



SALZBURG  
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SEMINAR

SESSION REPORT

576

# In the Spotlight: How Can the Public Sector Excel Under Changing Dynamics?



PUBLIC SECTOR STRATEGY NETWORK

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## **Session 576**

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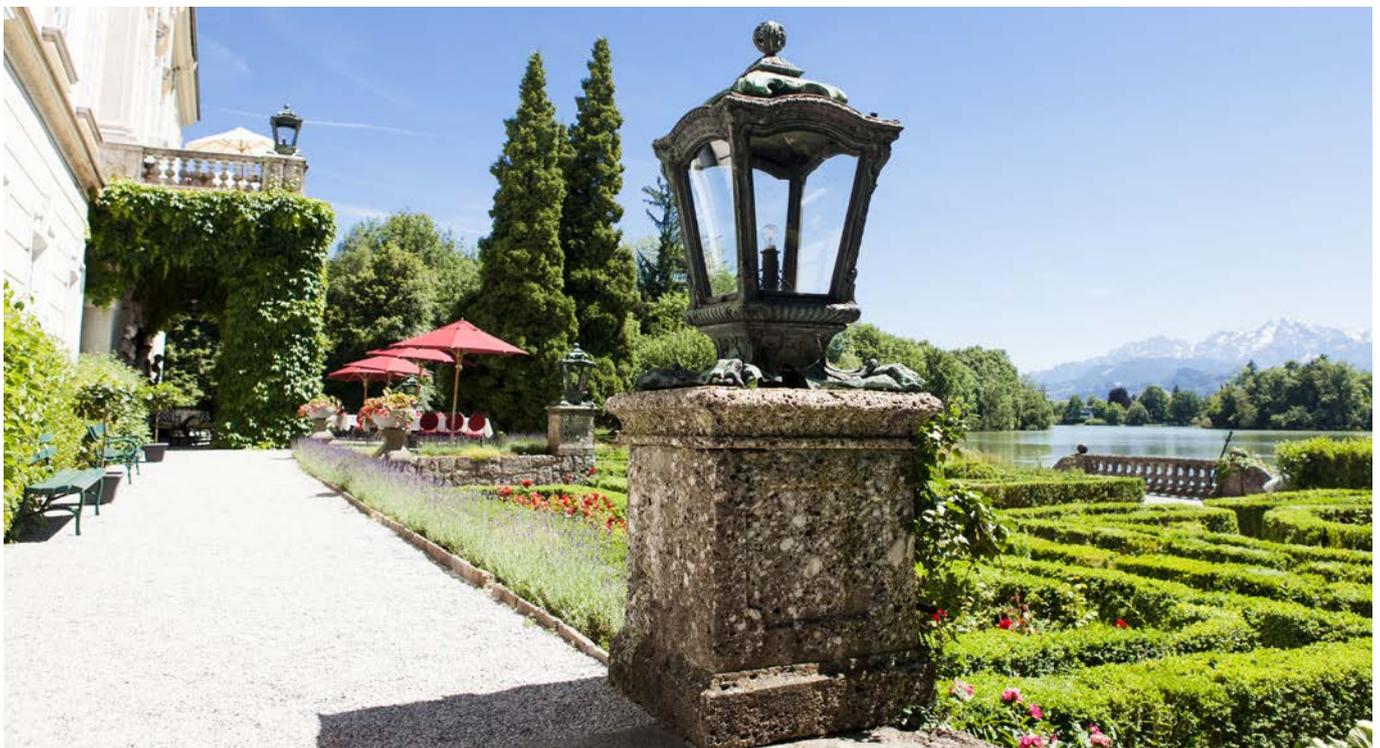
# **In the Spotlight: How Can the Public Sector Excel Under Changing Dynamics?**

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## Introduction

Rapid global transformations place governments under intense pressure to perform to ever-higher expectations at a time of shrinking public budgets. Populations are aging, countries are urbanizing, and technology is transforming the future of work. Many citizens have lost trust in the ability of public officials to cope – let alone to excel – under these changing dynamics and constant media scrutiny.

How can governments transform their culture and operations to address such challenges and disruptions? What radical changes lie ahead for the design, delivery and funding of core public services? What is the role of government in helping to change mindsets and prepare citizens for the “new normal”?

Public sector leaders around the world will need imagination and courage to tackle the employment, education, and social security challenges facing their populations and economies. Looking outwards, they will have to find new sources of revenue and new ways to enhance cooperation with the private sector and civil society. Looking inwards, they will have to redeploy, reskill, and reorganize their own resources, staff and departments to embed “intrapreneurship” in public service culture.

Over six rounds, the Public Sector Strategy Round Table has facilitated high-level, cross-sector dialogue on public sector leadership and innovation. Participants, drawn primarily from national governments, come together with sector experts and disruptors to identify and track long-term macro trends as well as short-term priorities. Open and candid exchange helps them anticipate key opportunities and risks and enhance their problem-solving capacities. Together they build understanding of the fault lines that undermine public sector effectiveness, and supports the design and implementation of policies and services that deliver better outcomes to meet public needs.

Founded in 1947, Salzburg Global Seminar is an independent non-profit organization that challenges present and future leaders to solve issues of global concern. It works with partners and Fellows around the world to bridge divides and foster collaboration for lasting change. From 2017, Salzburg Global has become the politically and geographically neutral new host of what will now become the Public Sector Strategy Network, working in partnership with the Abu Dhabi Crown Prince Court and apolitical ([apolitical.co](http://apolitical.co)), a global impact network for governments.

This meeting of the Public Sector Strategy Round Table took place at Schloss Leopoldskron, home of Salzburg Global Seminar, in June 2017.

*“ Citizens have turned the spotlight on governments, expecting increasingly more while public budgets shrink and new challenges constantly arise. Keeping their heads down and hiding from the spotlight will not help public officials to serve their citizens’ needs.*

*Public service has not fundamentally changed over time – the tools have.*

*We have assembled leading strategic thinkers from around the world, from the centers of government and across sectors, to anticipate new trends and to seek ways to together take the lead. ”*

Charles E. Ehrlich  
Program Director,  
Salzburg Global Seminar

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# Session Report

## Summary

This report summarizes two days of discussion of an internationally diverse group of politicians, civil servants, and invited experts, focused on how the public sector can innovate and operate most effectively within the constraints and opportunities of the current global environment.

Now in its sixth round, the Public Sector Strategy Round Table formed to facilitate high-level, candid, and off-the-record dialogue on public sector leadership and innovation for national governments. The Round Table provides participants with the opportunity to step back from professional pressures and to uncover the barriers and blockages that stop the public sector from effectively and speedily addressing key challenges, while forming strong and sustained international networks with their counterparts from around the world.

Each Round Table has focused on the need for public sector strategies to enhance government problem solving by combining the impact of long-term macro trends with short-term priorities and risks. The three key words of concern identified by participants at the beginning of the 2017 Round Table session were **urgency**, **trust**, and **complexity**, which form the structure of this report.

### Urgency

The dramatic pace of change and the growing number of disruptive influences are creating a situation wherein governments need to be prepared for challenges they do not yet understand or even know will exist. Three particular areas of unknowns with which governments are grappling are future-proofing societies for changes to jobs and skills; harnessing advances in technology to deliver public services more effectively; and increasing tax revenues from new forms of economic activity.

### Trust

Levels of trust in government institutions and elected officials have dropped to unprecedented lows, restricting the public sector's ability to innovate and take risks with new approaches. A shrinking tax base, combined with rising expectations from citizens and the need to balance demands for greater transparency with effective communication techniques are putting on a strain on states' ability to uphold their end of the social contract.

### Complexity

Finally, the public sector must employ a complex array of responses and strategies to cope with this environment, whether through adapting internal structures, undertaking large-scale efficiency reviews, establishing new external partnerships or experimenting with new policy intervention approaches.

This session was held under the Chatham House Rule to allow the participants to share their personal thoughts and opinions off the record rather than as representatives of their respective firms and institutions.

“When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.” For more information, see:

[www.chathamhouse.org/about/chatham-house-rule](http://www.chathamhouse.org/about/chatham-house-rule)

## Top Trends in Government Innovation

Counter-intuitively, we may be living through a golden age of government innovation. The combination of budget cuts with huge, complex problems like climate change, has left governments with no option but to get smarter.

From more than 800 pioneering projects, in dozens of countries, a political has isolated a small number of cutting-edge tools for public service.

Source: [apolitical.co](http://apolitical.co)



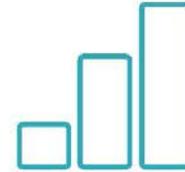
### 1. Tech Connectivity

Governments are using today's ubiquitous phones for near-infinite applications: to make welfare payments to mobiles in Bangladesh; to track children on school-buses during snowstorms in Boston; and to geo-tag pesticide missions to stop dengue fever in Pakistan.



### 2. Intense Citizen Engagement

Portugal has launched the first nationwide version. To regain faltering trust, dozens of cities are trying 'participatory budgeting,' where residents can suggest what government spends its money on, and then vote on a shortlist. Paris' version, thought to be the largest, is disbursing \$550million.



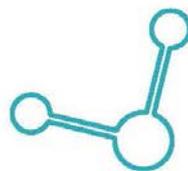
### 3. Big Data

Barcelona measures the dampness of soil in its parks and sends watering teams to beds that dry out; Amsterdam tracks pedestrians at night and dims the streetlights if nobody's around; dozens of cities are using data from Waze, Uber or Lyft to reduce congestion.



### 4. Design Thinking

The idea is to make the 'user experience' of public services smooth and seamless, rather than the stereotypical labyrinth. Singapore, for example, has redesigned its job centres to make them calm, welcoming and easily navigable for people who are stressed and angry.



### 5. Partnerships

To make use of the assets of organisations outside government, New York has brought in IBM to teach schoolchildren science and job skills; Tanzania has used Coca Cola's supply chain to deliver medicines; and Tokyo is using cab firms to take pregnant women to hospital.



### 6. Behavioural Insights

The UK's 'Nudge Unit' has recruited 90,000 extra organ donors each year simply by showing people an appeal when they renew their driving licence. It has also brought in tens of millions in taxes earlier than expected by letting people know that their neighbours had already paid.



## *Urgency: Planning for an Unpredictable Future*

Public servants around the world are working in a period of unprecedented change. Population growth; increasing income inequality and reduced social mobility; high unemployment levels and the prospects for new technologies to eradicate jobs further; in addition to the worsening impacts of climate change, all pose significant constraints to the environment within which governments must operate. This situation is compounded by the fact that the public sector itself is facing secular stagnation, with widespread levels of severe national debt.

At the same time, urbanization; the growth – albeit precarious – of a global middle class; emerging technologies; and the dramatic increases in standards of living caused by “hyperglobalization” all offer a wealth of opportunities for governments to continue to better the lives of their populations.

This dramatic pace of change and growing number of disruptive influences create a situation wherein governments need to be prepared for challenges they do not yet understand or even know will exist. On the whole, public sectors around the world are not ready for the future, but there are overarching principles and approaches which will make their strategies more effective and resilient:

1. Keeping sight of the long term in a world driven by short-termism and populism;
2. Fostering economic growth while ensuring it is converted into supporting the wellbeing of citizens;
3. Harnessing digital technology while ensuring the benefits are shared and without leaving anyone behind;
4. Distributing power to a more local level while building central capability to cope with resilience and crises; and
5. Doing better and more for less in the context of limited resources and higher expectations.

### **Future-proofing societies for changes to jobs and skills**

Planning for the changes that will come in employment and jobs, and providing upcoming generations with relevant skillsets present a particular set of challenges for governments. There can be no doubt that our societies will see significant changes, and that government will have to play a central role in managing transitions for localized communities affected by industry closures, older generations continuing to work, and those currently employed by whole sectors that may cease to exist. As well as current jobs disappearing, many new jobs will depend on skills which are not currently monetized, such as the ability to collaborate.

