

SALZBURG
GLOBAL
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2024 Annual Strategic Foresight Retreat:
Strategy and Implementation
in a Permanent Polycrisis

Program and Directory

May 8th to 10th, 2024

Hartwell House | Vale of Aylesbury | United Kingdom

Salzburg Global Seminar is grateful to The Office of Development Affairs
UAE Presidential Court
for the generous support that made this program possible:



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We are also grateful to our Program Partner:

apolitical

We are delighted to host this year's Program at the Hartwell House,
renowned for its elegant historical charm and serene countryside setting.
For more information about this Historic House Hotel of the National Trust please visit
www.hartwell-house.com

THE PUBLIC SECTOR STRATEGY NETWORK: A PLATFORM FOR GROWTH

In a rapidly changing world, governments have to tackle diverse new challenges, disruptions and opportunities. From emerging technologies to shifting public expectations, governments and civil servants will need new approaches and flexibility to offer their citizens the best service possible.

One of the most valuable resources for public sector leaders is to meet on equal terms with world-class peers from different jurisdictions and to have frank conversations with top cross-sectoral innovators. The Public Sector Strategy Network has created a dynamic platform for practical cooperation and impact, using its convening power to connect governments and innovators who are leading the way to take advantage of new opportunities and meet future challenges.

Countries and institutions participating in the Network have agreed to work together informally to expand cross-border exchanges, including exclusive virtual webinars among members, physical site visits, and year-round networking and thought leadership.

Building on outcomes from the Annual Foresight Retreat, the Network develops ongoing activities tailored to members' inputs and domestic priorities for demonstrable and sustainable results and also tracks the impact of continuous peer-to-peer learning in the public sector.

For more information, please visit <https://www.publicsectorstrategy.com/>

OBJECTIVES	VERTICAL TOPICS	HORIZONTAL TOPICS
<ul style="list-style-type: none"> • Exchange • Rest and recharge • Celebrate • Learn and teach • Get inspiration 	<ul style="list-style-type: none"> • Economy • Citizens • Climate • Inequality • Tech • Security • Resilience • Youth • Future of work 	<ul style="list-style-type: none"> • Design • Innovation • Agile • Reimagining government • Citizen engagement

Program

Day 1

Wednesday, May 08, 2024

PARTICIPANT ARRIVALS

12:00 LUNCH / *The Soane Room*

13:00 WELCOME, PROGRAM OVERVIEW AND INTRODUCTIONS / *The James Gibbs Room*

- *Formal opening, welcome remarks to plenary, setting out the plan and objective for this retreat and for the Network*
- *Participant introductions*

13:30 GEOPOLITICAL TRENDS: BOOK TALK AND STRATEGIC INSIGHTS / *The James Gibbs Room*

An insightful exploration of 'The New Cold War' by Sir Robin Niblett kicks off our retreat, setting a foundational tone for understanding current global tensions. Building on the insights from the opening book talk, we will expand the lens to a broader view of the economic and geopolitical forces at play. Participants will delve into essential questions: Which economic and geopolitical trends are currently shaping our world, and what are their projected paths? How might these trends influence both the global stage and local spheres in the coming years? In what ways can our newfound understanding of these dynamics inform strategic planning and decision-making processes?

14:30 COFFEE / TEA BREAK / *The James Wyatt Room*

15:00 HOTEL CHECK-IN / *Reception*

15:30 GLOBAL SHIFTS AND PUBLIC SERVICE: NAVIGATING EMERGING CRISES/ *The James Gibbs Room*

This session will delve into the economic and geopolitical shifts shaping the landscape of public service. Through a comprehensive presentation, we will examine the key crises anticipated by public servants globally over the coming years. Central to our discussion will be three focus questions: how are these crises interconnected, and what is their cumulative impact on public service? Do the perceived crises and their impacts vary across different geographies and governance levels—from local to national to regional? How can public servants prepare for and adapt to these evolving challenges?

Contributor: Lisa Witter

16:15 DEVELOPMENT AND SUSTAINABILITY IN RESPONSE TO A POLYCRISIS/ *The James Gibbs Room*

This session will explore how sustainable development and community building can progress despite ongoing polycrisis. Speakers will tackle three central questions: how can governments integrate sustainability into their development plans? What innovative strategies are being adopted to overcome current global challenges? How do we balance immediate crisis responses with long-term sustainability goals?

Contributors: Pilar Garrido Gonzalez, Eili Lepik, Bernardus Djonoputro, Sewon Sunwoo
Host: Charles Ehrlich

16:45 BREAKOUT SESSIONS/ *The James Gibbs Room / The Throssel Boardroom / The Keene Room*

Following the plenary discussions, we will transition into focused breakouts, allowing for deeper engagement with the topics. These workshops, led by our speakers, will offer the opportunity to contribute to shaping actionable strategies that address the dual imperatives of development and sustainability in an increasingly complex world.

17:30 COFFEE / TEA BREAK / *The James Wyatt Room*

18:00 THE INTEGRAL ROLE OF SCIENCES IN POLICY INNOVATION/ *The James Gibbs Room*

Guided by Geoff Mulgan, a seasoned expert who has worked at various levels of government and recently authored a book on the relationship of science to power, this session will delve into the significant influence of sciences on public policy development. Participants will engage in a nuanced discussion, contrasting traditional policy-making approaches with innovative methods informed by scientific insights. Key questions will include: what are the fundamental scientific principles that should guide effective policymaking? How can the integration of sciences into the policy development process more effectively address current social, economic, and environmental challenges? And ultimately, how can policy innovation, steered by scientific understanding, lead to more sustainable and equitable outcomes in government planning and public service delivery?

