

SUMMARY

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Notes





The WPC was launched by Ifri at the end of 2007. This was the first attempt ever made to encourage a systematic and sustained process of reflection aimed at fostering the emergence of global governance appropriate for the realities of the 21st century, involving political, economic and social decision-makers, researchers and opinion leaders at the highest level.

■ A consequence of globalisation is growing interdependence. Any war – particularly in the Middle East and in West or East Asia – or any new major economic or financial failure would immediately have catastrophic global repercussions. The worst-case scenario would be a combination of political and economic crises. The international system as a whole will not realise lasting benefit from globalisation unless the major states, in close cooperation with the other major stakeholders, all have the will to ensure the structural stability of the whole system by using both coordinated and diversified methods of cooperation (depending on the subject and the region).

■ The structural stability of the international system requires a greater sense of global solidarity, whether in the form of more sustainable development or through greater responsiveness to natural disasters.

■ The new global governance needs to reconcile two often contradictory criteria, namely effectiveness and legitimacy. For example, as regards decision-making in economic matters, the work of the G20 group needs to be better prepared and its decisions need to be better monitored and implemented. Moreover, the interests of the states that are not members of the G20 need to be better taken into account. As regards political matters in the broadest sense, the rigidification of the United Nations (UNO) system is increasing the risks of greater recourse to bilateralism and of the chaotic decline in the international system. A key question will be the linkage between the future group of permanent members of the Security Council, with its political focus, and the G20 group.

■ It is a matter of great urgency. Some of the negative repercussions of the subprime crisis are still very felt. The risk of other similar shocks occurring has not been obviated, far from it. And every day the news headlines remind us that global cataclysms may suddenly occur, notably in the Middle East or in Asia.

MESSAGE FROM THE PRESIDENT AND FOUNDER

MESSAGE DU PRÉSIDENT ET FONDATEUR


Lancée par l'Ifri à la fin de 2007, la WPC est la première tentative d'une réflexion systématique, conçue dans la durée, pour aider à l'émergence d'une gouvernance mondiale adaptée aux réalités du XXI^e siècle – associant décideurs en matière politique, économique ou sociale, chercheurs et leaders d'opinion, au plus haut niveau.

■ *La mondialisation se manifeste par une interdépendance croissante. Toute guerre – particulièrement au Moyen Orient, en Asie de l'Ouest ou en Asie de l'Est -, ou toute nouvelle défaillance économique ou financière majeure, aurait immédiatement des conséquences globales catastrophiques. Le pire des scénarios serait une conjugaison de dérapages politiques et économiques. Le système international dans son ensemble ne bénéficiera durablement de la mondialisation que si les principaux Etats, en liaison étroite avec les autres acteurs majeurs partagent la volonté d'assurer la stabilité structurelle de l'ensemble par des modes de coopération à la fois diversifiés (selon les sujets et selon les régions) et coordonnés.*

■ *La stabilité structurelle du système international suppose davantage de solidarité, qu'il s'agisse du développement durable ou des réactions face aux cataclysmes naturels.*

■ *La nouvelle gouvernance doit reposer sur un bon compromis entre les critères souvent antinomiques d'efficacité et de légitimité. Par exemple, sur le plan économique, les travaux du G20 doivent être mieux préparés, les décisions mieux suivies et exécutées. En même temps, les intérêts des Etats non membres de ce groupe doivent être davantage pris en compte. Sur le plan politique au sens le plus large du terme, la sclérose du système de l'ONU augmente le risque d'une généralisation du bilatéralisme et de la dégénérescence anarchique du système international. Une question essentielle sera l'articulation entre le futur groupe des membres permanents du Conseil de sécurité, à vocation politique, et le G20.*

■ *Il y a urgence. Les chocs provoqués par la crise des subprime ne sont pas absorbés. Le risque d'autres perturbations de même nature est loin d'être nul. Et l'actualité nous rappelle chaque jour que des conflits de portée mondiale peuvent surgir brusquement, notamment au Moyen Orient ou en Asie.*



When I took the initiative to establish the WPC, with the intent that it should be open to the media, I was aware of the fact that no other international conference existed specifically for the purpose of fostering global governance by bringing together the states and other stakeholders anxious to contribute constructively to the achievement of this aim. It is a matter, this time, of working on a truly worldwide scale in the same spirit as that which has underpinned the construction of Europe since the 1950s, inspired by the following questions: how can we get states and their peoples to see diversity and otherness as mutually rewarding factors rather than as threats? How can we see to it that the spirit of cooperation durably prevails over the spirit of confrontation, in such a way that competitive forces play a positive and not negative role, thereby channelling conflicts of all kinds through institutions that resolve them peacefully?

We are not naive enough to believe that, in order to solve a problem as difficult as the adaptation of global governance to the turbulent environment of the early 21st century, we need only bring together men and women of good will from time to time for an exchange of politically correct views. However, we believe it is possible to capitalise more on the experience and thinking of the best players and thinkers in various areas of international life, with the aim of building a safer and more secure world. Indeed, when all is said and done, it boils down to security. And there cannot be any security without empathy, tolerance and justice. In this regard, morality and politics go hand in hand.

What the Europeans achieved (albeit incompletely!) under the pressure of the Cold War, the entire international system must now achieve under no other pressure than that of its growing awareness of a shared destiny. Then, and only then, may we perhaps be in a position to speak seriously about an “international community”.

For this third edition of the WPC, we have handpicked all of you on the basis of their individual expertise and reputation. We are grateful to those of you who have shown your confidence in our initiative ever since its inception. We have also endeavoured to strike a natural balance between different regions and cultures, large and small players, various specific areas of governance, and between active participants in the international system and observers thereof. In order to play its part as fully as possible, the WPC must transact multiple geographical, functional and media criteria.

MESSAGE FROM PRESIDENT AND FOUNDER

MESSAGE DU PRÉSIDENT ET FONDATEUR



En prenant l'initiative de créer la WPC et en voulant en faire une manifestation ouverte aux médias, j'avais conscience que, dans le paysage des conférences internationales, aucune n'avait pour mission spécifique de faire progresser la gouvernance mondiale, en associant les Etats et les autres parties prenantes désireuses d'y contribuer constructivement. Il s'agit de travailler cette fois à l'échelle de la planète toute entière, dans l'esprit qui sous-tend la démarche de la construction européenne depuis les années cinquante du siècle dernier : comment associer les Etats et les peuples pour que la diversité et l'altérité soient perçues comme des facteurs d'enrichissement mutuel et non comme des menaces, pour que l'esprit de coopération l'emporte durablement sur l'esprit d'affrontement, de sorte que les forces de la concurrence jouent positivement et non pas négativement, et donc que les conflits de toute nature soient canalisés dans des voies institutionnelles solides et réglés pacifiquement ?