*“We are all facing similar problems, and we are all facing many big challenges. We are all grappling with them in a similar way.*

*There’s a great cohesion and a great sense of solidarity in the group [in Salzburg], and I value that.*

*I have shared quite a lot of my contacts with a lot of people here and we’ll hopefully keep those contacts going. ”*

Lucy Fallon-Byrne  
Assistant Secretary,  
Department of Public Expenditure  
and Reform, Ireland

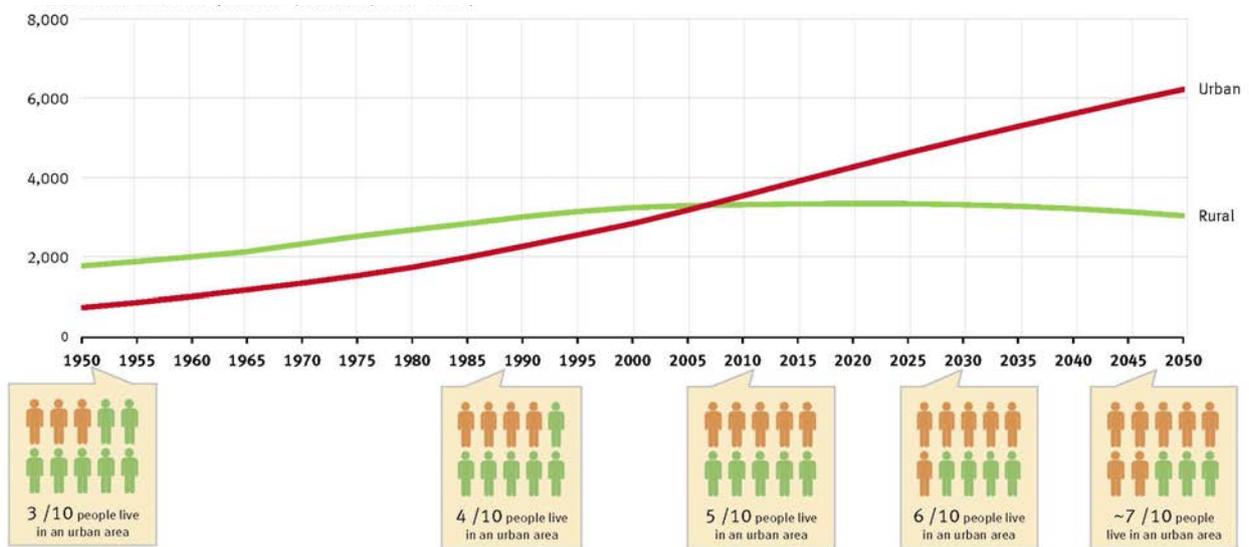
## Urban Population Explosion

By 2050, more than two thirds of global population will be living in urban areas.

The global urban population surpassed the rural one in 2009/2010. However, with this pace of growth

it is likely that by 2050, the urban population will be double that of the rural and account for over two thirds of the global population.

Global urban vs. rural populations (in millions, 1950 –2050)



Source: "World Urbanization Prospects: The 2011 Revision", UN





Government policy centered on securing citizens' wellbeing should aim to mitigate the social effects of future disruptions and direct social welfare accordingly. Similarly, governments are aware that the responsibility lies with them to capture the economic value of new complex patterns and types of employment, so society-at-large benefits over large corporations, and economic benefits are spread more evenly.

But can government also play a role in directing the types of work that will be most affected, to ensure that advances in technology, automation and robotics take away the worst jobs, rather than necessarily those easiest to eradicate?

A lack of consensus around how the job market will change is leading governments to put a focus on supporting life-long learning and flexibility. The data on retraining programs for existing workforces currently shows very poor results, as the incentives are not evident for employers and companies to retrain workforces. This prime example of a collective action problem is an obvious area where government can play a central role – particularly in identifying transferable skills and where they can be applied.

Flexibility and continuous learning extends to education policy, where many countries are shifting curricula to focus on instilling an aptitude for learning and adaptability rather than specific knowledge or hard skills. Teachers are being encouraged to focus on nurturing curiosity, problem solving, opportunity finding,

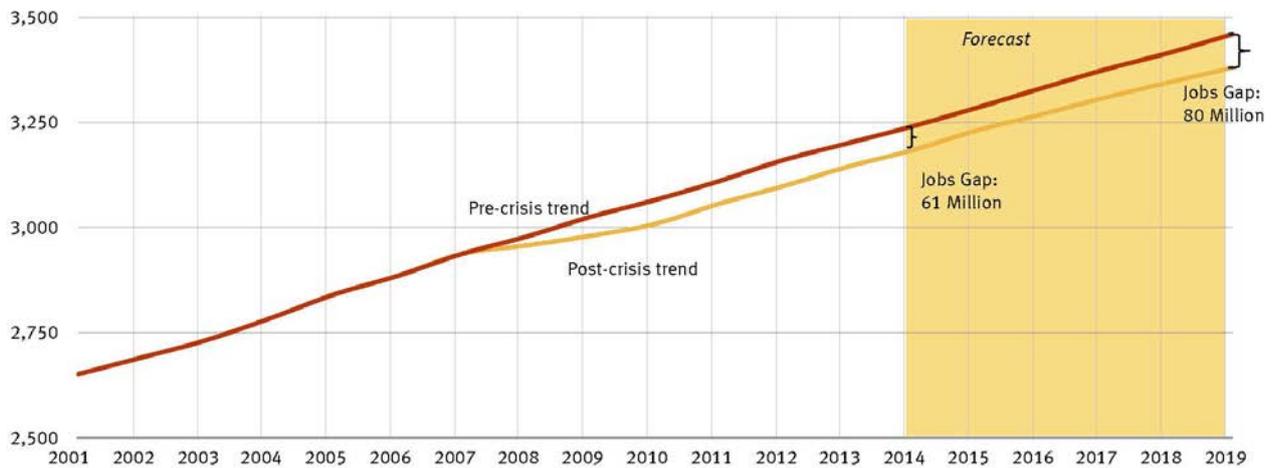
## Global Employment Creation

Global employment creation has been almost stagnant, growing slower than any pre-crisis year and with a projected 80 million jobs needed by 2018 to close the crisis-related jobs gap.

Employment is not expanding fast enough to keep up with the growing labor force. If current trends continue, global unemployment is set to worsen further, gradually reaching around 212million jobseekers by 2019. In 2014, the ILO predicted that

around 40million net new jobs would be created every year, which is less than the 42.6million people expected to enter the labor market every year. The bulk of the increase in global unemployment is in the East Asia and South Asia regions, which together represent more than 45percent of additional jobseekers, followed by Sub-Saharan Africa and Europe.

Current and pre-crisis employment trend (in millions, 2001–2019)



Source: "World Employment Social Outlook Trends 2015", ILO, 2015





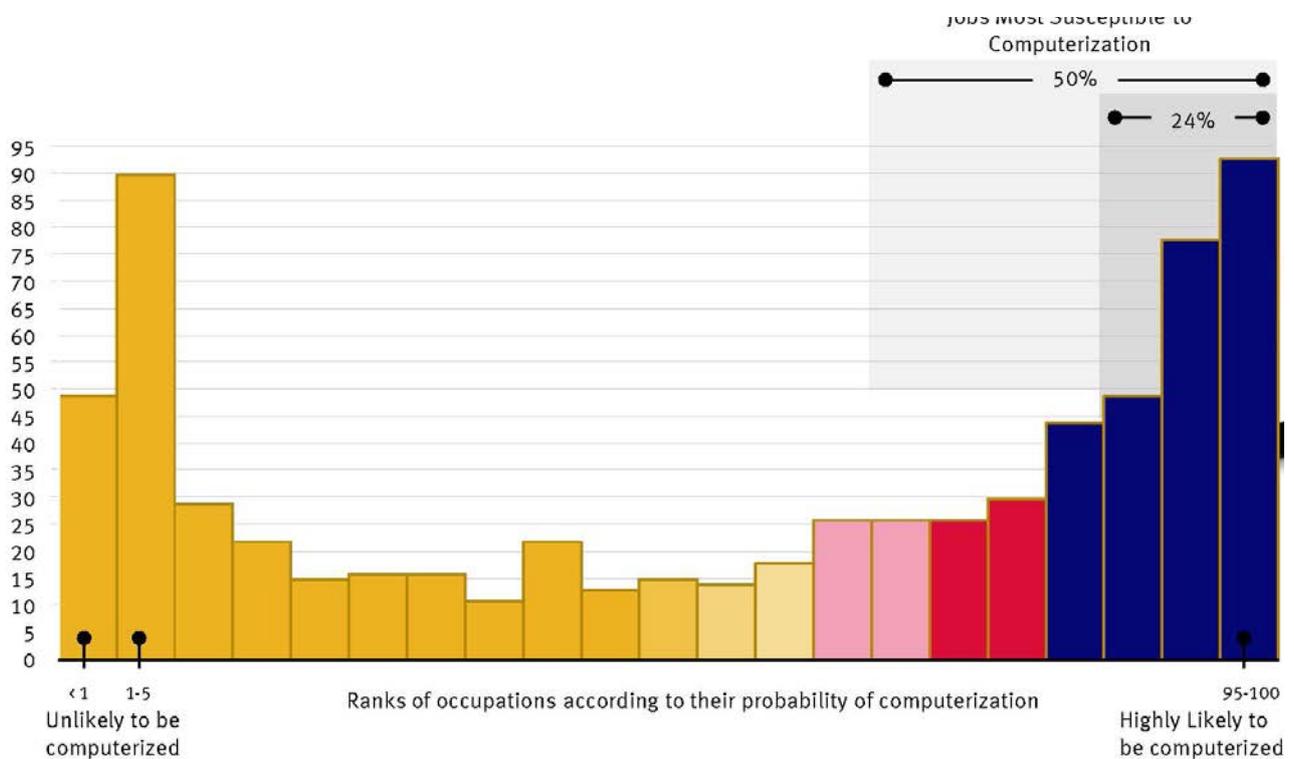
## Jobs Under Threat

With all its potential benefits, the digital revolution is threatening to be job destructive rather than creative.

Fifty percent of US jobs face at least 65% likelihood they will be computerized over the coming decades. The jobs that remain will require a multi-dimensional workforce skilled in technology, problem-solving, and inter-personal relations. While computerization

is largely driven by efficiency benefits of technology, global productivity growth has slowed over the past two decades, with total factor productivity dropping below zero in 2013 to  $-0.1$  percent. The productivity gains of the “digital revolution” will be clearer in the future.

### *Number of job occupations by susceptibility to computerization*



Source: “The Future of Employment: How Susceptible are Jobs to Computerization?”, Carl Benedikt Frey & Michael A. Osborne, 2013

teamwork and core value systems in their students. However, this type of activity-based learning, alongside basic literacy and math skills is very resource-intensive.

Training in digital skills is an essential component of many government efforts. Examples include teaching coding in primary schools, rolling out laptops, tablets and Wi-Fi connections across schools and communities, and creating networks of local centers to offer young people the opportunity to be certified in digital skills and then work remotely on digital tasks, such as transcription for court proceedings.

In an ideal future, new forms of employment will be created by adaptive and self-determining individuals, who decide how they want to work and contribute to society. A continuing challenge for governments will be to make their countries as attractive as possible to the best global talent and to ensure that technological advances do not have a worsening impact on the most vulnerable in society.

### **Harnessing technological advances**

A second major question facing governments is the extent to which they embrace emerging and disruptive technology for service delivery and in their own working practices. The right balance has to be struck between modernizing government



systems and applying new technologies to their processes, without becoming too distracted by investments that they lose sight of their duty to provide for the basic needs of their citizens in housing, education, and health care.

The capacity of governments to utilize technology to provide better public services is also highly dependent on widespread levels of public trust. For example, in certain countries, Facebook is more trusted than the government to hold personal data, while in others the opposite is the case.

One area of debate in Salzburg was the extent to which governments should relinquish decision-making powers to computer algorithms, unaffected by human error, emotion or power structures. While it is unlikely that algorithms will be any more effective than humans in providing answers to questions with underlying political and ideological trade-offs, specific policy areas such as housing, energy, and health care may benefit from the analysis, efficiencies and automated decision-making that is emerging from current research trials and developments.

On a more immediate level, with the cost of cyber security to the global economy in 2021 estimated to be \$6 trillion per year, safeguarding government-held data on citizens is a growing challenge. While members of the public should not be expected to repeatedly provide the same information, linking up departmental databases increases the vulnerability of data to hacking and abuse. One solution is to employ an “ask only” principle within integrated systems, so different departments and services are limited to accessing only the relevant data they need on each member of the public.

Ownership of citizens’ data and the potential to gain financially from it is another emerging area of debate. Currently, private corporations and a small number of shareholders are reaping significant profits from aggregating data on individuals for advertising purposes. Could governments, who hold similar amounts of data, figure out ways to collaborate with citizens to control this use, to gain financially, and to share the profits directly with the citizen? Alternatively, personal data ownership may move entirely to the individual, under “self-sovereign identity” schemes. This would ease the burden on governments to be responsible for protecting data, but they may likely need to lead the way in developing the required insurance and support structures.

