

行政院及所屬各機關出國報告

(出國類別：會議)

出席國際政府資訊科技理事會(ICA) 計畫委員會 2011 年第 1 次會議報告

服務機關：行政院研究發展考核委員會

出國人 職 稱：副處長

姓 名：簡宏偉

服務機關：行政院研究發展考核委員會

職 稱：科長

姓 名：王誠明

出國地點：奧地利維也納

出國期間：100 年 1 月 25 日至 31 日

報告日期：100 年 4 月 18 日

行政院研考會 編號欄

行政院及所屬各機關出國報告提要

出國報告名稱：出席國際政府資訊科技理事會(ICA)計畫委員會
2011 年第 1 次會議報告

頁數：26 含附件：否

聯絡人/出國計畫主辦機關/職稱：

王誠明/行政院研究發展考核委員會/科長

出國人員姓名/服務機關/職稱：

簡宏偉/行政院研究發展考核委員會/副處長

王誠明/行政院研究發展考核委員會/科長

出國類別：其他（出席會議）

出國期間：100 年 1 月 25 日至 31 日

出國地區：維也納

報告日期：100 年 4 月 18 日

分類號/目：

關鍵詞：電子化政府、資通訊技術

內容摘要：

行政院研究發展考核委員會代表我國加入國際政府資訊科技理事會(ICA)，並於 2008 年第 42 屆年會獲邀加入計畫委員會。本次會議係 2011 年第 1 次會議，主要報告我國主辦 2011 年 ICA 第 45 屆年會籌備情形，並且討論 ICA 第 45 屆年會之各項演講題目及初步確認講者。

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壹、目的

國際政府資訊科技理事會(International Council for Information Technology in Government Administration, ICA)係由各國中央政府機關所成立，與電子化政府等資訊科技應用有關之國際專業組織。行政院研究發展考核委員會(以下稱本會)代表我國加入該組織，並於2008年於韓國首爾召開之第42屆年會上獲通過由我國辦理2011年年會，以及加入計畫委員會。

為履行會員國及計畫委員會成員之義務，爰由我國國家代表及國家副代表出席計畫委員會2011年第1次會議，報告2011年我國主辦ICA第45屆年會籌備情形，並且討論年會之各項演講題目及初步確認講者。

貳、過程

本次計畫委員會2011年第1次會議，於奧地利維也納召開，係由我國國家代表(本會資訊管理處簡副處長宏偉)、國家副代表(本會資訊管理處王科長誠明)出席，會議期程自100年1月27日起至1月28日止，出席人員包括ICA主席Peter Bruce(加拿大)、前任主席Frank Leyman(比利時)、副主席Mui Ken Chung(新加坡)、副主席Shimon Broner(以色列)、財務長Larry Caffrey(英國)、計畫委員會Pierre Boucher(加拿大)、Darlene Meskell(美國)及我國代表等共9人，議程如附錄1：

1月27日

會議於上午9時開始，第1天討論及報告事項包括下列項目：

1. ICA 2010年第44屆年會之檢討報告(附錄2)。
2. 2011及2012年年會主辦國進度報告(我國簡報與去年相異處，摘錄如附錄3)
3. 2011年第45屆年會議程規劃情形報告，確認各項議題及主

講人，以及進行的方式。

1月28日

會議於上午9時開始，討論及報告事項如下：

1. 接續討論2011年第45屆年會議程規劃情形報告，確認各項議題及主講人，以及進行的方式。
2. 討論目前各項工作進度及未來主要工作項目。

會議於下午3時結束，後續透過電話會議及電子郵件討論，確認目前2011年第45屆年會議程如附錄4。

參、各項討論重點

一、2011年第45屆年會我國籌備進度報告，委員意見

ICA財務長Larry Caffrey談到近年來舉辦ICA大會時，常有國家出席人員未全程參與會議，希望大家可以集思廣益，研擬改善的方法。

Larry也談到ICA第45屆年會適逢我國100年國慶，屆時機票恐怕一位難求，建議請各會員國及早確定出席人選並訂妥機票。

此外，經本會詢問後，Larry也提到可以依歷年既有模式，支應臺灣辦理ICA年會部分經費。

二、第45屆會議主題及議程

2011年會主題暫定為「**Innovative Government – Learning From the Past, Looking to the Future**」，時間訂在10月11日至14日（10月11日為委員會議）。由於本會議在我國召開，因此包括開幕致歡迎詞、開幕主題演講、以及多項會議演講等，均由我國邀請相關貴賓及講者，目前本會已在邀請中。