Nous n'avons pas la naïveté de croire qu'il suffit de réunir de temps à autre des hommes et des femmes de bonne volonté et d'échanger des propos bien pensants pour résoudre une question aussi difficile que l'adaptation de la gouvernance mondiale à un environnement aussi turbulent que celui du début du XXIe siècle. Mais nous jugeons possible de mieux tirer partie de l'expérience et de la réflexion des meilleurs parmi les acteurs et les penseurs des différents aspects de la vie internationale, pour construire effectivement un monde plus sûr. Car en définitive, c'est de sécurité qu'il s'agit. Et il n'y a pas de sécurité sans empathie, sans tolérance, sans justice. A ce niveau, morale et politique font bon ménage.

Ce que les Européens ont réussi à faire (il s'en faut de beaucoup que la tâche ne soit achevée !), initialement sous la pression de la guerre froide, c'est toute la société internationale qui doit l'entreprendre sans autre pression que la conscience d'un destin partagé. Alors peut être pourra-t-on commencer à parler sérieusement d'une "communauté internationale".

Pour cette troisième édition de la WPC nous avons invité des personnalités choisies une à une en fonction de leur compétence et de leur rayonnement. Nous sommes attentifs à ceux qui nous ont manifesté leur confiance dès la naissance de notre initiative. Nous veillons également à respecter des équilibres naturels : entre régions et cultures, entre grands et petits, entre domaines particuliers de la gouvernance, ou encore entre acteurs et observateurs du système international. Pour remplir pleinement son rôle, la WPC doit croiser critères géographiques, fonctionnels et médiatiques.

We are convinced that the ideal that inspired our initiative is more relevant than ever. We believe that the world needs the positive contributions of emerging countries if it is to manage change successfully. The “western” countries must not be afraid to recognise that the time has come to extend a hand to them. This year, what symbolises such a new order better than the Korean presidency of the G20, which extends until November 2010?

I am delighted to welcome you to Marrakech. I hope the magnificent setting of this conference will enhance the quality of our work, so that it contributes as much as possible to fostering the cooperative spirit humanity so badly needs to ensure a better future.

Thierry de Montbrial

PRESIDENT AND FOUNDER OF THE WORLD POLICY CONFERENCE
PRESIDENT AND FOUNDER OF IFRI

Thierry de Montbrial is President of the French Institute of International Relations (Ifri), which he founded in 1979. He is Professor Emeritus at the Conservatoire National des Arts et Métiers. In 2008, he launched the World Policy Conference. He has been a member of the Académie des Sciences morales et Politiques of the Institut de France since 1992, and is a member of a number of foreign Academies including the Russian Academy of Sciences.

He serves on the board or advisory board of a number of international institutions.

Thierry de Montbrial chaired the Department of Economics at the Ecole Polytechnique from 1974 to 1992. He was the first Chairman of the Foundation for Strategic Research (1993-2001). Entrusted with the creation of the Policy Planning Staff (Centre d'Analyse et de Prévision) at the French Ministry of Foreign Affairs, he was its first director (1973-1979).

He has authored fifteen books, several of them translated in various languages.

He is a Commandeur of the Légion d'honneur and has been awarded other state honors by the French and several foreign governments. He was awarded the Grand Prix of the French Geographic Society in 2003.

Thierry de Montbrial was born in 1943. He is a graduate of the Ecole Polytechnique and the Ecole des Mines, and received a Ph.D. in Economics from the University of California at Berkeley.

MESSAGE FROM PRESIDENT AND FOUNDER

MESSAGE DU PRÉSIDENT ET FONDATEUR



Nous sommes convaincus de l'idéal qui a présidé à notre initiative. Nous croyons que, pour réussir sa mutation, le monde a besoin de la contribution positive des pays émergents. Les pays "occidentaux" ne doivent pas avoir peur de reconnaître que le temps est venu et de leur tendre la main. Quoi de plus symbolique, cette année, que la présidence coréenne du G20, dont l'aboutissement aura lieu en novembre 2011 ?

Je suis heureux de vous souhaiter la bienvenue à Marrakech. J'espère que le cadre magnifique de cette conférence sera propice à nos travaux, afin qu'ils contribuent le plus possible à l'esprit de coopération dont dépend l'avenir de l'humanité.

Thierry de Montbrial

PRÉSIDENT ET FONDATEUR DE LA WORLD POLICY CONFERENCE
DIRECTEUR GÉNÉRAL ET FONDATEUR DE L'IFRI

Thierry de Montbrial est le directeur général de l'Institut français des relations internationales qu'il a fondé en 1979. Il est professeur émérite au Conservatoire National des Arts et Métiers. En 2008, il a lancé la World Policy Conference. Il est membre de l'Académie des sciences morales et politiques de l'Institut de France depuis 1992 et membre associé de nombreuses académies étrangères dont l'Académie des Sciences de Russie.

Il siège au conseil ou au conseil consultatif de plusieurs entreprises ou institutions internationales.

Thierry de Montbrial a dirigé le département de sciences économiques de l'Ecole Polytechnique entre 1974 et 1992. Il a été le premier président de la Fondation de la recherche stratégique (1993-2001). Il a mis sur pied le Centre d'analyse et de prévision du ministère des Affaires étrangères et en a été le premier directeur (1973-1979).


Il est l'auteur de quinze livres, certains traduits en plusieurs langues.

Il est Commandeur de la Légion d'honneur et titulaire de nombreuses autres décorations françaises et étrangères, et du Grand Prix 2003 de la Société de Géographie pour l'ensemble de son œuvre.

Né en 1943, Thierry de Montbrial est ancien élève de l'Ecole Polytechnique, docteur en économie de l'Université de Berkeley (Californie) et ancien ingénieur général au Corps des Mines.



AGENDA *PROGRAMME*



Nambaryn
Enkhbayar

WORLD
POLICY
CONFERENCE

FRIDAY, OCTOBER 15 – VENDREDI 15 OCTOBRE

19:00	Welcome cocktail – <i>Cocktail d'accueil</i>
20:30	Dinner Debate – <i>Dîner-débat</i>

SATURDAY, OCTOBER 16 – SAMEDI 16 OCTOBRE

8:30 – 10:00	Opening session – <i>Ouverture</i>
10:00 – 11:30	Plenary session 1 – <i>Session plénière 1</i> "Population, Climate, Health: What Global Governance?" <i>"Population, climat, santé : quelle gouvernance mondiale ?"</i>
11:30 – 12:00	Coffee break – <i>Pause café</i>
12:00 – 13:30	Plenary session 2 – <i>Session plénière 2</i> "Global Monetary and Financial Governance" <i>"Gouvernance monétaire et financière mondiale"</i>
13:30 – 15:30	Lunch debates – <i>Déjeuners débats</i>
15:30 – 17:30	Parallel workshops – <i>Ateliers en parallèle</i> <ol style="list-style-type: none">1. Energy and Environment <i>Energie et environnement</i>2. Food security <i>Défi alimentaire</i>3. Global Monetary and Financial Governance <i>Gouvernance monétaire et financière mondiale</i>
17:30 – 18:00	Coffee break – <i>Pause café</i>
18:00 – 19:30	Plenary session 3 – <i>Session plénière 3</i> "Discussion Panel on Current Events" <i>"Débat sur la gouvernance dans le cadre de l'actualité"</i>
20:30 – 22:30	Gala dinner – <i>Dîner de gala</i>



