the Central Agency for Organization and Administration (CAOA).

Minister El-Araby is leading an active and ambitious program for administrative reform in Egypt, based on a comprehensive strategy that aims at creating an efficient and competitive administrative system to provide more efficient public services and raise the satisfaction of citizens. The implementation of the administrative reform strategy started by issuing a new law for "Civil Service" that was adopted in March 2015, and which aims at developing the administrative system in terms of human resource management and governance of the state administration and modernization of the organizational structure, improvement of the performance of civil servants (more than 6 millions) as well as raising the quality of the services provided to the citizens and to investors.

Minister El-Araby also led the formulation of the "Sustainable Development Strategy (SDS): Egypt Vision 2030". The strategy was developed in a top down and bottom and participatory approaches. It includes 12 main pillars covering economic development, social justice, education, health, culture, innovation and scientific research, transparency and government efficiency, environment, urban development, energy, domestic political and foreign policy and national security. For each pillar, an overall objective was developed, a set of key performance indicators (KPIs) and a selection of programs, initiatives, policies, etc. that achieves the objectives. KPIs are used to monitor implementation of the strategy. The objectives of the strategy are very much aligned with the Sustainable Development Goals (SDGs). SDS was launched in March 2015, and implementation will start in FY 2016/17.

Before joining the cabinet, he was an advisor at the Arab Planning Institute (API) in Kuwait. Minister El-Araby represented Egypt in the Board of Trustees of API. Minister El-Araby is a senior advisor to the labor market observatory in Egypt and the European training foundation. He is a Professor of Economics at the Institute of National Planning. He published extensively in the areas of economics of education, economic development, human capital, inflation targeting, competitiveness, and labor market. Minister El-Araby holds a PhD degree in Economics, from the Department of Economics, Kansas State University, USA.

Mr. Arto Aas

Minister of Public Administration



Arto Aas has been the Minister of Public Administration of the Republic of Estonia since 9 April 2015. He belongs to the Estonian Reform Party.

From 2011–2015, he was a member of the 12th Riigikogu. In the same parliament, he was a member of the Economics Affairs Committee. In 2011-2012 and 2014-2015 he was Chairman of the Economics Affairs Committee.

From 2007–2011, Arto Aas served as the Head of the Prime Minister's Office, prior to this, he was the Campaign Manager of the Estonian Reform Party from 2002–2007.

From 2001–2002, Arto Aas worked as the Advisor to the Deputy Mayor at Tallinn City Government and from 1999–2001, as the Advisor to the Faction in Tallinn City Council.

Born on 9 June 1980, Aas graduated from Tallinn Secondary Science School. He acquired higher education in public administration from Tallinn University of Technology and currently, he is engaged in studies in dissemination of information and communication at the University of Tartu.

Mme Marylise Lebranchu

Ministre de la Décentralisation et de la Fonction publique

Minister for Decentralisation and the Civil Service



Marylise Lebranchu est née le 25 avril 1947 à Loudéac (Côtes-d'Armor). Elle est mariée et mère de trois enfants. Fonctions actuelles : Ministre de la Décentralisation et de la Fonction publique depuis juin 2014. Fonctions ministérielles : Ministre de la Décentralisation, Réforme de l'État et Fonction publique d'avril à juin 2014 ; Ministre de la Réforme de l'État, de la Décentralisation et de la Fonction publique du 16 mai 2012 à avril 2014 ; Garde des Sceaux, ministre de la justice de 2000 à 2002 ; Secrétaire d'État auprès du ministre de l'économie, des finances et de l'industrie, aux petites et moyennes entreprises, au commerce, à l'artisanat et à la consommation de mars 2000 à octobre 2000 ; Secrétaire d'État auprès du ministre de l'économie, des finances et de l'industrie, aux petites et moyennes entreprises, au commerce et à l'artisanat de 1997 à 2000. Fonctions électives : Questeuse de l'Assemblée nationale, de juin 2007 à juin 2012 ; Députée du Finistère, depuis 2002 ; Députée du Finistère, de juin à juillet 1997 (puis nomination comme membre du Gouvernement) ; Conseillère régionale de Bretagne, depuis 1986 ; Première vice-présidente du conseil régional de Bretagne, de 2004 à 2010 ; Maire de Morlaix, de 1995 à 2004 ; Présidente de Morlaix Communauté, de 1995 à 2003. Coursus : Maîtrise d'aménagement du territoire obtenue à l'université de Rennes Études d'histoire et de géographie.

Marylise Lebranchu was born on 25 April 1947 in Loudéac (Brittany). Current post: Minister for Decentralisation and the Civil Service (since June 2014). Ministerial posts: Minister for Decentralisation, State Reform and the Civil Service (April – June 2014); Minister for State Reform, Decentralisation and the Civil Service (May 2012 – April 2014); 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 Industries (1997–2000). Elected offices: Quaestor, National Assembly (2007 – 2012); MP from Finistère (since 2002); Member of the Brittany Regional Council (since 1986); First vice-chair of the Brittany Regional Council (2004–2010); Mayor of Morlaix (1995–2004); President of the Greater Morlaix Community (1995–2003). Education: Master of Regional Planning, University of Rennes Additional studies in geography and history.

Mr. Christophoros Vernardakis

Alternate Minister of Interior and
Administrative Reconstruction



Christophoros Vernardakis is the current Greek Alternate Minister of Interior and Administrative Reconstruction.

Until he took office in July 2015, he held the post of Associate Professor at the Department of Political Science of the Aristotle University of Thessaloniki. From March to July 2015 he served as General Secretary of Government Coordination. From October 2004 until November 2009 he worked as a lecturer in the Political Science Department of the University of Crete.

He graduated from the Department of Political Science and Public Administration of the University of Athens in 1985 and concluded his postgraduate diploma (DEA) in Political Science at the University of Sorbonne (Paris II) in 1987. During the period 1987-1988, he also conducted graduate studies in Political Philosophy (Sorbonne - University of Paris

I). His doctoral dissertation (1995) at the University of Athens examined the Greek political parties of the period 1974-1985 and their incorporation into the legal and political institutional system of the period.

In 1993 he founded the opinion poll and social survey company VPRC and he was Chairman of its Board until November 2004, when he took on the position of Scientific Advisor.

He was a member of the Board of the Greek Political Science Association from June 2008 to June 2014. He is a member of the Board of the Institute "Nikos Poulantzas" as well as that of "Glinou" Foundation. He is also a member of the Association of Greek Market and Opinion Research Companies and a member of the Scientific Council of the Hellenic Confederation of Commerce and Entrepreneurship.

Mr. Zoltán Kovács

Secretary of State for Territorial Public
Administration, Prime Minister's Office



Zoltán Kovács is Secretary of State for Territorial Public Administration in the Prime Minister's Office of Hungary since June 2014 and he is Member of Parliament for the third single-member constituency of Veszprém County since 1998. Between 2011 and 2014 he was administrative government commissioner of Veszprém County. In 2010 he was member of the ad hoc committee for drafting the Constitution. Beforehand he worked as Member/Vice Chair/Chair of several committees of the National Assembly.

