Public Sector Strategy Network
Annual Foresight Retreat

Looking Forward to 2030: Harnessing the Power of Strategic Foresight and New Measures of Impact

Paris • Château de Crécy
29-30 May 2020
What is the Public Sector Strategy Network?

The ability of government to carry out its role effectively in a world of increasingly complex challenges is under pressure. In the face of shifting public expectations, political unrest and budget cuts, civil servants require new networks, skills, knowledge and strategic foresight.

The Public Sector Strategy Network (PSSN), now coming to its 10th anniversary, works to build a supportive alliance of engaged senior public servants and connect them with cross-sectoral innovators. Facilitating the exchange of ideas, connections and knowledge, PSSN is designed as a dynamic platform for senior public servants to take advantage of new opportunities and be best prepared for future challenges. Financial and strategic support is given by Abu Dhabi Crown Prince Court. Apolitical and Salzburg Global Seminars are co-convening partners.

The Network’s top priorities are to:

- Connect outstanding leaders in public sector strategy who can most benefit from membership and will thus play an active role in developing the Network;
- Create opportunities for members to pool their insights and tap into each other’s expertise, ensuring that in-person meetings can be deeper and more reflective;
- Give practical support to members through themed online events, thought leadership (articles, op-eds), external resource experts, and online communication channels.
- Allow members to contribute to the Network by producing thought leadership and generating new ideas.

As the touchstone of PSSN, the Annual Foresight Retreat is critical for developing future partnerships, fostering new relationships and accelerating innovation. The retreat seeks to accelerate continuous peer-to-peer learning in the public sector and develop activities that are tailored to participants’ interests and inputs.
Being a civil servant there are moments that take energy and moments of getting energy. The PSSN annual Retreat has been a real boost of energy with new insights gained, time to reflect, interesting innovations and the newest trends to consider, alongside discussion and food for thought to bring back home. PSSN is all about transformational learning!"

OLLI-PEKKA HEINONEN
Director General, National Agency for Education
Annual Foresight Retreat

The Annual Foresight Retreat is curated as a highly-interactive workshop and many years’ experience of conference design best practice.

The Annual Foresight Retreat has four goals:

1. Facilitate active ongoing peer-to-peer learning under the values of trust and open exchange, sharing best practices and lessons learned from system failure and recovery;

2. Help senior leaders and rising talents in government reimagine the design, delivery and funding of core services and develop more effective partnerships and communication with citizens, civil society and business;

3. Support “intrapreneurship” within public sector culture and recruitment through new ways to redeploy, reskill, and reorganize people and operations; and

4. Optimize cross-sector government innovation to achieve the Sustainable Development Goals.

Each Annual Foresight Retreat connects expertise across sectors and regions to address long term macro trends and immediate priorities, bringing together a group of around 30 participants:

- **15-18** current or recent ministers, cabinet secretaries, similar ranking senior officials or rising stars recognized as leaders in public sector innovation;
- **5-6** disruptors and resource experts at the leading edge of technology, finance, communications, behavioral science, academia, philanthropy, and civil society;
- **3-4** city leaders, representing mayors or senior officials from cities;
- **2-3** Network multipliers, representing top public service training institutions/ networks and possibly business schools.
When is the 2020 Foresight Retreat Taking Place?

Apolitical and the Abu Dhabi Crown Prince Court are convening the next Foresight Retreat in May 2020 just outside Paris, to coincide with the OECD Forum, an invitation-only gathering of high-level government representatives and civil society leaders.

29-30 MAY 2020

PARIS, FRANCE • CHÂTEAU DE CRÉCY
Stimulating group activities accompany rich discussions alongside opportunities for reflection, rest and informal conversations. A more complete agenda and guest list will be shared closer to the date.

The first day of the 2020 Retreat offers participants the chance to analyse past strategic plans through in-depth interactive sessions as well as scan the current landscape of best practice in government strategy. By critically discussing measures of impact up to 2020, participants will draw out successes, failures and lessons learned from real life case studies prepared by participating countries.

With an eye to what has been learnt to date, the second day of the Retreat allows participants to do a participatory deep dive into strategic foresight methodology and strategic risk management, looking at what can be applied in their own contexts as we look to 2030. Participant networking will connect senior leaders and rising talent in government in an environment of trust and open exchange to foster new relationships, continued support and future partnerships.

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, 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.”

