



SIGMA
Creating Change Together



A joint initiative of the OECD and the EU,
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SIGMA Ministerial Conference

Good Public Governance Delivering for Citizens and Businesses

13-14 December 2017
OECD, Paris, France

AGENDA

Creating a vision and
choosing a direction



Merit-based
public service



Effective and sound
public finances



Accountable and transparent
public administration



Evidence-based and
inclusive policies



Citizen-oriented
public services



Celebrating
25
years

SIGMA Ministerial Conference
Good Public Governance – Delivering for Citizens and Businesses
13-14 December 2017
OECD Conference Centre, Paris, France

I would like to warmly welcome you to the OECD and to thank you for travelling to Paris to be a part of this important conference. We also appreciate your personal efforts on public administration reforms. Today is the first time in 25 years that all of SIGMA's partners are gathered at ministerial level to discuss good public governance and how it can help you to deliver better outcomes and services for your citizens and businesses. We are delighted to have both Ministers of Finance and Ministers responsible for Public Administration present. Your inputs are essential to the success of this event. Please also take advantage of the opportunities that it presents to network, discuss, share your ideas and ask questions. And please tell us, SIGMA, how we can best continue to help you in the years to come.

I wish you a pleasant stay in Paris and hope that when you return home, your commitment to good public governance and public administration reform will be enriched by our exchanges at this event.



Karen Hill
Head of the SIGMA Programme

Wednesday 13 December

18:00-20:00

Official opening reception

Location: George Marshall and Roger Ockrent rooms at the OECD Château

High-level speakers will set the tone for the conference. Key players in public administration reform will have an opportunity to network together and informally discuss how to drive positive changes.

Welcome speeches:

Mari Kiviniemi, Deputy Secretary-General, OECD

Rupert Schlegelmilch, Ambassador of the European Union Delegation to the OECD

Two Ambassadors to the OECD will share their country's experience and perspective in delivering good public governance:

Michelle d'Auray, Ambassador and Permanent Representative of Canada to the OECD

Irena Sodin, Ambassador and Permanent Representative of Slovenia to the OECD

The working languages of the event will be English and French.

Thursday 14 December

08:30-09:00

Registration and welcome coffee/tea

Location: OECD Conference Centre, Atrium

09:00-09:30

Conference opening

Location: Room CC1

Welcome remarks:

Marcos Bonturi, Director of Public Governance Directorate, OECD

Keynote speakers:

Mari Kiviniemi, Deputy Secretary-General, OECD

Jean-Eric Paquet, Deputy Secretary-General, EC

09:30-10:45

Plenary Session 1: How should public administrations transform to deliver for citizens in challenging times?

Location: Room CC1

In the context of increasing complexity and uncertainty, governments are facing new challenges. Institutions need to be well equipped to handle them. How can the business of government be transformed by linking innovative approaches for businesses and citizens with policy action?

Keynote: **Marco Steinberg**, Founder of Snowcone & Haystack

Moderator: **Edwin Lau**, Head of Division, Reform of the Public Sector, Public Governance Directorate, OECD

Panellists:

- Senida Mesi, Deputy Prime Minister, Albania
- Vache Gabrielyan, Vice Prime Minister, Armenia
- Dhurata Hoxha, Minister of European Integration, Kosovo*
- Mohammed Ben Abdelkader, Minister Delegate to the Head of Government, responsible for reform of the Administration and the Civil Service, Morocco
- Irma Kavtaradze, Deputy Minister of Economy and Sustainable Development, Georgia

10:45-11:00

Networking break with coffee/tea

Location: Atrium

* This designation is without prejudice to positions on status, and is in line with United Nations Security Council Resolution 1244/99 and the Advisory Opinion of the International Court of Justice on Kosovo's declaration of independence.

11:00-12:15

Plenary Session 2: How does public governance make a difference for long-term economic development?

Location: Room CC1

Good public governance can be a great enabler of long-term growth. How can public administration reform improve the business environment and boost entrepreneurship? What are the key components in public administration that pave the way for inclusive and sustainable economic development?

Keynote: **Jan Walliser**, Vice President, Equitable Growth, Finance and Institutions, World Bank

Moderator: **Christian Kastrop**, Director of the Policy Studies Branch, Economics Department, OECD

Panellists:

- Amr El Gahry, Minister of Finance, Egypt
- Oleksandr Danyliuk, Minister of Finance, Ukraine
- Dušan Vujović, Minister of Finance, Serbia
- Taoufik Rajhi, Minister to the Head of Government, responsible for major reforms, Tunisia
- Dragan Tevdovski, Minister of Finance, the former Yugoslav Republic of Macedonia
- Octavian Armașu, Minister of Finance, Moldova

12:15-12:30

Group photo

Location: OECD Conference Centre steps

12:30-14:00

Lunch

Location: Restaurant des Nations (1st floor)

14:00-14:45

Talk 1: How to make citizen engagement part of governance reforms?

Location: Room CC1

The emergence of new waves of social movements and citizen mobilisation, empowered by technology, creates new opportunities for dialogue with citizens. How can governments keep up with the pace and make these new forms of citizen engagement work for their society?