He was born in 1957. He holds degree in law from the Eötvös Loránd University (Budapest, Hungary).

He practiced as lawyer at the Attorneys at Law Community of Pápa until 1990. From 1990 to 2011 he served as mayor of the City of Pápa for six cycles. At time of his mayorship he fulfilled several professional and interest association activities.

He has been participating in the work of more social organizations and has founded several charitable foundations. He published essays specialized to the topic of local governance. He was recently awarded as Mentor Universitatis by the National University of Public Service.

Mr. Ágúst Geir Ágústsson

Director General, Prime Minister's Office



Ágúst Geir Ágústsson was appointed Director General, and deputy Permanent Secretary, at the Prime Minister's office in Iceland, in 2009. Previously, he served as Director General at the Ministry of Social Affairs and Social Security in Iceland.

Ágústsson is a lawyer and has also worked as a legal expert at the Ministry of Health in Iceland, at the office of the Althing Ombudsman and at the Committee Department of the Althingi Administrations.

Ms. Ann Phelan TD

Minister of State at the Departments of Agriculture, Food and Marine and Transport, Tourism and Sport with Special Responsibility for Rural Economic Development and rural transport



Ann Phelan TD was elected to Dail Eireann in the general election of 2011 for the constituency of Carlow/Kilkenny becoming the first woman ever to be elected in that constituency. Prior to her election, she served as a member of Kilkenny Council County from 2004.

In her role as elected representative for Kilkenny, Ann served as the Chairperson of the Council's Special Policy Committee on Community, Arts, Heritage and Tourism. During this time she also held the prestigious position of leader of the Corporate Policy Group for the Labour Party. She was also leader of the Co Kilkenny Heritage Forum.

In July 2014, she was nominated by An Taoiseach Enda Kenny T.D to the position of Minister of State at the Department of Agriculture, Food and the Marine and the Department of Transport, Tourism and Sport with special responsibility for Rural Economic Development (implementation of the CEDRA report).

In December 2014, she was assigned additional responsibility for Local, Community and Rural Economic Development issues at the Department Environment, Community and Local Government.

In July 2015, she was assigned responsibility for Social Enterprise.

Mr. Ehud Prawer

Deputy Director-General, Governance
and Social Affairs Department,
Prime Minister's Office



Mr. Ehud Prawer was born in Jerusalem in 1951. He has a master's degree in education from the Hebrew University. Mr. Prawer served in the IDF as an education officer for 20 years until retiring from the service in 1991 at the rank of colonel. His last position in the military was Deputy Chief Education Officer. He continued to work in the educational-managerial field as principal of the Gymnasia Rehavia in Jerusalem, the second Jewish high school to be established in modern Israel.

In 2004 Mr. Prawer joined the Prime Minister's Office as Deputy to the Head of the National Security Council. In 2006, as the government had recognized the need for focus on major reforms in the civil service, he was assigned the task of establishing the Department for Policy Planning at the Prime Minister's Office.

Ms. Marianna Madia

Minister for Simplification and
Public Administration



Marianna Madia was born in Rome in 1980. She is married and has two children.

She was elected member of the Italian Parliament in 2008 and confirmed in the general election of February 2013, after receiving 5,000 ballots at the primary elections held in Rome in December 2012. In December 2013, after Matteo Renzi was elected as the new general secretary of Partito Democratico, she became a member of the new party Secretariat and was given responsibility for the party's labour policies. As Matteo Renzi took office as Prime Minister in February 2014, she was appointed Minister for Simplification and Public Administration in the new government.

As member of the Parliament since 2008 she has dealt with employment and social policies, focusing on the problems of temporary workers in the

private and public sector.

She proposed a bill on the extension of the rights of temporary workers with the support of more than 100 Members of Parliament. Between 2013 and 2014 she introduced 6 bill proposals and 12 parliamentary inquiries regarding employment policies.

She authored a book on her parliamentary activity devoted to temporary workers entitled: *Precari. Storie di un'Italia che lavora* (Rubettino: 2011).

She holds a Degree in Political Science and a Ph.D in Economics that she earned at the IMT Institute for Advanced Studies of Lucca with a dissertation on the employment market. Since 2004, she has worked with AREL, a research institute funded by Beniamino Andreatta. She is a member of the board of the institute.

Mr. Deok-Seob Shim

Assistant Minister for Government
Innovation and Organizational Management



Date of birth:

1963.02.12.

Education:

- 1992.08~1995.12: University of Birmingham(Ph.D in Development Administration);
- 1985.03~1988.02: Seoul National University (M.A in Public Policy Studies);
- 1981.03~1985.02: Seoul National University(B.A in English Education);
- 1978.03~1981.02: Gochang Highschool.

Career:

- 2014.12.18.~: Ministry of the Interior, Assistant Minister for Government Innovation & Organizational Management;
- 2013.11~2014.12: Vice Governor for Administrative Affairs of Jeollabuk-do Province;
- 2013.04~2013.11: Director General for E-government Bureau;
- 2011.08.~2013.04: Director General for Organizational Management Bureau;
- 2010.07~2011.08: Director General for ICT Management Bureau;
- 2010.03~2010.07: Director General for Archive Policy Bureau;
- 2008.02~2010.02: Minister for Embassy of Republic of the Korea to Canada;
- 2006.12~2008.02: Deputy Director General for Planning and Coordination, Ministry of Foreign Affairs;
- 2006.07~2006.12: Deputy Director General for Secretary to the President;
- 2005.07~2006.06: Head of Team for Organization Reform Management;
- 1997.01~2005.07: Director for Organization Planning Division.

Mr. Mārtiņš Krieviņš

Director of State Chancellery



Mārtiņš Krieviņš has been appointed as the new Director of the State Chancellery of Latvia as of September 2015 for the term of five years.

Mr Krieviņš has over 15 years of hands on professional work experience at different levels of public administration, in both Latvia and a number of other countries. His last position was the Senior Policy Adviser at OECD/SIGMA where he was dealing with strategy, reform and policy development, as well as planning of related issues. He contributed to the development of the Principles of Public Administration in the area of Strategic Framework for the Public Administration Reform and tested the application of these principles in all Western Balkan countries and Turkey.

Mr Krieviņš has held several posts during his years in the public administration of Latvia, including the Head of the Cross-Sectoral Co-ordination Centre, where he was tasked with preparation of Latvia's National Development Plan 2014-2020, the Director of Policy Co-ordination Department of the State Chancellery, where he was responsible for developing the public administration reform policy

and the country-wide planning system. He has also briefly served as the Deputy Head of the Budget Department at the Ministry of Finance. He has received several high honours and recognitions for his service, including the Certificate of Recognition of the Cabinet of Ministers of Latvia, two Certificates of Appreciation from two consecutive Prime Ministers of Latvia and the Certificate of Appreciation of the Director of the State Chancellery of Latvia.

Besides working for the public administration of his home country, Mr Krieviņš has advised various centres of government in regard to different aspects of public administration reforms, including Albania, Bosnia and Herzegovina, Georgia, Kosovo, Kyrgyzstan, Moldova, Romania, Serbia, and Ukraine.