Contributors: Geoff Mulgan, Tom Wells

19:30 DINNER / *The Soane Room*

21:00 INFORMAL NETWORKING / *The Drawing Room*

Day 2

Thursday, May 09, 2024

07:30 BREAKFAST / The Soane Room

09:00 WELCOME AND FRAMING FOR DAY 2 / The James Gibbs Room

09:15 BOOK TALK / The James Gibbs Room

In a deep dive into 'Four Internets: Data, Geopolitics, and the Governance of Cyberspace,' Dame Wendy Hall will outline the evolving dynamics of the internet's global landscape since her book's publication. This book talk will address pivotal questions: How have the concepts and categorizations of the internet changed in light of recent technological advancements, especially AI? What are the implications of the internet's fragmentation on global governance and diplomacy? And how can we anticipate and navigate the future of digital coexistence?

10:15 GROUP PHOTO / The Hartwell Court Garden

10:30 COFFEE / TEA BREAK / The James Wyatt Room

11:15 TECHNOLOGICAL DISRUPTION / The James Gibbs Room

In this session, technologists will deliver interactive presentations on the potential of technology in various national settings to enhance the well-being of citizens. Key questions they will address include: What is the role of regulation in technology? How do different models impact societal welfare and innovation? Can diverse national strategies coexist without leading to global fragmentation or conflict? Following the initial discussion, participants will engage in an interactive brainstorming session to explore strategies for harnessing technology to serve humanity better while mitigating risks.

Contributors: Yuki Takishima, Tamara Srzentic, Aaron Maniam

Host: Robyn Scott

12:00 BEHAVIORAL INSIGHTS IN POLYCRISIS MANAGEMENT / The James Gibbs Room

This session will explore the pivotal role of behavioral insights in shaping public sector strategies amid ongoing global polycrises. The discussion will focus on practical applications and strategic incorporation of behavioral science, addressing key questions such as: How can behavioral insights improve crisis response and policy design? What behavioral factors should be considered to ensure successful implementation of public strategies during a polycrisis? And how can these insights lead to more resilient and adaptive public sector governance?

Contributor: David Halpern

Host: Lisa Witter

12:30 LUNCH / The Soane Room

14:00 GOVERNMENT RESPONSE TO POLYCRISES / The James Gibbs Room

This plenary session will present three strategic case studies—two from central governments and one balancing central and regional interests, showcasing diverse approaches to global challenges. The focus will be on answering: What strategies are central governments deploying to address polycrisis? How can central and regional interests be balanced for cohesive national strategies? What lessons can be learned from these diverse approaches to inform future policy?

Contributors: Saul Musker, Brenton Caffin, Rupak Chattopadhyay

Host: Pooja Warier

14:45 BREAKOUT SESSIONS / The James Gibbs Room / The Throssel Boardroom / The Keene Room

Following the plenary discussions, we will transition into three focused breakouts, allowing for deeper engagement with the topics. These workshops, led by our speakers, will offer the opportunity to engage in solution-oriented workshops, aiming to refine and advance actionable strategies for responding to complex global challenges.

15:30 COFFEE / TEA BREAK / The James Wyatt Room

16:00 FORESIGHT AND FUTURES THINKING AMIDST POLYCRISIS / The James Gibbs Room

This session will explore how governments can utilize foresight and futures thinking to prepare for the future, even under the pressures of polycrisis. Presenting three international case studies of proactive government use of these approaches, speakers will address three key questions: how are foresight and futures thinking being implemented today? What lessons are being learned from these approaches? How can these methodologies be adapted to navigate through and beyond current crises? Following the initial discussion, participants will engage in an interactive brainstorming session, focusing on further exploration and deeper engagement with the topics presented.

Contributors: Jeanette Kwek, Darren Swanson, Lars Ostergaard

Host : Josee Touchette

16:45 STRATEGIES FOR POLYCRISIS: EMPOWERING THE PUBLIC SERVICE/ *The James Gibbs Room*

This session will delve into three case studies exemplifying effective strategies for governments to equip their public service amidst polycrisis. Participants will explore key questions: What are the core components of successful strategies in navigating polycrisis? How can governments effectively empower and support their public service in times of multifaceted challenges? What lessons can be drawn from these case studies for enhancing resilience and adaptability in public service delivery? Following the presentations, participants will engage in an interactive brainstorming session to delve deeper into the insights and applications of these strategies.

Contributors: Christian Bason, Taki Sarantakis, Joe Owen

Host: Pooja Warier

17:45 CONCLUSIONS / *The James Gibbs Room*

- *Summary and wrap-up of the agenda*
- *Time for reflection on your government and what concrete you will do and with whom.*
- *Evaluation and feedback*

19:30 DINNER / *The Soane Room*

21:00 INFORMAL NETWORKING / *The Library*

Day 3

Friday, May 10, 2024

HOTEL CHECK-OUT

Hotel check-out is before 11:00 a.m. Luggage can be stored securely if required.

07:30 BREAKFAST / *The Soane Room*

09:30 BUS DEPARTURE

A bus will be waiting outside to transport participants to our next optional event location. For those not continuing with us, the bus will also make a stop at the Haddenham & Thame Parkway train station, providing convenient access to trains for your onward journey, whether it be to airports or other stations.

11:00 OPTIONAL SITE VISIT / *Unique Experience Hosted by the UK Policy Lab and the Go-Science Futures Team*

This session will offer an immersive look at cutting-edge policy development techniques aimed at equipping public servants to tackle the polycrisis effectively and enhance care for UK residents. Participants will witness firsthand how innovative ideas are being operationalized to meet the demands of the present and future, addressing key questions on the application of these methodologies in real-world scenarios and the impact on public service.