Finally, national governments or, more likely cities as they are data- and device-dense, will need to collaborate across borders to share innovations and push large-scale adoption of new technologies. There are already small examples, such as in Manchester, UK and Bogotá, Colombia, where the same blockchain-based service is being introduced to provide welfare payments to individuals without bank accounts. In the future, we are likely to see consortia of countries coming together to roll out the same technology simultaneously so its impact can be realized at scale.

***“There are new ways of thinking and working that we’re seeing in the private sector that have so much potential when they’re brought in appropriately into the government context. It’s a really exciting space to be in.”***

Samantha Hannah-Rankin  
Director of Public Service Innovation,  
Department of Premier and Cabinet  
(Victoria), Australia



### **Changing forms of economic activity**

Managing the shifts to new forms of economic activity is a third area that poses a series of challenges for governments. Consistently low rates of global productivity arguably point to the fact that value is being created outside of traditional and tracked forms of economic activity, and that inflation is happening outside of central banks. This leaves treasuries grappling with how to tax value movement in a new and increasingly digital economy.

Large and uniform networks of digital money, or sharing platforms such as Uber and Airbnb, can be quite easily taxed by the state because they concentrate significant numbers of individual transactions under one entity and also want to be compliant with state regulations so they can continue to operate and expand. However, one area with which governments will have to contend in the near future is how to levy goods and services taxes on a vast number of unique transactions and products created in individual homes by 3D printers.

Similarly, digital “cryptocurrencies” and tokens such as bitcoin and Ethereum may revolutionize capital markets by introducing a totally new and widespread mechanism for individuals or organizations to generate investment income. It could be that these new forms of currency open markets to a much broader group of individuals, including those on low incomes, who will be able to club together to make investments, thereby expanding the number and forms of transactions that treasuries need to capture.

Finally, the emergence of the concept of the “sharing economy” could have major implications for the distribution of resources across society. While governments’ efforts to redistribute resources have up until now been based on the concept of scarcity, a sharing economy approach raises the prospect of changing the emphasis from ownership of scarce resources to simply providing access to resources shared collectively within a community.

*Julian McCrae: “No one has a wonderful experience with change. It’s difficult. It’s messy. You have to persevere.”*

**Deputy director of the UK’s Institute for Government considers the role of central strategy units and non-profits in helping governments manage change**

As deputy director of the Institute for Government in London, Julian McCrae has one main question to answer: How do you help politicians and civil servants in the UK do their jobs better? It’s not the only conundrum he’s looking to solve, but it encompasses the path the Institute is following.

In a bid to get answers to this question, and more, McCrae attended the sixth Public Sector Strategy Round Table – *In the Spotlight: How Can the Public Sector Excel Under Changing Dynamics?* – in June. Speaking to Salzburg Global Seminar during this session, McCrae said, “This is a brilliant opportunity to meet people from all around the world who are thinking about how do you improve? How do

you make government work more effectively for its citizens? It’s really about not just people thinking about it, but people who are actually doing it.”

McCrae was one of 28 participants to take part in the two-day program, held by Salzburg Global Seminar for the first time this year. Together, the cohort represented 15 countries. McCrae said, “There’s nothing better than listening and talking to people who are facing the same challenges as you are in different environments; bringing that all together, aggregating it up, and getting a real sense of momentum into some of the key challenges all our societies face.”





Among the challenges discussed, McCrae suggested the changing nature of technology was both an opportunity and a threat. That being said, the issue of resources and how to use them is also pertinent. McCrae said, “How do we make [the use of resources] work in a way that our citizens feel this is fair [and] this is equitable?”

Before joining the Institute for Government, an independent non-profit organization, McCrae spent half a decade working for former UK Prime Minister Tony Blair, serving as deputy director in his strategy unit. Discussing his experience, McCrae said, “I think one of the things about working in a strategy unit at the heart of government, it’s in a way about great analysis. It’s about really, really good people who can look at a problem from new dimensions and give insight to that.”

Beyond garnering insights, the next step requires effective communication of the insight that has been acquired. McCrae said one had to think how to get the relevant information in the hands of the decision-makers. He said, “When we were working in the UK, and we had Tony Blair as the prime minister, he wanted strategic advice. He saw us as his people... He’d set us a problem and he didn’t want us drawn into the day-to-day crises of government.” Instead, Blair wanted McCrae and his colleagues to think about the long-term solutions. McCrae, however, conceded that each prime minister is different in their way of thinking.

McCrae joined the Institute for Government in 2009. He is currently responsible for leading the Institute’s work on professionalizing Whitehall, the performance of public services, fiscal policy, and spending consolidations. McCrae said, “We’re focused primarily on what we might describe as the machine of government. We’re not a policy think-tank. We don’t tell governments [they] should be this, or that, or the other. We’re certainly not political. We have to stay out of the party politics. What we’re about saying is, ‘If you want to achieve these things, how can you set up government [and] how can you run a government in a better way to make it more likely that these things you really want to do will be achieved?’”

The two-day program at Salzburg Global Seminar brought forward several ideas and examples of good practice taking place around the world. McCrae said he hoped to leave with a set of concrete ideas he could point to and show others. Most of all, he was interested in the personal connections.

McCrae said, “Virtually, no one has a wonderful experience with change. It’s difficult. It’s messy. You have to persevere at it. So, actually, being able to pick up the conversations about how you deal with the difficulties [and] how you overcome it – that comes from knowing people.

“That’s what I think Salzburg Global Seminar is really about – bringing those ideas together, bringing those people together, to create that shared network going forward.”

## *John Edge: Bringing private sector innovation and risk-taking to the public sector*

### **Co-founder and chairman of ID2020 discusses bringing an entrepreneurial perspective to public sector discussions**

John Edge, the co-founder, and chairman of public-private partnership, ID2020, came to the sixth meeting of the Public Sector Round Table, *In the Spotlight: How Can the Public Sector Excel under Changing Dynamics?* to provide an entrepreneur's perspective. At the Round Table, Edge wanted to explore the opportunities for applying private sector innovation, entrepreneurial strategies and tactics to public sector transformation.

In Edge's mind, the public sector "by nature" does not transform as quickly as the private sector. Speaking to Salzburg Global prior to

the Session, he said, "There are very good questions to why that's the case... One of the challenges is how do you explain to your public that you have taken a risk and failed? [The way] the public sector can and do breakthrough transformation is inhibited by [its] ability to take risks."

If the public sector is unable to take risks, it is unable to change quickly. One way to resolve this, according to Edge, is to look at how new public-private organizations could be created, which take on the requirements of the public sector's mission but also have the



ability to take risks in the way a private sector company does. As things stand, Edge said the compensation models within the public sector do not incentivize risk taking.

As governments come to terms with the rapid pace of the digital revolution, Edge put forward an alternative proposal: “You look at it and go, ‘Well, everyone’s got a mobile phone in their hand – give or take – so that’s infrastructure that’s already out there. So, why do we have to go through the government to get new services?’ Maybe we should be building new services that citizens want and asking the government to integrate or let those services run in a free market. It’s a very good question.”

Edge said he had asked himself what the role of government was and, for the time being, had settled on an answer from the Greek philosopher Plato: “Plato goes with [the theory that] the government’s job is the distribution of scarce resources. That’s about as good as I’ve found. That can make perfect sense to me. If you’ve got a population and you only have a limited amount of resources, then if it is the strongest resource, you’re going to have a tale of the weak who get nothing and that creates inequality in society. Inequality in society creates problems. That’s where you end up in war.” Edge said if it came down to the distribution of scarce resources, then the question concerned whether the model of government was up to the distribution of said resources.

Speaking ahead of the Round Table, Edge discussed what he hoped to learn from his fellow participants. “There’s no substitute for experience,” he said.

“It’s important to come to these forums to get an understanding and insight into how the world’s currently working now. It’s all good and well to come up with a model for change but

if you don’t have context on what’s going on in the current environment then you won’t get effective outcomes.”

Recently, Edge has been working with the UK government through a private sector start-up, which has built a system for the distribution of digital cash. Commenting on this project, Edge said, “That is at a fraction of the cost. It’s more accessible and provides better services for citizens. That is a good example of building a new way of doing things using digital technologies.” By doing something new and efficient, you are affecting something older and less efficient, Edge believes, adding that the challenge of improving the public sector is to make the incumbent people feel incentivized to make it happen.

In his position at ID2020, Edge is looking to solve a problem that affects more than one billion people – the lack of an official recognized identity, which is especially vital for accessing online public services. He said, “I founded ID2020 because I saw a technology emerging – or a set of technologies emerging – that indicated they could be very useful in the provision of identities for vulnerable children – specifically stateless vulnerable children. The idea that if you happen to be not born in a state, how you get a birth certificate when there’s no one to issue it to you? Yet, if you look at refugee camps, everybody’s got a phone. If everybody’s got a phone but no one’s got a birth certificate, there’s something in that.”

With ID2020, Edge hypothesized creating an alliance similar to Gavi – the Global Alliance for Vaccines and Immunizations. He said, “If we have 1.2 billion people without [an official] identity, the chances are that the current way of doing things has a problem. [We’re] creating a specific organization to look at improving the efficiency of a public sector gathering of

organizations to get a better outcome. Gavi has proven it – and there are a number of others – and that’s what ID2020 is aiming to do for identity.”

In addition to his work with ID2020, Edge is the co-chair and founder of the Whitechapel Think Tank, through which the Bank of England, the UK government, regulators, and the private sector have come together to collaborate on the potential for blockchain and distributed ledger technologies. Edge said, “The outcome of that was the UK managed to establish itself – for a time – the leading player in this space because the government understood it to be a transformative technology quicker than other governments did.” The purpose of the forum was to enable stakeholders to feel comfortable to ask the question: what is this?

Discussing the benefits of these forums involving different sectors, Edge said, “I think that it is valuable at the start to make sure that topics don’t get killed. It becomes challenging when you talk about actually getting stuff done

because you run straight into the blocks of, ‘Why would we do this? What’s the upside? Why should I take this risk?’”

For the past three years, Edge has been focused on bringing private sector innovation and an entrepreneurial approach to the public sector, something which Edge describes as “darn difficult, to say the least.” However, our approach toward this moving forward is what might make all the difference. He said, “We can either look at it negatively and say society is going to break, or positively in that there’s a whole new model of technology-led services on the way and maybe we could look at what roles the public sector plays and [ask] do they need to be playing all those roles?”

As the Public Sector Strategy Round Table goes forward as the new Public Sector Strategy Network, Salzburg Global Seminar, its partners and Fellows will continue to address these fundamental questions – and develop coherent answers.





### Mobile Innovations

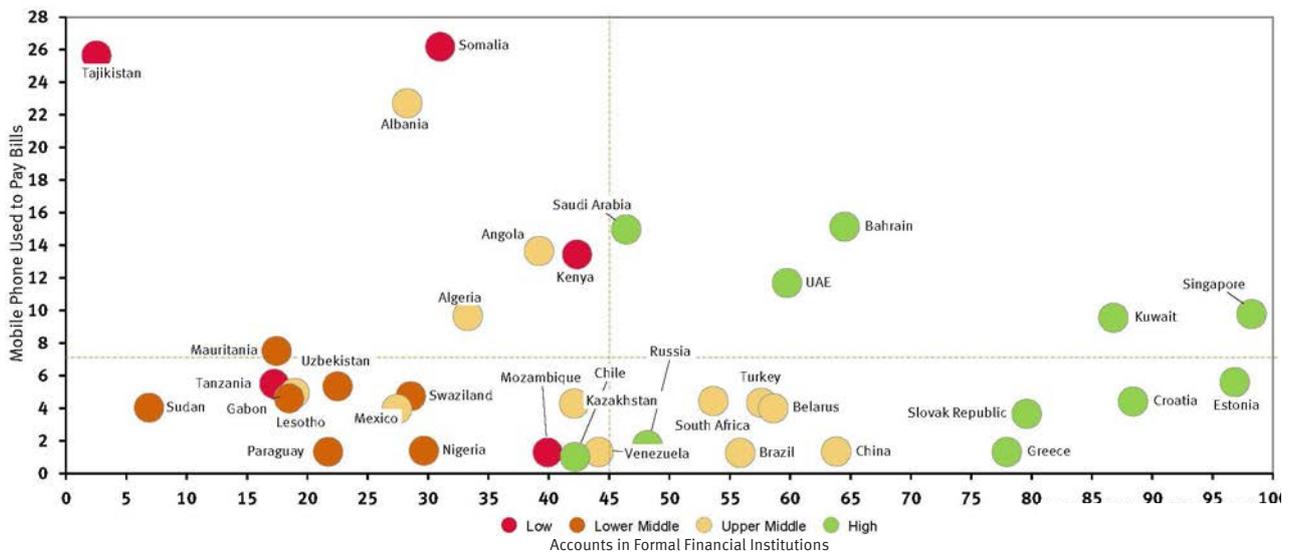
Online solutions have eased economic transactions by moving physical dealings to the online space, giving room for greater opportunities.