Mr Krieviņš holds an Executive Master of Business Administration degree from the Stockholm School of Economics in Riga and the Master's Degree in Political Science from the University of Latvia. In addition to his native language, Mārtiņš has a command of English and Russian.

Mr. Alminas Mačiulis

Chancellor of the Government



Date of birth:

Born on 31 March 1961 in Nausodės village, Anykščiai district.

Education:

1984: Diploma of Engineering Economist, Vilnius Engineering Construction Institute (currently Vilnius Gediminas Technical University).

1997: Doctor's Degree in Social Sciences, obtained at Vilnius Gediminas Technical University.

Work experience:

- 1984–1991: Economist and Research Fellow, Division of Transport Affairs at the Institute of Economics of the Lithuanian Academy of Sciences;
- 1991–1993: Deputy Head of Economic Programmes and Forecasting Division, Ministry of Transport and Communications;
- 1993–1996: Head of Transport Policy and Programmes Department, Ministry of Transport and Communications;
- 1996–1997: Director, Transport Policy and Investments Department, Ministry of Transport and Communications;

- 1997–2000: Director, Transport Policy and International Relations Department, Ministry of Transport and Communications;
- 2000–2001: Director, International Relations and European Integration Department, Ministry of Transport and Communications;
- 2001–2002: Vice-minister of Transport and Communications;
- 2002–2009: State Secretary, Ministry of Transport and Communications;
- 2009–2011: Chancellor, Ministry of Transport and Communications;
- 2011–2012: Director, Transport Investment Directorate;
- 14 December, 2012: Appointed by Prime Minister Algirdas Butkevičius as Chancellor of the Government.

Additional information:

2004: Cross of the Knight of the Order for Merits to Lithuania.

Foreign languages: English, French and Russian.

Mr. Dan Kersch

Minister for Home Affairs

Minister for the Civil Service and
Administrative Reform

Ministre de l'Intérieur

Ministre de la Fonction publique et de la
Réforme administrative



Dan Kersch was born on 27 December 1961 in Esch-sur-Alzette.

Education and qualifications:

Dan Kersch obtained his final secondary school diploma after attending evening classes in 1990/1991.

Governmental posts:

Following the legislative elections of 20 October 2013, Dan Kersch joined the government as Minister for Home Affairs, Minister for the Civil Service and Administrative Reform on 4 December 2013 in the coalition government formed by the Democratic Party (DP), the Luxembourg Socialist Workers' Party (LSAP) and the Green Party ("déi gréng").

Other political posts:

A member of the LSAP since 1991, Dan Kersch initially served as a municipal councillor in Mondercange from 2000 to 2005, then as mayor from 2006 to 2013, an office he held until his appointment to the government in December 2013.

From 2009 to 2012, Dan Kersch was the chairman of the Luxembourg Syndicate of Towns and Municipalities (Syndicat des villes et communes luxembourgeoises – Syvicol).

From 2011 to 2013, he was a member of the Council of State.

Professional activities:

Prior to being appointed to the government, Dan Kersch was a civil servant with the municipal administration of Bettembourg.

Dan Kersch est né le 27 décembre 1961 à Esch-sur-Alzette.

Études et formations:

Dan Kersch obtient son diplôme de fin d'études secondaires après avoir suivi des cours du soir en 1990/1991.

Fonctions gouvernementales:

À la suite des élections législatives du 20 octobre 2013,

Dan Kersch fait son entrée au gouvernement comme ministre de l'Intérieur, ministre de la Fonction publique et de la Réforme administrative en date du 4 décembre 2013 dans le gouvernement de coalition entre le Parti démocratique (DP), le Parti ouvrier socialiste luxembourgeois (LSAP) et Les Verts (« déi gréng »).

Autres fonctions politiques:

Au LSAP depuis 1991, Dan Kersch est d'abord membre du conseil communal de Mondercange de 2000 à 2005, puis bourgmestre de 2006 à 2013, poste qu'il occupe jusqu'à sa nomination au gouvernement en décembre 2013.

De 2009 à 2012, Dan Kersch est président du Syndicat des villes et communes luxembourgeoises (Syvicol).

De 2011 à 2013, il est membre du Conseil d'État.

Activités professionnelles:

En amont de sa nomination au gouvernement, Dan Kersch est fonctionnaire auprès de l'administration communale de Bettembourg.

Mr. Jorge Pulido Vasquez

Head of the Legal Services Unit,
Ministry of Public Administration



Mr. Jorge Pulido is the Head of the Legal Services Unit at the Ministry of Public Administration. He is an experienced lawyer and law professor.

Jorge Pulido has been an Advisor for the National Sports Commission (CONADE), Secretary General and Law Director at the Institute of the National Housing Fund for Workers (INFONAVIT), Attorney at the Labour Defense Office (Procuraduría de la Defensa del Trabajo), Legislation Director at the Ministry of Energy, General Director of Foreign Trade at the Ministry of Finance, as well as Director of Media and Public Relations for SIDERMEX and Diesel National.

Jorge combines a profound understanding of law systems and public administration with education in both the public and private sectors. He was Dean of the Law School at the Latinamerican University in Mexico City (ULA), General Director of the Children's Museum of Mexico City and has been a law professor since 1978, specialized in Administrative Law and Political Sciences at the Escuela Libre de Derecho.

Jorge Pulido holds a Law Degree from the Escuela Libre de Derecho and studies on Public Administration from the JFK School of Government in Harvard University.

M. Mohamed Moubdi

Ministre délégué auprès du Chef de Gouvernement, chargé de la Fonction Publique et de la Modernisation de l'Administration



Né le 1 Juillet 1954 - Diplômé de l'École Nationale Supérieure des Techniques Industrielles et des Mines d'ALES (France) Promotion 1984, Ingénieur en Chef des Mines.

Début de carrière au Ministère de l'Énergie et des Mines en tant que Chargé de la Mise en place d'un plan pour l'Électrification Rurale, Promu en 1987, Chef du Service des Affaires Générales et Administratives.

Nommé, en 1992, Secrétaire Général du Centre de Développement des Énergies Renouvelables (CDER) à l'occasion de sa restructuration – Membre Fondateur du Comité Interministériel du Suivi des Programmes d'Électrification Rurale (COSPER).

Vice-président du Groupement d'Études et de Recherches sur les Énergies Renouvelables et l'Environnement (GERERE) – Membre du Bureau de l'Association Marocaine de Gestion de l'Énergie (AMGE) – Membre Fondateur du Programme International de Maîtrise de l'Énergie (PRISME) pour la région Maghreb-Moyen Orient.

Désigné à Harare (Zimbabwe), Membre du Comité de Suivi du Programme Mondial Solaire élaboré avec le soutien de l'UNESCO par le Comité Exécutif du Sommet des Chefs d'États – Élu au Conseil d'Administration de l'Association du Développement Régional «Ahmed Al Hansali».

Participation à la réalisation de plusieurs études et a aidé au montage et au pilotage de projets socio-économiques – Membre de plusieurs comités scientifiques de séminaires et congrès internationaux et de comités de rédaction de revues et d'ouvrages scientifiques et techniques – Participation à plusieurs rencontres sur la gestion de l'énergie et sur le développement régional.