Fellows



Rabih Abouchakra

*Executive Director, Office of Development Affairs, UAE
Presidential Court / Canada*

Rabih is the founder and Executive Director of the Office of Development Affairs, UAE Presidential 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. Rabih 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 Rabih was a Senior Associate Consultant at Bain & Company in Canada and the United Kingdom. Rabih sits on the Board of Al-Qattara Investments, INSEAD Abu Dhabi Joint Advisory Board and the University of Zurich Department of Economics Advisory Board. He is also a Member of the Higher Organizing Committee of the 2019 Special Olympics World Games and the European Advisory Group for McGill University. Rabih is an inaugural Fellow of the Society for Progress. He co-authored three books: "Looking Ahead: the 50 Global Trends that Matters" (by Thinkers50, 2016), "Government for a New Age: The Transformation Agenda" (by Thinkers50, 2014), and "Leading Smart Transformation: A Roadmap for World Class Government" (by Palgrave, 2011), and contributed a chapter to the Oxford Press Book "Capitalism beyond Mutuality" (2018). Rabih holds an MBA from INSEAD, a Master of Telecommunication Engineering and a Bachelor of Electrical Engineering with Top of Class honors from McGill University in Canada. He was awarded a British Medal of Great Distinction in 1995. Rabih is a Fellow of Salzburg Global Seminar.



Mohamed Al Shamsi

*Analyst, Office of Development Affairs, UAE Presidential Court,
United Arab Emirates*

Mohamed is an Analyst at the Office of Development Affairs at the UAE Presidential Court, specializing in socio-economic strategic advisory. In 2023, he was selected to represent the UAE as a Youth Delegate at the United Nations and was recently elected as the incoming Curator of the Global Shapers Abu Dhabi Hub by the World Economic Forum. Previously, Mohamed gained valuable experience at several diplomatic posts, including the UAE Embassy in London, the UAE Mission to the UN in Geneva, and various departments at the UAE Ministry of Foreign Affairs, including the Office of the Foreign Minister. He holds a degree in International Relations from King's College London, where he co-founded and led its UAE Society.



Derek Alton

Community Insights Lead, Apolitical, United Kingdom / Canada

Derek has spent the last 15 years studying and exploring how to build better governments that can build better societies. Before joining Apolitical, Derek worked at the Centre of the Government of Canada's work on digital transformation. Through this work, he has helped develop global communities focused on connecting public servants to each other with the goal of fostering sharing and collaboration. Derek is a Fellow of Salzburg Global Seminar.



Kateryna Anselmi

Program Manager, Peace and Justice, Salzburg Global Seminar, Austria / Ukraine

Kateryna is the program manager, Peace and Justice, for Salzburg Global Seminar, located in their office in Salzburg. Her primary responsibilities encompass program design and implementation, network development and advancement, all with a focus on the peace and justice program area. In her role she is actively involved in programs such as Global Innovations on Youth Justice, Safety and Violence, Pathways to Peace Initiative, Ukraine Civil Society Forum, Asia Peace Innovators Forum, Japan-India Transformative Technology Network and Public Sector Strategy Network. Before moving to Austria, she accumulated 15 years of experience in Ukraine's business sector. During this time, she held roles that allowed her to excel in project and development management, with achievements in automating sales through online platforms, efficiently managing imports, and growing the roster of suppliers. Kateryna holds a master's degree in foreign linguistics and translation (German and English) from Petro Mohyla Black Sea National University in Ukraine. Although Kateryna fled Ukraine in February 2022 due to the war, her role at Salzburg Global Seminar allows her to contribute to the rebuilding of not only a peaceful Ukraine but also to the promotion of global peace.



Christian Bason

PhD, Co-founder, Transition Collective, Denmark

Christian, Ph.D., is Co-founder of Transition Collective, a purpose-driven enterprise which works globally with leaders and organizations to enable sustainable transitions. Christian is a writer, author, speaker, coach, trainer and advisor on design, innovation, missions, organizations, and leadership. From 2014-2023 he was CEO of the Danish Design Center, a government-backed non-profit foundation. From 2007-2014 he was Director of MindLab, the Danish government's innovation team. From 1998-2006 he held various leadership positions in Ramboll, a global advisory group. He is the author of multiple books, including "Expand: Stretching the Future by Design" (2022), "Leading Public Sector Innovation: Co-creating for a Better Society" (2018) and (in Danish) "The Organization Was Set Free and the Leadership had to be Rediscovered" (2023). Christian is M.Sc. (Political Science) from Aarhus University and Ph.D. (Design, Leadership and Public Governance) from Copenhagen Business School. Christian is a Fellow of Salzburg Global Seminar.



Brenton Caffin

Executive Director, Strategy & Policy, Department of the Premier and Cabinet, South Australia, Australia

Brenton is Executive Director of Strategy and Policy in the South Australian Department of the Premier and Cabinet. He has twenty-five years of experience at the intersection of public policy, innovation, and reform, during which time he has advised governments and multilateral institutions in over twenty countries on ways to strengthen their innovation capabilities. Brenton was the founding Executive Director of States of Change, a global learning collective of public innovation practitioners, as well as the founding CEO of The Australian Centre for Social Innovation. He was an Executive Director at the UK's innovation foundation, Nesta, from 2013-19. He began his career as a graduate in the Department of the Prime Minister and Cabinet. Brenton holds a master's degree in public administration, and further degrees in Economics and International Relations.



Rupak Chattopadhyay

President and CEO, Forum of Federations, Canada

Rupak has been President and CEO of the Forum of Federations since 2011. He was a Senior Adviser to the Ethiopian House of Federations on federalism. He was Member of the Consultative Group on the Study of Intergovernmental Relations and Dispute Resolution Mechanisms, Government of India. In 2004/5 he was Advisor to the Chairman of the Observer Research Foundation. He is a Senior Research Fellow at the Centre for Federal Studies at the University of Kent. Over the last two decades he has contributed as an expert in support of policy and constitutional reforms in Brazil, Ethiopia, Mexico, Myanmar, Philippines, Nepal, Sri Lanka, Tunisia, and Yemen. He holds master's degrees in economics and political science from the University of Ottawa and the University of Illinois (Urbana-Champaign) and did his doctoral work in political science at the University of Toronto. Rupak has authored, co-authored, and edited several books and papers on federalism including *Unity in Diversity: Learning from Each Other* (Viva Books 2008), *Finance and Governance of Capital Cities in Federal Systems* (McGill Queens UP 2009) and *Governance and Finance of Metropolitan Areas in Federal Countries* (Oxford UP 2013). Recently he co-authored a comparative study on Apex Level Intergovernmental relations (World Bank 2019). Rupak is a Fellow of Salzburg Global Seminar.