The Internet has revolutionized the way people connect with each other, driving growth in most economies. The ability to connect sensors to objects

or things on the Internet, to extract and analyze growing amounts of data, and then to use that analysis in both automated and non-automated processes promises enormous potential for further economic growth.

### Accounts in formal financial institutions and mobile phone usage for paying bills in selected countries

(In % of population aged 15 years and older, 2011)



Source: World Bank Financial Inclusion Data

## *Trust: Upholding the Social Contract in the 21st Century*

Constrained by the many external forces beyond their control, governments continue to be bound by a social contract with their citizens to deliver security, public goods, and reasonable standards of social welfare. Globally, trust in public and state institutions is at an all-time low, and against this backdrop, governments are trying to manage growing public expectations, communicate effectively and strategically, and deal with increasing social inequalities.

### **Supporting more equitable economic growth and distribution**

Governments around the world are faced with unprecedented levels of public debt. According to the Institute for International Finance, total global government debt currently stands at 325% of GDP (2016 Q3), and Citigroup reported in 2016 that the OECD countries collectively have \$78 trillion of unfunded social security liabilities. While governments have for the large part stopped expanding, they are all facing fiscal limitations to increases in spending.

Raising tax revenue is becoming more difficult for two reasons:

1. The concentration of wealth in the top one percent of the global population, who are highly mobile and effective at avoiding tax;
2. The nature of the largest growing industries, which are focused on new forms of services and non-tangible products such as branding, the sharing economy, and intellectual property, which are taxed at very low rates.



## Global Debt

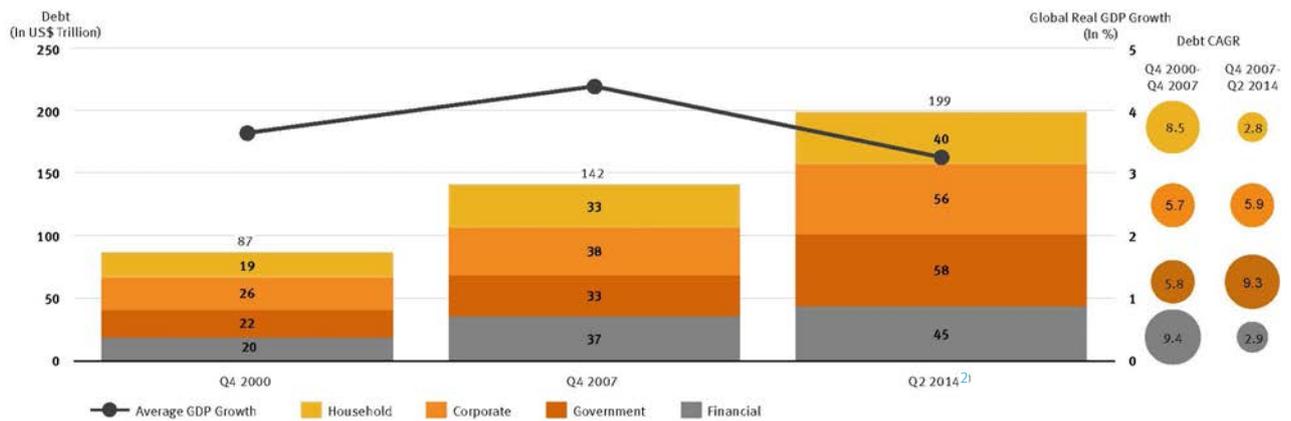
Global debt is growing faster than real GDP, with public debt growing fastest after the financial crisis.

According to the McKinsey Global Institute, total world debt increased by US\$57 trillion between 2007 and 2014, growing an average of 5.3% per year. At the same time, average growth in world GDP has slowed from its pre-crisis peak down to an average

of 3.3% per year, creating a world that is increasingly leveraged. While household and financial sector debt were the primary drivers behind world debt expansion from 2000–2007, since the recession governments and the corporate sector have taken the lead, growing at 9.3% and 5.9% per year respectively.

### Global Debt and Real GDP Growth<sup>1</sup> Over Time

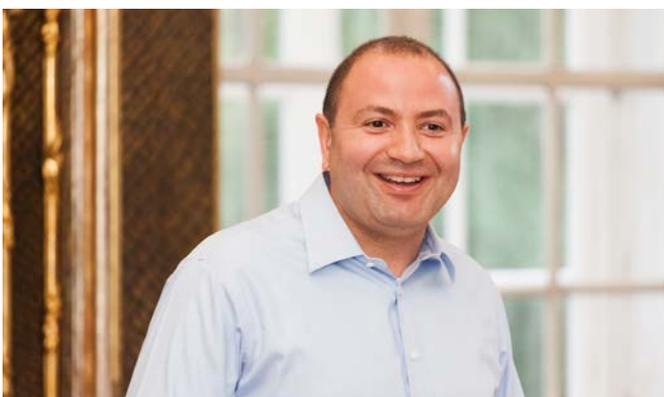
(In US\$trillion at 2013 prices and average % annual change, Q4 2000, Q4 2007, and Q2 2014)



Sources: McKinsey Global Institute; IMF

<sup>1</sup> Average real GDP growth represents average of 7 years prior to year listed (Example: 2000 represents average annual growth from 1993-2000)

<sup>2</sup> Q2 2014 data for advanced economies and China





Unable to secure income tax revenue from the wealthy, governments are relying more on consumption taxes, even in the knowledge that they are regressive and have a worsening impact on inequality and social mobility. Even apparently enlightened “green” taxes such as fuel taxes, affect the poor disproportionately. In developing countries, taxes levied on the middle classes are being relied upon to prop up welfare payments and services primarily targeted at the poorest in society, which is increasing middle class distrust and disillusion in the state.

States are starting to make progress to collaborate and employ new technologies to reduce jurisdiction-hopping by the very wealthy. Efforts to increase transnational cooperation on transparency, led by the OECD’s Base Erosion and Profit Shifting (BEPS) Project, are creating common reporting standards and exchanges of financial information across countries. This means that income can be taxed by the jurisdiction wherein which it was created regardless of where it ends up. In the future, this may help with creating greater social equity.

Companies’ assets are also exceptionally mobile and countries find themselves in competition with one another to keep corporation taxes low to attract jobs and investment. Only states with a significant comparative advantage can afford to charge high taxes. Within the European Union for example, companies can locate themselves in the member state with the lowest tax rate and gain equal access to the single market.

While private philanthropy has become a new important financing partner for government projects and welfare provision, corporate social responsibility programs still have a significant way to go. Meeting the United Nations’

**“If you look at the financial crisis of 2008 and if you look at some of the leadership issues we have on the world stage today, I think these are not bad leaders per se but they are people who have lost their compass and their true north – but they have the capability and skillset to deliver...**

***I think if we could put mindfulness back into the equation, into people who have skillsets, into people who could take time to reconnect with themselves and become the person that they want to be, not just the person everybody wants them to be, then I think we will have a much better generation of leaders, a much better outcome, and a much more inclusive sustainable and better world. ”***

Penny Low  
Founder and President, Social  
Innovation Park Ltd, Singapore



Sustainable Development Goals will require an additional \$2.5 trillion of funding, and the private sector is the only feasible source to fill this gap.

Governments are trialling different mechanisms to encourage corporations to contribute their fair share. For example, businesses can pay part of their tax bill in the form of financing for an infrastructure project for the surrounding community. The incentive for the company is that its operations and bottom line will also benefit from these improvements. Some countries are experimenting with new forms of public-private partnership – where the government absorbs the risk of the joint venture – to encourage more private funding into government programs and schemes. These partnerships often sit with a marketing department concerned with corporate reputation and brand, rather than with the tax or finance functions.

Whether dealing with a company or an individual, governments need to find a way of reaffirming the social contract of the “entrepreneurial state.” They need to make the case that success in creating large profits is only possible because of the enabling environment provided by the state: from infrastructure and investments, from the rule of law and regulation, and from a well-educated workforce, for example. Business leaders and governments operate in a symbiotic relationship, and the state needs to impress upon the private sector its obligations to pay its due contribution.

### **Strategic and effective communication in an era of transparency and “infobesity”**

While the world has seen a surge in the availability of information, many would argue that this has not yet translated into transparency in governmental style and practices. Nevertheless, public officials around the world feel they are working under a “tyranny of transparency,” where there is always someone looking over

their shoulder. In this era of increased demands for access to information, the challenge for government is to understand how much detail and data to produce, how it can be most effectively presented, and what channels to use to communicate with the public.

The key to any successful strategic communication plan is that it has to have a well-articulated strategy behind it: It has to be audience-specific, targeted to different interest groups, and easy to comprehend. Government departments and agencies are now employing professional communications consultants to advise on messaging and the best platforms to use. However, to the irritation of many public servants, strategic communication is often seen as a political issue for a minister to determine, and extensive focus group work to refine messaging can sometimes be discarded on the whim or gut-feeling of senior ministry staff.

While governments around the world know that traditional media platforms are primarily only good for reaching older generations, experiments with new forms of communication and the use of social media platforms have shown mixed results. Establishing how to use social media to personalize messages to specific individuals or communities, and to actually reach new audiences rather than just to keep in touch with existing followers is no easy task. A significantly limiting factor in finding new ways to engage is the low levels of trust in government messaging. For example, proactive efforts to improve citizen-government engagement through mobile phone apps can be easily viewed by the public as an attempt at government surveillance.

In this era of “infobesity,” another factor with which governments must contend is the optimal amount of information to communicate, without leading to adverse outcomes. For example, in the case of referenda or plebiscites on key policy areas, governments can produce an array of documents about the merits of their position, under the premise that if the information is available to consume, the public will absorb it. This tends to backfire, however, as simpler messages from non-governmental opposition groups win votes. Less information more strategically communicated can often be more effective.

Finally, in times of crisis or during a security threat, governments have to be able to alert but not alarm citizens through their communication and messaging. Successful examples highlight the importance of adopting an ethos of transparency and honesty about risks, and most importantly focusing on community-level face-to-face engagement. Citizen engagement programs have been effective in combating sectarian tensions following terrorist attacks, and the visibility of public servants and elected officials abiding by health guidelines and procedures during pandemic outbreaks gives confidence to the public to follow suit.

***“Something that has been emphasized here is the importance of collaboration across sectors that may not seem to be related – that learning can be acquired through just bringing together different sets of actors is huge.”***

Wanja Michuki  
Managing Director, Be Bold  
Consulting and Advisory, Kenya

INTERVIEW

*Liis Kasemets: E-governance offers openness, transparency – and great efficiency gains*

**Senior advisor on governance at the Government Office of Estonia discusses the digital solutions the Baltic nation is applying to its public sector challenges – and what others can learn from them**

Estonia is often held up as an innovative example for other countries to follow. As the [e-estonia.com](http://e-estonia.com) government website declares: “We have built a digital society and so can you.” So it was natural fit that a public sector representative of the small Baltic country take part in the sixth Public Service Strategy Round Table – *In the Spotlight: How Can the Public Sector Excel Under Changing Dynamics?*

That representative was Liis Kasemets, the senior advisor on governance at the Government Office of Estonia. As part of a team, she is responsible for developing and coordinating the system and principles

of good governance in the government decision-making process, fostering the quality and openness of policy-making, and encouraging civic engagement and regulatory impact assessment. She said, “Our task is to translate the political agenda into an actionable government program which means that we have to cover quite a lot of issues and try to take into account the longer perspective as well.”

Her main focus, however, is fostering good governance, which includes raising the standard of the policymaking process. She said, “This also [concerns] the broader and



longer perspectives, as well as the everyday workings of the government. [This involves] institutionalizing or rooting deeper into everyday workings of the government: the impact analysis, the good engagement practices, and instituting it well into the government decision-making process.” Hearing what other participants had said about long-term issues piqued her interest.

The feeling has been mutual, with other participants equally interested to hear about Estonia’s experiences and its growing reputation for efficiency when it comes to practices in e-governance. Discussing its origins, Kasemets said, “It was, in the beginning, quite a conscious political choice to go along with it. One of the reasons behind it was that we saw a great efficiency gain in that – time-wise and in financial terms. Also, while we do it, we can see greater transparency and openness for the citizen. In this sense, we kind of gain two things at the same time. So, maybe this is one of the reasons why we have stuck to that, trying to develop it further.”