Speaker:

Alberto Alemanno, Founder and Director, The Good Lobby (NGO); Jean Monnet Professor of EU Law, HEC/NYU

Moderator: **Alastair Swarbrick**, Senior Adviser, SIGMA, OECD

Reflections from ministers and high-level participants, followed by comments from other participants:

- Oleksandr Saienko, Minister of the Cabinet of Ministers, Ukraine
- Damjan Manchevski, Minister of Information Society and Administration, the former Yugoslav Republic of Macedonia
- Belkacem Bouchemal, Director General, General Directorate in charge of Public Administration and Administrative Reform, Algeria
- Vusal Gasimly, Executive Director, Center for Analysis of Economic Reforms and Communication under the President of Azerbaijan Republic

14:45-16:15

Three parallel interactive roundtables

Refreshments will be provided in the meeting rooms

High-level speakers will set the scene and conduct dynamic discussions around the following topics:

Roundtable 1

Supporting structural economic reforms through good public governance

Location: Room CC16

Recent studies show that effective institutions are critical for sound policies to pave the way for economic development. It is debated that many growth and governance challenges are fundamentally similar. Decision makers and practitioners will be brought together to discuss evidence and examples of what kind of public institutions and systems of governance are needed for better economic development in the long term.

Speakers:

Christian Kastrop, Director of the Policy Studies Branch, Economics Department, OECD

Katarína Mathernová, Deputy Director General, Directorate-General for Neighbourhood and Enlargement Negotiations, EC

Moderator: **Klas Klaas**, Senior Adviser, SIGMA, OECD

Planned interventions:

- Arben Ahmetaj, Minister of Finance and Economy, Albania
- Vardan Aramyan, Minister of Finance, Armenia
- Alain Bifani, Director General, Ministry of Finance, Lebanon
- Nina Vujošević, State Secretary, Ministry of Finance, Montenegro

Roundtable 2

Creating a competitive and business-friendly environment through better public services

Location: Room CC18

Countries fiercely compete to attract businesses while governments try to ensure quality services for their citizens and businesses. What are the key enablers governments need to focus on to improve their services? Success stories and common challenges regarding high-quality services of the state will be discussed.

Speakers:

Edwin Lau, Head of Division, Reform of the Public Sector, Public Governance Directorate, OECD

Pia Gjellerup, Director, Danish National Centre for Public Sector Innovation

Moderator: **Peter Vági**, Senior Adviser, SIGMA, OECD

Planned interventions:

- Hala Helmy El Said, Minister of Planning, Monitoring and Administrative Reform, Egypt
- Archil Karaulashvili, First Deputy State Minister on European and Euro-Atlantic integration, Georgia
- Bojana Bošković, Director General for Financial System and Improvement of Business Environment, Ministry of Finance, Montenegro

Roundtable 3

Developing a transparent, predictable and accountable approach in public governance to contribute to the rule of law in practice

Location: Room E, OECD Château

Ensuring rule of law in practice requires constant effort and it cannot be taken as a 'given' or considered to be 'completed' because the appropriate legal framework is in place. How can a wide consensus and political commitment be ensured to strengthen institutional capacity, so that necessary reforms are implemented? What are the best ways to involve the private sector and civil society in promoting and strengthening the rule of law?

Speakers:

Sylwia Spurek, Deputy Human Rights Commissioner for Equal Treatment, Ombudsman of Poland

Calliope Spanou, Professor of Public Administration at the National and Kapodistrian University of Athens; former Ombudsman of Greece

Moderator: **Lech Marcinkowski**, Senior Adviser, SIGMA, OECD

Planned interventions:

- Josip Grubeša, Minister of Justice, Bosnia and Herzegovina
- Tetyana Kovtun, Deputy State Secretary, Cabinet of Ministers, Ukraine
- Mohammed Diyer, General Secretary, Cour des comptes, Morocco

16:15-17:00

Talk 2: Why is the rule of law important for citizens and businesses?

Location: Room CC1

We live in the context of challenging political events which affect people's lives from the point of view of the rule of law and constitutional justice. Why should businesses and citizens care more about how rule of law is actually valued and put into practice in our societies? What are the concrete steps to be taken to accomplish this?

Speaker:

Gianni Buquicchio, President of the Venice Commission, Council of Europe

Moderator: **Bianca Brétéché**, Senior Adviser, SIGMA, OECD

Reflections from ministers and high-level participants, followed by comments from other participants:

- Mahir Yağcılar, Minister of Public Administration, Kosovo
- Iurie Ciocan, Head of the Centre for Reform Implementation, Moldova
- Ambassador Selim Yenel, Undersecretary of the Ministry for EU Affairs, Turkey

17:00-18:00

Closing session

Location: Room CC1

Feedback from the roundtable sessions will be provided.

Rapporteurs:

Roundtable 1, Erika Bozzay, Senior Adviser, SIGMA, OECD

Roundtable 2, Bagrat Tunyan, Senior Adviser, SIGMA, OECD

Roundtable 3, Lech Marcinkowski, Senior Adviser, SIGMA, OECD

Participants will have an opportunity to highlight their impressions about the event.