Vincent Chriqui

Mayor, City of Bourgoin-Jallieu, France

Vincent is advisor to the president of OnePoint, a consultancy and digital services company. He is also Mayor of Bourgoin-Jallieu, a city of 30,000 in Isère, close to Lyon, as well as vice-president of the CAPI group of cities (in charge of mobility) and vice-president of the Isère department (in charge of the ecological transition). Previously, Mr. Chriqui has held several positions in higher administration including: Deputy Secretary General in Charge of the Recovery Plan, Head of Mission of the General Economic Council, project manager in charge of public sector reform at the Ministry of Finance, auditor at the National Audit Office, general director of the Center for Strategic Analysis, parliamentary advisor to the Prime Minister, and chief of staff to the Minister for Work, Employment and Training. Mr. Chriqui has also been active in national politics, as campaign manager for François Fillon, candidate for the French Presidency, in 2017, and head of the political project of Xavier Bertrand, candidate for the French Presidency in 2022. Mr. Chriqui is a graduate of the Ecole Polytechnique and the Ecole Nationale d'Administration. Vincent is a Fellow of Salzburg Global Seminar.



Catherine Day

Deputy Director, Cabinet Office, United Kingdom

Catherine is a British Civil Servant who has served five of the last seven prime ministers in strategy-related roles across government and currently serves as Deputy Director at the UK government's Joint Data and Analysis Centre. She rejoined the Cabinet Office in October 2023 to support work on improving the government's strategy system following an attachment to the Royal College of Defence Studies. Previously, she was part of the leadership team for the UK's international and national security strategy, the Integrated Review, and served in the European Commission, Afghanistan, Iraq and Parliament. With an academic grounding in anthropology, her work on the government's national security culture underpinned systemic interventions to shift institutional culture on which she now builds as a Visiting Fellow at King's College London. Married with two daughters, Catherine speaks several languages, holds private pilot's and motorcycle licences and has represented her country in full-bore target rifle shooting.



Bernardus Djonoputro

Chief Executive Officer, Rebana Metropolitan Authority, West Java, Indonesia

Bernie is currently CEO of Rebana Metropolitan Economic Corridor, the fastest growing economic corridor in Indonesia. He coordinates investment and regional development in 12 local governments with a population of over 15 million. He is also a Senior Advisor to West Java Governor, the largest province in Indonesia, home to 50+ million. He was previously partner with major consulting firms including Deloitte, EY, PwC in Indonesia. He chairs the Ethics Committee of the Indonesian Association of Urban Planners and has been a Fellow and Faculty with Salzburg Global Seminar since 2013.



Charles Ehrlich

Director, Peace and Justice, Salzburg Global Seminar, Austria

Charles is the director, Peace and Justice at Salzburg Global Seminar, with particular responsibility for designing, developing, and implementing programs on peace, justice, and the rule of law. He has worked on legal development 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. Charles has also worked as legal counsel for the Organization for Security and Cooperation in Europe 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. Charles 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.



Pilar Garrido Gonzalo

Director of Development Cooperation, OECD, Costa Rica

Before joining the Organisation, between May 2018 and May 2022, Pilar was the Minister of Planning and Economic Policy in Costa Rica, responsible for the areas of climate-resilient development, sustainable public investment, public sector reform, and development co-operation policy. Also, in office, she has served as the Deputy Minister of Planning and Economic Policy, and as Chief of Staff and Senior Advisor of the Technical Secretariat of the 2030 Agenda. Prior to this, she worked for 13 years at the country level on locally led sustainable development cooperation projects in Costa Rica, Central America and the Caribbean, and the Latin American region for UNDP, the European Union and the Diputació de Barcelona. She has also worked for NGOs on multi-stakeholder partnerships for sustainable development, particularly engaging with the private sector and civil society organizations. Pilar is both a Spanish and a Costa Rican national, holds a BA in Political Science from the University of Costa Rica, a MSc in Economics from Trinity College and a MA in Political Science with an emphasis on democratic governance and public policy from University of Costa Rica.



Wendy Hall

Professor, University of Southampton, United Kingdom

Wendy is Regius Professor of Computer Science, Associate Vice President (International Engagement) and is Director of the Web Science Institute at the University of Southampton. She became a Dame Commander of the British Empire in the 2009 UK New Year's Honours list and is a Fellow of the Royal Society, the Royal Academy of Engineering and the ACM. Dame Wendy was co-Chair of the UK government's AI Review, which was published in October 2017 and a member of the AI Council. She is currently the co-Chair of the ACM Publications Board and Editor-in-Chief of Royal Society Open Science. She is an advisor to the UK government and many other governments and companies around the world and in 2023 was appointed to the United Nations high-level advisory body on artificial intelligence. Her latest book, *Four Internets*, co-written with Kieron O'Hara, was published by OUP in 2021.



David Halpern,

President, Behavioural Insights Team, United Kingdom

David is President and Founding Director of the Behavioural Insights Team having previously been the team's CEO when it launched in 2010 until 2023 when he took up his current role. Prior to BIT, David was the first Research Director of the Institute for Government and between 2001 and 2007 was the Chief Analyst at the Prime Minister's Strategy Unit. David was also appointed as the What Works National Advisor in July 2013, a position he held until 2022 through which he led efforts to improve the use of evidence across the UK government. Before entering government, David held tenure at Cambridge and posts at Oxford and Harvard. He has written several books and papers on areas relating to behavioural insights and well-being, including *Social Capital* (2005), *the Hidden Wealth of Nations* (2010), *Online Harms and Manipulation* (2019) and co-author of the MINDSPACE report. In 2015, David wrote a book about the team entitled *Inside the Nudge Unit: How Small Changes Can Make a Big Difference*.