Kasemets said as Estonia’s population is lower than others, the government has been able to interlink and keep the citizens at the center of the work which takes place. She said, “Of course, this remains to be judged by the citizens whether we are good at it or not, but this is something we would strive for. Maybe this is one of the reasons behind this e-governance as well.”

Despite this openness and transparency, Kasemets highlighted a few challenges the government is facing. She said, “One of the main things is that we have a population that is aging and decreasing... Our working population is annually decreasing by one percent. This is quite a noticeable decrease. This is one of the main challenges of how to create a better tomorrow for our citizens. We

also have to look at the economy and the prospects for people to really have fulfilling lives to uplift their wellbeing continuously.” In order to provide good opportunities for its citizens and attract new ideas, Kasemets suggests the Estonian government has to keep up with the pace of development.

During the two-day program, there was an opportunity for a free flow of ideas from people with different backgrounds, a positive outcome noted by many of the participants, including Kasemets. She said, “I think that when you put into a session people with so different backgrounds and so different experiences, this is where we can create innovative or new solutions to the things that we seek solutions for.

“At the moment, globally, so many countries are searching for solutions for quite similar problems. We’re all tackling the same things but how can we do it better? This vibrant environment is very good to seek out whether we can find some of the solutions that we can try out.”



## *Complexity:*

### *Public Sector Delivery Mechanisms and Strategies*

This challenging environment requires the public sector to continually develop new ways of working; create strategies to deliver services more effectively; weed out inefficiencies; and experiment and learn from past mistakes.

#### **Experiences of central policy, innovation and delivery units**

Central units take many forms within different governments and national contexts. The most common three tasks are:

1. Strategy, providing advice, strategic planning, horizon-scanning, and support decision-making;
2. Delivery or implementation, working with departments to achieve certain objectives or acting as a SWAT team to implement cross-government or one-off projects; and
3. Reform, identifying blind spots, building capacity and processes, and assessing how government can change and improve as a whole.

Comprising very small teams, central units often have a remit to harmonize the approach to foresight, horizon scanning, and strategy development across government ministries. Some countries are experimenting with policy innovation labs, or social labs that engage with a community directly to understand a particular service. These set-ups allow for public money to be used in a limited way on trial and error. However, a criticism of these units is their scale – when the problems and opportunities facing governments are so large, piloting policy experimentation can seem like a drop in the ocean.



The optimal structure of central units can often depend on the leadership style and priorities of the sitting prime minister or president. Some leaders will want analysis and advice on very specific areas, while others will want to focus instead on implementation. A strategy unit's role often evolves under different leadership, although its role as mediator between various ministries and the prime minister or president is a constant.

Drawing on a range of various examples, a core set of attributes of successful central units comes to light. A central unit needs:

- Proximity to leadership, for quick decision-making and rapid briefing and communication;
- A continued focus on the big picture without getting sucked into immediate events;
- Targeted work around a specific problem or challenge, to focus efforts and build support;
- To avoid being pulled into any domain, sticking to its remit and keeping a low profile – it should always remain with ministries to interact with their stakeholders and undertake public-facing communications;
- A strong exit strategy when starting up new initiatives or projects, so the work is handed over to a ministry or dedicated team for longer-term implementation;
- Distance from budgetary discussions;
- Agility to build teams, maintain momentum, and then exit the process;
- An ability to build buy-in across government for new initiatives or reforms and to motivate colleagues to work with the central unit; and
- A focus on building analytical capacity into individual ministries.

A key lesson from experienced ministers and public servants is that existing legislation, systems or processes that are not in need of obvious reform should not be tinkered with. Implementing changes for minor gains can backfire significantly, either by having unforeseen negative consequences, which can attract high levels of bad publicity, or by wasting significant time and resources and losing buy-in internally for future projects.

### **Making efficiencies in government**

Efficiency in the public sector is very complicated to measure, and can tend to be avoided on these grounds, but the potential gains are significant. Efficiency gains are not just about reducing spending, but about the smarter use of public funds and turning public money into better outcomes. For example, a report by the Institute of Government highlighted that in the UK a 20% cut in the policing and prison budgets resulted in better performance overall. However, when the prison

**“You can't think about these things in a silo because public sector challenges are essentially a web of interconnected issues.”**

Nitika Agarwal  
Chief Operating Officer, apolitical

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*“In many countries different sorts of dedicated innovation labs have been set up. But I think now the question is how to spread or mainstream that work also to other government departments. It’s also a question about what are the skills that civil servants, for example, require or need to be better innovators.”*

Juhani Lemmik  
Senior Advisor, OECD

budget was cut further, levels of violence rose significantly, to the extent that it is now difficult to recruit staff into the prison service.

Efficiency reviews can assess both technical efficiency – doing things right and getting more from the current spend; and allocative efficiency – doing the right things and looking for new and different ways of working. They should be done in the spirit of collaboration and peer-learning and bring economists and finance professionals together to create a dialogue, and share and interrogate data.

An effective methodology for working around the difficulties of measuring efficiency is to triangulate different datasets to produce an estimate. Government-led reviews can be combined with external reports and analysis by consultants to build a sufficiently strong evidence base from which to direct reforms.

There are five key drivers for creating efficiencies in the public sector:

1. **Markets and competition:** utilizing markets and benchmarking to achieve efficiency aims;
2. **Service redesign and alternative delivery mechanisms:** user testing and consultation and reinvention;
3. **Public sector workforce and organizational issues:** leadership, salaries, incentive structures, and best-practice sharing;
4. **Technology:** more intelligent use of data and machine learning; and
5. **Hard budget constraints:** the imperative of having to save money in an expedient manner.

The five drivers interact together, although sometimes to different timescales, for example, hard budget lines will force quick changes, but the introduction of new technology will constitute a big change over time.

### Tools for delivery

States are working more than ever before with external partners through forms of public-private partnerships (PPPs). These partnerships often take one of three models:

1. **Shared services,** for example a partnership with a private taxi company to bring pregnant women to hospital for labor;
2. **Blended financing,** for example the provision of free Wi-Fi hubs in public areas with space for private advertising; and
3. **Where the government is a convener and coordinator of private sector parties,** for example to bring companies together to agree on standards for sustainable cotton farming.

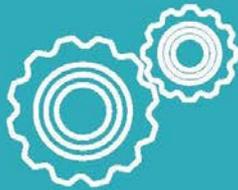
## Innovative Trends in Public Partnerships

Public partnerships have traditionally been seen as being limited to big infrastructure projects, but are increasingly being used for problems – like terrorism and climate change – that are too large and complex for governments to tackle alone.

Apolitical has isolated three emerging trends from more than 200 case studies on the world's most innovative cross-sector collaborations.

Source: [aplolitical.co](http://aplolitical.co)

### 1. Shared Services



Governments are supplementing their services with expertise from the private and non-profit sectors.

*Tokyo is working with a taxi service to take pregnant women to hospital, giving the city an overall saving on ambulance costs.*

*Quebec is delivering all unsold food from 600 supermarkets to local food banks, allowing them to feed an additional 400,000 people each year.*



### 2. Blended Finance



Governments are using innovative financial tools like matchfunding and social impact bonds to make up for constrained budgets.

*The UK has set up a fund for big banks and philanthropic foundations to invest in arts projects that benefit their communities.*

*New York City is providing free Wi-Fi to the entire city with an advertiser-funded partnership that will earn the government \$500 million over 12 years.*



### 3. Convening Other Sectors



Governments are using their influence to bring together entrepreneurs, NGOs, foundations and other partners to tackle social problems.

*An international partnership including big businesses like IKEA and Adidas, charities and farmers want to make 30% of the world's cotton ethically produced.*

*Manchester is helping a group of charities recruit a 20,000-person "cancer army," whose volunteers will urge locals to identify symptoms and get screened.*



Successful PPPs tend to have three guiding principles:

- Openness to any actors with innovative ideas relevant to the project;
- Agreements to share learning throughout the project; and
- A commitment to collaboration.

All parties need to see a strong articulation of the value they will gain from a partnership. The risk expectation also needs to be made clear from the beginning, with each partner outlining what risks they are unwilling to take on or are unable to manage. For the government partner, the overriding focus has to be on balancing priorities and trade-offs to ensure that the partnership will result in a public good.



Another area of government innovation in service delivery and policy is the adoption of behavioral insights techniques.

This school of policy development aims to understand the drivers of why individuals act in a particular way or take certain decisions, and focuses on how to create incentives, provide information most effectively, or create an enabling environment for citizens to make choices that will improve their wellbeing.

A behavioral insights lens draws out pitfalls in the design of policy interventions including: understanding how to best match the intervention with when decision points happen in time; how individuals weigh up the economic cost and burden of accessing public services; and how to communicate new information most effectively to those with entrenched viewpoints.

While individual decision-making is very contextual and there are no simple rules, nudge tactics such as comparing people's behavior to that of their neighbors or peer group; encouraging individuals to think through a step-by-step plan of action rather than simply focus on a final goal; and highlighting the potential economic savings of behavior changes have shown on average to be effective.

To make best use of behavioral insights, the practice should be broadly applied across government rather than tied to a specific delivery unit. The approach can then be streamlined through identifying change agents inside every state institution who come up with new innovations within their own fields. This means that a behavioral insights approach is more institutionalized, does not have a specific budget line attached to it, and if done correctly means it can be directed towards large-scale problems rather than being limited to niche pilot areas.

The application of behavioral insights does not have to be only for consumers of services and the public – it can also be employed within government to affect change within the public sector itself.

## *Paula Acosta: The “tremendous challenge” of implementing peace, fighting fires and thinking long-term*

### **Director for government and strategic areas in Colombia discusses balancing the challenges facing the country’s public sector after decades of civil war**

In June 2016, the Colombian government and the Revolutionary Armed Forces of Colombia (FARC), the country’s largest rebel group, signed a ceasefire and disarmament agreement, a forerunner to a peace deal that was later signed in September. This formally brought to an end more than 50 years of armed conflict. One month later, voters were asked whether the peace deal should be approved. In a surprising turn of events, this deal was rejected by the people, some of whom believed the conditions to be too favorable toward FARC. The agreement was revised and signed again in November. In June this year, FARC formally ended their existence as an armed group.

This is one of the myriad challenges the Colombian government has had to face, but the implementation of this agreement is “only one issue,” according to Paula Acosta, director for government and strategic areas in the Office of the Presidency of the Republic of Colombia. Acosta is responsible for monitoring the strategic goals of the president and the cross-cutting coordination of his regional strategic initiatives. While she described the implementation as a “tremendous challenge,” she also recognized there were other areas which required attention.

Acosta made this observation while attending the sixth Public Sector Strategy Round Table





– *In the Spotlight: How Can the Public Sector Excel Under Changing Dynamics?* Speaking to Salzburg Global Seminar during the session, she said, “I believe once you’re in government, you get to focus on the day-to-day. I see this [session] as a great opportunity to actually be able to look a little bit ahead. That’s also part of what public servants are supposed to do. It’s not only attending the fire that’s in front of them.”

The implementation of the peace agreement with FARC has already begun. Acosta said, “The main priority today in Colombia is to actually implement the agreement and to continue with all of the other policies. Although [the peace agreement] is probably the most important issue, it is only one issue. Then you have to keep on governing all of the other sectors and all of the other programs.”

Acosta said this was a “very hard balance” as it presented a question of how you distribute resources. Gaining credibility to the implementation of the agreement is as important as being able to sign the agreement itself. While the implementation began more than seven months ago, Acosta said it was too soon to draw any lessons from the process. The main focus remains on keeping the government running. Acosta said, “Peace is

such a big issue in Colombia. We have this over 50-year conflict, so everyone wants to work in peace, but it’s not the only thing.” Acosta said Colombia’s main cities have faced the “truths of the conflict” for many years but the government has had to maintain its focus on running all of the other departments. She said, “Finding that balance, it is I think the main challenge that I have to help to coordinate because it is a network for many different parts within the government.”

The discussions at Salzburg Global provided participants the opportunity to hear of similar, and different problems faced by the public sector in other countries. Acosta said, “There are a number of different countries here but most of the representatives come from very developed countries that pose a set of questions that we usually do not formulate ourselves.”

Remaining part of the newly established Public Sector Strategy Network was “the most important thing,” according to Acosta, and to fully understand the consequences and the deep causes of the challenges being faced by the public sector, more time would be needed than just one – albeit very fruitful – weekend in Salzburg.

## Conclusion

This meeting marked the sixth iteration of the Public Sector Strategy Round Table. Each session has sought to share ideas and strategies for advancing the work of the public sector. It has now built up a core network of policy strategists and practitioners, who continue to work together to further understand what global trends mean for those tasked with managing tax payers' money, and how best to communicate and connect with the citizens they serve.