三、後續進行之作業

為確保 ICA 第 45 屆年會順利辦理，本會已成立 ICA 45 籌備小組，由本會宋副主任委員餘俠擔任召集人、資管處何處長全德擔任執行秘書。本籌備小組將確認 ICA 第 45 屆年會籌備事宜及各項工作進程，並且提供相關建議以促使本計畫順利且完善執行。本籌備小組另將於 ICA 年會期間，依相關分工協助議事順利進行，並且主動積極提供與會貴賓各項服務與幫助。

有關 ICA 財務長 Larry 擔心今年 10 月恐怕機票一位難求乙節，本會已請外交部國際組織司全力協助。

肆、心得、建議及後續工作事項

一、心得

本次委員會議是繼去年我國取得 ICA 正式會員 (Full Member) 後，第 1 次參加計畫委員會議，意義格外不同。加以今 (2011) 年 ICA 年會由我國舉辦，因此本次會議特別由我國國家代表以及國家副代表共同出席，以便充分和與會人員交換意見，也顯示我國對此次舉辦年會之慎重態度。

今年 ICA 主席、副主席均已換人，從主席 Peter Bruce 的言談可看出其對於 ICA 組織擴展的雄心。而我國主動提出於 ICA 45 年會邀請中國大陸學者演講，亦充分表現出資訊技術無疆界的合作精神。

二、建議

1. 持續分享我國推動民眾參與公共事務之經驗，積極推動和其他國家的分享。
2. 建議後續可結合 ICA 45 年會與本會或其他機關辦理之其他資訊相關研討會，以發揮本次會議之最大效益。

伍、附錄

一、ICA 計畫委員會 2011 年第 1 次會議議程

ICA International Council for Information Technology in Government Administration

ICA Board and Programme Committee Meeting

The [Radisson Blu](#), Vienna, Austria

January 27 & 28, 2011

Agenda

- 1. Meeting opened by ICA Chair** Peter Bruce, Canada
 1. Adoption of AGM Minutes and Business Arising Peter Bruce, Canada/All

- 2. ICA 44th Conference:**
 1. Conference Summary Darlene Meskell, United States
Mui Ken Chung, Singapore
 2. Conference Evaluation Darlene Meskell, United States
Mui Ken Chung, Singapore

- 3. ICA 45th Conference Update** Howard Jyan, Taiwan

- 4. ICA Treasurer and Secretariat Reports**
 1. Treasurer's Report Larry Caffrey, ICA Treasurer
 2. Secretariat Report Janet Pearce, ICA Secretariat

- 5. ICA Strategic Planning** Peter Bruce, All
 1. New ICA Board Role: Past Chair
 2. Strategic Review
 - validate current strategic plan
 - validate business plan

- outline strategic planning process
- 3. The Next 10 Years (top five priorities)
- 4. International Study Groups
 - result of study group survey
 - 2011 Study Group Selection

6. ICA Teleconferences

7. ICA Survey

8. ICA Procedures:

Peter Bruce, Chair
ICA Secretariat

- 1. Procedure Update
- 2. New Procedures

9. ICA Program 2011, Taipei, Taiwan

Howard Jyan, Taiwan
Mui Ken Chung, Singapore

10. Other Business

All

- 1. ICA Board and Programme Committee Spring Meeting

11. Closing Remarks

Peter Bruce/All

Note 1: The main tasks at this meeting are to confirm conference arrangements and set the scene for ICA 2011 Council Meetings and Conference.