Jeanette Kwek

Head, Centre for Strategic Futures, Singapore

A career civil servant, Jeanette started out at the Ministry of Defence working on Singapore's defence relations with international partners. In a moment of serendipity in 2009, she became one of the founding members of the Centre for Strategic Futures. Since then, she has worked in roles connecting foresight and geopolitics. In her current role, she oversees the Centre's research agenda, its extensive international networking efforts, and work in growing foresight capability across the public service. She is married with two children.



Eili Lepik

Director, Green Transition Department, Ministry of Climate, Estonia

Eili works as director of the Green Transition Department at the new Ministry of Climate in Estonia. Her previous experience as the deputy strategy director at the Government Office and leading the process of the country's long term development strategy "Estonia 2035" and strategic planning reform helps her now to coordinate the implementation of the green transition in Estonia. She and her team are looking for innovative ways for involving public administration, local governments, and the private sector into the implementation of the Green Transition Action Plan and raising awareness on environmental and climate issues. Eili has also been working with global sustainable development goals and UN Agenda 2030 coordination at the central government level. She is also taking part in European Sustainable Development Network (ESDN) and is a Fellow of Salzburg Global Seminar, where she has also been a mentor in Emerging Urban Leaders program and Public Policy New Voices Europe program. Eili holds a MSc degree in Economics.



Aaron Maniam

Civil Servant, Blavatnik School of Government, University of Oxford, United Kingdom / Singapore

Aaron is a researcher and practitioner in the public policy space, focusing on digital technology, skills building, leadership and management of large, complex systems. He is a published poet, facilitator of interfaith dialogues, occasional TV documentary host and general dilettante. Aaron focuses on the intersections between digitalisation, major public policy domains and public administration. He holds degrees from Oxford and Yale, including a PhD from the Blavatnik School - his doctoral dissertation focused on public sector digitalisation in Estonia, New Zealand and Singapore. He previously served as a policymaker in the Singapore government, including stints in the Ministry of Foreign Affairs, Embassy in Washington DC, Prime Minister's Office, Civil Service College (CSC), Ministry of Trade and Industry and Ministry of Communications and Information. His favourite jobs include having been the first Head of the Singapore Government's newly formed Centre for Strategic Futures (CSF) in January 2010, and starting the CSC Applied Simulation Training (CAST) Laboratory, an experiment to apply principles of "serious play" to training public officers to deal with complex environments. In January 2011, Aaron was one of eight young leaders named an "Outstanding Young Singaporean" by the Orchid Jayceettes of Singapore. In June 2012, he was conferred the Singapore Youth Award, the highest national honour for young people who exemplify excellence in their professional lives and community work, by the Prime Minister. He was identified by the World Economic Forum as a Young Global Leader in January 2013. Aaron is a Fellow of Salzburg Global Seminar.



Antonella Mei-Pochtler

Vice-Chairwoman, Pochtler Industrieholding GmbH, Austria / Italy

Antonella is a strategist and businesswoman with deep experience in the global media, technology and consumer sectors, both as advisor and executive. She studied Business Administration at the LMU Munich and at the Università degli Studi di Roma and holds an MBA with the Dean's List Award of INSEAD. She started her career at the The Boston Consulting Group (BCG) where she became the youngest partner and first female Senior Partner & Director in Germany, holding key management positions in Europe and globally, also as member of BCG's Global Executive Committee. She wrote many thought pieces on key management issues and a collection of her essays was published in the book „Acupuncture for Management “. She was recognized by Forbes as Junior manager of the year and by Consulting Magazine with the lifetime achievement award. In 2018 she joined the government of Austrian Chancellor Sebastian Kurz as Special Advisor and Head of ThinkAustria, the Special Projects Unit, and later as Co-Head of the Austrian CovidFutureOperations Task Force until 2022. On behalf of the Austrian Government, she continues to serve as Chairwoman of the KofiAnnanAward for Innovation in Africa, a joint initiative of the African and European Union. Antonella currently serves as Executive Vice-Chairwoman of Pochtler Industrieholding and as Non-Executive Director of Publicis SA, of Westwing SE, and of Eni Plenitude SpA, as well as of Generali Group S.p.A. , where she is the Chair of its Investment Committee. Her involvement in a range of social causes, particularly regarding equity in education led to the co-founding of the award-winning education project Business@School and of the Phorms School Network in Germany, and to a long-time advisory board role at Teach for All. A strong believer in Europe's unique strengths and values, Antonella supports various European initiatives to foster tech innovation and European sovereignty, among others as scientific board member of the Drucker Forum, as board member of the European Forum Alpbach and since 2022 as advisory board member of TUMVentureLabs. Antonella is a Fellow of Salzburg Global Seminar.



Geoff Mulgan

Professor, University College London, United Kingdom

Geoff is Professor at University College London. He was CEO of Nesta, the UK's innovation foundation from 2011-2019. From 1997-2004 Geoff had roles in UK government including director of the Strategy Unit and head of policy in the Prime Minister's office. He has been a reporter on BBC TV and radio and was the founder/cofounder of many organisations, including Demos, Uprising, the Social Innovation Exchange, and Action for Happiness. He has a PhD in telecommunications, was visiting professor at LSE and Melbourne University, and senior visiting scholar at Harvard. Past books include 'Big Mind: how collective intelligence can change our world' (Princeton UP), 'Another World is Possible: How to Reignite Social and Political Imagination' (Hurst Publishers/Oxford University Press, 2022) and 'When Science Meets Power' (Polity Press, 2023). Geoff is a Fellow of Salzburg Global Seminar.