Conclusions of the conference.

Speakers:

Bernard Brunet, Head of Unit, Directorate-General for Neighbourhood and Enlargement Negotiations, EC

Karen Hill, Head of the SIGMA Programme

Moderator:

Zsolt Szelecki, SIGMA expert

18:00-20:00

Closing reception and networking opportunities

Location: Atrium

Speaker biographies in order of appearance



Mari Kiviniemi, Deputy Secretary-General, OECD

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

Ms. Kiviniemi is responsible for the strategic oversight of the OECD's work on Efficient and Effective Governance; Territorial Development; Trade and Agriculture, Statistics; for advancing the Better Life Initiative; as well as Entrepreneurship, SMEs, Local development and Tourism.

She was Finland's Prime Minister from 2010 to 2011. Previously, she was Special Advisor on Economic Policy to the Prime Minister, Minister for Foreign Trade and Development, Minister for European Affairs and Minister of Public Administration and Local Government. Elected for the first time at the age of 26, she was a Member of Parliament from 1995 to 2014, chairing and participating in a vast number of committees. She also held a variety of leadership positions in her political party, the Finnish Center Party.

An economist by training, Ms. Kiviniemi studied political science at the University of Helsinki and holds a Master's degree in Social Sciences.



His Excellency Rupert Schlegelmilch, Ambassador and Permanent Representative of the European Union Delegation to the OECD

Ambassador Rupert Schlegelmilch took up his duties as Permanent Representative of the European Union to the OECD on 19 October 2016.

He was born in 1957 and studied law and political science in Freiburg im Breisgau and in Berlin.

Mr. Schlegelmilch joined the German Foreign Service in 1987, where he worked on international environmental issues and Cultural Diplomacy. He joined the European Commission Directorate General for External Relations in 1993. From 1998 to 2003 he worked on WTO matters in the European Commission in Geneva, followed by extensive work in Brussels on Trade and Sustainable Development and relations with Civil Society.

From 2002 to 2006, Mr. Schlegelmilch was responsible for the EU's bilateral trade relations with China, and later for the trade relations with the Americas and South Asia, Korea and ASEAN.

From 2011 until his appointment as Permanent Representative of the European Union to the OECD, Mr. Schlegelmilch was the Director for Trade in Services, Investment, Government Procurement and the protection of Intellectual Property Rights (IPR). He has been the EU's Chief negotiator for the EU-Singapore, the EU-Ukraine Free Trade Agreement (FTA) and the ongoing EU Mercosur Free Trade Agreement.



Her Excellency Michelle d'Auray, Ambassador and Permanent Representative of Canada to the OECD

Ambassador Michelle d'Auray, took up her duties as Permanent Representative of Canada to the OECD on 21 January 2015.

Ms. d'Auray has broad and varied experience in government, with over 10 years as a Deputy Minister. Prior to her appointment as Canada's Ambassador, Permanent Representative to the OECD, Ms. d'Auray was the Deputy Minister of Public Works and Government Services Canada, from 2012 to 2015. This department is the Government of Canada's principal procurement and real estate and asset management organisation.

From 2007 to 2012, she served as the first woman to hold the post of Secretary to the Treasury Board, where she was responsible for the Government's overall expenditure management system, Chief Human Resources Officer for the Government of Canada, establishing the Office and role in 2009 and Deputy Minister at Fisheries and Oceans Canada.

Ms. d'Auray started her professional career as the head of Canada's then-largest advocacy organisation for cultural industries and the arts, from 1985 to 1989. She started her career in public service in 1990 at the National Film Board of Canada, as director of Corporate Affairs, Distribution and Communications, then held a number of senior roles in communications, electronic commerce and at the Treasury Board of Canada Secretariat as the Government's Chief Information Officer (2000 to 2004), where she headed the Government of Canada's on-line initiative that made Canada a world leader in electronic service delivery.



Her Excellency Irena Sodin, Ambassador and Permanent Representative of Slovenia to the OECD

Ambassador Irena Sodin took up her duties as Permanent Representative of Slovenia to the OECD on 13 February 2017.

She holds a degree in Economics from the University of Ljubljana; she took part in the Executive Development Programme of the World Bank at Harvard University in 1999 as well as the International Visitor Leadership Programme at the US State Department in 2003.

In 1983, Ms. Sodin joined Ljubljanska banka, the largest Slovenian bank, as a member of the Export Credit Department promoting Slovenian exporters chiefly in the Western markets. In 1996, Ms. Sodin joined the Ministry of Finance where she held a number of high-ranking positions: from 1997 to 2001, Senior Adviser and Undersecretary of State at the Office of the Minister and the International Department; from 2001 to 2005, Head of the International Department and member of the Administrative Council of the CEB; then Vice-Chairperson and Chair of the Board of the Centre of Excellence in Finance.

From 2005 to 2014, she joined the European Bank for Reconstruction and Development as an Adviser and Alternate Director in the Constituency Office of Belgium, Luxembourg and Slovenia.

From 2014 until her current appointment, Ms. Sodin was State Secretary at the Ministry of Finance and member of the Economic and Financial Committee for Slovenia at the EU.