二、ICA 2010 年第 44 屆年會之檢討報告



44th ICA Conference 8-11 November 2010, Washington, D.C.

Conference Evaluation Results

ICA Programme Committee Chair
&
ICA Conference Secretariat
2011-01

1



ICA 44th Conference Evaluation Summary

- 62 registered delegates and invited participants and four ICA representatives: Treasurer, Secretariat, Rapporteur
- Results:
- No. of evaluations received:
 - Day 1: 35 or 57%
 - Day 2: 29 or 46%
 - Day 3: 23 or 37%
- Evaluation results reflect views of 57% of delegates

Recommendations:

- R1: More emphasis on evaluation daily
- R2: Investigate automating process during conference

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Speakers

32 speakers and panelists:

2 Keynotes:

- Open Government, Making it Work
- Connecting Government, Citizens and Business in a Modern Mobile World

6 Plenary Sessions:

- Panel 1: Future Technology Directions 1
- Panel 2: Mobile Government Services
- Panel 3: Cyber Security Management
- Panel 4: Future Technology Directions 2
- Panel 5: Cloud Computing
- Technology Vignettes

2 Breakout Sessions:

- Proactively Open Government
- Collaboration Across and Beyond Government

4 Reports:

- Country Reports
- Future Leader Reports
- Conference Summary

3

*Same score



SPEAKERS

Could do top 5, day 2 and 3 (easy!)

Top 5 – Content and Usefulness

Keynote Address 1	David McLure, USA	
Country Reports 1	Larry Caffrey, UK	
Breakout Session 1: Open Government	Peter Bruce, Canada	
Panel 1: Future Technology Directions 1	John Suffolk, UK	
Panel 1: Future Technology Directions 1 *	Dr. Bob Papenhuijzen, Netherlands	* Same score
Panel 1: Future Technology Directions 1 *	Dr. Don-yun Chen, Taiwan	

Top 5 – Competence and Quality of Delivery

Keynote Address 1	David McLure, USA
Panel 1: Future Technology Directions 1	Dr. Bob Papenhuijzen, Netherlands
Panel 1: Future Technology Directions 1	John Suffolk, UK
Country Reports 1	Larry Caffrey, UK
Breakout Session 1: Open Government	Peter Bruce, Canada

Top 5 – Overall

Keynote Address 1	David McLure, USA	
Country Reports 1	Larry Caffrey, UK	
Panel 1: Future Technology Directions 1	John Suffolk, UK	
Breakout Session 1: Open Government	Peter Bruce, Canada	
Panel 1: Future Technology Directions 1 *	Dr. Bob Papenhuijzen, Netherlands	* Same score
Panel 1: Future Technology Directions 1 *	Dr. Don-yun Chen, Taiwan	

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Speaker Comments – Day 1

- 8 Delegates commented:
 - Set-up could be more friendly, less formal
 - Some speakers did not follow/provide presentations or technical problems with slides
 - Bob Papenhuijzen had an excellent visual presentation
 - David McLure was engaging, insightful
 - Too fast
 - Good overview of ICA initiatives
 - Frank McDonough was excellent!
 - Group B was led well, intensive participation
 - Very fine presentations

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Speaker Comments – Day 2

- 4 Delegates commented:
 - Good presentations
 - Breakout sessions were useful.
 - Longer breakout sessions
 - Breakout session provided a very worthwhile debate
 - Interesting legislative initiatives
 - Great recap of Breakout Session 1
 - Effective slides

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Speaker Comments – Day 3

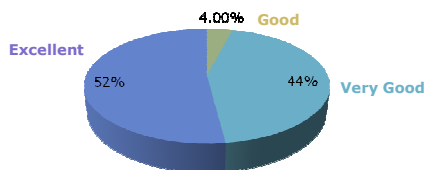
- 5 Delegates commented:
 - Breakout Session 2 Report
 - Difficult for non-English speaking delegates to take part and follow discussion about pending issues and programs; not effective with nationals
 - Great Report
 - Panel Cyber Security Management Panel:
 - Great Panel
 - Shimon Broner: great session; highly complimentary presentation
 - Future Directions:
 - Panel was very interesting, more like this
 - Future Leaders:
 - Great idea to invite Future Leaders
 - Conference Summary
 - Conference summary was useful
 - Excellent and comprehensive, very helpful synthesis!
 - Panels were terrific

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Overall Conference Rating

Overall Conference Rating



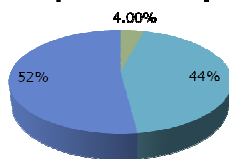
"Very good content"

"Interesting presentations but too many "polished" strategy packages"

"Thank You!"