Saul Musker

Director for Strategy and Delivery Support, Presidency, Republic of South Africa

Saul is the Director of Strategy and Delivery Support in the Private Office of the President in South Africa, where he works on economic reform, climate finance and other strategic policy initiatives. He was educated at the University of the Witwatersrand and Oxford University, where he completed a Master of Public Policy as a Rhodes Scholar.



Robin Niblett

Distinguished Fellow, Chatham House, United Kingdom

Robin is a Distinguished Fellow with Chatham House (the Royal Institute of International Affairs) and Senior Adviser with Hakluyt, the London-based strategic advisory firm. He is a leading expert on the relations between Europe, the US, and Asia and their implications for risk management by governments and private institutions. Robin is also Senior Adviser to the Center for Strategic & International Studies (CSIS); Distinguished Fellow with the Asia Society Policy Institute and serves on the International Advisory Board of Brown Advisory, the US investment firm. Robin was the Director and Chief Executive of Chatham House from 2007 – 2022, where he led a major expansion of its research and outputs, tripling the size of its staff and finances. He was the Executive Vice President at CSIS (2000-2006), in Washington D.C., where he also served as Director of the CSIS Europe Programme and its Initiative for a Renewed Transatlantic Partnership.



Lars Østergaard

Deputy Head of Division, Ministry of Finance, Denmark

Lars is a political scientist from the University of Copenhagen. He has had a long career in the Danish civil service working primarily in the Ministry of Finance but also served 3 years at the Prime Minister's Office working on EU-affairs and 3 years as a financial counselor at the Danish Embassy in Washington DC. He is currently a senior advisor and the deputy head of the expenditure division in the Danish Ministry of Finance. He is a long-standing member of the Senior Budget Officials at the OECD and he has participated numerous times at the Center of Government Network at the OECD. He has been involved in both expenditure policy and budgeting for many years and a key member of the design of the current Danish framework for medium term planning and expenditure framework. He served as the lead on the expenditure side to the Danish response to COVID, the inflation crisis and the early Ukraine efforts. He has also been involved in most initiatives to modernize the Danish welfare society serving for a time as the senior advisor to the Danish minister for innovation in the Ministry of Finance. Lars is a Fellow of Salzburg Global Seminar.



Roula Rbeiz

Principal, Office of Development Affairs, UAE Presidential Court, Lebanon

Roula is a Principal at the Office of Development Affairs at the UAE Presidential Court, providing strategy advisory and cross-sectoral thought leadership. Formerly, Roula was responsible for steering the strategy development for a media company operating in the Middle East and had setup and led a Program Management Office. Prior to that she was a consultant with Booz & Company's public sector practice and worked on projects in the Arabian Gulf and North Africa. Roula holds an MBA from INSEAD, and a Bachelor of Civil and Environmental Engineering from the American University of Beirut, with distinction. She is the co-author of the book 'Looking Ahead: The Sustainable Global Agenda' published by Thinkers50. Roula is a Fellow of Salzburg Global Seminar.



Taki Sarantakis

President, Canada School of Public Service, Canada

Taki has been President of the Canada School of Public Service since July 2018, having previously served as Associate Secretary of the Treasury Board at the Treasury Board of Canada Secretariat. Mr. Sarantakis spent most of his career at Infrastructure Canada, including as Assistant Deputy Minister of Policy and Communications. In 2011 Mr. Sarantakis was awarded Canada's Public Service Award of Excellence in Public Policy, and in 2013 he was a recipient of the Queen Elizabeth II Diamond Jubilee Medal. Prior to joining the federal government, Mr. Sarantakis was a doctoral candidate at the University of Toronto. He holds a B.A. and an M.A. from York University in Toronto, as well as an Executive Certificate in Public Policy from the Harvard Kennedy School of Government. He is a graduate of the Rotman School of Management's Institute of Corporate Directors Education Program, holding the ICD.D designation.



Robyn Scott

Co-Founder and CEO, Apolitical, United Kingdom

Robyn is a mission-driven serial entrepreneur who co-founded Apolitical in 2015 with a mission to build 21st century governments that work for people and the planet. Apolitical is an online network and learning platform used by hundreds of thousands of public servants in 160 countries to gain new skills and find and share best practice. Identified by Fast Company as one of the world's most innovative companies, Apolitical works with universities including Oxford, the London School of Economics, and Georgetown to educate public servants on the critical challenges of our time — from climate change to AI.



Tamara Srzentic

Tech Ambassador, Advisor to the President and the Prime Minister, Minister of Public, Administration, Digital Society and Media, Montenegro

With over 15+ years of experience in government reform, policy and digital transformation leadership Tamara has developed a global reputation for introducing the culture, practices, and technologies of the digital era to help governments better serve the public. Tamara is a tech ambassador, entrepreneur and scholar and is currently advising and supporting government leaders in the USA and Europe in gov tech, tech policy, public administration reform and digital transformation efforts. She is a founder of two civic tech NGOs: Rebel Alliance and Digitality that aim to empower public servants in Europe and around the world in their public service modernization and digital transformation efforts. Tamara served as the Minister of Public Administration, Digital Society and Media of Montenegro (2020-2022). Under Tamara's leadership Montenegro government reshaped key policies and standards, propelled public private partnerships, saved money, improved services, and built lasting capability for innovation and digital service delivery. Previously, over the past two California administrations Tamara championed the course for the priority policy initiatives and digital service and public transformation strategies for the world's 5th largest economy. She has built two startups for the state of California, recruited, and cultivated world-class technology talent, and developed critical partnerships that changed how the government delivers services to public. At the core of Tamara's mission has been empowering leaders in government, and driving culture change by introducing mindset, practices, and modern digital delivery skills, building teams highly skilled in human centered design, iterative product delivery and empathetic group facilitation.