Marcos Bonturi, Director of Public Governance Directorate, OECD

Marcos Bonturi is the OECD Director for Public Governance (GOV). GOV helps governments to design and implement strategic, evidence-based and innovative policies to strengthen public governance, respond effectively to economic, social and environmental challenges and deliver on their commitments to citizens. Under Mr. Bonturi's leadership, the Directorate works with a wide range of non-member countries and is engaged with social partners, multilateral institutions, NGOs and other relevant stakeholders to build empirical evidence and identify good policy practices.

He joined the OECD in 1990, holding various senior positions, including Director for Global Relations and Deputy Chief of Staff in the Secretary-General's Cabinet. He has worked in several OECD Directorates, including the Development Centre; the Trade Directorate; the Economics Department, and the Directorate for Science, Technology and Industry. Most recently, he was Special Representative of the OECD to the United Nations in New York, where he promoted closer ties between the OECD and different parts of the UN family.

Prior to joining the OECD, he was at the Inter-American Development Bank for three years (1987-1990), as an economist at the Social and Economic Development Department. He studied Engineering at the Federal University of Rio de Janeiro, holds a Master's degree in Economics and has also undertaken doctoral studies in Trade Policy and Development Economics at the University of Maryland.



Jean-Eric Paquet, Deputy Secretary-General, European Commission

Jean-Eric Paquet was appointed Deputy Secretary General of the European Commission in November 2015. He is responsible for Better Regulation and Policy Coordination (economic governance, internal market and competitiveness, resource efficiency and employment, education and social policies).

Mr. Paquet's career began in the European Commission in 1993 in the Directorate-General for Transport. In 1999 he joined the office of the Member of the European Commission in charge of enlargement and In 2002 became the deputy head of office of the Member in charge of Research policy. He was EU Ambassador in the Islamic Republic of Mauritania between 2004 and 2007, before returning to DG Transport, where he led the development of the Trans-European Transport Network policy. As Director for the "European Mobility Network" he was responsible for Europe's transport infrastructure policy and investment strategies.

He joined DG Enlargement in November 2013, until his present position, where he took over the Directorate in charge of relations with Albania, Bosnia and Herzegovina, Serbia and Kosovo, subsequently adding Montenegro and the former Yugoslav Republic of Macedonia to his portfolio.



Marco Steinberg, Founder, Snowcone & Haystack

Marco Steinberg, a founder and CEO of Snowcone & Haystack, a strategic design practice in Finland that helps governments to innovate. He has a deep interest in helping governments transform themselves to meet 21st century challenges.

Prior to starting Snowcone & Haystack, he was Strategic Design Director at Sitra, the Finnish Innovation Fund (2008-2013). There, he led Sitra's Strategic Design capability, launching a portfolio of initiatives to systemically address the acute need for strategic improvement in the public sector which included Helsinki Design Lab (HDL), a global initiative to help address today's large scale strategic redesign & transformation needs.

Prior to Sitra he was an Associate Professor at the Harvard Design School (1999-2009). During the last 5 years at Harvard he led the Stroke Pathways Project, a healthcare initiative looking at the redesign of stroke care in the US. He has published extensively on design, innovation and transformations in the public sector and worked with a broad range of institutions and organisations internationally.

Currently he is also Chairman of the Board at the Museum of Finnish Architecture and an advisor to the MIT Collaborative Initiatives, Massachusetts Institute of Technology, USA.



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

Edwin Lau is Head of the Reform of the Public Sector Division in the OECD Public Governance and Territorial Development Directorate. His division helps countries improve the responsiveness of their governments and their relations with citizens and business through work on public sector innovation, e-government, open data, human resources management, and risk management. In particular, he oversees the statistical publication, Government at a Glance, and the Observatory for Public Sector Innovation (OPSI). A US national, he worked in the United States Office of Management and Budget in the 1990s.

Prior to being named Head of Division at the OECD, Edwin was the Deputy Division Head of the Budgeting and Public Expenditures where he had responsibility for issues of budget transparency, performance budgeting, budgeting in the health sector, and reform of fiscal institutions. He established the Public Governance Review Programme in 2007, and worked closely with the Irish Prime Minister's Office, the Estonian Government Office (Chancellery), and the Finnish Ministry of Finance to deliver advice on public sector modernization to those countries.

He also established and led the OECD's project on e-government from 2000-2007. Edwin holds a Master's degree from the Harvard Kennedy School of Government and a diplôme d'études approfondies from Science Po in Paris.



Jan Walliser, Vice President, Equitable Growth, Finance, and Institutions, World Bank

Jan Walliser is the Vice President for the World Bank's Global Practices covering Finance & Markets, Governance, Macroeconomics & Fiscal Management, Poverty, and Trade & Competitiveness since July 1, 2015. He is charged with ensuring high-quality lending, analytical and advisory services aligned with country demand and in collaboration with regional teams.