SUNDAY, OCTOBER 17 – DIMANCHE 17 OCTOBRE

9:15 – 9:30	Introduction of the day <i>Introduction de la journée</i>
9:30 – 10:00	Reports from parallel workshops <i>Compte rendu des ateliers parallèles</i>
10:00 – 11:15	Plenary session 4 – <i>Session plénière 4</i> “Governance of the Cyberspace” <i>“Gouvernance du cyberspace”</i>
11:15 – 12:45	Plenary session 5 – <i>Session plénière 5</i> “French and Korean Views on the G20” <i>“Regards croisés franco-coréens sur le G20”</i>
12:45 – 15:30	Lunch debates – <i>Déjeuners débats</i>
15:30 – 18:00	Free afternoon – <i>Après-midi libre</i>
18:00 – 19:30	Plenary session 6 – <i>Session plénière 6</i> “Emerging Powers and Global Governance” <i>“Puissances émergentes et gouvernance mondiale”</i>
19:30 – 19:45	Envoi – <i>Conclusions</i>
20:30	Closing dinner – <i>Dîner de clôture</i>





CONFERENCE THEMES


THÈMES DES SESSIONS

Sergueï Karaganov



The plenary sessions of the third edition of the World Policy Conference (WPC) will focus on the five following major themes.

1. The problem of **the medium-to long-term interaction between demographic trends, climate change and public health challenges**. Each of these topics is generally the object of separate in-depth research work and certain specialised international institutions are very concerned about each of them. However, although these three topics make up a whole, they are rarely treated as such. The purpose of the plenary session dedicated to this theme in Marrakech will be to formulate the problem properly and to identify the institutional improvements likely to strengthen world governance within the framework of the overall issue of development.



Pour sa troisième édition, la World Policy Conference (WPC) se concentrera, dans ses sessions plénières, sur cinq thèmes fondamentaux :

1. Le problème de l'interaction à moyen et long terme entre évolutions démographiques, changement climatique et enjeux de santé publique. Chacun de ces sujets fait indépendamment l'objet de recherches approfondies et certaines institutions internationales spécialisées s'en préoccupent. Mais ces trois sujets forment un tout, rarement traité en tant que tel. L'objet de la session plénière qui lui sera consacrée à Marrakech est de poser correctement le problème et d'identifier les améliorations institutionnelles de nature à renforcer la gouvernance mondiale dans le cadre général de la problématique du développement.



2. The second plenary session will be dedicated to **global monetary and financial governance**. Since the start of the financial crisis in 2008, the G20 has been established and measures have been taken, first, to prevent a great depression or, at least, to mitigate the deflationary impact of the crisis, and second, to reduce the likelihood of another recession. This second point is all the more important as the leeway given to governments and central banks is now extremely limited. The aim of this session will be to assess the progress made and to identify the remaining shortcomings. Particular attention may be paid to the lessons that are to be drawn from the euro crisis triggered by the Greek debt crisis.

II

*2. La deuxième session plénière sera consacrée à la **gouvernance monétaire et financière mondiale**. Depuis l'éclatement de la crise financière en 2008, le G20 a été créé et des dispositions ont été prises, d'une part pour éviter une grande dépression et tout au moins limiter les conséquences déflationnistes de la crise, d'autre part pour réduire la probabilité d'un nouveau choc. Ce second aspect est d'autant plus important que les marges de manœuvre des gouvernements comme des banques centrales sont désormais extrêmement réduites. L'objet de cette session est de faire le point des progrès accomplis et d'identifier les lacunes qui demeurent. Une attention particulière pourra être prêtée aux leçons de la crise de l'euro survenue à partir de la Grèce.*

III

*3. Nous introduisons cette année le sujet fondamental et encore peu défriché de la gouvernance du numérique ou, selon la terminologie que nous adoptons ici, **la gouvernance du cyberspace**. Il s'agira dans cette session d'identifier les défis majeurs posés par le monde de l'Internet, tels que la cybercriminalité ou la guerre numérique. Nous tenterons aussi de poser correctement le problème de la gouvernance du Net.*

3. This year, we are introducing a theme of fundamental importance, which has hardly been explored yet: the governance of digital information or, to use the terminology we prefer, **the governance of cyberspace**. The purpose of this session will be to identify the major challenges of the Internet, such as cybercriminality or digital warfare. We shall also attempt to formulate properly the issue of Internet governance.

IV

4. L'institutionnalisation en cours du G20 pose un double problème. D'une part, cette nouvelle structure peut paraître trop légère pour ce qu'elle a de lourd, et trop lourde pour ce qu'elle a de léger. Il convient donc de s'interroger sur son avenir du point de vue des critères d'efficacité et de légitimité. D'autre part, l'émergence du G20 oblige à réexaminer l'architecture de la gouvernance mondiale dans son ensemble et notamment à reposer le problème de la réforme du système de l'ONU.

4. The ongoing institutionalisation of the G20 poses two problems. First, this new entity may be considered too light for its job and too heavy to do it. We therefore need to think about its future in terms of effectiveness and legitimacy. Second, the emergence of the G20 calls for a review of the overall architecture of global governance and, in particular, a re-assessment of the reform of the United Nations system.



5. The global move towards multipolarity is accelerating year by year. A plenary session will therefore be dedicated to the views of powers such as China, India, Brazil, Turkey and South Africa on the subject of their responsibilities in terms of linking regional and global governance.

5. La tendance du monde à la multipolarité ne fait que s'accroître d'année en année. Une session plénière sera donc consacrée à la façon dont des puissances comme la Chine, l'Inde, le Brésil, la Turquie ou l'Afrique du Sud envisagent leurs responsabilités du point de vue de l'articulation entre la gouvernance régionale et la gouvernance mondiale.

V



6. A sixth plenary session will allow key figures to discuss **the issues of current international affairs from the point of view of global governance.**

Finally, we plan to hold three workshops, each of which will deal with a fundamental facet of global governance:

- energy and the environment;
- food security;
- global monetary and financial governance.

The first two workshops will tackle questions of literally vital importance relating to the overall issue of development. The third one will be a natural follow-up to the second plenary session.

Each of the plenary sessions and all of the workshops will be introduced by leading figures who occupy high positions of authority or who participate actively in international brainstormings. The interactive debates with participants will be facilitated by journalists and commentators of worldwide repute.

A number of top public figures will also be speaking at extra meetings to be held during the conference.