Au niveau politique : Élu en 1997 Député, Président de la Commission des Secteurs Sociaux et des Affaires Islamiques à la Chambre des Représentants et Président du Conseil Urbain de Fkih Ben Salah – Vice-Président de la Région Tadla-Azilal – Réélu Député (Législation 2002-2007) et (Législation 2007-2011) – Président de la Commission de l'Intérieur et de Décentralisation et Secteur Fondamentaux – Président de la Commission des Secteurs Productifs – Président du Groupe Parlementaire Haraki – Député (Scrutin 25 novembre 2011) et Président du Groupe Parlementaire Haraki – Membre de Bureau Politique du Mouvement Populaire.

Nommé le 10 Octobre 2013, par Sa Majesté le Roi Mohammed VI, Ministre Délégué auprès du Chef du Gouvernement, Chargé de la Fonction Publique et de la Modernisation de l'Administration.

Ms. Loes Mulder

Director-General Senior Civil Service,
Ministry of the Interior and Kingdom
Relations



Mrs. Loes Mulder is currently acting as Director-General of the Senior Civil Service (SCS) which is responsible for all Dutch seniors within the Civil Service in terms of management development and recruitment.

The Office for the Senior Civil Service, part of the Dutch Ministry of the Interior and Kingdom Relations, aims to promote quality in the administrative executive levels of government departments. The office is responsible for recruiting and selecting SCS managers and acts as the employer of the Top Management Group (a group of approximately 65 top-level positions like Director-General).

Mrs. Mulder has the ambition to improve the potential of Dutch seniors within the Civil Service

(and thus quality of public administration) by focusing on training and learning on the job and achieving a more balanced gender division within the Dutch civil service top officials.

Furthermore Mrs. Mulder is actively promoting mobility between levels of public administration. She is also aiming to increase attractiveness of working for the public administration in order to improve public service and efficiency.

Born in 1972 in Stadskanaal, The Netherlands, Mrs. Mulder graduated from the University of Groningen with a master degree in Policy and Governance in International Organizations. In the past she fulfilled various positions within the Dutch Ministry of Security and Justice, most notably Director-General for immigration.

Ms. Paula Bennett

Minister of Local Government,
Social Housing and State Services



Paula has lived in Auckland since 1992, first in the North Shore and now in West Auckland. She grew up in Taupo.

She became a Minister of the Crown in 2008 after being elected to Parliament in 2005.

She became MP for Upper Harbour in 2014 with a majority of close to 9,000 votes, after having served as MP for Waitakere for six years.

Upon National taking office in 2008, Paula was made Minister of Social Development, a role she

held until October 2014. She describes the positive impact she was able to make in the lives of our most vulnerable as one of the highlights of her career so far. Paula's tenure makes her the longest serving Minister of Social Development in New Zealand's history.

Now ranked number five in Cabinet, Paula is the Minister of Local Government, Social Housing, State Services, and Associate Minister of Tourism and Finance. She's excited by the synergy between her new portfolios and remains focused on making sure Government delivers results for hard-working Kiwis.

Mr. Jan Tore Sanner

Minister of Local Government
and Modernisation



Date of birth:

1965.

Married, two children.

Education:

- 2011: Information course, Norwegian Defence University College;
- 1994: Market economics, Norwegian School of Management;
- 1989: Marketing communication, foundation-level, IFM Westerdals School of Advertising;
- 1987: Marketing management, BI;
- 1984: Examen philosophicum;
- 1984: Final examinations, upper secondary school.

Profile:

The Minister of Local Government and Modernisation is responsible for matters relating to housing and building policy, local government

finances, ICT Policy and Public Sector Reform, rural and regional policy, local administration, the conduct of elections, government employer policy, central governments buildings, security and administrative services, government services and communication, Sami and minority affairs, management tasks under the Planning and Building Act relating to urban development, municipal land-use planning, environmental impact analyses and county planning, and national mapping and geodata policy.

Political appointments:

- 2013-Present: Minister of Local Government and Modernisation (Conservative Party);
- 1993-2017: Member of Parliament;
- 1989-1993: Member of Parliament (substitute);
- 1987-1989: Substitute Member, Bærum Municipal Council;
- 1983-1987: Substitute member, Bærum Municipal Council.

Ms. Claudia Torres-Bartyzel

Head of Civil Service



Claudia Torres-Bartyzel (b. 1964), in 1990 graduated M.A. studies in sociology at the Faculty of Economics and Sociology, University of Lodz. She is a graduate of the first promotion of the National School of Public Administration (KSAP) in Warsaw, which she graduated with a second place. From 1996 to 1999, she held a PhD studies in management at the University of Warsaw, and in 2004-2005 was a scholar of the H. H. Humphrey Fulbright Commission at the University of Minnesota in the US (in the field of leadership studies). She started her professional career in 1993 as an adviser to the Minister in the Office of Human Resources, Training and Organization of the Cabinet Office. She was also a secretary of the Board of continuing education for officials attached to the Prime Minister. In 1995 – 1997, she worked as a project manager of trainings addressed to state government at the Foundation for the Development of Public Administration. In January 1998 she was appointed the Director of the Department of Civil Service Training (since July 1999 - Training and Development Department of Civil Service) at the Office of the Civil Service (established one year

before), and she held this position until the liquidation of the office in fall of 2006.

In 1998 - 2004 she was the person substituting the Director General of the Civil Service Office, and in 2006 - also the acting director of the Department of Recruitment and Selection in Civil Service. In 2006 she was appointed the President of the Board of CIECH SERVICE Ltd., and she held this post until 2008. In 2008-2010 she was the Director of International Cooperation Department of the Ministry of Education, and since 2010 - Director of the Department of Structural Funds in the Ministry of Education. Since 2013, she has been also directing the Development Department at the National School of Public Administration.

Claudia Torres-Bartyzel speaks fluently English and Spanish, and has a good command of French. She is a member of the Alumni Association of the National School of Public Administration, International Leadership Association and a member-observer of NISPAcee.

Mme Maria de Fátima Pina Perestrello

Ambassadeur du Portugal à Helsinki



Diplomate du Ministère des Affaires Étrangères du Portugal. Admise à la Carrière diplomatique en 1979. Représentante du Portugal en tant qu'Ambassadeur Extraordinaire et Plénipotentiaire

depuis 2005 notamment au Nigeria, Togo, Ghana, Benin, Cameroun, Estonie et Finlande (2012-présent).

Mr. Ivan Lesay

Secretary of State, Ministry of Finance



Date of birth:

June 8, 1980, Trnava.

Education:

- 2000 – 2005: Trnava University, Political Science;
- 2005 – 2006: Central European University Budapest, Department of Political Science, Master of Arts programme;
- 2007 – 2010: Slovak Academy of Sciences, Bratislava, PhD. programme at the Institute of Economic Research.