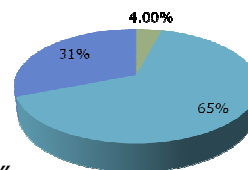
"Open Dialogue – Good!"

Layout/Set-up



"Tables crowded"

Facilities

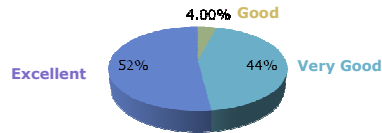


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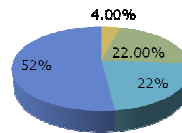


Overall Conference Rating

Conference Room Comfort



Conference Materials



"Very good content"

"Electronic versions of the presentations would be useful"

"It would be great to get all decks on a USB"

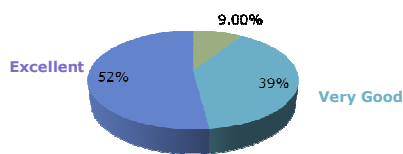
"Content of presentations has been missing"

9

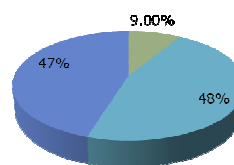


Overall Conference Rating

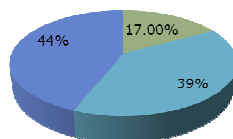
Topics



Session Formats



Time Allotments



"more time for break outs"

"topics interesting"

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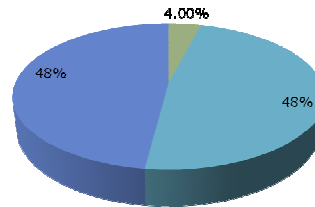


Overall Conference Rating

Accommodation



Dinner and Social Events



Comments

- Very nice, thanks!
- Dinner, lunches, snacks at the minimal level!
- American evening was delightful!
- The coffee in the morning was terrible yet improved over the day
- The registration desk staff were great!

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Most Useful Topics & Sessions

- Management and political views and strategies; future directions
- It was a brilliant idea to invite an academic perspective for the breakout sessions 2 on Wednesday
- Cyber security and mobile apps
- Cloud computing and open government
- International co-ordination and knowledge sharing
- Technology Vignettes
- Breakout Sessions
- Future Technology Direction 1 and 2
- Country Reports
- Great idea to include future leaders
- LEAST USEFUL:
 - Technical slides with masses of data
 - Future Technology Directions; one session was enough

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Areas/Topics you would like to have in next conference agenda?

- Mobile Security
- Robots in government [service delivery](#)
- [Service Delivery](#) Improvement
- More sessions with academic views
- Comparison of countries strategies; content and format
- [Social networks](#) in Government and via Government
- [Social network](#) empowered tribes
- Cloud computing
- [Business/IT alignment and best practices](#)
- [Government models at all levels \(benefits realization\)](#)
- [Governance](#)

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Areas for Improvement

- [Set aside at least one half day for the culture of the host country](#)
- [Visit special sights](#)
- It is a perfect format, do not change it.
- Have international study groups that report
- Have presentation computer separate from video clip computer
- [Invite more countries to participate](#)
- [Include more international experience from developing countries](#)
- More practical insight; less strategy presenting
- More communication breaks
- [Stick to the scheduled ending times of sessions and panels](#)
- [More time must be given for the speaker \(less speakers\)](#)