6. Une sixième session plénière permettra à d'éminentes personnalités de débattre de l'actualité internationale sous l'angle de l'évolution de la gouvernance mondiale.

Enfin, trois ateliers sont prévus portant chacun sur un aspect fondamental de la gouvernance mondiale :

- *L'énergie et l'environnement ;*
- *Le défi alimentaire ;*
- *La gouvernance monétaire et financière mondiale.*

Les deux premiers ateliers aborderont des questions littéralement vitales, qui se rattachent à la problématique générale du développement. Le troisième est le prolongement naturel de la deuxième session plénière.

Chacune des sessions plénières ainsi que les ateliers seront introduits par des personnalités exerçant de hautes responsabilités ou fortement engagées dans le brain storming international. Les débats interactifs avec les participants seront animés par des journalistes et des commentateurs de notoriété mondiale.

Les travaux de la conférence bénéficieront également d'interventions hors sessions de quelques personnalités de tout premier plan.





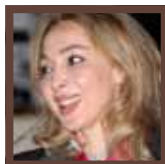
PARTICIPANTS

PARTICIPANTS

**MOUNIR ABDEL-NOUR**

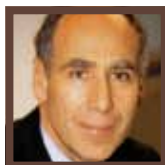
Economist, Egyptian businessman and Member of Parliament, President of the company “Hero Middle East”, Secretary-General of

the Neo-Wafd Party and member of the Egyptian National Council for Human Rights.

**SOUMEYA ABDELATIF**

Algerian doctor. First Vice President of North/South dialogue for Arab countries and the Mediterranean at the Robert Schuman Institute for Europe. Founding member

of the House of Europe in Alsace.

**JEAN ABITEBOUL**

President of Cheniere Supply & Marketing, a 100% subsidiary of Cheniere Energy, Inc., a Houston based company specializing in liquefied natural gas importation. He joined Cheniere in 2006, after having held various positions within Gaz de France (now GDF Suez), among which Executive Vice President of Supply, Trading & Marketing, President of GASELYS, Executive Vice President International as well as Advisor to the Chairman & CEO and Secretary of the Board of Directors.

**ABDESSELAM ABOUDDRAR**

President of the Moroccan Central Authority for the Prevention of Corruption. He developed an extensive

experience (1974-1998) as a civil engineering consultant. In 1998, he joined the Caisse de dépôt et de gestion (CDG) which is the main financial public institution in Morocco and was nominated in 2006 Deputy Director-General. He is a civil engineer (graduated from Ecole nationale des ponts et chaussées, Paris, 1973), economist (University of Rabat, 1980) and MBA (ENPC, Paris, 2000).

**AHN HO-YOUNG**

Currently the Ambassador-at-large for G20 and Deputy Minister for Trade of the Ministry of Foreign Affairs and Trade. He began his

career at the Ministry of Foreign Affairs where he worked extensively on international legal and economic issues. He served as Counsellor of the Korean Delegation to the Organization of Economic Cooperation and Development (OECD) in Paris as well as Counsellor of the Korean Permanent Mission to the World Trade Organization in Switzerland. He studied international relations at Seoul National University, (B.A. in political science) and Georgetown University, Walsh School of Foreign Service (M.S. in international relations). He also studied law at the Korea National Open University (LL.B.) and Georgetown University Law School (LL.M.).

**SAMIR AITA**

President of the Cercle des Economistes arabes www.economistes-arabes.org, Editor in Chief and General Manager of *Le Monde*

diplomatique éditions arabes www.mondiploar.com, CEO of A Concept www.mafhoum.com, a consulting firm in economy and information technologies. He consulted for international organizations (UNDP, European Union, World Bank), Arab countries’ governments and industrial firms. He graduated from Ecole Polytechnique, Ecole Nationale des Ponts et Chaussées, with an MBA from the Centre de Perfectionnement des Affaires (HEC), and postgraduate degrees in mechanical engineering from the Institut National des Sciences et Techniques Nucléaires and in social anthropology from the Ecole des Hautes Etudes en Sciences Sociales.

**DRISS ALAOUI MDAGHRI**

President of the Association Marocaine d’Intelligence Economique (AMIE) and of the Fondation des Cultures du Monde (FCM),



President of the Economy Commission of the CGEM and Vice-President of the International Chamber of Commerce in Morocco. He is also a university professor, columnist and writer. He has been a Minister several times (Communication and Spokesperson of the Government, Youth and Sports, Energy and Mines, State Secretariat for Foreign Affairs in charge of the Arab Maghreb Union). Former CEO of the ISCAE and of the CIDC.



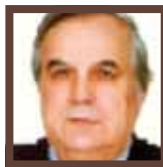
MEHMET ALI BIRAND

Journalist and writer. He is currently editor in Chief of CNN TURK and Chief Anchor for Kanal D main news. He has been described as the “eyes and ears” of Turkey abroad for over 40 years. He has authored eight books and has been the focal point of numerous conferences on Turkish-EU relations, the Kurdish problem, Cyprus and Turkish-Greek relations. He began his career in 1964 in Turkey’s leading newspaper, *Milliyet*. In 1985, he began producing “32nd Day,” program known for its independent and liberal outlook. Many world leaders have appeared on the show. He returned to Turkey in 1991 and became a columnist with *Sabah*, a well-known Turkish newspaper, and in 1999 with *Posta*, Turkey’s highest circulation newspaper.



PATRICK ALLARD

He is currently the Chief Economist / Counsellor for international economic issues, Policy Planning Staff, Ministry of Foreign and European Affairs, France. Formerly, he served as Head of the International Macroeconomic Forecasts Division and Head of the Public accounts Division of the French Ministry of Economy. He also worked at the Economic department of the OECD. He is alumnus of the Ecole national d’administration.



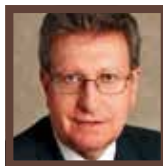
ABDELAZIZ ALMECHATT

He is a Certified Public Accountant, Honorary President of the Moroccan Institute of Certified Public Accountant, President and CEO of «Coopers & Lybrand» (Maroc) Ltd. He serves also as a professor at «ISCAE», the Higher Institute of Business Administration in Casablanca. He is a former member of the Moroccan National Accounting Council standing Committee.



JOAQUÍN ALMUNIA

Commissioner for competition since February 2010. He is the Founder and Director of the progressive think tank “Laboratorio de Alternativas”. He was Commissioner for economic and monetary affairs (2004-2010). He was a socialist candidate for Prime Minister in the 2000 elections, a leader of the PSOE, spokesperson of the Socialist Parliamentary Group, Minister of Public Administration, Minister of Employment and Social Security, member of the Spanish Parliament. He graduated in Law and Economics at the University of Deusto (Bilbao) and studied at l’École Pratique des Hautes Études de Paris.