Professional career:

- 2006 – 2009: CEE Bankwatch Network, National Coordinator;

- 2006 – 2007: Trnava University, Faculty of Arts, lecturer, member of the Department of Political Science;
- 2007: Slovo weekly, Editor;
- 2009 – 2012: Policy advisor to Monika Flašíková-Beňová;
- 2011: Faculty of Social and Economic Sciences, Comenius University in Bratislava, lecturer;
- 2011 – 2012: University of Vienna, lecturer and co-coordinator of economics semester;
- 2010 –: Institute of Economic Research, Slovak Academy of Science, Research Fellow;
- 2012 –: Ministry of Finance of the Slovak Republic, Advisor to the Minister of Finance;
- 2012 –: Government Office of the Slovak Republic, Consultant of the Advisory Board of the Prime Minister for Financial Policy.

Mr. Boris Koprivnikar

Deputy Prime Minister
Minister of Public Administration



Mr. Boris Koprivnikar was appointed Deputy Prime Minister and Minister of Public Administration in September 2014.

He graduated with honors in 1991 at the University of Maribor, Faculty for Organizational Sciences with specialization in business informatics systems.

His work experiences encompass building informatics solutions for logistic and education and introducing new technological solutions for the blind and visually impaired. He was involved in a number of national and international projects mostly in the field of care for the elderly and was consultant of Slovenian and some other governments from South Eastern Europe. Between 2003 and 2014 he was Chairman of the Board of

Social Institutions Association of Slovenia. He managed a public institution with complex organizational scheme which combines 99 providers with over 10,000 employees providing services to more than 21,000 users within the public sector.

In his work, he has cooperated with various state and other bodies on a daily basis and managed complex negotiation processes. These experiences are valuable in his management of the Ministry of Public Administration. He considers public administration as a service that has to ensure efficient service delivery to citizens and various organizations and to offer support to all state administration and public-sector bodies.

Ms. Alenka Smerkolj

Minister for Development,
Strategic Projects and Cohesion



Ms. Alenka Smerkolj was appointed Minister responsible for Development, Strategic Projects and Cohesion in November 2014.

She has over 25 years of work experience in the field of international business and financial markets. From 1988 to 2014 she worked for the Nova Ljubljanska banka (NLB) where she held several important positions, among which Director of financial markets. Throughout the years she has gained valuable experience in NLB liquidity management, communication with the Bank of Slovenia and the Treasury of the Ministry of Finance. She was responsible for NLB balance sheet management, trade in financial instruments,

investment banking and securities custody as well as for relations with the key NLB international banking partners and for supervision and coordination of issuing NLB debt instruments. Ms. Alenka Smerkolj was in charge of promoting the sales of capital market instruments of the Slovenian companies. She was a member of the Treasury Board at the Bank Association of Slovenia.

She participated in various expert groups and gave lectures at conferences in Slovenia as well as abroad and gained extensive international experience.

She is fluent in English, French and Spanish and has passive command of Italian and Serbo-Croatian.

Ms. Colette Clark

Deputy Director General, Research and Policy Analysis Unit, Public Service and Administration



She has spent 30 years in the Public Service, firstly qualified in secondary education, majoring in and teaching Mathematics and Physical Science, at a secondary school level, then progressing over the years into the ranks of Senior Education Administration Management, in the field of Human Resources Management and Development. She has occupied numerous executive management positions within Public Administration over the past 9 years as firstly, as Deputy Director General: Human Resources Management and Development (4 years), then DDG: Service Delivery and Organisational Transformation (4 years) and currently DDG: Research and Policy Analysis.

She holds two Masters degrees, one in Political Management (Stellenbosch University, SA) and an MBA (cum laude) (De Montfort University, Leicester, UK), as well as, a National Diploma in Law and six other post graduate diplomas in i) Forensic Auditing; ii) HRM; iii) Writing Contract ; iv) Cyber Law; v) Labour Relations and vi) Criminal Procedure. She has served on numerous governance structures throughout her career, as well as being part of the two Cabinet Intervention in the SA public service. She is currently reading towards a PhD in Political Science.

Ms. María Jesús Figa López-Palop

Ambassador of Spain in Helsinki



Mrs. María Jesús Figa López-Palop was born in Barcelona (Spain) in April 26th 1951.

She has a degree in Law.

She joined the Spanish Diplomatic Service in 1978.

Third Secretary:

- March 6th 1978.

Second Secretary:

- Head of Section – Under-directorate General for the Philippines and the Pacific (March 31st 1978).
- Secretary – Embassy of Spain in Abidjan (May 30th 1978).

First Secretary:

- Head of Section - China Department in the Directorate General for Africa and Continental Asia (August 4th 1980).
- Head of Section – Department of Continental Asia (September 1st 1981).
- Secretary – Embassy of Spain to Mexico (April 18th 1984).
- Head of Administrative Affairs at the same Embassy (December 16th 1986).

Counsellor:

- Embassy Counsellor at the Ministry of Foreign Affairs (June 28th 1988).

- Counsellor – Embassy of Spain in Lisbon (May 4th 1990).
- Cultural Counsellor – Embassy of Spain to Mexico (April 18th 1994).

Third Class Plenipotentiary Minister:

- Adviser - Directorate General for Europe and North America (August 1st 1998).
- Adviser in the President of the Government's Office (July 1st 2000).
- Ambassador to the Dominican Republic (February 25th 2005).
- Ambassador in Special Mission for Iberoamerican Summits and Iberoamerican Multilateral Affairs (May 4th 2005).
- Director General for International Economic Relations (December 16th 2005).

Second Class Plenipotentiary Minister:

- Undersecretary of the Ministry of Foreign Affairs and Cooperation (October 29th 2007).
- Ambassador to the Holy See and to the Sovereign Military Order of Malta (April 8th 2011).
- Ambassador to the Republic of Finland (May 24th 2012).

Mrs. María Jesús Figa López-Palop has been distinguished with several Decorations.

Mr. Oskar Thorslund

Acting Director General, Division for
Public Administration, Ministry of Finance



Professional Positions:

- 2015- Present: Acting Director General, Division for Public Administration, Ministry of Finance, Swedish Government Offices, Stockholm
- 2009 – 2014: Deputy Director, Division for Public Administration, Swedish Government Offices, Stockholm
- 2000 – 2009: Deputy Director, Ministry for Enterprise, Swedish Government Offices Stockholm

- 1998 – 2000: Operations Analyst, Swedish Defense Research Establishment, Stockholm

Education:

- 1997: M. Sc. Chalmers University of Technology, dept. of Civil Engineering, Gothenburg, Sweden
- 1995: Political Science, University of Gothenburg, Sweden

Mr. Ulrich Lehner

Ambassador, Permanent Representative
of Switzerland to the OECD



Born in Sion (Switzerland) on March 4th, 1954
Cantons of origin: Geneva and Zurich.

Married to Federica Lehner Timbal, father of two
children (born 1984 and 1988).

Education:

- Schooling in Sion, Toronto (Canada) and Geneva;
- Degree in Economic and Social Science (Political Economy), University of Geneva (1978);
- Post-graduate Diploma in Security Policy Studies, Graduate Institute of International Studies, Geneva (1987).

Languages:

French (mother tongue), German, English, Italian
and Portuguese.