Prior to his current appointment, Mr. Walliser was Director of Strategy and Operations in the Bank's Africa Region supporting the Regional Vice President in providing strategic leadership and operational guidance to staff working on 48 countries in sub-Saharan Africa. Previously, he managed a team of economists working on Nigeria and countries in central and western Africa advising governments on macroeconomic policies and supported debt relief

Before joining the World Bank in 2002, he was an economist at the International Monetary Fund and a Principal Analyst at the U.S. Congressional Budget Office where he focused on the analysis of pension reform and tax reform.

Mr. Walliser has published in a range of professional economic journals on intergenerational aspects of fiscal policy, tax reform, pension reform, and aid effectiveness. He received a Ph.D. in economics from Boston University in 1998 and a Diplom-Volkswirt degree from Kiel University, Germany, in 1993.



Christian Kastrop, Director of Policy Studies Branch, Economics Department, OECD

Christian Kastrop is Director of the Policy Studies Branch at the Economics Department of the OECD.

He was formerly Deputy-Director General, Economics and Strategy Department and Director of Public Finance, Macroeconomics and Research Directorate in the Federal Ministry of Finance, Berlin, Germany.

In 1989 Mr. Kastrop joined the Ministry of Finance and has been: Senior Economist; Director, Press and Communication Division; Director, Fiscal Policy Division; Director, Public Finance Directorate; Director, EMU Directorate and Director of the International Directorate within the Ministry.

From 2008 to 2014 he was Chairman of the Economic Policy Committee of European Finance Ministers (ECOFIN-EPC), the EPC-Eurogroup and the OECD's Senior Budgetary Officials (SBO) network on performance and results.

Mr. Kastrop studied Economics and Psychology at the University of Cologne and Harvard University, Cambridge Mass. USA. In 1991 he received a Ph.D. in Economics from the University of Cologne, where he worked as economist and lecturer from 1984 to 1989.

Mr. Kastrop lectures on Public Finance/Institutional Design and Fiscal Policy at the Free University of Berlin and the Hertie School of Governance, Berlin.



Alberto Alemanno, Director, The Good Lobby and Jean Monnet Professor of EU Law, HEC Paris; Global Professor of Law, NYU School of Law in Paris

Alberto Alemanno is an academic, citizen lobbyist and civic entrepreneur. He is a Founder and the Director of civic start up, [The Good Lobby](#), connecting academics and professionals to non-profit organisations in order to make their voice heard.

Mr. Alemanno is Jean Monnet Professor of European Union Law and Regulation as well as the scientific director of the EU Public Interest Law Clinic established by HEC Paris and New York University School of Law.

He provides advice to NGOs, governments across the world and international organizations on European Union law, international regulatory cooperation, international trade and global health law as well as evidence-based policymaking.

He is the Editor-in-Chief of the European Journal of Risk Regulation, a member of the Editorial Board of the Journal of Consumer Policy, of the Revue du Droit de l'Union Européenne

Mr. Alemanno holds LLM degrees from the College of Europe and Harvard Law School and a Ph.D. in International Law & Economics from Bocconi University. He has lectured at many Universities across the globe and was named 2015 Young Global Leader by the World Economic Forum. Alberto is an author of a number of books and journal articles on better regulation, risk regulation, food law, and nudging and the law.



Katarína Matheriová, Deputy Director General, Directorate-General for Neighbourhood and Enlargement Negotiations, European Commission

Katerina Matheriová is Deputy Director-General, Directorate-General Neighbourhood and Enlargement Negotiations (DG NEAR), leading on relations with the Eastern Partnership Countries, international financial institutions, and on migration/refugee issues.

From Jan-Aug 2015 Ms. Matheriová was Hors Classe Adviser, Directorate-General Regional and Urban Policy (REGIO), advising on economic development and structural reforms in the Member States; leading on the Lagging Regions Initiative. As Deputy Director-General, DG REGIO she was in charge of development, co-ordination and communication of regional policy (2007-10), and for the negotiation & implementation of regional policy programmes across Belgium, Czech Republic, Estonia, Finland, France, Ireland, Luxembourg and Spain (2005-2007).

Outside of European Institutions, she has held roles as Senior Adviser at The World Bank, ensuring high level liaison with the European Commission (2010-2014) and as Senior Private Sector Development Specialist for Foreign Investment Advisory Service (2002-2005)

Prior to this (1999-2002) she was Chief Institutional and Policy Advisor at the Office of the Deputy Prime Minister for Economic Affairs, Republic of Slovakia.

Ms. Matheriová is a member of the New York Bar and holds LL.M from University of Michigan and JUDr. From Comenius University, Bratislava. Her legal career has spanned Senior Associate and Counsel roles in international and corporate finance law (1989-1999).



Pia Gjellerup, Director, Danish National Centre for Public Sector Innovation

Pia Gjellerup is the Director of the Danish National Centre for Public Sector Innovation (COI), which was established in 2014 and works across all layers of the public sector. COI contributes to the public sector becoming more efficient and delivering services and products of a higher quality through innovation.

With an educational background as a lawyer and a solicitor by profession, her experience is political as well as administrative. Politically she has both been a member of Frederiksberg Municipal council, a member of Parliament and has occupied three different cabinet positions, Justice Minister (Jan-Mar 1993), Minister of Trade and Industry (Mar 1998-Dec 2000) and as Finance Minister (Dec 2000-Nov 2001).