DR LUCY-FALLON BYRNE
Assistant Secretary, Head of Reform, Department of Public Expenditure and Reform, IRELAND
## The History of the PSSN

<table>
<thead>
<tr>
<th>Year</th>
<th>Event Description</th>
<th>Location</th>
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<tbody>
<tr>
<td>2010</td>
<td>First International Public Sector Strategy Workshop</td>
<td>London</td>
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<tr>
<td>2011</td>
<td>Second International Public Sector Strategy Workshop</td>
<td>Abu Dhabi</td>
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<tr>
<td>2012</td>
<td>Third International Public Sector Strategy Workshop</td>
<td>Seoul</td>
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<tr>
<td>2013</td>
<td>The Uniqueness of Small Country Strategies</td>
<td>Abu Dhabi</td>
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### IN PARTNERSHIP WITH CHATHAM HOUSE

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<tr>
<th>Year</th>
<th>Event Description</th>
<th>Location</th>
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<tbody>
<tr>
<td>2016</td>
<td>Effective Governance in a Strategically Complex World</td>
<td>Oxford</td>
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### IN PARTNERSHIP WITH SALZBURG GLOBAL SEMINAR AND APOLITICAL

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<tr>
<th>Year</th>
<th>Event Description</th>
<th>Location</th>
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<tr>
<td>2017</td>
<td>How Can the Public Sector Excel Under Changing Dynamics?</td>
<td>Salzburg</td>
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<tr>
<td>2019</td>
<td>Agility for an Accelerating World: Can Governments Keep Up?</td>
<td>Salzburg</td>
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<td></td>
<td>Country partners: Australian Public Service, Privy Council Office of Canada, Irish Public Service and Civil Service College Singapore</td>
<td></td>
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<tr>
<td>2020</td>
<td>Looking Forward to 2030: Harnessing the Power of Strategic Foresight and New Measures of Impact</td>
<td>Paris</td>
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</table>
Over the past decade, the PSSN has attracted senior government officials from around the world. The PSSN has welcomed participants such as:

Senior officials from multilateral institutions such as the OECD, the World Bank, NESTA and the Asian Development Bank as well as the private sector have also contributed to the Annual Retreat, offering their strategic expertise to the public sector, as well as learning about the nature of public sector strategy. See pages 10-11 for a complete list of past attendees.

Who has been part of PSSN?

Over the past decade, the PSSN has attracted senior government officials from around the world. The PSSN has welcomed participants such as:

- **Andrew Kibblewhite**
  Former Director of Policy Advisory Group, now Chief Executive, Ministry of Justice, NEW ZEALAND

- **Majd Shweikeh**
  Minister of Information and Communication Technology, JORDAN

- **Maria Leitao Marques**
  Former Minister of the Presidency and Administrative Modernization, now MEP, PORTUGAL

- **Olli-Pekka Heinonen**
  Director General, National Agency for Education, FINLAND

- **Antonella Mei-Pochtler**
  Special Advisor to the Austrian Chancellor, AUSTRIA

What's been achieved?

- **PSSN has developed thematically and expanded in size since 2010.** Whilst changing every year, PSSN has always offered the opportunity for senior public servants to interact informally with their cross-sectoral peers. This has proved to be an invaluable testing ground for creative ideas and new ways of thinking which can be applied to daily work in serving government.

- **The Network has allowed members to sustain contact well beyond the end of the Foresight Retreat and is now looking to cement a network of high-level government officials, who will come together in 2020 to consider the disruptive forces shaping the next 10 or 20 years.**

- **From exploring how to future-proof society in the face of automation to upholding the social contract in the 21st century, examining the impact of migration flows on government policy and defining a core set of attributes for successful central units, the PSSN has proved to be an invaluable testing ground for a discussion of new ideas.** Conclusions are summarised in a report after the seminar, which is made publicly available for interested readers.
Where do former PSSN participants come from?

122 PARTICIPANTS

FROM 33 COUNTRIES
Past Attendees

Attendees listed by country of work and job titles reflective of most recent attendance at PSSN.

AUSTRALIA
Samantha J. Hannah-Rankin, Director of Public Sector Innovation, Department of Premier and Cabinet, New South Wales
Martin Parkinson, Secretary, Department of the Prime Minister and Cabinet
Ben Rimmer, Deputy Secretary, Strategic Policy and Implementation Group, Department of the Prime Minister and Cabinet
Paul Schreier, Deputy Secretary, Department of the Prime Minister and Cabinet
Laura Christie, Executive Director, Partnerships, Service New South Wales

AUSTRIA
Antonela Mei-Pochtler, Special Advisor, Austrian Chancellor
Clare Shine, Vice-President and Chief Program Officer, Salzburg Global Seminar
Charles E. Ehrlich, Program Director, Salzburg Global Seminar Jennifer Dunn, Program and Development Assistant, Salzburg Global Seminar

CANADA
Patrick Borbey, President, Public Service Commission
Simon Kennedy, Deputy Minister of Health, Health Canada