Career:

- 1979 - 1980: Employee Banca della Svizzera Italiana, Lugano;
- 1981: Swiss Foreign Service examination, Federal Department of Foreign Affairs (FDFA);
- 1982 - 1983: Attaché, Embassy of Switzerland, Lisbon;
- 1983 - 1984: Third Secretary, Embassy of Switzerland, Brasilia;
- 1985 - 1986: Second Secretary, DCM, Embassy of Switzerland, Oslo;
- 1987 - 1991: Officer, Policy Planning Staff, FDFA, Bern - Head of the Office for Peace Policy, FDFA, Bern;
- 1991 - 1995: Counsellor (Political, Legal, Cultural Affairs, Press, Information, Education), Embassy of Switzerland, Rome;
- 1995 - 1998: Counsellor, DCM, Embassy of Switzerland, Cairo;
- 1998 - 2002: Ambassador, Director of the Geneva Centre for Security Policy, Geneva;
- 2002 - 2003: Ambassador, Head of the Centre for Analysis and Prospective Studies and Historical Office, FDFA, Bern;
- 2004 - 2007: Ambassador, Head of Political Division III (United Nations and other International Organisations), FDFA, Bern;
- 2007 - 2011: Ambassador to France and Monaco, Paris;
- 2011 - 2014: Ambassador to Canada and The Bahamas, Ottawa;
- 2014 - : Ambassador, Permanent Representative of Switzerland to the OECD.

M. Ahmed Zarrouk

Ministre auprès du Chef du Gouvernement
chargé du Secrétariat Général du
Gouvernement



Monsieur Ahmed Zarrouk est membre du gouvernement tunisien depuis février 2015 en tant que Ministre auprès du Chef du Gouvernement chargé du Secrétariat Général du Gouvernement. Auparavant, il a occupé plusieurs postes de responsabilités au Premier Ministère et au Tribunal Administratif. Ainsi, il a été Président Directeur Général de l'Imprimerie Officielle de la République Tunisienne, Président du Comité Général de la Fonction Publique au Premier Ministère, Directeur Général de l'Administration et de la Fonction Publique au Premier Ministère, Chargé de Mission au Cabinet du Premier Ministre, Président de Chambre de Première Instance au Tribunal Administratif, Commissaire d'État au Tribunal Administratif, Conseiller Délégué au Tribunal Administratif et Conseiller Adjoint au Tribunal Administratif.

Monsieur Zarrouk est titulaire du diplôme de l'Institut de défense Nationale en 2004. Il a également obtenu, en 1990, le diplôme du cycle supérieur de l'École Nationale d'Administration de Tunis, et le diplôme du cycle d'enseignement Intensif sur la paix de l'Institut International de Recherches pour La Paix (GIPRI) en Suisse en 1990. En 1986, il a obtenu une maîtrise en Droit Public de la Faculté de Droit et des Sciences Politiques de Tunis.

Monsieur le Ministre a pris part à diverses réunions de haut niveau et suivi plusieurs sessions de

formations et stages en Tunisie et à l'étranger (Corée, États-Unis, Belgique, France, Luxembourg, Suisse, Maroc, Espagne, Émirats Arabes Unis, Algérie, Angleterre, Turquie) ainsi que dans le cadre de programmes de coopération internationale avec l'OCDE et le PNUD et dans des domaines variés tels que la Fonction publique, la réforme administrative, les affaires européennes, Fiscalité, Droits de l'Homme, Gouvernance Locale, Leadership, Bonne Gouvernance. De même, il a présenté diverses interventions traitant notamment du développement administratif, gestion des ressources humaines, bonne gouvernance, modernisation de la fonction publique, l'administration électronique, la procédure législative.

Monsieur Zarrouk a également occupé diverses autres responsabilités en tant que membre représentant l'État dans plusieurs conseils, tels que le Conseil Économique et Social et le Conseil National de Coopération Technique, et conseils d'administrations d'entreprises publiques ainsi que membre du Laboratoire de l'Innovation et de la Performance Publique et Président de la commission médicale centrale des accidents de travail et des maladies professionnelles. Il a aussi enseigné le droit constitutionnel à la Faculté de Droit de Tunis.

Ms. Lamia Zribi

Secretary of State to the Ministry of
Development, Investment and International
Cooperation



Previously, Lamia Zribi was the CEO of TradeNet (TTN). Until 2008, she was the Executive Director of Forecasting at the Ministry of Development and International Cooperation. In 2001, she was Director of External affairs within the same ministry. Lamia

Zribi graduated from the "Ecole nationale d'administration (ENA) in 1993 and obtained a Master's degree in Economics from the Faculty of Law, Economic and Political Sciences of Tunis (1983).

Mr. Ömer Açıkgöz

Deputy Undersecretary, Prime Ministry



Personal details:

- Date of Birth: 01.12.1963.
- Marital Status: Married with 3 children.

Education:

- High School: Gaziantep Religious Vocational High School;
- University: Gazi University, Faculty of Occupational Training, Technology Education;
- Post-Graduate: Gazi University, Institute of Science, Air Conditioning and Refrigeration;
- PhD: Marmara University, Research Institute of Middle East and Islamic Countries, Department of Economics in Middle East and Islamic Countries ;
- Assistant Professor: Kırıkkale University, Faculty of Economics and Administrative Sciences;
- Associate Professor: Inter-University Board.

Experience and memberships:

- Advisor to the Higher Education Council, 2008-2011;
- Co-Director of EU Financed Projects;
- Bologna Expert, Bologna Project to align Turkish Higher Education with the European Higher Education, 2009-2012;
- Member of Commission on Restructuring Occupational and Technical Higher Education, 2008-2011;
- Project Coordinator, YÖK-USA, UK Dual Degree Project;

- Member and Deputy Director of the Board of Members of Professional Competency Board, 2008-2015;
- Director General of Occupational and Technical Training, Ministry of National Education, 2011-2014;
- Deputy Undersecretary of the Ministry of National Education V., 2014-;
- UNESCO Turkish Delegate;
- Member of the Board of Directors of Turkish Industry Management and Administration Institute;
- Director of the Advisory Committee of Turkish Industry Management and Administration Institute;
- Member of the Board of Directors of ÖSYM;
- Member of the Board of Directors Fullbright Education Commission;
- Member of the Advisory Committee of Turkish Accreditation Agency;
- Member of the Board of Directors of Institute of Public Administration for Turkey and Middle East.

Academic studies:

Articles and books published in national and international journals in his academic field.

Foreign language:

Good command of English.

Ms. Hanna Onyschenko

Minister of the Cabinet of Ministers



Date of birth:

October 15, 1984 in Kyiv (Ukraine).

Languages:

Ukrainian, English, Russian.

Education:

- 2002 – 2007: Kyiv National University named after T. Shevchenko, speciality "Jurisprudence", qualification master of law;
- 2009 – 2011: Kyiv National University named after T. Shevchenko, Ph.D. in law.

Labour activity:

- May 2004 – October 2006: legal counsel, Kyiv branch of A-Lex Legal Company;
- October 2006 – February 2007: legal adviser of the Department for interregional business and legal maintenance, Privat Bank Office, Kyiv;

- March 2007 – August 2009: lawyer, CJSC "Capital law group";
- August 2009 – October 2013: Head of Department of corporate management, JSC MLGroup legal company;
- November 2013 – March 2014: Lead counsel, claim division of the Department of legal support of PJSC Uknafta.