JAIME GIL ALUJA

President of the the Royal Academy of Economics and Financial Sciences since 2002. He received numerous Spanish and international distinctions. He has always reconciled his major activity, research, with business and financial institution management. In 1960, he is appointed Superior Chief at SEAT, and then Economic and Technical Advisor to the Executive Board (1968). From 1969 to 1985, he worked as an economist. He received a Doctorate “Honoris Causa” from 23 universities and he is a member of 10 scientific academies. Doctor in Economics from the University of Barcelona, he holds the Chair of Financial Economics and Accounting and he is Emeritus Professor from the University Rovira i Virgili, Spain.

**MICHAEL ANCRAM**

Former Conservative Member of Parliament. He is a member of the Top Level Group of UK Parliamentarians for Multilateral Nuclear Disarmament and Non-proliferation. He was a Member of the parliamentary intelligence and security committee, Member of the Shadow Cabinet (1997-2005), Shadow Secretary of State for: Foreign and Commonwealth Affairs (2001-2005), International Affairs (2003-2005), Defence (2005), Deputy Leader of the Opposition (2001-2005). He was also Chairman of the Conservative party (1998-2001), Minister of state, Northern Ireland Office (1994-1997). He graduated from Christ Church at the University of Oxford in History, and the University of Edinburgh, Scotland.

**FOUAD ARFAOUI**

Partner responsible for coordinating all PricewaterhouseCoopers network activities in Morocco. For many years, he worked as a statutory auditor for major French companies. Before becoming a managing partner in Morocco, he developed and launched the PwC network's human resources and change management consulting services. He has co-authored several books and also serves as a court expert at the Paris Court of Appeal. He graduated from HEC (a French prestigious business school).

**DAVID AVITAL**

President of MTP Investment Group. Entrepreneur, venture capitalist and philanthropist who has realized great success in real estate, parking, biotech and other areas thanks to the strong values and principles acquired through his long military career, the tenets and cornerstones of his business philosophy are creativity, flexibility, persistence and an infallible moral code. He serves on the board of directors of several companies and is actively involved in charity and political organizations.

**BAN KI-MOON**

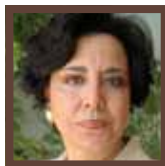
Secretary-General of the United Nations. He was Korea's Minister of Foreign Affairs and Trade. He was also First Secretary at the

Republic of Korea's Permanent Mission to the United Nations in New York, Director of the United Nations Division at the Ministry's headquarters in Seoul and Ambassador to Vienna. He has also been actively involved in issues relating to inter-Korean relations. He was awarded numerous national and international prizes, medals and honours. He received a bachelor's degree in international relations from Seoul National University. He earned a master's degree in public administration from the Kennedy School of Government at Harvard University. He received an honorary Doctoral Degree from Seoul National University.

**FRANÇOIS BARRAULT**

Chairman and founder of FDB Partners, an investment and consulting firm in TMT, renewable energy and publishing. Prior to

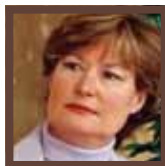
joining BT as CEO of BT Global Services and being a board member of BT Group PLC and after having created and led BT International as President, he had built businesses or co-founded several companies. He was President and CEO of Lucent EMEA. Prior to Lucent, he worked at Ascend Communications, where he had the position of Senior Vice President, International coming from the acquisition of Stratus Computer. He holds a Master of Science (D.E.A) in Robotics/A.I. he graduated from the Ecole Centrale de Nantes and started his career as a searcher in IBM labs.



**ASSIA BENSALAH
ALAOUI**

Ambassador-at-large of HM the King of Morocco. She is Vice-President of the Association of Moroccan-

Japanese Friendship (AMJ). She serves on a number of boards of trustees of international organizations and think tanks, including the IRES (Institut Royal des Etudes Stratégiques), Rabat, Morocco and the International Advisory Council, the Club of Rome. She was an international economic Public Law professor and Co-President of the High-level Advisory Group on the Dialogue between Peoples and Cultures in the Euro-Mediterranean Area for the European Commission. She holds a master's in English literature and a doctorate in Law from the Paris II University.



MICHELINE BOSSAERT

Director of the International Department of GDF SUEZ. She was Vice-President Asset Management North America, Asia,

Middle East and Africa within the Tractebel Electricity & Gas International (EGI) branch. She was Head of the Finance, Treasury and Tax Department of the recently renamed Suez Energy International (SEI) branch. She was Executive Vice President and also a member of the SEI General Management Committee. She was also granted a specific mandate to set up the Community of Practice of Business Development within GDF SUEZ. She is still chairing it.



SALAH BRAHIMI

President and CEO of Grey Matter International Ltd., a strategic advisory services firm focused on integrated business devel-

opment, corporate management consulting and institutional governance activities. He is an independent Board Member and Adviser to ACWA Power International, Saudi Arabia's leading international infrastructure, power and water investment partnership and management firm. He was a senior executive at the World Bank. He holds a Harvard Business School post-graduate executive certificate for the World Bank Leadership Program, an MSC in Biochemical and Agricultural Engineering.



CHRISTIAN BRÉCHOT

Vice-president in charge of Medical and Scientific affairs of the Institut-Mérieux company since 2008.

He was head of the clinical department of liver diseases at the Necker-Enfants Malades Hospital. He has been in charge of Inserm research unit at the Necker Faculty of Medicine. He was also head of the National Reference Centre on viral hepatitis at Pasteur Institute. He was General Director of Inserm, (French national biomedical research agency) (2001-2007). He holds MD PhD degrees.



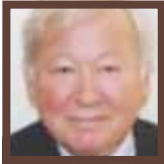
EMMA BROUGHTON

Junior Research Fellow within the Health & Environment programme of Ifri. She graduated in International Relations at

the London School of Economics in 2007, and has been working with Ifri since. Her research interests include securitization theory with regards to global environmental issues, international environmental negotiations and the role of private sector actors in global environmental governance, with a specific focus on biodiversity governance.

**ANDRÉ CAILLÉ**

Chancellor of the University of Montreal, Past Chairman of the World Energy Council. He sits on the boards of several institutions, the National Bank of Canada, JUNEX and the Institut des administrateurs de sociétés. He was Chairman of the Board of Hydro-Québec. He was also a professor and coordinator at National Québec's Institut for scientific research, Director of Québec's environmental protection services and Deputy Minister of the province's environment department. He was President and Chief Executive Officer at Gaz Métropolitain. He graduated from the University of Montreal, where he obtained a master's degree and a doctorate in physical chemistry.

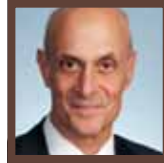
**FRANÇOIS CHABANNES**

President of Technochabs. He was Delegate-General of the Council of French Defense Industries (CIDEF), the Group of Telecommunication and Professional Electronics Industries (GITEP-EDS, merger with the French aerospace industries association, GIFAS). He held various positions within Thomson-CSF group, among which Vice-President Defense Strategy in the Aeronautic branch, Secretary-General of the International Department. He was also General Manager of the Industrial Laser Company (CILAS). He graduated from the Ecole Polytechnique, the ENSAR; he obtained a master's degree in quantum optics and a degree INFO II (CIRO-Defense computer science).