In addition to the three drivers articulated at the opening of the Round Table – **urgency**, **trust** and **complexity** – a fourth word, **solidarity**, was added to highlight the strength that comes from sharing ideas and collaborating internationally to further the effectiveness of public sector strategy.

This year's Round Table highlighted the need for governments to be leaders and consensus builders. They need to be mission-oriented, not only addressing market failures, but shaping economic activity and the impacts of new technologies on society. They should develop socially inclusive models, which are human-centered, have wellbeing as their priority, and tackle growing economic inequality. And they should direct policy to address the full lifespan of their citizens and have more transparent and targeted communication with the public.

Participants at the 2017 Round Table shared the many examples in which governments around the world are seeking to embrace these challenges, whether by experimenting with new structures, partnerships and policy interventions, or by embracing emerging technology and seeking to prepare upcoming generations for an unpredictable future.

Initial research has shown that grit, or “staying power,” is a unique trait required for success in the public sector. This fact highlights the scale of the tasks facing public servants working on reform and strategy, and the dedication needed to see through the changes necessary for dealing with tomorrow's challenges.



## Next Steps

A key outcome from the Salzburg meeting was the agreement by participants to transform the Round Table into a more formalized Public Sector Strategy Network.

The Network will build a year-round collaborative resource to sustain and expand the impact of the annual high-level meeting in Salzburg. It aims to support open and ongoing exchange of ideas and practical experiences between public sector innovators with different backgrounds and expertise. As countries search for solutions to quite similar challenges, the Network can contribute to effective partnership through regular institutional and personal engagement. Participants saw real value in ensuring continuity, collective memory, and deeper mutual understanding.

The Network will have four goals:

- Connect the best minds in central government strategy with each other and to top specialists from key sectors to enhance public sector innovation and delivery around the world;
- Facilitate continuous peer-to-peer learning under the values of trust and active exchange, spanning best practices and lessons learned from system failure and recovery;
- Advance thought leadership and effective communication on key trends and innovation opportunities shaping public sector strategy and forward planning; and
- Foster cooperation among different countries and partners.

The invitation-only Network will bring together those participants from each year's meeting who want to remain actively engaged and to benefit from connections to other alumni. Members of the Network will be encouraged to remain active even after they have left government service, as their institutional memories and experiences increase the intellectual capital. This will allow the Network to expand steadily, building on a multi-year commitment by current and former representatives of some of the most dynamic countries.

The Abu Dhabi Crown Prince Court, Salzburg Global Seminar, apolitical, and other partners are now taking the next steps to develop the terms of reference for the Network. The next annual meeting will take place in Salzburg in May 2018.

## *Mona Hammami: We hope to establish a Public Sector Network*

### **Director from the office of strategic affairs at the Abu Dhabi Crown Prince Court discusses future of Public Sector Strategy Round Table**

Mona Hammami returned to Salzburg Global Seminar with two objectives in mind. Taking part in the sixth Public Sector Strategy Round Table – *In the Spotlight: How Can the Public Sector Excel Under Changing Dynamics?* – Hammami sought to establish a network of cross-government entities at the center of governments who had the ability to see different portfolios. She also sought to find solutions to some of the challenges the government in the United Arab Emirate of Abu Dhabi is facing experiencing.

Hammami, a director from the office of strategic affairs at the Abu Dhabi Crown Prince Court, previously came to Schloss Leopoldskron, the venue for the 2017 Round Table and home of Salzburg Global Seminar, in 2015 for Salzburg Global’s June Board Meeting. It was there that Hammami first became aware of the institution’s potential to act as a host and facilitator.

An agreement was later reached where Salzburg Global, for the first time, would act as a politically and geographically neutral host for a meeting of the Public Sector Strategy Round Table, working in partnership with the Abu Dhabi Crown Prince Court and apolitical, and with the support of Chatham House.

Here, at the sixth meeting of the Round Table, Hammami and her colleagues searched for further answers on how governments could react to changing dynamics – both on the policy side and on the technical side. Hammami said: “We wanted to be able to get different parties without having preconceived opinions. That is exactly where we are right now, and that’s why we wanted to bring the Round Table here.”

In her position at the office of strategic affairs, Hammami is responsible for analyzing social and





economic developments, globally and locally, in addition to drafting publications and white papers to influence policymaking. Discussing the role of the office further, she said, “The idea behind the office is that it is an internal consultancy for His Highness that also plays the role of a think-tank, and at the same time, we’re the arm that creates functions and incubates them and let them grow on his behalf.”

During this year’s Round Table, participants discussed policymaking and the machinery of government. Hammami said, “That is a core business for us because we as a government entity are struggling to figure out how we become super agile. How do we transform ourselves to deal with many of these issues?” One area Hammami described as “very, very thin” was higher education. She said, “It’s the one area we’re struggling with – and I think every country is struggling with – but also one which has major effects on many other portfolios such as the future of work.”

While education is core to some of the concerns and challenges being faced, governments are also having to come to terms with the rapid pace of technological change. A citizen’s ability to

communicate with, engage with, and criticize their government has completely transformed. Social media enables citizens to express themselves and provides opportunities for governments to receive feedback. Hammami said, “That’s one area we’re grappling a lot with – to what extent to allow this sort of expression, which could backfire on you as a government if you open up too much. What is the right level of engagement? What’s the right level of feedback? What’s the right level of listening? That’s another area we see as a government but also: How do we allow for collaboration by using those digital platforms?”

Discussing the next steps for the Public Sector Strategy Round Table, Hammami said, “I think where we go next from here is establishing what we would hope to call – rather than a Public Sector Round Table – a Public Sector Network. [This is a network] we hopefully can expand more but also have some form of commitment from the partners of this for the future, both in terms of the path leadership but also in terms of the ability to partner together cross-borders for bigger causes – helping governments figure out things.”

## *Lisa Witter: The more we humanize governments, the better we will be at supporting them*

### **Co-founder and executive chairman of apolitical discusses role of platform and bringing together different public servants**

At a time when challenges for governments – and the complexities surrounding them – appear to be growing exponentially, one could be forgiven for being wary or over-awed when deciding where to begin to solve them. This does not apply to Lisa Witter, co-founder and executive chairman of apolitical. Indeed, it is something she thrives on. Attending the sixth Public Sector Strategy Round Table – *In the Spotlight: How Can the Public Sector Excel Under Changing Dynamics?* – she told Salzburg Global, “I’m a bit epicurean in that I really try to enjoy everything I do. I think one thing I’m really committed to is enjoying it when it is hard as well, which is something I think I share as a former person working in government. I like the hard stuff.”

At apolitical, Witter and her team look to serve people in government, find ways to solve problems faster, and bring people together from all over the world. Apolitical provides an online platform for public servants to find ideas, people, and partners to solve the hardest challenges facing our societies. Witter said, “We are trying to bring a bit of a different sensibility – trying to bring both behavioral science and the best of technology to solving problems. It’s happened in every other sector from TripAdvisor for travel, from Bloomberg terminals for finance, so why shouldn’t that same peer-to-peer beautiful technology platform happen for the public sector?”

Designing apolitical involved asking potential users what they needed and what they thought the platform should look like. Witter said, “Some of the things they asked us [included], ‘Make it



beautiful and more delightful.’ ‘Make it simple and really easy to use.’ ‘Make it look and feel like news so that it has a sense of urgency and salience.’ ‘Tell me how long it is going to take to read it.’ ‘Help me connect to the people behind it.’”

Witter said apolitical wasn’t in the habit of building silos, and the technology has enabled them to show how policies connect and impact different parts of people’s lives. This, in turn, improves policymaking.

Apolitical first became involved with the Public Sector Strategy Round Table in 2016 and will remain a partner in the Public Sector Strategy Network going forward. It invited people from around the world to take part in the conversation, all of whom keen to design an agenda to meet the needs of governments. It has used its online platform to share ideas and allow participants to remain connected. Witter said, “We also offer them what we call a concierge service. We support them by answering questions around policy like, ‘I need to find someone who’s an expert in blockchain and government.’ Or one question last year was, ‘What other governments are using cloud computing?’ We were able to connect them to someone else so their governments can consider it.”

In line with this, Witter describes apolitical as “bridge builders with impact” – something that is not just connecting one-to-one, but something which is connecting many to many others. She said, “There are some geopolitical things which I think have made us more prescient between Brexit, Trump, [and] rising populism. People are looking for what’s working – people of all types of political parties. This isn’t just for one party. It’s for everyone.”

Apolitical was recently listed as one of 100 companies considered to have the most potential to influence, change, or create new global markets. Witter, however, doesn’t see the platform as disruptive. She said, “We see us as building a platform to help government disrupt itself by being more efficient about finding ideas. You would never in the private sector bring an idea in front of your board or CEO and not have done some due diligence around it. We hope this is both an inspiration platform for people in government but also a due diligence platform that they can find other people and be able to say, ‘Hey, you did that there, we want to do this here. Help me do it.’”

Apolitical has covered more than 800 stories looking at what is happening in different governments. These trends included tech connectivity, intense citizen engagement, big data, policy labs and design thinking, partnership procurement, and behavioral insights.

“Partnerships have always been important in government, but we could hear today that as tax dollars go down, and problems get more complex, governments need more and more to partner with the private sector – especially the start-up world,” explained Witter. “Start-ups are often innovating around the edges and that’s where a government is needing partners, which has a whole domino effect on how we do procurement. I definitely brought up this procurement point because I think every country is struggling with procurement.”

Witter said the caliber of people attending the sixth Public Sector Strategy Round Table reflected well on the event organizers, but it also reflected well on public service in general. She said, “There’s sort of a feeling that the best and brightest go into business and they don’t go into government but if you were sitting in that room today, you would think the best and brightest went into government, which gives me a sense of relief that we have such smart minds.” Witter said she was hoping to focus much more on the solutions, not just diagnosing the problems.

Every government is at a different place when it comes to innovation. Governments can be better supported, Witter believes, once they are more humanized. She said, “I think the more we humanize government, the better we will be at supporting governments. It’s not the government’s job to solve the problem. We are citizens and we have to be in a collaboration with them to do that.”

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## List of Participants

*(Positions, organizations and bios correct at time of session – June 2017)*

### Australia

Samantha Hannah-Rankin

### Austria

Charles Ehrlich

### Canada

Rabih Abouchakra

### Colombia

Paula Acosta Márquez

### Estonia

Liis Kasemets

Juhani Lemmik

Katrin Nyman-Metcalf

### Hong Kong SAR, China

Kim Salkeld

### India

Saugato Datta

### Ireland

Lucy Fallon-Byrne

### Kenya

Wanja Michuki

### Lebanon

Mona Hammami

Michel El Khoury

### Portugal

Fernando Rocha Andrade

### Republic of Korea

Junny Kim

### Singapore

Penny Low

### South Africa

Seán Cleary

### USA

Varun Gauri

Colin Rasmussen

Lisa Witter

### United Kingdom

Rose Abdollahzadeh

Nitika Agarwal

John Edge

Julian McCrae

Liz McKeown

Clare Shine

Claire Spencer

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### **Rose P. Abdollahzadeh** *United Kingdom*

#### RAPPORTEUR

Rose Abdollahzadeh is the head of the Director's Office and Research Partnerships at the Royal Institute of International Affairs, Chatham House, an international affairs policy institute based in London. She has been at Chatham House since 2010 and in her current role supports the development of the institute's research agenda and key projects in addition to supporting the Director and senior staff with strategic initiatives. Ms. Abdollahzadeh earned her B.A. in international relations from the University of Warwick and an M.Sc. in migration and ethnic studies from the University of Amsterdam.



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### **Rabih Abouchakra** *United Arab Emirates / Canada*

Rabih Abouchakra is the founder and Managing Director of the Office of Strategic Affairs at the Abu Dhabi Crown Prince Court since 2009, providing socioeconomic thought leadership and strategic advisory. Previously, he was a Partner of Booz & Company based in the firm's Abu Dhabi office. Mr. Abouchakra served as the head of the "Organization and Strategy" practice in the Middle East focusing on public administration modernization, policy formulation, large-scale transformation, and economic planning. Prior to that Mr. Abouchakra was a Senior Associate Consultant at Bain & Company in



Canada and the United Kingdom. He sits on the boards of Al-Qattara Investments and Al Bayt-Mitwahid Association, and is also a member of the Advisory Boards of INSEAD Abu Dhabi and University of Zurich Department of Economics. Mr. Abouchakra is a Member of the Higher Organizing Committee for Special Olympics 2019 and an inaugural Fellow of the Society for Progress. Mr. Abouchakra has co-authored three books: *Looking Ahead: the 50 Global Trends that Matters* (Thinkers50, 2016), *Government for a New Age: The Transformation Agenda* (Thinkers50, 2014), and *Leading Smart Transformation: A Roadmap for World Class Government* (Palgrave, 2011), and a series of perspective papers and articles addressing emerging public sector strategic challenges. He was awarded a British Medal of Great Distinction in 1995. Mr. Abouchakra holds a B.A. in electrical engineering and an M.A. in telecommunication engineering from McGill University in Canada, and an M.B.A. from INSEAD.