Political career:

- March 2014 – May 2014: Deputy Minister of Justice of Ukraine, head of staff;
- May 2014 – December 2014: Chairman of the State Registration Service of Ukraine;
- December 2, 2014: appointed Minister of the Cabinet of Ministers of Ukraine.

Mr. Philip Rycroft

Second Permanent Secretary, Head of UK Governance Group, Cabinet Office



Philip Rycroft is the Head of UK Governance Group in the Cabinet Office with responsibility for constitutional and devolution issues. He was previously the Director General in the Deputy Prime Minister's Office, supporting the DPM across the full range of his policy interests. Prior to that, he was Corporate Affairs Director at Hutchison Whampoa (Europe) Ltd. Previous roles have mainly been in Government, including Director General Innovation

and Enterprise and Chief Executive of the Better Regulation Executive in the Department for Business, Innovation and Skills; Director General Education in the Scottish Government; and Head of the Enterprise, Transport and Lifelong Learning Department in the Scottish Executive. Philip also spent time on secondment from Government with Scottish & Newcastle plc and in the Cabinet of Vice-President Leon Brittan in the European Commission.

Ms. Elizabeth Golberg

Director of Smart Regulation,
Secretariat-General



Elizabeth Golberg is Director of Smart Regulation in the European Commission's Secretariat-General.

Her professional career in the European Commission began in 1993 as a Coordinator for the PHARE Programme in the Czech Republic and Slovakia.

She held various posts in the European Commission's External Relations and Environment Departments before taking on Head of Unit responsibilities in the Directorate of Environment and in the Secretariat-General from 2004-2012.

She became Director of Smart Regulation in 2012, responsible for programming and regulatory policy.

Ms Golberg has a Bachelor of Arts and Science from the University of Lethbridge, Canada and a Post-graduate Diploma in International Economics from the Graduate Institute of International Studies, University of Geneva, Switzerland.

Ms. Mari Kiviniemi

Deputy Secretary-General



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 to 2011. Previously, she was Special Advisor on

Economic Policy to the Prime Minister, Minister for Foreign Trade and Development, Minister for European Affairs and Minister of Public Administration and Local Government. Elected for the first time at the age of 26, she was a Member of Parliament from 1995 to 2014, 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.

Mr. Rolf Alter

Director, Public Governance and
Territorial Development Directorate



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 200 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.

Mr. Luiz De Mello

Deputy Director, Public Governance and Territorial Development Directorate



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.

Mr. Juan Yermo

Deputy Chief of Staff



Mr. Juan Yermo took up his functions as Deputy Chief of Staff of the Secretary-General of the OECD on 1st October 2014.

Previous to his current position, Mr. Juan Yermo acted as a Senior Advisor for the Secretary-General's Better Policies Series. In that role, he supported the Chief and Deputy Chief of Staff in the planning, conception and content of the "Better Policies Series" designed to provide first-hand and horizontal policy advice for Heads of State and Government and Ministers. He also supported Deputy Secretary-General Danvers in the oversight and co-ordination of the CleanGovBiz initiative.

Mr. Yermo joined the OECD in July 1999. He was initially in charge of the private pensions unit and oversaw the Working Party on Private Pensions. He also led the launch of the OECD Pensions Outlook,

among other publications. Before joining the Office of the Secretary-General, Mr. Yermo was Deputy Head of the Financial Affairs Division of the Directorate for Financial and Enterprise Affairs and supported the organization's input to the G20 project on investment financing, including the development of the G20-OECD High-level Principles of Long-term Investment Financing by Institutional Investors.

Prior to joining the OECD, Mr. Yermo was a consultant in the Latin America and Caribbean Department of the World Bank and a Risk Analyst for Bankers Trust.

Mr. Yermo, a Spanish national, holds a Ph.D. (DPhil) and MPhil in Economics from Oxford University and an MA in Economics from Cambridge University.

Mr. Jens Hedström

Chair of the BIAC Governance Policy Committee



Mr. Hedström is Head of Brussel's Office, International Director, Confederation of Swedish Enterprise. Currently Hedström chairs BusinessEurope WG Better Regulation Brussels, BIAC Governance Committee at OECD Paris.

Mr. Hedström is responsible for EU affairs and is the permanent delegate of the Confederation of Swedish Enterprise in BUSINESSEUROPE, and has over twenty years of experience in the field of regulatory reform from a business perspective, in Sweden, EU and OECD.

He was president of the Board of Swedish Industry and Commerce for Better Regulation (NNR) between 2006 and 2014, until he took up his current position. NNR is an independent, non-part political organization with a membership of 18 Swedish Business organizations and trade associations. NNR works for a business-friendly regulatory environment in Sweden and EU.

During this time Mr. Hedström also became the chair for BUSINESSEUROPE Working Group for Better regulation (since 2006-) and also on global level for Business Industry and Advisory Committee, BIAC Governance Committee at OECD (since 2011). Two post that he still holds.

He started his career in 1992 as an advisor on SME issues, entrepreneurship, deregulation, public procurement and international affairs. In 2001 he became Director of SME and Trade Policy at the Confederation of Swedish Enterprise. Furthermore he has been member of the board in the Swedish Companies Registration office, Statistics Sweden and acted as an adviser to the Swedish Government on Better Regulation issues, as well as advisor to a couple of Swedish SMEs.

Mr. Hedström holds a Master of Law degree from Uppsala University, specialized in EU-law.

Mr. Dhananjayan Sriskandarajah

Secretary-General, CEO



Dr. Dhananjayan (Danny) Sriskandarajah has been Secretary General and CEO of CIVICUS since January 2013. Headquartered in Johannesburg, CIVICUS is the global civil society alliance with members in more than 160 countries. Prior to moving to South Africa, Danny was based in the UK for 15 years, where his roles included Director of the Royal Commonwealth Society, Interim Director of the Commonwealth Foundation, and Deputy Director of the Institute for Public Policy Research. Danny is the author of numerous reports and academic articles on international migration and economic development. He writes and appears often in the media on a range of topics, including contributing regularly to Al Jazeera, Guardian,

HuffPo, and Weekend on the BBC World Service. He sits on the boards of several organisations, including the Baring Foundation and International Alert. He has been a consultant to several international organisations and is a co-founder of the Ockenden Prizes. Danny holds a degree from the University of Sydney, and an MPhil and DPhil from the University of Oxford, where he was a Rhodes Scholar. In 2012, he was chosen as a Young Global Leader by the World Economic Forum. Born in Sri Lanka and a national of Australia, Dr. Sriskandarajah has lived and worked in five continents, and been invited to speak at events in over 50 countries. He can be found @civicus on Twitter and Facebook.

Mr. Geert Bouckaert

President, International Institute
of Administrative Sciences



Geert Bouckaert is professor at the Faculty of Social Sciences. He is the former Director of the KU Leuven Public Governance Institute. Geert Bouckaert is the president of the International Institute of Administrative Sciences (IIAS).