**PHILIPPE CHALMIN**

Professor of Economic History and Director of the Master of International Affairs at Paris-Dauphine University, Founder of the Cercle Cyclope, main research and studies institute on international markets in France. He is a member of the Council for European and International Prospective Analysis of

Agriculture and Food (2003), member of the Council of Economic Advisers in the Office of the French Prime Minister (2006). He is an economic columnist for *Le Monde* and participates regularly to television and radio programs. He published around fifty books including *Le siècle de Jules, le XXIe siècle raconté à mon petit-fils*, Bourin 2010. He graduated from HEC, he is "agrégé" in history and holds a doctorate in humanities.

**MICHAEL CHERTOFF**

Senior of counsel in Covington and Burling LLP and member of the White Collar Defense and Investigations practice group. He served as Secretary of the Department of Homeland Security. He also served periodically on the National Security Council and the Homeland Security Council, and on the Committee on Foreign Investment in the United States. He served on the U.S. Court of Appeals for the Third Circuit (2003-2005). Before becoming a federal judge, he was the Assistant Attorney General for the Criminal Division of the U.S. Department of Justice. He has received numerous awards and two honorary doctorates. He graduated from Harvard Law School.

**SERGEY CHESTNOY**

Director of Russian Aluminium (RUSAL) International Department since July 2001. He has held several positions in the Ministry of Foreign Affairs of Russia since 1984, including Deputy Director of Department of North America, Adviser to the Russian sherpa in G-8, Director of the Economic Section of the Embassy of the Russian Federation in the USA (Washington) and Deputy Director of the Department of Economic Cooperation. He graduated from Moscow International Relations Institute and obtained a doctorate (PhD) in Economics.



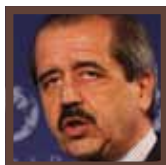
SEAN CLEARY

Founder and Executive Vice-Chair of the Future World Foundation, Chairman of Strategic Concepts (Pty) Ltd. Guest Lecturer on global corporate strategy, on the strategic challenges of globalization and conflict resolution in various universities. He is a Strategic Adviser to the Chairman of the World Economic Forum and a member of the Board of LEAD International and the International Foundation of Electoral Systems (IFES). He is the co-author, with Thierry Malleret, of *Resilience to Risk*, and *Global Risks*. He studied social sciences and law and holds an MBA from Henley Management College at Brunel University, United Kingdom.



BERTRAND COLLOMB

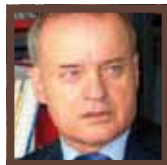
Honorary Chairman and director of Lafarge. He is also a director of Total, ATCO and DuPont. He is Chairman of Ifri (French Institute of International Relations), and of IHEST (Institute for Studies in Science and Technology). He is a member of the Governing Body of the European Institute of Technology (EIT) and a member of the European Corporate Governance Forum (ECG). He is a member of the «Institut de France» («Académie des Sciences Morales et Politiques»). He served as Chairman and CEO of Lafarge. He graduated from the Ecole Polytechnique and the Ecole des Mines in Paris, he also holds a French law degree and a PhD in Management (University of Texas).



JOSÉ ÁNGEL CÓRDOVA VILLALOBOS

Minister of Health, Mexico. He received his Medical Surgeon degree from the School of Medicine of León of the University of Guanajuato; he specialized in Internal Medicine at the National Institute of Medical Science and Nutrition "Salvador Zubirán"; in General Surgery and

Digestive Endoscopy at the Paul Sebatier University of Toulouse, France. He holds a Masters in Public Administration from the University of Guanajuato. He is the author of 106 and co-author of 23 scientific papers presented in different national and foreign forums. He has published 72 articles and 17 chapters in medical books. He is the editor of two medical books: *Endoscopic Procedures in Gastroenterology* and *General Surgery for Medical Students*.



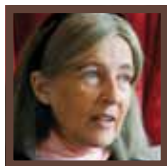
DOMINIQUE DAVID

Executive Vice-President of Ifri since April 2006. He has been researcher at the Center of Political Studies of Defense (Paris I University), Deputy Director of the Institut français de poléologie (French Institute of Polemology), and from 1985 to 1991, Secretary General of the FEDN (Fondation pour les études de défense nationale). He also taught at the Military School of Saint-Cyr (Coëtquidan), at the Paris I University and at the Institut d'études politiques de Paris (IEP). Researcher at Ifri since 1992, he has been in charge of the Security Studies department since 2000. He is also Editor of *Politique étrangère*. He is, since September 1998, member of the Scientific Council of Defense.

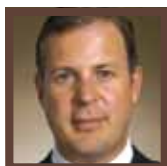


NATHALIE DELAPALME

Director of Research and Policy at the Mo Ibrahim Foundation. She was previously a French senior civil servant. Her most recent position was Inspector General at the Inspection Générale des Finances. Prior to this, she served the French Government as an advisor on Africa, Development and Humanitarian policies, in the offices of various Foreign Affairs Ministers, between 1995-1997 and 2002-2007. She also served the French Senate as advisor for the Finance and Budgetary Commission. Educated in Paris at the Political Studies Institute and University Panthéon-Assas, she specialized in the public sector division and received a post-graduate diploma in applied economics.

**THÉRÈSE DELPECH**

Director for Strategic Studies at the Atomic Energy Commission. She has written numerous articles on defence and strategic issues in journals such as *Politique Etrangère*, *Commentaire*, *Politique Internationale*, *Internationale Politik* (Germany), *Survival* (IISS). She has been a member of the IISS Council (2002-2007). She served as Advisor to the French Prime Minister for politico-military affairs (1995-1997) and as permanent consultant to the Policy Planning Staff, French Ministry of Foreign Affairs (1991-1995). She studied philosophy and is the author of six books including *L'Appel de l'Ombre*, *Puissance de l'Irrationnel* (2010).

**JOHN DENTON**

Partner and CEO of Corrs Chambers Westgarth, one of Australia's leading national law firms. He is one of the three Prime Ministerial representatives on the APEC Business Advisory Counsel (ABAC), and is Chair of ABAC's Sustainable Development Work Group, he is one of two Australian delegates appointed by the Prime Minister and Treasurer to the newly formed B20, a business reference group as part of the G20, board member on the Commonwealth Business Council and the Asia Society Australasia Centre. As a former diplomat with the Department of Foreign Affairs and Trade, John Denton has extensive international negotiating expertise.