**Paula X. Acosta Márquez** *Colombia*

Paula Acosta is the director for Government and Strategic Areas at the Presidency of the Republic of Colombia, where she is in charge of monitoring the strategic goals of the president and also the cross-cutting coordination of his regional strategic initiatives. Her professional career includes high level positions within the government such as Deputy Minister of Health and general deputy director of the National Planning Department. She has also been a lecturer at Universidad de Los Andes, Colombia, and researcher at Fedesarrollo, Colombia's most important research institute on public policy. Ms. Acosta holds a B.A. in industrial engineering from Universidad de Los Andes, Colombia, an M.A. in economics from Georgetown University, and an M.A. in public administration from Syracuse University.



**Nitika Agarwal** *United Kingdom*

Nitika Agarwal is chief operating officer, with a special focus on growth through partnerships, for a political, a knowledge platform and social network helping public servants connect to innovative ideas and people all over the world. She was formerly a senior policy advisor at the UK Treasury where she served in a number of roles. These included advising ministers on financial sector reform and EU budget issues, and driving commercial reforms within government in the areas of defense and energy. She also represented the UK in EU negotiations and served as chief of staff for the UK Ambassador to the EU in Brussels. Prior to joining the UK Government, Ms. Agarwal worked at human rights NGOs in India and France. She holds an M.A. in philosophy, politics, and economics from Oxford University.



**Seán M. Cleary** *South Africa*

Seán Cleary is chairman of Strategic Concepts (Pty) Ltd, executive vice chair of the FutureWorld Foundation, and a director of companies. He is on the faculty of the Parmenides Foundation, and lectures on global corporate strategy, conflict resolution and development economics in South Africa, the US and Europe, and on national security at the South African Defence Staff College. He chairs the Advisory Boards of the Global Economic Symposium, serves as a trustee of the South African Foundation for Conciliation, and as a strategic advisor to the World Economic Forum. He served in the South African Navy, before a diplomatic career in the Middle East, USA, and Namibia, where he initiated negotiations between Namibia's political parties, the release of political prisoners, and the adoption of a Bill of Rights, en route to the country's independence. He was a member of the Facilitating and Preparatory Committees of the South African Peace Accord and chairman of the Working Group on the Code of Conduct for Political Parties and Organizations, an executive committee member of the NEPAD (New Programme for Africa's Development) Business Steering Group, chair of the International Advisory Board of Operation Hope and a member of its Board of Directors. Additionally, Mr. Cleary served as a member of the Board of LEAD International, the International Foundation for Electoral Systems, the Rocky Mountain Institute, and the Carbon War Room. He has served

on National Advisory Committees in Namibia, and as senior advisor to the Arab Business Council. He is a recipient of academic and public service awards and has been published in South African, British, German, and US journals. He is the co-author, with Thierry Malleret, of two books on risk, *Resilience to Risk* (Human and Rousseau, 2006), and *Global Risks* (Palgrave Macmillan, 2007), and has contributed chapters to several others, including *Learning from Catastrophes* (Wharton, 2009). Mr. Cleary received his MBA from Brunel University in the UK. Mr. Cleary is a member of the Board of Directors of Salzburg Global Seminar.

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**Saugato Datta**

*USA / India*

Saugato Datta is a Managing Director at ideas42, where he oversees the bulk of the organization's work in low- and middle-income countries in Africa, Asia, and South America. He works with partners in government, NGOs, and firms focused on low-income populations to design, test, and scale socially beneficial applications of behavioral economics. His current work spans public health, violence reduction, financial inclusion, resource conservation, agriculture, the design of transfer programs, and helping cities use behavioral science to improve urban governance and sustainability. In the past, he has been an economics correspondent for *The Economist* in London and a researcher at the World Bank in Washington, DC. Dr. Datta has published extensively in applied development and behavioral economics, and his work has been featured in outlets such as *The Guardian*, *The Washington Post*, *The New York Times* and *The Indian Express*. He holds a B.A. from the University of Delhi, an M.A. from Cambridge University, and a Ph.D. in economics from the Massachusetts Institute of Technology.



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**John Edge**

*USA / United Kingdom*

John Edge is the chairman and co-founder of ID2020, a non-profit focused on bringing emerging technology to the challenge of stateless vulnerable children. Mr. Edge is an entrepreneur and founder specializing in public-private partnerships to drive legal identity and financial inclusion through designing, funding, and building collaborative, sustainable business models leveraging emerging technologies. Prior to founding ID2020, Mr. Edge was a successful FinTech entrepreneur, with his most recent venture being Redkite, a company which uses algorithms and pattern recognition to detect and prevent insider trading. He also serves as the co-chair and founder of the Whitechapel Think Tank, which has enabled the Bank of England, the UK Government, regulators, and the private sector to constructively collaborate on the potential for blockchain and distributed ledger technologies. He received his B.Eng. from the University of Leeds.



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**Lucy Fallon-Byrne**

*Ireland*

Lucy Fallon-Byrne is Assistant Secretary of the Department of Public Expenditure and Reform where she is responsible for public service reform, and Program Director of the Reform and Delivery Office. Prior to her current appointment, Dr. Fallon-Byrne was Assistant Director General, Director of Corporate Affairs at the Central Statistics Office (CSO), where she led a significant program of reform. Before joining the CSO, she worked in the Department of Social Protection where she supported a major program of transformation, developing a new streamlined one-stop shop service for jobseekers nationwide. She also developed and led a program of organizational development, the OneDSP program. Dr. Fallon-Byrne was director of the National Centre for Partnership and Performance leading an ambitious program of workplace reform and innovation from 2001 to 2010. Previously she served as assistant chief executive of the National Council for Curriculum and Assessment where she oversaw the development and introduction of the new Primary School Curriculum in Ireland. Dr. Fallon-Byrne holds an M.A. in political science and an M.B.A. from University College Dublin, and a Ph.D. in organizational innovation from Dublin City University.




**Varun Gauri**
*USA*

Varun Gauri is the senior economist in the Development Economics Vice Presidency of the World Bank. He co-leads the Mind, Behavior, and Development Unit (eMBeD), which integrates behavioral science into the design of anti-poverty policies worldwide. He was co-director of the “World Development Report 2015: Mind, Society, and Behavior.” He serves on the editorial boards of the journals *Behavioral Public Policy* and *Health and Human Rights*, and is a member of the World Economic Forum Council on Behavior, the Advisory Board of Academics Stand Against Poverty, and the Board of the Behavioral Economics Action Research Centre at the University of Toronto. His research has appeared in journals spanning the fields of economics, philosophy, political science, and law, and has been covered in *The New York Times*, *The Economist*, *The Washington Post*, *Forbes*, *The Hindu*, and *Frontline*, among other media outlets. He has published three books: *Courting Social Justice*, *School Choice in Chile*, and *Bringing Law to Life*. His current research investigates the influence of social norms on women’s economic decision-making, compliance with judicial human rights orders, and the influence of cooperation and identity on ideas of distributive justice. He has held positions as a visiting lecturer in Public and International Affairs at Princeton University, as Withrow Chair at Deep Springs College, and as a visiting professor in the Department of Economics at ILADES in Santiago, Chile. Dr. Gauri holds a B.A. from the University of Chicago and a Ph.D. from Princeton University.


**Mona Hammami**
*United Arab Emirates / Lebanon*

Mona Hammami is a director at the Office of Strategic Affairs, Abu Dhabi Crown Prince Court. Her role includes analyzing social and economic developments, globally and locally, and drafting publications and white papers to influence policy making. Prior to joining the Crown Prince Court, she was a lead associate at Booz & Company as part of the public sector practice team focusing on a wide range of issues including: social and labor policies, macroeconomic policy, governance frameworks, organizational restructuring, agriculture policy reform, and structuring Public-Private Partnerships (PPPs). Dr. Hammami also worked as an economist with the International Monetary Fund where she co-authored a paper on the determinants of PPPs, and at the United Nations Economic and Social Commission for Western Asia where she worked on the effect on Middle East and North African Countries of the World Trade Organization’s Agreement on Trade-Related Aspects of Intellectual Property Rights. She is also the founding curator of the World Economic Forum Abu Dhabi Global Shapers Hub and a member of the Welfare Association. She is the author of two books *Looking Ahead: The 50 Trends that Matter* and *The Giving World*. She holds an M.A. in public administration from Harvard University and a D.Phil. in development studies from the University of Oxford. Dr. Hammami is a Fellow of Salzburg Global Seminar.


**Samantha J. Hannah-Rankin**
*Australia*

Samantha Hannah-Rankin is the director for Public Sector Innovation at the Department of Premier and Cabinet in Victoria, Australia. Ms. Hannah-Rankin specializes in establishing disruptive business models in mature corporates, with a background spanning corporate development, strategy, and management across a range of sectors including digital communications and identity services with Australia Post, financial services with Bendigo Bank, and digital media with Fairfax Digital. She also has extensive experience as a management consultant across both the public and private sectors. Ms. Hannah-Rankin earned her B.A. in politics and classical studies and her M.A. in ancient Greek literature from the University of Melbourne. She also received her executive M.B.A. from the Australian Graduate School of Management.

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**Liis Kasemets***Estonia*

Liis Kasemets is the senior advisor on governance at the Government Office of Estonia, developing and coordinating the system and principles of good governance in the government decision-making process, fostering the quality and openness of policy-making, and promoting civic engagement and regulatory impact assessment. She also manages the process of Open Government Partnership in Estonia and coordinates the work of the multi-stakeholder forum engaging members from the government, the parliament, the local municipalities, the social partners and the civil society organizations, and participates in cross-border cooperation network amongst the Nordics. In 2014 Ms. Kasemets served as an expert to “the OECD Governance Reviews: Estonia and Finland. Fostering Strategic Capacity across Governments and Digital Services across Borders.” This was the first OECD report to evaluate in parallel the reforms undertaken in two countries to foster the states’ strategic agility, analyzing the strategic goal-setting coordination mechanisms to deliver on government agenda, the flexibility of resource assigning, and the openness of policy-making, as well as the possibilities for cross-border cooperation in service delivery. For ten years she was the head of research at the research center MindPark conducting in-depth policy analyses and advising governance reforms. Ms. Kasemets holds a B.A. in political science and public management and an M.A. in political science from the University of Tartu.



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**Michel El Khoury***United Arab Emirates / Lebanon*

Michel Khoury is a director within the Office of Strategic Affairs at the Abu Dhabi Crown Prince Court. Previously he served as a senior consultant for Booz & Company where he advised on public sector strategy, policy formulation, regulatory reform, organization restructuring and large-scale transformation. Prior to that, he worked for BearingPoint as a consultant in Paris focusing on public sector technology. He is co-author of *Government for a new age: the Transformation Agenda* and author of a series of perspective papers covering public sector governance, emerging trends and innovations, citizen engagement, horizon scanning and risk management. Mr. Khoury received his B.A. from Université Saint-Joseph in Lebanon and an M.Sc. in management from HEC School of Management in France.



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**Junny Kim***Republic of Korea*

Junny Kim is the director-general of the OECD Korea Policy Centre’s Public Governance Program. She has served the Korean government for 20 years and previously worked as director of the Public Service Innovation Division, Administrative Institution Division under the Creative Government and Organization Management Office, Ministry of the Interior. She was responsible for coordination of activities related to public service innovation, and public administration rule and regulation reform to provide customized public services for people and the management of the public administration procedure laws. She also contributed to the establishment of the United Nations Governance Centre at Seoul in 2006. Prior to this, she was deputy director at the Organizational Planning Division, Workforce Management Division, Administration Efficiency Division, and Appeals Commission within the Ministry of Government Administration and Home Affairs. She completed her M.A in political science at the University of Toronto.