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ICA Conference Evaluation



44th ICA Conference 8-11 November 2010, Washington D.C., USA



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三、 2011 年第 45 屆年會我國進度報告簡報摘錄

ICE 45 THE 45th INTERNATIONAL COUNCIL FOR INFORMATION TECHNOLOGY IN GOVERNMENT ADMINISTRATION
Venue: The Grand Hotel, Taipei, Taiwan Research, Development and Evaluation Commission, Executive Yuan
Date: 2011.10.11~14

Main Conference Room

- **Venue:** International Reception Hall
- **Date & Time:** October 11(Tue) ~ 14(Fri)
- **No. of People:** 100



ICE 45 THE 45th INTERNATIONAL COUNCIL FOR INFORMATION TECHNOLOGY IN GOVERNMENT ADMINISTRATION
Venue: The Grand Hotel, Taipei, Taiwan Research, Development and Evaluation Commission, Executive Yuan
Date: 2011.10.11~14

Breakfast and Lunch



1F Grand Garden Restaurant;
Breakfast and 10/11&13 Lunch





THE 45th INTERNATIONAL COUNCIL FOR INFORMATION
TECHNOLOGY IN GOVERNMENT ADMINISTRATION

Venue: The Grand Hotel, Taipei, Taiwan Research, Development and
Date: 2011.10.11~.14 Evaluation Commission, Executive Yuan



Lunch



Golden Dragon 10/13 Lunch



Yuan-Yuan 10/14 Lunch



THE 45th INTERNATIONAL COUNCIL FOR INFORMATION
TECHNOLOGY IN GOVERNMENT ADMINISTRATION

Venue: The Grand Hotel, Taipei, Taiwan Research, Development and
Date: 2011.10.11~.14 Evaluation Commission, Executive Yuan



Welcome Reception

Date & Time: : 2011.10.11(Tue) · 19:00 ~ 21:30

Location: The Grand Hotel 12F

Menu : : Chinese Traditional Dinner

Event : : 1.Chinese Traditional Show

「Lion Dancing」

2.Taipei Neo Wave Ensemble





THE 45th INTERNATIONAL COUNCIL FOR INFORMATION
TECHNOLOGY IN GOVERNMENT ADMINISTRATION

Venue: The Grand Hotel, Taipei, Taiwan Research, Development and
Date: 2011.10.11~14 Evaluation Commission, Executive Yuan



Taiwan Evening

Date & Time: : 2011.10.12 (Wed)19:00~21:00

Location: Taipei World Trade Center Club

Menu : : Chinese Traditional Dinner

Event : : 1. Aboriginal Show
2. Traditional Facing Changing how



THE 45th INTERNATIONAL COUNCIL FOR INFORMATION
TECHNOLOGY IN GOVERNMENT ADMINISTRATION

Venue: The Grand Hotel, Taipei, Taiwan Research, Development and
Date: 2011.10.11~14 Evaluation Commission, Executive Yuan



Gala Dinner

Date & Time: : 2011.10.14(Fri), 19:00~21:30

Location: Silk Palace

Menu : : Chinese Traditional Dinner

Event : : 1. Taiwan Tradition Doll Dancing Show
2. Folk Peddlers



Speaker's Gift



Guest Gift (Multi-functional Pen & Face Mouse)



or



Flash Memory



Firework Show



Solider Parading

四、 ICA 2011 年第 45 屆年會議程 (截至 2011 年 3 月進度)

International Council for IT in Government Administration (ICA)

45th Annual Conference

11-14 October 2011, Taipei, Taiwan

Agenda

ICA Board, Program Committee & Council Meetings

Tuesday, 11 October 2011	
9.00-12.00	Meeting of ICA Board and Program Committee Chair: Peter Bruce, Chairman, ICA
12.00-14.00	LUNCH & NETWORKING (lunch provided)
14.00-17.00	Annual ICA Council Meeting Chair: Peter Bruce, Chairman, ICA Attendees: Board, Program Committee and National & Deputy National Representatives only
17.00-18.00	Welcome and Orientation for New Attendees Chair: Martha Dorris, Senior Advisor, & Larry Caffrey, Treasurer, ICA
18.00	ADJOURN
19:00	Welcome Reception: 12th Floor, Grand Hotel Host: <name, designation, organization, country>