CHILE
Roman Yosif, Executive Director, Laboratorio de Gobierno

COLOMBIA
Paula X. Acosta Márquez, Director for Government and Strategic Areas, Presidency of the Republic of Colombia
Santiago García-Devis, Co-founder, Qüid Labs

DENMARK
Hanne Shapiro, Innovation Director, Division for Business and Society, Danish Technological Institute
Lars H. Østergaard, Senior Advisor and Deputy Head of Division, Ministry of Finance

ESTONIA
Elli Lepik, Deputy Strategy Director, Government Office
Agris Peedu, Deputy Secretary General for Public Governance Policy, Ministry of Finance
Katrin M. Nyman-Metcalfe, Professor and Chair of Law and Technology, Tallinn University of Technology; Head of Research, Estonian e-Governance Academy
Liis Kasemets, Senior Adviser on Governance, Government Office

FINLAND
Olli-Pekka Heinonen, Director General, National Agency for Education
Risto Volanen, Former Secretary of State, Prime Minister’s Office

FRANCE
Vincent Chiquiri, Mayor of Bourgoin-Jailieu and Project Manager, Ministry of Finance
Yves Doz, Chaired Professor of Strategic Management, INSEAD

HONG KONG
Kim A. Salkeld, Head, Hong Kong Government’s Efficiency Unit

HUNGARY
Anikó Kubatov, Head of International Department, Ministry of Public Administration and Justice

IRELAND
Brian Cawley, Director General, Institute of Public Administration
Rory O’Donnell, Director, National Economic and Social Council

INDIA
Shashank Goel, Director, Ministry of Heavy Industries and Public Enterprises
U.D Choubey, Director General, Standing Conference on Public Enterprises
Bhaskar Chatterjee, Secretary, Department of Public Enterprises

JAPAN
Hiroyasu Kamine, Director, National Policy Unit
Shinichi Ueyama, Chief Executive Advisor, Tokyo Metropolitan Government
Yasushi Noguchi, National Policy Unit, Cabinet Secretariat
Masaakira James Kondo, Counsellor to the Secretary General, National Policy Unit, Cabinet Secretariat

JORDAN
Majid Shweikeh, Minister of Information and Communication Technology, Ministry of Information and Communications Technology
Saleh Al-Kharbsheh, Secretary General, Ministry of Planning and International Cooperation

KENYA
Katherine Getao, Chief Executive Officer, ICT Authority
Wanja Michuki, Managing Director, Be Bold Consulting and Advisory Ltd.
Colin M. Rasmussen, Regional Head of Strategy and Innovation, Aga Khan Foundation

REPUBLIC OF KOREA
Moonyearn Hwang, Executive Director, Presidential Council for Future and Vision
Junny Kim, Director General, OECD Korea Policy Centre’s Public Governance Program
Yeo-Kwon Yoon, Executive Director, Presidential Council for Future and Vision
Eun Young Jang, Deputy Director, Administrative System Innovation Division, Ministry of Interior
Eunhee Choi, Assistant Director, Foreign Affairs and Security Bureau, Presidential Council for Future and Vision

MALAYSIA
Kelvin Tan, Performance Management and Delivery Unit, Prime Minister’s Office
Foong Chee Hoe, SRI Public Finance and NKRA Cost of Living, Performance Management and Delivery Unit

MEXICO
Sergio Millán, Business and Administrative Manager, Nacional Financiera S.N.C, London

MOROCCO
Mourad Errarhib, Head of Department of Cooperation and International Relations, National Human Rights Council of Morocco

NEW ZEALAND
Andrew Kibblewhite, Director, Policy Advisory Group, Department of the Prime Minister and Cabinet
David Skilling, Founder, Landfall Strategy Group
Charlotte Denny, Policy Advisor, Policy Advisory Group, Department of the Prime Minister and Cabinet
N O R W A Y
Tore Tennes, Director, Norwegian Board of Technology (Teknogirådet)

P O R T U G A L
Tiago Antunes, Secretary of State, Council of Ministers
Maria Leitao Marques, Ministry of the Presidency and Administrative Modernization
Fernando Rocha Andrade, State Secretary of Fiscal Affairs, Ministry of Finance

S I N G A P O R E
Whee Jim Yeo, Institute Director, Institute of Governance and Policy, Civil Service College Singapore
Lionel Yeo, Deputy Secretary (Development), Public Service Division, Prime Minister’s Office and Former Dean and CEO, Civil Service College Singapore
Aaron Mariani, Blasnik School of Government; Founding Head, Centre for Strategic Futures, Office of the Prime Minister
Penny Low, President and Founder, Social Innovation Park Ltd
Tan Gee Keow, Deputy Secretary, Strategy Group, Prime Minister’s Group
Kwek Mean Luck, Deputy Secretary (Development), Public Service Division, Prime Minister’s Office
Lee Seng Teck, Strategist, Strategic Policy Office
Bernard Toh, Strategist, Prime Minister’s Office
Chow Yi Ling, Strategist, Strategic Planning & Futures, Prime Minister’s Office
James Low, Principal Researcher, Institute of Governance and Policy, Civil Service College