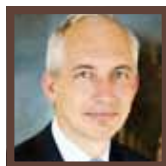
**KEMAL DERVIS**

Vice President for Global Economics and Development at the Brookings Institution, Washington, DC. He was Head of the United Nations Development Program (2005-2009). Prior to this appointment with UNDP, he was a member of the Turkish Parliament and Minister for Economic Affairs and the Treasury. In 1977, he joined the World Bank where he held various positions – becoming a

Vice-President in 1996 – before taking up his cabinet position in Turkey in 2001. He earned his Bachelor and Master's degrees from the London School of Economics, and his PhD in economics from Princeton University.

**JEAN DESAZARS DE MONTGAILHARD**

Executive Vice-President, Strategy, Business Development and Public Affairs, member of the Executive Committee. Director of COE Rexecode (France) and of several subsidiaries of Lafarge. He started his career at the French Ministry of Foreign Affairs (strategic questions and arms control). He served as a diplomat in Washington DC and at the central administration. He joined Lafarge as Director of Strategic Planning and Development. He graduated from the Ecole Nationale d'Administration (ENA) and the Institut de Sciences Politiques in Paris. He also holds a Masters in Economics.

**FRANÇOIS DROUIN**

President of OSEO (the French Agency for Innovation and SMEs financing). He began his career as an engineer at the Directorate of Navigation of the Nord-Pas-de-Calais Region. He was Executive Director of the Caisse de Dépôts (French public financial institution) for the Normandie Region and later on for the Bourgogne region, after which he was nominated Chairman of the board for the Caisses d'Epargne (French savings banks) in the Midi-Pyrenees. He was also Chairman of the board for the Crédit Foncier de France (National mortgage bank of France). He holds a degree from the Ecole Polytechnique and from the ENPC (corps de Ponts).



STUART EIZENSTAT

Partner, and head of International trade and finance Covington & Burling LLP. He has held key senior positions, including

chief White House domestic policy adviser to President Jimmy Carter, U.S. Ambassador to the European Union, Under Secretary of Commerce for International Trade, Under Secretary of State for Economic, Business and Agricultural Affairs, and Deputy Secretary of the Treasury in the Clinton Administration. His articles appear in *The New York Times*, *Financial Times*, *International Herald Tribune*, *Washington Post*, and *Foreign Affairs* magazine. He graduated Phi Beta Kappa, cum laude from the University of North Carolina, Chapel Hill and from Harvard Law School. He has received seven honorary doctorate degrees, and high civilian awards from the governments of France (Legion of Honor), Germany and Austria.



JEAN-PIERRE ELKABBACH

President of Lagardère News. He was Director of News for Antenne 2, Chairman of France Télévision (French public service television) and personal Advisor to Jean-Luc Lagardère and Arnaud Lagardère for media strategy. Then, he was Chairman of Europe 1 and of the French Parliamentary Channel "Public Sénat", hosting a weekly literary program called "Bibliothèque Médicis". He is the author of a documentary entitled François Mitterrand: conversations avec un président, 2001.



NAMBARYN ENKHBAYAR

After being successively First Vice Chairman of the Culture and Art Development Committee, Minister of Culture, member of Parliament, Prime Minister, Chairman of the Mongolian People's Revolutionary Party, Chairman of the State Great Hural Parliament of Mongolia, he was acting as the President of Mongolia from 2005 to 2009. He was Bachelor of Science in Literature and Language at the Literature Institute in Moscow, Russia, and English training at the Language Training Course of the Leeds University, United Kingdom.



STEVEN ERLANGER

Paris bureau chief of *The New York Times*. He has served in numerous postings for *The Times* in Berlin, Prague, Washington,

Moscow, Bangkok and New York where he served as Culture Editor for two years. Previously, he worked for *The Boston Globe* as European correspondent, based in London. He also reported from Eastern Europe, Moscow and revolutionary Iran. He was a Teaching Fellow at Harvard University. He shared in a Pulitzer Prize for Explanatory Reporting for a series on Al Qaeda and global terrorism in 2002. He received an A.B. degree from Harvard College and studied Russian at St. Antony's College, Oxford.



KOFFI ESAW

Minister, Senior Adviser to the President of the Republic for diplomatic affairs and Cooperation. He is in charge of implementing

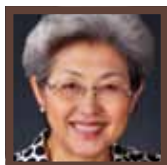
Togo's foreign policy in close cooperation with Elliot Ohin, who succeeded him at the Ministry of Foreign Affairs. He was Minister of Foreign Affairs, Ambassador of Togo to Ethiopia and to the African Union from 2004 to 2008, before succeeding to Léopold Gnininvi. He worked successively in China and Zimbabwe and then he became Director of Cabinet in the Ministry of Foreign Affairs.

**MICHEL FOUCHER**

French geographer and diplomat. Deputy Director of the Institut des hautes études de défense nationale (Institute of Higher National Defence Studies). Since 2007, he has been a member of the Council of Foreign Affairs. Professor at the ENS, Paris, the Institut d'Etudes Politiques, Paris, and the Ecole nationale d'administration. Member of the scientific board of the Robert Schuman Foundation. He was Advisor to the Cabinet of the Minister of Foreign Affairs, Director of the Policy Planning Staff, French Ministry of Foreign Affairs (1999-2002). He was Ambassador of France to Latvia and Ambassador-at-large on EU Affairs (2006).

**LOUISE FRESCO**

Professor at the Amsterdam University, formerly at Wageningen University. She held several leading positions within the FAO of the UN, including assistant-Director General for Agriculture, and is mainly committed in international development, agriculture and food. She is an Advisor to the Dutch government on socio-economic policy, science and sustainability, including sea level rise. She serves as a non executive Director of Unilever and on the supervisory board of Rabobank. In May 2010 she became a member of the independent review committee of the Intergovernmental Panel on Climate Change (IPCC) of the InterAcademy Council. She earned a PhD cum laude in Tropical Agronomy (Wageningen).

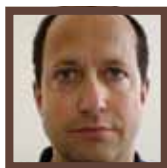
**FU YING**

Vice Minister of Foreign Affairs since 2009. She was Staff Member and Attaché, Chinese Embassy in the Socialist Republic of Romania (1978-1982), Attaché, Department of Translation and Interpretation, Ministry of Foreign Affairs (MFA) (1982-1985), Deputy Office Director and First Secretary, Depart-

ment of Asian Affairs, MFA (1990-1992), Director-General, Department of Asian Affairs, MFA (2000-2003), Ambassador Extraordinary and Plenipotentiary of China to Australia (2003-2006), Ambassador Extraordinary and Plenipotentiary of China to the United Kingdom of Great Britain and Northern Ireland (2006-2009). She completed advanced studies at Kent University (UK).

**NICOLAS DE GERMAY**

Nicolas de Gernay is the CEO and founder of Alandia, an investment company established with some of the most preeminent French industrial families. After selling his first advisory firm to KPMG, he acted as chairman of Kroll in France. During his career, Nicolas has been involved in a number of cases all over Europe but also in, or for, emerging countries such as India, Malaysia, the Gulf, North Africa, acting on behalf of multinationals, governments or sovereign. He seats, or seated, at several Advisory Boards such as British Telecom or PWC. He published a book on globalization in June 2010: "*Mondialisation, un autre regard*".