45th ICA Conference Programme

Innovative Government – Learning From the Past, Looking to the Future

The availability of rapidly evolving technologies and the constraints of tight budgets make it both possible and essential for governments everywhere to discover, develop and adopt innovations wherever they can. They must move quickly, take chances, and learn from their own and others' experiences—both success and failures. Governments must be mindful of the catchphrase “innovate or die,” once addressed to dotcom entrepreneurs, but now very much applicable to all players in the global economy. In this conference, ICA will bring together the international IT community to identify and share innovative technologies and techniques to help governments more efficiently deliver a better citizen experience and a more effective government.

Wednesday, 12 Oct 2011

09.00-09.10 (10 min)	Conference Opening ICA Chair: Peter Bruce, Chairman, ICA
09.10-09.30 (20 min)	Welcome Address by ...<TBC – Howard>
09.30-10.15 (45 min)	Opening Keynote: <title> Chair: Peter Bruce, Chairman, ICA Keynote Speaker: <Taiwan – TBC – Howard >
10.15-10.45 (30 min)	GROUP PHOTO & BREAK
10.45-12.15 (1 hr 30 min)	Panel 1: Insight & Foresight on ICT-Enabled Innovations in Government Chair: Christian Rupp <Confirmed – Mui Ken> Speakers: 1. <Title> Christian Rupp, Austria <Confirmed – Mui Ken> 2. <Title> Dr. Don-Yun Chen, Taiwan <Confirmed – Howard> 3. <Title> Ann Steward, Australia <Confirmed – Peter> 4. <Title> Maarten Hillenaar, Netherlands <Confirmed – Frank>
12.15 -14.00 (1 hr 45 min)	LUNCH & NETWORKING (lunch provided)
14.00-16.00 (2.0 hrs)	Breakout Session 1: Learning From the Past <Learning from past innovations in ICT in government...>

Wednesday, 12 Oct 2011

	<p>Chair: Frank McDonough <Confirmed – Darlene></p> <p>Facilitators:</p> <ol style="list-style-type: none"> 1. Dr Don-Yun Chen, Taiwan <TBC – Howard> 2. Frank Leyman, Belgium 3. Amos Tan, Singapore <TBC – Mui Ken> <p>[Coffee break will be served during Breakout session]</p>
16.00-17.00 (1 hour)	<p>Highlights from Country Reports 1</p> <p>Chair: Larry Caffrey, Treasurer, ICA</p>
17.00-18.00	ADJOURN
18.00	<p>Taiwan Evening: Taipei World Trade Centre Club</p> <p>Tour of Taipei 101</p> <p>Host: <TBC - Howard></p> <p>(Buses will leave at <time> from the Hotel)</p>

Thursday, 13 October 2011

09.00-09.45 (45 min)	<p>Breakout Session Report Back 1</p> <p>Chair: Frank McDonough</p>
09.45-10.30 (45 min)	<p>Keynote Address: <Futurist – innovative technology e.g. robotics></p> <p>Chair: Shimon Broner</p> <p>Keynote Speaker: <TBC – Howard / >/ Peter Hinssen, Belgium – TBC – Frank></p>
10.30-11.00 (30 min)	BREAK
11.00-12.00 (1 hour)	<p>Panel 2: Innovative Service Delivery</p> <p><Citizen account and similar services...></p> <p>Chair: Seppo Kurkinen</p> <p>Speakers:</p> <ol style="list-style-type: none"> 1. Citizen Account Finland <TBC – Seppo> 2. Singapore <TBC – Mui Ken> / Denmark <TBC – Seppo>