Sewon Sunwoo

Deputy Director, Prime Minister's Office, Republic of Korea

Sewon is responsible for formulating international development cooperation strategies spanning regional (e.g., Africa), sectoral (e.g., Science & ICT, Agriculture), and country-based (e.g., Bolivia, Uzbekistan). Prior to this, Sewon held key roles at the Prime Minister's Press Office, managing public and media communications during the COVID-19 pandemic, and at the Government Performance Evaluation Office, where she managed performance indicators for national tasks across ministries. Notably, she also contributed to the success of the 2018 PyeongChang Olympic & Paralympic Games as the General Manager of the Ice-cluster, Gangneung Olympic Park. She holds a B.A. in International Relations and an M.P.A. from Seoul National University in Korea. She was awarded a Korean government scholarship for youth officials and is heading for further studies at Columbia University's School of International and Public Affairs (SIPA) in Fall 2024, focusing on economic and political development.



Darren Swanson

Director and President, Novel Futures Corporation, Canada

Darren is the Director and founder of the Canadian-based international consultancy, Novel Futures Corporation. As a facilitator, advisor, writer, and consultant, Darren has over twenty-five years of experience assisting United Nations agencies, governments, international organizations, businesses, and communities around the world in the arenas of strategic foresight and scenarios, risk assessment and resilience, and sustainable development and integrated planning. In 2009, he was the lead editor and author of the book 'Creating Adaptive Policies: A Guide for Policymaking in an Uncertain World'. With master's degrees in public administration and international development from Harvard University's Kennedy School of Government and in geo-environmental engineering from the University of Saskatchewan, Darren draws from a diverse science-policy knowledge base when assisting organizations in the collective pursuit of creativity, adaptability, and sustainability. Mr. Swanson is a professional engineer in Canada and the United States and a certified Infrastructure Resilience Professional.



Yuki Takishima

Director, Cabinet Office, Japan

Yuki has been working to transform Japan government into a user-oriented one with digital technology for nearly a decade. Digital transformation of government means changes in the legal system, public services, local autonomy, and communication with the public. It is a new opportunity for democracy. Yuki is always happy to share ideas.



Josée Touchette
Executive Director, OECD, Canada

Josée is an accomplished public sector leader with a passion for management excellence. In her capacity as Executive Director (EXD) at the OECD, Josée is responsible for corporate policies and services of the Organisation and, in coordination with the Office of the Secretary General, for contributing to shaping and monitoring the overall corporate strategic directions of the OECD in service to Members and staff. Josée has held a variety of senior positions in the Public Service of Canada, shaping strategic policy, directing key programs, overseeing operations, delivery and results management. She is a lawyer, a CPA, holds an MBA as well as the ICD.D designation. Josée is a Fellow of Salzburg Global Seminar.



Pooja Warier
Chief Partnerships Officer, Apolitical, United Kingdom / India

Pooja is the Chief Partnerships Office at Apolitical, a social and learning platform with a mission to help build 21st century governments that work for people and the planet. Apolitical has an unparalleled, rapidly growing global community of 200,000+ public servants and policymakers from 160 countries. At Apolitical, Pooja works closely with governments, schools for public servants and other bodies on capacity and capability building in government. Prior to Apolitical, Pooja was the Founding and Managing Partner of Conduit Connect, an impact investing platform for investors, entrepreneurs and business leaders. She was the co-founder and former CEO of UnLtd India, an incubator for social entrepreneurs. Pooja is a TED India Fellow, an Aspen India fellow and a World Economic Forum Young Global Leader.

Tom Wells
Deputy Director, Emtech, Futures and Projects, Government Office for Science, United Kingdom

Tom is a former sustainable chemist, turned science policy wonk, science diplomat and foresight practitioner.



Lisa Witter

CEO and Co-Founder, Apolitical Foundation, United States of America

Lisa is a serial political and policy entrepreneur. She's the co-founder and board member of Apolitical, a global peer-to-peer learning platform, used by 180k+ public servants in 170 countries and was named one of Fast Company's Most Innovative Companies in the World. She's the CEO and co-founder of the Apolitical Foundation whose mission is to make the role of a political leader one of the most respected positions in the world. They do this by cultivating new, different, and trusted courageous politicians. She's a World Economic Forum Young Global Leader and co-chairs the Forum's Council on Agile Governance. She is an author, a former public servant with deep experience in behavioral science and has founded numerous political leadership incubators over the last 25 years. She was awarded the 2020 Creative Bureaucracy Award and named a BMW Foundation Futurity Fellow in 2022. Lisa is a Fellow of Salzburg Global Seminar.

Yaqub Yousuf

Chief Strategy and Brand Ideation Officer, United Kingdom

Yaqub has worldwide experience across the UK, US, Gulf region, and Far East; incubating, launching, developing multinational companies across multiple commercial sectors. Internationally experienced CEO & Strategy Director, he provides fiscal, strategic, and operations leadership in uniquely challenging circumstances. Adept at brand building and incubating start-up enterprises. Yaqub has worked for and advised governments, royals, corporates, and charities.

PARTICIPANTS BY CITIZENSHIP

Australia

Brenton Caffin

Austria

Charles Ehrlich*

Canada

Rabih Abouchakra*

Derek Alton*

Rupak Chattopadhyay*

Taki Sarantakis

Josée Touchette*

Costa Rica

Pilar Garrido Gonzalo

Denmark

Christian Bason*

Lars Østergaard*

Estonia

Eili Lepik*

France

Vincent Chriqui*

India

Pooja Warier

Indonesia

Bernardus Djonoputro*

Italy

Antonella Mei-Pochtler*

Japan

Yuki Takishima

Republic of Korea

Sewon Sunwoo

Lebanon

Roula Rbeiz*

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Kateryna Anselmi*

United Arab Emirates

Mohamed Al Shamsi

United Kingdom

Catherine Day

Wendy Hall

David Halpern*

Geoff Mulgan*

Robin Niblett

Robyn Scott

Tom Wells

Yaqub Yousuf

United States of America

Lisa Witter*

* Denotes returning members of the Public Sector Strategy Network

The Chatham House Rule

For over 76 years, Salzburg Global Seminar has promoted candid and open intellectual debate. We strongly encourage all Fellows to shed their professional personae and to speak as individuals during the sessions. Truly open exchange can only be achieved if all Fellows are secure in the knowledge that their remarks are considered “off the record,” and thus all our sessions are covered by the Chatham House Rule: Fellows are free to use the information shared, but neither the identity nor the affiliation of the speaker(s), nor that of any other Fellow may be revealed.