Administratively Ms. Gjellerup has experience with developing the public sector as political director of DJØF, an organization representing about 90.000 academics working at all levels of the private and public sectors, as well as in her current role as Director for of the Danish National Center for Public Sector Innovation (COI). Sharing knowledge and engaging others in developing the public sector so that employees can perform their best and the citizens receive the best services is at the heart of what drives Pia Gjellerup.



Sylwia Spurek, Deputy Human Rights Commissioner for Equal Treatment

On the 22nd of September 2015, Dr. Spurek, Doctor of Law, legal counsel and legislator was appointed Deputy Human Rights Commissioner for Equal Treatment.

Ms. Spurek was co-founder of the Foundation Governance Clinic, involved in the protection of human rights since 1999. She is also a fellow of the Legal Fellowship Program and participant of the International Women's Human Rights Clinic (City University of New York, 2000). Between 2002 and 2005, Ms. Spurek was a lawyer in the Secretariat of the Government Plenipotentiary For Equal Status of Men and Women and participated in preparing the first act on the prevention of domestic violence. Until 2014, she was counsel at the Office of the Prime Minister (Legal Department), later serving as deputy head of the Office of the Government Plenipotentiary for Equal Treatment (until June 2015). Between 2008-2015, Ms. Spurek was a member of the Unit for European Court of Human Rights issues at the Ministry of Foreign Affairs, and between 2010 and 2012 she was a representative of the Office of the Prime Minister at the Committee of the Protection of Rights. Ms. Spurek has been a university lecturer of Gender Studies at the University of Warsaw and post-graduate studies of Gender Mainstreaming at the Polish Academy of Sciences and is a certified expert in helping victims of domestic violence and is author of numerous publications on domestic violence, as well as equal treatment and discrimination issues. A member of the Polish Society of Anti-Discrimination Law and the Polish Legislative Society, Ms. Spurek specializes in law-making, lobbying and advocacy, and access to public information.



Calliope Spanou, Professor of Public Administration at the National and Kapodistrian University of Athens; former Ombudsman of Greece

Calliope Spanou is Professor of Administrative Science – Public Administration at the University of Athens. She served as the National Greek Ombudsman (2011-2015) and as Deputy Ombudsman (2003-2011). She has taught at the Universities of Amiens, Paris II and Versailles.

Ms. Spanou has been an advisor to the Minister of Interior and Public Administration, at the National Center of Public Administration and consultant with the OECD. SIGMA Programme. She has been a member of the Steering Committee of the *European Group of Public Administration (EGPA)* (2003-2007) and president of the *Hellenic Political Science Association* (2002—2004)

She holds a PhD from the University of Amiens, France with research areas in administrative and civil service reform, public policy and Europeanization, democracy and citizen-administration relations.

Ms. Spanou is an author with recent publications including «Administrative Reform and Policy Conditionality in Greece» *Administration and Public Employment Review* (2015); « La haute Fonction Publique et la crise : la permanence du provisoire » *Revue Française d'Administration Publique* (2014); Elites administratives et crise: Quelles perspectives pour la haute fonction publique en Grèce?», *Revue Internationale des Sciences Administratives* (2014).



Gianni Buquicchio, President of the Venice Commission, Council of Europe

Gianni Buquicchio is President of the Venice Commission. He was elected to this role in 2009 and re-elected in 2011, 2013 and 2015.

He joined the Council of Europe in 1971. From 1971-2009, he was responsible for a number of intergovernmental committees dealing with administrative law, international law, the free movement of persons and data protection. He contributed to the harmonisation of European law by preparing many international treaties and recommendations and was also responsible for the Conferences of European Ministers of Justice and for the Legal Advisor and Treaty Office of the Council of Europe.

Mr. Buquicchio contributed to the successful establishment (1990) and development of the European Commission for Democracy through Law (Venice Commission) by ensuring the conception and follow-up of projects concerning constitutional reforms and the setting up of democratic institutions within Europe and beyond.

At the end of 2009, he retired from the Council of Europe and was elected President of the Venice Commission.

Mr. Buquicchio was awarded in Doctor of Law cum laude at Bari University in 1968 where he lectured in international public law until 1971.

He holds many honorary Doctorates and has received numerous decorations and awards throughout his career.



Bernard Brunet, Head of Unit in the European Commission (DG Neighbourhood and Enlargement Negotiations).

Bernard Brunet is currently Head of Unit, "Thematic Support, Monitoring and Evaluation" in the European Commission (DG Neighbourhood and Enlargement Negotiations). This unit hosts a centre of thematic expertise on public administration reform, working on policy development and providing the support to Commission staff working in the Enlargement and Neighbourhood countries. The Unit also participates in relevant policy dialogue.