Thursday, 13 October 2011

	<p>3. Service Delivery in China Dr Yang, Peking University – service delivery in China <Confirmed – Howard></p>
12:00-14.00	LUNCH & NETWORKING (lunch provided)
14.00-15.00 (1 hour)	<p>Technology Vignettes (Live Demos)</p> <p>The purpose of this session is to showcase the experimentation and deployment of innovative and emerging technologies in Government. We aim to stir the imagination of the audience by showing some exciting usage scenarios of leading edge technologies, or even technologies still in research labs today</p> <p>Chair: Howard Jyan</p> <p>Speakers:</p> <ol style="list-style-type: none"> 1. Guardian Government System Oren Ariav, CIO, Ministry of Environmental Protection, Israel <Confirmed – Shimon> 2. Taiwan Ministry of Agriculture <TBC – Howard> 3. Korea/Estonia <TBC – Howard>
15.00 -17.00 (2 hours)	<p>Breakout Session 2: Looking to the Future</p> <p><Future ICT-enabled Innovations in Government...></p> <p>Chair: Martha Dorris, USA</p> <p>Facilitators:</p> <ol style="list-style-type: none"> 1. Sharon Dawes <Confirmed – Howard> 2. Warren Hero, South Africa <Confirmed – Frank> 3. Magnus Enzell, Sweden <Confirmed – Frank> <p>[Note: Coffee break to be taken during discussion.]</p>
17.00-18.00 (1 hour)	<p>Highlights from Country Reports 2</p> <p>Chair: Larry Caffrey, Treasurer, ICA</p>
18.00	<p>ADJOURN</p> <p>FREE EVENING</p>

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09.00-09.45 (45 min)	<p>Breakout Session Report Back 2</p> <p>Chair: Martha Dorris, USA</p>
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09.45-10.30 (45 min)	<p>Debate: Investment in ICT-enabled Innovations Has Not Delivered Benefits</p> <p>Chair: Pierre Boucher</p> <p>Speakers:</p> <ol style="list-style-type: none"> 1. Dave McClure <Confirmed – Darlene> (positive side) 2. Bill McCluggage <TBC – Larry> (negative side) [Backup – Academic?]
10.30-11.00 (30 min)	BREAK
11.00-12.00 (1 hr)	<p>Panel 3: Workspace of the Future</p> <p><Use of mobile technologies for e.g. Disaster Recovery, Inspection, Regulatory functions; Workplace 2.0 technologies to cater to younger generation of government employees; Green IT; etc ...></p> <p>Chair: Darlene Meskell <Confirmed – Mui Ken></p> <p>Speakers:</p> <ol style="list-style-type: none"> 1. Dr Toshio Obi, Japan <Confirmed – Howard> 2. Canada <TBC – Pierre> 3. UPS <TBC – Frank>/CISCO <TBC – Christian>
12.00 – 12.45 (45 min)	Study Groups Report Back
12.45-14.00 (1 hr 15 min)	LUNCH & NETWORKING ON STUDY GROUP TOPICS (lunch provided)
14.00-15.00 (1 hr)	<p>Closing Keynote: <Title></p> <p>Chair: Chung Mui Ken</p> <p>Speaker: Nandan Nilekani, India <TBC – Frank/Peter></p> <p>[Backup: <David Broster, Institute for Prospective Technological Studies (IPTS), Sevilla, Spain. TBC – Frank> / <Taiwan – TBC - Howard>]</p>
15.00-15.30 (30 min)	<p>Conference Report: Future Leaders Program</p> <p>Chair: Peter Bruce, Chairman, ICA</p> <p>Speakers: Future Leaders (TBC - World Bank – Peter / Israel – Shimon)</p>
15.30-16.00 (30 min)	BREAK
16.00-16.20 (20 min)	<p>Conference Summary</p> <p>Rapporteur : James Mackison, USA <TBC – Larry></p>

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	[Backup: David Broster – Frank]
16.20-16.45 (25 min)	Looking ahead to 46th ICA Conference in Jerusalem, Israel – Shimon Broner, Senior CIO, Ministry of Industry, Trade and Labor, Israel
16.45-17.15 (30 min)	Conference Closing – Peter Bruce, Chairman, ICA
17.15-19.00	ADJOURN
19.30	ICA Gala Dinner – Silk Palace ICA Awards Ceremony (Buses will leave at <time> from the Hotel)