No direct attribution of any statement may be made in print, online, via social media, or in any broadcast without the express prior permission of the author of the statement.

However, we do still encourage Fellows to report on the issues raised, spread the ideas generated, and share your experiences at Salzburg Global Seminar with colleagues and peers.

We will be sharing content on our website and social media platforms. **In accordance with the Chatham House Rule, direct quotations and attributions will not be made in any Salzburg Global Seminar publications without your express permission.** We welcome and encourage you to join the discussions online and to encourage people within your professional networks to do so as well!

Professional Conduct

It is critical to the success of our operation and programs that an atmosphere of respect, trust, and safety be established and maintained at all times. As part of its core values, Salzburg Global Seminar is committed to the elimination of discriminatory practices. Bearing in mind that cultural and behavioral norms may vary, Salzburg Global Seminar will not tolerate any form of harassment on the part of its employees and Fellows.

Salzburg Global expressly prohibits any form of inappropriate conduct or harassment of employees or Fellows based on race, color, religion, gender, gender identity or expression, national origin, age, marital status, veteran status, sexual orientation, genetic information, disability, matriculation, political affiliation, personal appearance, family responsibilities, or any other category protected by applicable law.

Harassment and similar inappropriate conduct prohibited, including verbal, physical, or visual conduct that denigrates or shows hostility or aversion to an individual based on the employee or participant's protected characteristic or status, when such conduct has the purpose or effect of unreasonably interfering with an employee's work performance or participant's program participation, creating an intimidating, hostile or offensive environment, or otherwise adversely affecting an individual's wellbeing.

Salzburg Global Seminar will not tolerate such harassment and similarly inappropriate behaviors. Sexual harassment is a specific kind of inappropriate conduct prohibited by this policy. Sexual harassment includes, but is not limited to, unwanted, uninvited, and unwelcomed behavior directed at another because of their sex.

Any individual who believes that he or she is being subjected to any form of harassment should make it clear to the offending party that such behavior is offensive and contrary to Salzburg Global Seminar policy. A report of harassment should be immediately brought to the attention of the Program Director or Senior Management. Salzburg Global Seminar reserves the right to ask anyone it believes has engaged in harassment as defined in this policy to leave the program.

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MAP OF GROUNDS





ABOUT SALZBURG GLOBAL SEMINAR

Salzburg Global Seminar is an independent non-profit organization founded in 1947 with a mission to challenge current and future leaders to shape a better world.

Together with our world-spanning network of 40,000 Fellows, we have been at the forefront of global movements for change for 76 years, with significant impact on individuals, institutions, and systems.

Whether at our home of Schloss Leopoldskron, online, or in locations around the world, our programs are inclusive, interdisciplinary, international and intergenerational, and are designed to provide a global lab for innovation and transformation.

We convene cohorts of passionate changemakers across diverse fields and backgrounds. We develop and curate networks that support collaboration, share innovations with new audiences, and expand our impact by working with partners around the globe.

We are supported by a combination of institutional partnerships, generous individual donations and revenue generated from our social enterprise, [Hotel Schloss Leopoldskron](https://www.hotel-schloss-leopoldskron.com/).

For more information visit www.salzburgglobal.org

Welcome to the Salzburg Global Fellowship.

Since 1947, more than 40,000 people from over 170 countries have participated in Salzburg Global Seminar's programs as Fellows. Salzburg Global continues to nurture relationships between Fellows to foster the exchange of new ideas and best practices. As a result, Fellows are lifetime members of an extensive network that supports their professional growth and amplifies the impact of their work worldwide.

We encourage you to take full advantage of the Fellowship:

- **Connect with other Fellows.** Mobilize, our online platform, isn't *just* for one program. It's a directory for thousands of Fellows worldwide across sectors. Start a conversation in our main group and share opportunities. Who knows where it may lead?
- **Stay social.** Follow Salzburg Global Seminar on LinkedIn, Facebook, Instagram, Threads, YouTube, Flickr, and X. Just search for "Salzburg Global Seminar" or @salzburgglobal.
- **Stay in touch.** Email us at fellowship@salzburgglobal.org to make sure we have your most up-to-date contact details.
- **Spread the word.** Add your experience as a Salzburg Global Fellow to your bio and your LinkedIn experience section.
- **Share your story.** Tell us more about your work! Pitch an op-ed for our website by emailing aheugas@salzburgglobal.org. Or let us know how this program has had an impact on you – personally or professionally – by submitting an impact story at salzburgglobal.org/go/impact
- **Support our network.** Our work is only possible with the help of our Fellows. We encourage you to give back to the community as a thought leader, to serve as a mentor to future Fellows, to recommend new Fellows, or to make a gift if you are able to at salzburgglobal.org/go/donate.

As a Salzburg Global Fellow:

- You are joining a global, intergenerational network of changemakers working to shape a better world.
- You get exclusive insight into the impact of Salzburg Global programs as well as details for upcoming programs, events, and reunions by subscribing to the Salzburg Global newsletter.
- You receive a discount on rooms and conference facilities at Schloss Leopoldskron. Contact the reception team at reception@schloss-leopoldskron.com to book.

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