

French-German Proposals for an Effective Public Administration

The corona crisis manifests the **urgent need for improving public policy decision making processes**: they have to become quicker and more transparent. The states' toolbox needs to evolve accordingly. The **trust of citizens in our democracy** and its institutions depends on our capacity to respond to these expectations. We strongly believe that digitalisation and the modernisation of management processes are part of the solution.

The German-French Young Leaders Programme has organised a series of brainstorming sessions with young experts from the public and private sector as well as the civil society, based on which GFYL proposes the following:

Identified Fields of Action:

- Information is needed. We have to **empower** public structures in order to learn about already existing tools and methods and how to use them best.
- Skills are fundamental. We have to **build capacities of top managers** and decision makers in the administrations with the aim to enable the integration of digital and managerial tools in the respective structure.
- Responsibility is key. We have to clearly define **who is responsible** for these tasks inside the top management and **provide resources** that correspond to the importance of the task.
- Exchange is essential. We have to use the capacity of **citizens and civil society** and involve them in this process.

GFYL's Answers:

1. Given that both countries face similar challenges, a **French-German Platform for Effective Administration** including a **network of experts on digital tools for public administration** enriches, connects and strengthens needed ideas and expertise.
2. Install „**Chief Operational / Digital / Information Officers**“ at the top managerial level **in every directorate** of a ministry, in regional and local entities:
 - They function as „platforms“ - connecting needs of their structures with available solutions = analysing problems and potential solution tools inside their structures, acting as translators between their structure and solution providers
 - Usually coming from the structure itself, they acquire the necessary level of technical understanding and networks through targeted training and discussions with experts. They are assisted by young professionals and supported by professionals with necessary expertise in digital transformation and required commitment to build and deliver public service.
 - They ensure improvements in the following fields: project management, quicker and leaner decision processes, better knowledge management and transfer, staff motivation, data analysis and bigger process transparency, needs for additional training programmes, gathering and implementation of bottom-up ideas.
 - They exchange with „Chief Operational / Digital / Information Officers“ from other directorates for sharing expertise, best practice and networks and in order to jointly advise the head of their administration heads (ministers, mayors etc.). Together with COOs in other administrations, they organise peer reviews and identify topics where a coordinated approach is needed. They organise a structured dialogue with citizens.
3. Through **Citizens Councils** (chosen according to representativity criteria) citizens are involved in a structured way in reform processes of each administration structure and help to assure the **citizen-centered approach** of these reforms and adjustments.

Participants of the GFYL ThinkGroup „Rethinking Structures and Hierarchies in the Decision Making Process“

(the proposals above is a summary made by GFYL and may not reflect the views of all members of the ThinkGroup)

Adriana Groh

Director of Prototype Fund, Head of Civic Tech at Open Knowledge Foundation Deutschland e.V.

Adrien Vives

Sales Director at Actronika

Alexander Knetig

Interactive Commissioning Editor at ARTE

Carla Hustedt

Director of the "Digital Society" program at Stiftung Mercator; former Senior Project Manager "Ethics of Algorithms" at Bertelsmann Stiftung

Christina Lang

Managing Director at DigitalService4Germany

Danny Bürkli

Co-Director at staatslabor

Esther Mac Namara

Vice President Social Programs and Public Sector at OpenClassrooms

Faruk Tuncer

Co-Founder and CEO at Polite

Heloise Le Masne

Senior Innovation Consultant at Impact Hub Berlin, Board of Advisor at Civocracy

Ieva Cesnulaityte

Junior Policy Analyst, Open Government and Innovative Citizen Participation at OECD

Mathilde Bras

Active member of the Next Generation Internet Foundation (Fing), former Director of Public Interest Entrepreneurs Programme at Etalab (France's data taskforce)

Milena Kleine

Office of the Minister of State for Europe at the German Federal Foreign Office

Nicolas Orsini

Head of the Department of Digital Innovation at the French Ministry of Culture

Vincent Chauvet

Mayor of the city Autun, co-founder Startup Safari Paris, member of the Board of the Association of Small Cities

GFYL Team

Ilja Skrylnikow

GFYL Programme Founder & Chairman

Marie Krpata

Research Fellow at IFRI / CERFA

Perle Baillard

GFYL Team, Project Manager at Center for International Peace Operations (ZIF)

Sébastien Martin

GFYL Coordinator France, entrepreneur in the field of compliance, French-German activist



The **German-French Young Leaders Programme** (GFYL) is an interdisciplinary platform for the new dynamic German and French leaders of tomorrow. Founded in 2015, the GFYL Programme targets young professionals with outstanding profiles in fields spanning business, politics, science, media, culture and administration, especially those who have been little or not at all affected by German-French relations and their neighbours across the Rhine. By doing so, the GFYL Programme integrates those high potential profiles into the French-German discourse, connect future decision and opinion makers and provides a platform for new ideas.

GFYL counts today more than **300 alumni** and leads to multiple projects such as networking events on digitization in the German Foreign Office. Patrons of its yearly conferences were Presidents **Emmanuel Macron, Frank-Walter Steinmeier, Valéry Giscard d'Estaing, Christian Wulff**.

The thematic GFYL **Think-Groups** bring together Young Leaders several times a year on topics central to the future of the societies in both countries. The results of the brainstormings are shared and discussed with decision-makers.

The GFYL ThinkGroup „**Rethinking Structures and Hierarchies in the Decision Making Process**“ has started at the beginning of 2021. It has three under-groups:

- Adopting Structures in order to use best tools and methods
- Capacity building of top managers with the aim to focus on digital tools
- Using the capacity of Citizens and Civil Society