Geert Bouckaert specialises in performance management in the government, financial management and trust.

He published several books and articles in the field of reform, coordination, and performance.

Current research:

- Implementation of the policy and management (financial) cycle in government;
- Administrative trust;

- Judicial trust;
- Local benchmarking;
- Managing performance in the public sector.

Geert Bouckaert is lecturer-in-charge of:

- Policy design and strategy;
- Financial management in the government;
- Comparative public management.

Positions:

- IIAS President;
- Vice Chair of the COST Action LocRef (Local Government Reform);
- Member of several editorial boards of journals in the field of public administration.

Mr. Jeremy Carver

Board member



Jeremy Carver joined the law firm Coward Chance (now Clifford Chance LLP) in 1969, where he was a partner for 30 years. He has represented and advised many states and governments in boundary disputes, treaties, investments and development. He is a specialist in sanctions, reparations and corruption. He is currently a public international lawyer in private practice. He is currently president

of the British Branch of the International Law Association. He has served on the Board or as Overseer of International Rescue Committee since 1999. Carver joined the board of Transparency International UK in 1999, resigning in 2009 on his election to the Transparency International board, where he was re-elected in 2014.

Ms. Rosa Pavanelli

Secretary-General, Public Services International (PSI)



Rosa Pavanelli is General Secretary of the global union federation Public Services International. She was elected at PSI's World Congress in November 2012.

She is a member of the United Nations High-level Experts and Leaders Panel on Water and Disasters and a member of the Cornell University International Labour Relations Worker Institute Advisory Council.

Rosa was elected to the FP-CGIL National Secretariat in 2002 and led the European and International Department from 2005 to 2012. Prior to that, she was responsible for the municipal and healthcare sector and was FP-CGIL General Secretary of the Lombardy region. In these roles, she led successful campaigns against water and health privatisation and led the first European project on the role of public services for an inclusive policy for migrants and asylum seekers.

Rosa is a former member of the scientific board of public administration quarterly "Quale Stato" and of the governing body of the "Fondazione Luoghi Comuni". She served as Vice President of the European Public Service Union Federation (EPSU) from 2009 and as PSI Vice President for the European Region from 2011, until her election as PSI General Secretary.

Rosa holds a degree in biology from the State University of Milan. She started her trade union activity in 1978 while working with the Ministry of Labour in Brescia.

Public Services International, established in 1907, is a global trade union federation representing 20 million working women and men who deliver vital public services in more than 160 countries. PSI champions human rights, advocates for social justice and promotes universal access to quality public services. PSI works with the United Nations system and in partnership with labour, civil society and other organisations.

Mr. Jeff Thindwa

Practice Manager for Open and Collaborative Governance



Mr. Thindwa is Practice Manager for Open and Collaborative Governance in the World Bank Group's Governance Global Practice where he leads programs on the Governance of Extractive Industries, Open Government, Citizen Engagement and Parliamentary Strengthening. He joined the World Bank in 2000 as Senior Social Development Specialist, later leading the Participation and Civic Engagement Cluster which integrated social accountability mechanisms and stakeholder participation in the Bank's operations, and supported enabling environment reforms for civil society and citizen engagement through advisory services and analytical work. In 2009 he joined the

World Bank's South Asia Region, working in operations to strengthen accountability, while managing the 'Program on Accountability' in Nepal, a grant making and institutional capacity building program. In 2010, Mr. Thindwa joined The World Bank Institute to manage its Social Accountability Practice, until 2014 when he took up his current position. Mr. Thindwa studied law at the University of Malawi and University of London's King's College. Prior to joining the World Bank he worked 18 years in international development – in Malawi, the USA and the United Kingdom, following a career in law in the Government of Malawi and in the private sector.



MODERATORS FOR MINISTERIAL LABS

Moderator Lab 1 - Voice

Mr. Christian Bason

Chief executive of the Danish Design Centre



Christian Bason is chief executive of the Danish Design Centre. From 2007 to 2014 he was head of MindLab, a cross-governmental innovation unit, where he helped promote the use of design as a method for policy and service innovation in the public sector.

From 1998 to 2006, he was a consultant and business manager at Rambøll Management, in charge of consultancy on organisation and management issues. He has also held several appointed positions, including as chair of the European Commission's Expert Committee on Public Innovation and a member of the European Design Leadership Board.

Christian is an external examiner at the design education programmes, and as a visiting associate

professor has taught at a number of institutions, including Oxford Saïd School of Business, Weatherhead School of Management and the European Commission's top management training programmes. He is in high demand as a speaker and inspires and advises business executives and governments in Denmark and abroad.

Christian is a prolific contributor to blogs and magazines, including Harvard Business Review and Monday Morning, and the author of five books on design, innovation and management, most recently Design for Policy (2014) and Leading Public Sector Innovation (2010). Christian holds an MS in Political Science from Aarhus University and is a PhD fellow at Copenhagen Business School.

Ms. Marie-Françoise Bechtel

Députée de l'Aisne, Vice-Présidente de la Commission des lois de l'Assemblée Nationale



Marie-Françoise Bechtel est née le 19 mars 1946, a fait carrière au Conseil d'État où elle est entrée en 1980 à sa sortie de l'ENA.

A été membre des cabinets du Garde des sceaux (1992-1993), et du ministre de l'Intérieur Jean-Pierre Chevènement (1999- 2000).

Directrice de l'ENA (2000-2002).

Membre de la Commission de la Fonction publique internationale de l'ONU depuis 2010

Vice-présidente de la Fondation Res Publica depuis 2006.

Première vice-présidente de République Moderne depuis juin 2015.

Députée de l'Aisne et vice-présidente de La Commission des lois de l'Assemblée Nationale depuis juin 2012.

Ms. Jocelyne Bourgon

President of Public Governance International



The Honourable Jocelyne Bourgon is President of Public Governance International (PGI) and the Leader of an international collaborative effort called the New Synthesis Initiative. She is also President Emerita of the Canada School of Public Service, a distinguished visiting fellow of the Civil Service College (Singapore), and serves on various boards including Public Impact [Boston Consulting Group] (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 possesses extensive international experience, with former posts including 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).

In addition to her vast practical experience, Madame Bourgon has published extensively on the subject of public administration. This includes her 2011 book, *A New Synthesis of Public Administration: Serving in the 21st Century*.

Moderator Lab 4 - Accountability

Mr. David Halpern

Chief Executive, The Behavioural Insights Team



David Halpern is the Chief Executive of the Behavioural Insights Team. He has led the team since its inception in 2010. Prior to that, David was the founding Director of the Institute for Government and between 2001 and 2007 was the Chief Analyst at the Prime Minister's Strategy Unit. David was also appointed as the What Works National Advisor in July 2013. He supports the What Works Network and leads efforts to improve the use

of evidence across government. Before entering government, David held tenure at Cambridge and posts at Oxford and Harvard. He has written several books and papers on areas relating to behavioural insights and wellbeing, including Social Capital (2005), the Hidden Wealth of Nations (2010), Inside the Nudge Unit (2015) and co-author of the MINDSPACE report.



MINISTRY OF FINANCE