Before joining DG NEAR, Mr. Brunet was a member of the cabinet of Commissioner Füle in charge of enlargement and neighbourhood policy from 2011 until 2014, with particular responsibilities for the European Neighbourhood policy and relations with Southern Mediterranean countries. Between 2002 and 2011, he worked on relations with the Maghreb countries in the European External Action Service and in the External Relations DG of the European Commission, and was posted to the Commission Delegation to Tunisia. Before 2002, he worked in the Commission's department on economic and financial affairs, in particular on economic issues related to enlargement and international financial issues.



Karen Hill, Head of SIGMA Programme, OECD

Karen Hill was appointed Head of SIGMA in November 2011. SIGMA is a joint initiative of the OECD and European Union. It supports governments and their public administration in the area of public governance reform. It works with EU candidate countries and potential candidates, as well as European Neighbourhood countries.

She previously worked for the UK Government in a variety of roles - as a policy maker, project manager and finance manager. Karen was a Director in the Better Regulation Executive. In this role she:

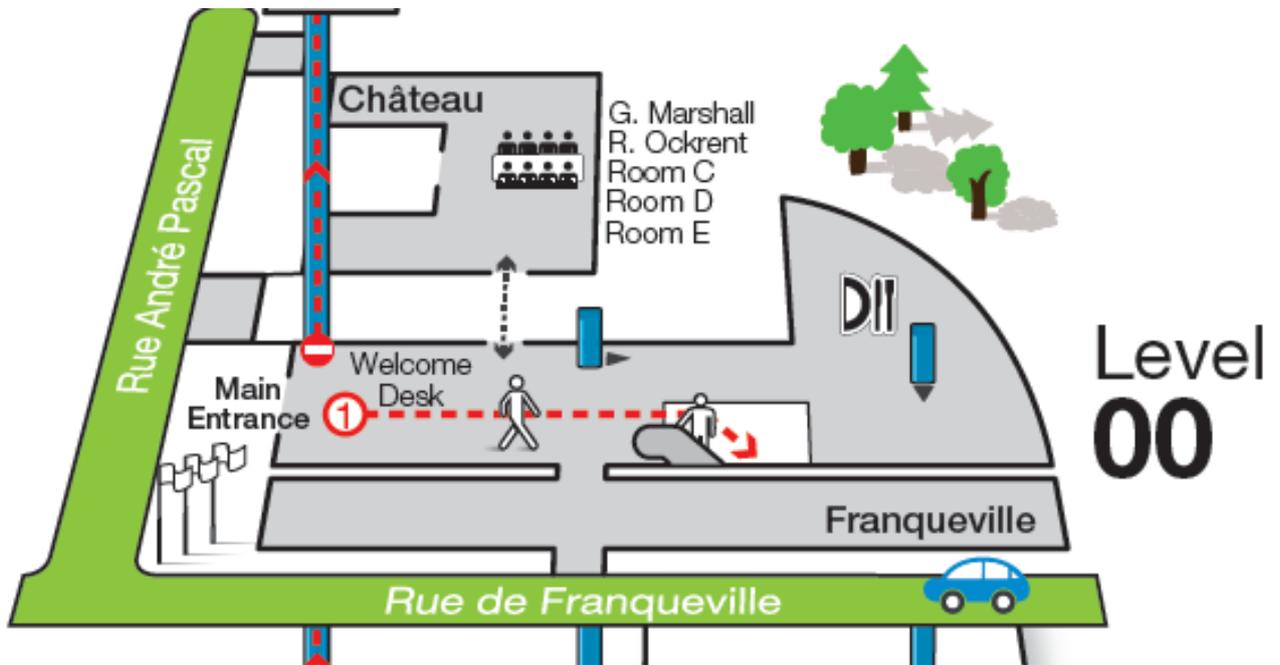
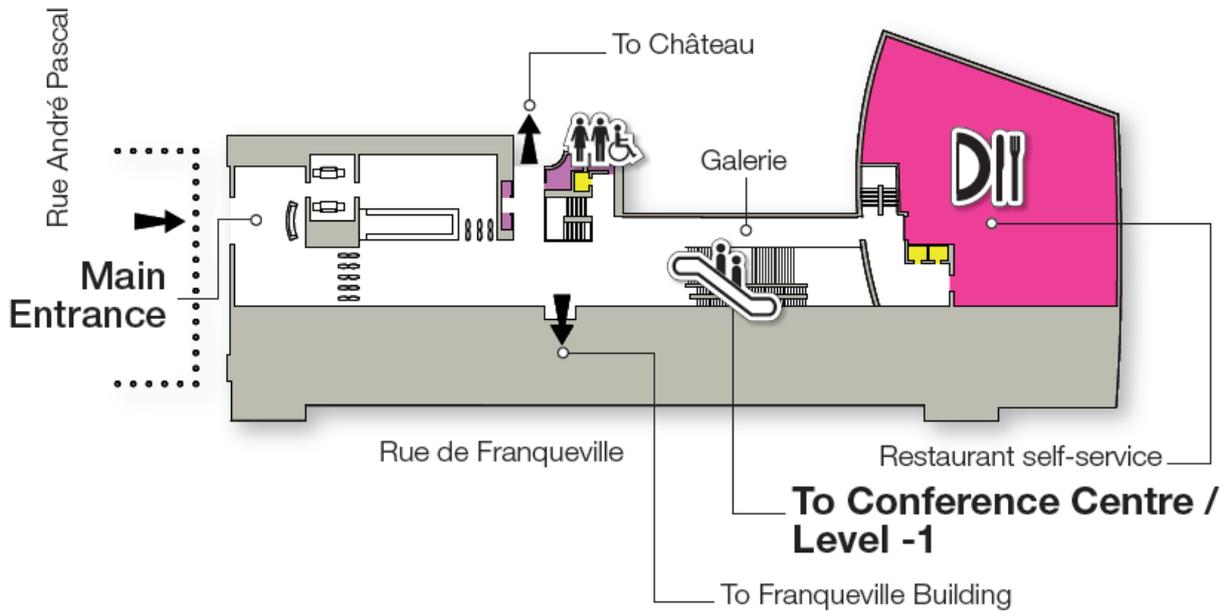
- Was responsible for improving compliance with Regulatory Impact Assessments by government departments, achieving 97% in two years, and then moving the focus to improving the quality of RIA reports, with an emphasis on analysis and evidence-based policy making;
- Led the UK project to measure the administrative burden of regulation on businesses, using the Standard Cost Model to enable targets to be set for reductions of 25% and annual simplification plans to be published;
- Developed and led initiatives to rationalise the inspection and enforcement of regulation by both central and local government. With a focus on improving the regulatory environment for businesses, Karen introduced a statutory Code of Practice for regulators and implemented reviews to evaluate the performance of regulators.