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**Juhani Lemmik***France / Estonia*

Juhani Lemmik is a public governance expert with extensive experience from the forefront of several generations of public governance reforms from his home country Estonia and elsewhere. He currently works as senior policy adviser for the Organization for Economic Cooperation and Development (OECD) Support for Improvement in Governance and Management program, which assists European



Union Enlargement and Neighborhood countries in improving their public governance. Before that, he worked for the Strategy Unit of the Government Office of Estonia as public governance advisor. He also served on the OECD Public Governance Committee as the Estonian representative. His professional interests lie with public sector innovation, center of government functioning, and digital government. Mr. Lemmik obtained a B.A. in public administration from the University of Tartu and an M.A. in political science from Central European University in Hungary.



**Penny Low**

*Singapore*

Penny Low is the president and founder of Social Innovation Park Ltd in Singapore, a non-profit organization promoting thought leadership and social entrepreneurship. Ms. Low is a pioneer and serial entrepreneur in various fields, from wealth management to social enterprises to global movements. Her career and experience span the private, public, people, academic and media sectors in local and international arenas. Ms. Low was a veteran member of the Parliament of Singapore for almost 15 years during which she developed the award-winning first eco-town in the tropics, reputed for its high social capital and on its way to becoming the largest township in Singapore. She was also one of the longest serving members on the Parliament Estimates Committee. In addition to being the Chairperson on the Singapore-Peru Parliamentary Friendship Group, Vice-Chairperson of the North East Community Development Council, and the Pasir Ris-Punggol Town Council, she is also a Labour Union Advisor, active on several national committees, in particular those promoting enterprises and social entrepreneurship, town and community development, and inter-nation parliamentary friendship groups. She has also chaired the Government Parliamentary Committees (GPC) for Ministry of Information, Communication and the Arts, served on and had oversight of the GPC for Ministry of Finance, Trade and Industry, for the Ministry of Education, for the Ministry of Environment and Water Resource, for the Ministry of Culture, Community and Sports, for the Ministry of Social Development and for the Ministry of National Development. Ms. Low received her B.A. in economics and sociology from the National University of Singapore. Ms. Low is a Fellow of Salzburg Global Seminar.



**Julian McCrae**

*United Kingdom*

Julian McCrae is deputy director of the Institute for Government in the UK. He leads the Institute's work on professionalizing Whitehall, the performance of public services, fiscal policy and spending consolidations. He is a regular commentator in the UK media on all issues relating to the effectiveness of government. Mr. McCrae joined the Institute in July 2009 following half a decade at the prime minister's Strategy Unit where he was deputy director. There he led work on social mobility, welfare policies and economic growth. His other experience in government includes two spells in Her Majesty's Treasury, and as a special adviser at the Department for Work and Pensions. Mr. McCrae started his career at the Institute for Fiscal Studies, where he spent eight years and published work on the UK's personal taxation and business investment issues. He has taught public economics at the University College London and worked at Frontier Economics, one of the UK's leading economic consultancies, where he helped expand the public policy practice.

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**Liz McKeown***United Kingdom*

Liz McKeown is chief economist at the UK Cabinet Office, and head of Analysis & Insight - a multidisciplinary hub that provides analytical expertise, support and challenge to policy areas across the Cabinet Office. She is also the UK representative on the OECD Public Governance Committee and a member of its bureau, which provides the committee's strategic leadership. She is a continuing fellow at the University of Cambridge's Centre for Science and Policy. Previously she has been acting director of the Civil Service Group providing leadership of its strategy, policy, delivery and analytical functions. Prior to this Ms. McKeown led the Government's Horizon Scanning Programme, including providing the secretariat for the Cabinet Secretary's Advisory Group. She has also previously held a variety of strategy, analysis and policy roles at the Cabinet Office and other UK Government departments. She holds a B.Sc. (First Class Honours) Economics and an M.Sc. (Distinction) Economics from the University of Bristol.



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**Wanja Michuki***Kenya*

Wanja Michuki is the Managing Director of Be Bold Consulting and Advisory Ltd. ([www.bbold.co.ke](http://www.bbold.co.ke)), an Independent Financial Consulting and Executive Coaching firm based in Nairobi. Ms. Michuki is passionate about Fulfillment and works with Executives and Organisations to develop value-led purpose in companies and in the lives of the individuals she works with. She is a former trade, investment, and multilateral diplomat, serving in the government of Kenya for 6 years. Prior to this she was an entrepreneur in New York City, where she ran a social enterprise. She began her career in finance, working for Barclays and Merrill Lynch. She holds a B.A. from Bryn Mawr College, an M.B.A. from Columbia Business School, and is a Chartered Financial Analyst.



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**Katrin M. Nyman-Metcalf***Estonia*

Katrin Nyman-Metcalf is professor and chair of law and technology at Tallinn University of Technology and head of research at the Estonian e-Governance Academy. She is furthermore active as an international consultant, working globally primarily in the area of communications law in the wide sense, including information and communications technology regulation, privacy and data protection, media law, e-governance and various cyber issues. Her research interests include how law and technology meet; international decision-making and the changing structure of governance; and the implementation of human rights and the rule of law. Prof. Nyman-Metcalf represents Estonia in the International Relations Committee of the European Space Agency. She received her LL.B. and LL.M. in international and European Community law and her Ph.D. in the law of outer space from Uppsala University in Sweden. Prof. Nyman-Metcalf is a Fellow of Salzburg Global Seminar.



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**Colin M. Rasmussen***Kenya / USA*

Colin Rasmussen provides strategic leadership for the Aga Khan Foundation's programming, quality and learning activities in East Africa. He has spent over a decade managing development programs and humanitarian operations. This includes running a health and nutrition portfolio as country director for the International Medical Corps in Kenya and leading stabilization programs, with budgets exceeding \$100 million and hundreds of staff in the complex settings of Afghanistan and the tribal areas of Pakistan. Mr. Rasmussen's emergency response experience includes post-earthquake Pakistan in 2005 and post-earthquake Haiti in 2010, as well as conflict-affected eastern Ukraine in 2015. He holds a B.A. in international studies and Asian studies from California State University-Long Beach, and an M.A. in humanitarian assistance from Tufts University.





**Fernando Rocha Andrade** *Portugal*

Fernando Rocha Andrade is the state secretary of fiscal affairs for the Portuguese Ministry of Finance. He has also been a professor at the University of Coimbra since 1995. From 2005 - 2008, Dr. Rocha Andrade served as undersecretary of state for Internal Administration in the XVII Constitutional Government of Portugal. In 2015, he was elected member of Parliament for the constituency of Aveiro. He is the author of several academic publications in the fields of taxation and public finance. Dr. Rocha Andrade holds a B.A. and M.A. in law and a Ph.D. in law, with specialization in law and economics, from the University of Coimbra.



**Kim A. Salkeld** *Hong Kong SAR, China*

Kim Salkeld runs the Hong Kong Government's Efficiency Unit. The unit provides internal consultancy services to public sector agencies, increasingly on user-centred design and innovation. It also provides advice to the Government on public sector reform. Mr. Salkeld has been a civil servant in Hong Kong since 1980, serving in various roles in local and central administration. He has a degree in Ancient & Medieval History.



**Claire C. Spencer** *United Kingdom*

Claire Spencer is Senior Research Fellow in the Middle East and North Africa (MENA) Programme and Second Century Initiative at the foreign policy institute Chatham House. In this role, she works with the Director on new initiatives. Prior to this she was Head of the MENA Programme at Chatham House for 8 years, which she expanded significantly, having previously served as Head of Policy for the Middle East and Central Asia for the development agency Christian Aid. Until 2001, she was Deputy Director of the Centre for Defence Studies at King's College, University of London. Dr. Spencer is a member of a number of advisory boards and associations relating to the MENA region, and has acted as an expert witness on Algeria, North Africa and the Sahel region in a number of legal proceedings and British parliamentary enquiries. Her core research interests are in the changing dynamics of the Mediterranean region, with a particular focus on the geopolitics of economic change and the socio-cultural dimensions of regional political developments. She is a Fellow of the Royal Society for the Encouragement of Arts, Manufactures and Commerce (FRSA). Dr. Spencer received her B.Sc. in politics from Bristol University and her Ph.D. from the School of Oriental and African Studies, University of London.



**Lisa M. Witter** *Germany / USA*

Lisa Witter, co-founder and executive chairman of apolitical, is an award-winning executive, entrepreneur, writer, commentator, and public speaker. She is an expert in the intersections of communications, government, politics, philanthropy, technology, women's issues, and behavior change. She has counseled CEOs, Nobel Peace Prize winners, politicians, government officials, philanthropists, scientists and academics. Prior to apolitical she cofounded Assemblyfor, a strategy and design firm that applies behavioral science to policy and social change. Previously she was Chief Strategy Officer of Fenton, the largest public interest-only communications firm in the world. She has worked in government for the City of Seattle. Ms. Witter is a World Economic Forum Young Global Leader and sits on the Global Agenda Council on Behavior. Ms. Witter received her B.A. in politics from the University of California, Santa Cruz, and studied at the Harvard Kennedy School of Government's Executive Education program.

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## Session Staff

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### **Clare Shine**

*United Kingdom*

Clare Shine was appointed Salzburg Global vice president and chief program officer in 2012. She is responsible for multi-year program strategy, design, partnerships and implementation in Salzburg and around the world; next-generation leadership development; communications and marketing; and the Salzburg Global Fellowship which straddles nearly 170 countries. Prior to joining Salzburg Global, Ms. Shine worked from 1990-2011 as an independent environmental lawyer and policy expert for intergovernmental organizations, national governments, the private sector, and NGOs. Her work and publications focused on biodiversity and sustainable development, climate change, international trade, global and cross-border governance and cooperation, coastal and oceans policy, and conflict transformation. She has played an influential role in global biosecurity and biodiversity policy development, working as legal adviser to the World Bank, European Union, Council of Europe and African governments, and led environmental capacity-building projects across four continents. Ms. Shine is a UK-qualified barrister, an Associate of the Institute for European Environmental Policy, a member of the IUCN Commission on Environmental Law, and a bilingual French speaker and professional facilitator. She began her career in industry, working in the media and publishing sector with responsibility for marketing and new ventures. She holds an M.A. in English literature from Oxford University, and post-graduate degrees from London University and the Sorbonne University, Paris, France.



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### **Charles E. Ehrlich**

*Austria*

Charles Ehrlich joined Salzburg Global Seminar as a Program Director in May 2014. He has particular responsibility for designing, developing, and implementing programs on justice, democracy, economics, and rule of law. He has practical experience in legal development working in over a dozen countries, including in the Balkans, the Caucasus, and the Russian Federation, advising governments and public institutions on strategic planning, drafting legislation, and implementing comprehensive reforms in the justice sector, public administration, property rights, freedom of the media, and constitutional law. Dr. Ehrlich has also worked as legal counsel for the Organization for Security and Cooperation in Europe (OSCE) in Kosovo, in Georgia, and at its Secretariat in Vienna. At the Claims Resolution Tribunal in Switzerland, he adjudicated claims to Nazi-era bank accounts. He remains affiliated with Wolfson College, Oxford, and has published a book, *Lliga Regionalista – Lliga Catalana, 1901-1936* (in Catalan), and numerous academic articles on constitutional law, justice, and political history. Dr. Ehrlich holds an A.B. in history and classics (Latin) from Harvard University, a J.D. from the College of William and Mary, an M.Sc.Econs. in European studies from the London School of Economics, and a D.Phil. on contemporary Spanish history from the University of Oxford.



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### **Kevin Kolesnikoff**

*USA*

Kevin Kolesnikoff was a program associate at Salzburg Global Seminar from May 2016 to August 2017, having interned with the Program Office for three months in 2015. In his role, he aided in the preparation, organization and running of core sessions through both research and administrative support. Prior to joining Salzburg Global he worked at the American International School of Salzburg, Austria. He has also worked for Three Bays Preservation, an environmental non-profit on Cape Cod. He received a B.A. in English from Wheaton College. Mr. Kolesnikoff has now left the organization to return to the USA.



## *Additional Session Support Staff*

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# Salzburg Global Seminar

Salzburg Global Seminar is an independent non-profit organization founded in 1947 with a mission to challenge present and future leaders to solve issues of global concern. More than 30,000 people from nearly 170 countries have participated in our programs over seven decades.

Salzburg Global designs multi-year programs to bridge divides and foster collaboration for lasting change. We convene outstanding people across generations, cultures and sectors. Together we seek to achieve long-term impact and results at scale through alliances, networks and projects on the ground.

Our secluded and inspiring home at Schloss Leopoldskron in Salzburg, Austria – built in 1736 by the Archbishop of Salzburg, restored by the Salzburg Festival's co-founder Max Reinhardt, used by Hollywood for sets in *The Sound of Music*, and now an award-winning hotel – allows us to welcome all participants in conditions of trust, openness and creativity.

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