S L O V A K R E P U B L I C
Martin Bruncko, Founding and Managing Partner, Steam Capital
Iva Kleinova, Advisor, Office of the Government of Slovakia’s Plenipotentiary for Knowledge

S O U T H A F R I C A
Ammaarah Martinus, Director of Policy, Research and Analysis, Western Cape Government
Thuli Radebe, Special Advisor, Ministry of Transport
Seán M. Cleary, Chairman/ Executive Vice Chairman Strategic Concepts (Pty) Ltd./ Future World Foundation

S P A I N
Andrés Ortega Klein, Director of the Policy Unit, Office of the Prime Minister of Spain

S W E D E N
Pater Frikblom, Structural Policy Unit, Budget Department, Ministry of Finance

S W I T Z E R L A N D
Franz Von Daeniken, Former State Secretary Executive Board of the Board of Trustees, Drosos Foundation
Ilona Kickbusch (observer at meeting), Director, Global Health Programme, Graduate Institute of International and Development Studies

T H E N E T H L A N D S
Wendy Asbeek Brusse, Director, Scientific Council for Government Policy

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Rabih Abouchakra, Managing Director, Office of Strategic Affairs, Abu Dhabi Crown Prince Court
Mona Hammami, Senior Director, Office of Strategic Affairs, Abu Dhabi Crown Prince Court
Michel El Khoury, Senior Director, Office of Strategic Affairs, Abu Dhabi Crown Prince Court
Nassar Al Mubarak, Director, Office of Strategic Affairs, Abu Dhabi Crown Prince Court
Roula Rbiez, Senior Manager, Office of Strategic Affairs, Abu Dhabi Crown Prince Court
Fiona Schwab, Senior Advisor, Office of Strategic Affairs, Abu Dhabi Crown Prince Court
Tareq Al Otaiba, Project Manager, Office of Strategic Affairs, Abu Dhabi Crown Prince Court
Saif Ghobash, Director General, Department of Culture and Tourism
Feras Abu Ibrahim, Projects Director, General Secretariat of The Executive Council
Saeed Al Zaabi, Projects Director of Office of Corporate and Strategic Affairs, General Secretariat of The Executive Council

U N I T E D S T A T E S O F A M E R I C A
Lisa Witter, Executive Chairman and Co-Founder, Apolitical
Saugato Datta, Managing Director, ideas42
Kevin Desouza, Foundation Professor, School of Public Affairs, Arizona State University
John Edge, Chairman and Co-Founder, Identity 2020
Ashley Finger, Salzburg Global Cutler Fellow 2018, University of Virginia Law School

U N I T E D K I N G D O M
Gareth Davies, Executive Director, Strategy and Civil Society
Creon Butler, Director, European and Global Issues Secretariat, Cabinet Office
Liz McKeown, Director of Public Policy Analysis, Office of National Statistics and former Chief Economist
Geoff Mulgan, CEO, NESTA
Angiolina Foster, Director of Strategy, Scottish Government
Miatta Fahnbulleh, Deputy Director, Strategy Unit, Cabinet Office
Matt Robinson, Deputy Director, Strategy Unit, Cabinet Office
Chloe Ross, Deputy Director, Cabinet Office
Hannah White, Deputy Director, Institute for Government
Philip Sinclair, Fellow, Judge Business School, University of Cambridge
Julia Cleverdon, Chair, Transform
Eoin Daly, Partner, McKinsey & Company
Jamie Hume, Head of Strategy and Performance, Cabinet Operations, The Scottish Government
Julian McCrae, Senior Fellow, Institute for Government
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Richard Rollison, Policy Advisor, Strategy and Economic, Scottish Government
Rose P. Abdollahzadeh, Head of the Director’s Office and Research Partnerships, Chatham House

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Josée Touchette, Executive Director, OECD
Stephen Groff, Vice President, Asian Development Bank
Marcos Bonturi, Director of Public Governance, OECD
Irène Hors, Deputy Director of Public Governance, OECD
Carlos Santiso, Innovation in Citizen Services, Inter-American Development Bank
Renaud Seligmann, Practice Manager Governance Global Practice for the Middle East and North Africa, World Bank
Varun Gauri, Senior Economist, Development Economics Vice Presidency of the World Bank
Hideki Takada, Senior Policy Analyst, OECD
Juhani Lemmik, Senior Adviser, Support for Improvement in Governance and Management, OECD
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