Since leaving the UK Civil Service, Ms. Hill has been involved in public administration reform and capacity building projects in diverse countries, including Croatia, Turkey, Bulgaria, Jordan, South Africa, Mexico and Vietnam.

OECD Conference Centre maps



Main reception
Level 0





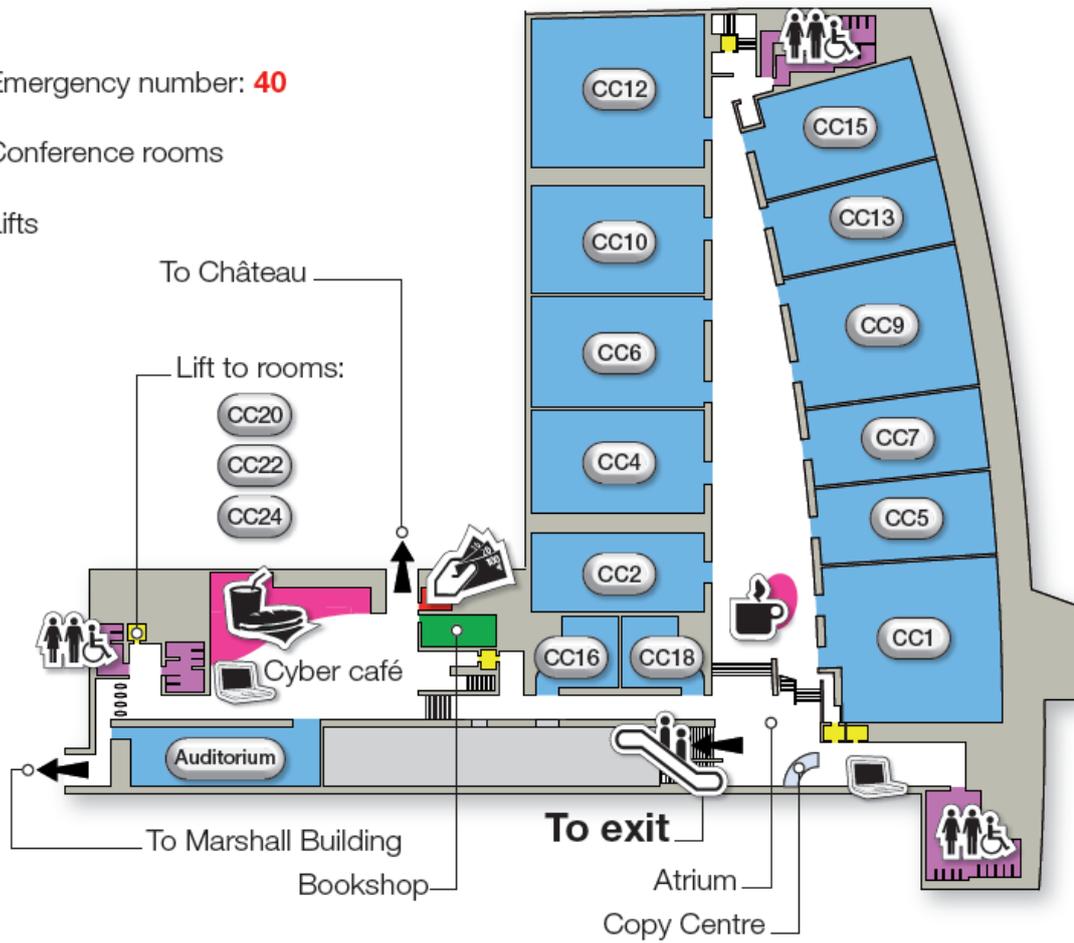
Emergency number: **40**



Conference rooms



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