**EMMANUEL GLASER**

Member of the Conseil d'Etat (French Council of state). At present, he is judge in the 10th Chamber of the judicial division of the Council of State. Formerly, he was advocate general in the 3rd chamber of the judicial division of the Council of State. He graduated from l'Ecole normale supérieure and l'Ecole nationale d'administration.

**DYLAN C. GLENN**

CEO and President at Guggenheim Advisors, LLC, a New York based hedge fund and funds manager. He served as Deputy Chief of Staff to Governor Sonny Perdue of Georgia. In Washington, he served two years as Special Assistant to President George W. Bush



while at the White House. He was a member of the National Economic Council team advising the President on various economic concerns. He received his BA degree from Davidson College in North Carolina.



THOMAS GOMART

Deputy Director for strategic development and Director of the Russia/NIS Centre at Ifri. His academic and professional

background has been closely related to post-Soviet space. As Lavoisier Fellow at the State Institute for International Relations (University-MGIMO – Moscow), Visiting Fellow at the Institute for Security Studies (European Union – Paris) and Marie Curie Fellow at Department of War Studies (King's College – London), he has acquired a diversified international experience. He is currently editing his next book with A. Dellecker: *Russian Energy Security and Foreign Policy* (2011). He holds a Ph.D in History at Paris I Panthéon-Sorbonne, and an EMBA at HEC.



ULYSSE GOSSET

International correspondent and TV host, currently working for France Télévisions in Paris, he was TF1 French TV correspondent

and bureau chief in the United States (1993-2002) and in Moscow (1986-1993). One of the founders and members of the board of France 24 TV, the French International News Channel, he has been anchor and executive producer of the show "The Talk of Paris". He was Director in charge of national news at France 3 Televisions, France Télévisions Group. He is a graduate of the Lille Journalism School and author of *«The Hillary Clinton Complex»*, 1996, Editions Lattes, Paris; *«The Secret Story of a Coup d'Etat»*, 1991, Editions Lattes, Paris.



GILLES GUÉRIN

Managing partner, EFG Bank, Geneva, area of expertise: private asset management. He previously worked as a money market

dealer at the Al Saudi bank in Paris, then as treasurer for Europe at the National Bank of Abu Dhabi in Paris. He received a degree in Economics from the University of Neuchâtel and an advanced management degree from the Ecole des cadres de Lausanne.



JEAN PAUL GUEVARA

Director-General of Bilateral Relations of the Ministry of Foreign Affairs on the Plurinational State of Bolivia, within the

People's Diplomacy, extending the bilateral relations with the countries of America, Europe, Asia, Africa and Oceania through the consolidation of the existing bilateral mechanisms. Knowledge of various foreign languages; extended professional experience on international relations related to migration and international cooperation. Professor at diverse main universities of Bolivia and Mexico. Publication: *Les Migrations boliviennes et la mondialisation*, Editions Syllepse, Paris, 2004.



EMMANUEL HARLÉ

Founder and CEO of Industries et Finances Partenaires (1999). He started as consultant (Sora/IDHR). In 1978, he participated in the setting up of a new subsidiary

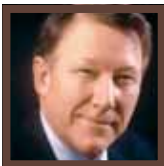
of the group Sat-Sagem-Csee (telephone industry). In 1980, he became CFO of Mors (listed company) and took part in the turnover of the group and then in the acquisitions of several adds-on. He was Deputy Director of the group Suez (1984-1987) and CEO of France Capital Développement (1988-1998). He graduated from the Institut d'Etudes Politiques de Paris, the French Institute of Compared Law. He holds a Degree in Law and a PHD in Computer Science.



CULLEN HENDRIX

Research associate at the Peterson Institute for International Economics, at the Robert S. Strauss Center for International

Security and Law and at the Centre for the Study of Civil War at the International Peace Research Institute, Oslo (PRIO) and Assistant Professor of Political Science at the University of North Texas. His research interests include international relations, comparative politics, environmental and social science, conflict and development, and his work has appeared in journals such as *Political Geography* and *Journal of Peace Research*. He received his PhD in Political Science from the University of California, San Diego.



JIM HOAGLAND

Contributing Editor to *The Washington Post* since January 2010, after serving two decades as Associate Editor and Chief Foreign

Correspondent. He has served in a variety of reporting, editing, and opinion-forming roles since joining the newspaper in 1966. He was awarded two Pulitzer prizes and other journalism honors. He began his journalism career as a reporter with the *Rock Hill Evening Herald* in 1960 while still in college. He is the author of a book, *South Africa: Civilizations in Conflict*, published (1972). He graduated with an A.B. in Journalism from the University of South Carolina and he has done graduate work at the University of Aix-en-Provence and Columbia University.



STEVE HOWARD

Founding Secretary General of The Global Foundation, the Australian-based citizens' organization. He has an extensive global

professional and personal network from 25 years of involvement in business, civic affairs, government and public policy formation in Australia and around the world. Concurrently, he has acted as a private advisor to a

number of global companies and institutions. He also serves as Chair of the Editorial Panel for *Australia Network*, Australia's international television service seen in 44 countries. Steve was awarded the French Ordre national du Merite in 2004 for his contribution to France-Australia relations.



ABID HUSSAIN

Former India's Ambassador to the USA. Chancellor of English and Foreign Languages University, Hyderabad, member of International Panel on Democracy & Development of UNESCO, Professor Emeritus at Indian Institute of Foreign Trade and at the Foreign Service Institute of Ministry of External Affairs, Chairman of Ghalib Academy and Vice President of Rumi Foundation. He is a member of Academy of the Kingdom of Morocco and BP Koirala Foundation. He was Special Rapporteur to UN on Freedom of Opinion and Expression, a member of the Council on Foreign Relations, New York.



MO IBRAHIM

Expert in mobile communications and founder of one of Africa's most successful companies, Celtel International. In 2006, he launched the Mo Ibrahim Foundation to support good governance and great leadership in Africa. In 2007, he stepped down as Chairman of Celtel International to concentrate on this initiative. He has received a number of awards which recognise his work as an academic, businessman and philanthropist. Among them are the GSM Association Chairman's Award and the BNP Paribas Prize for Philanthropy. In 2008, he was listed by *Time Magazine* as one of the 100 most influential people in the world.



BOUTHAYNA IRAQUI-HOUSSAÏNI

She was elected in 2007 as Member of the Moroccan Parliament, on behalf of RNI Party. In July 2009, she became Vice President of the Association “Club Entreprendre”, that she helped set up with a handful of well-known businessmen. She also laid the foundations of the MENA Arab Network of Businesswomen. She graduated from the University of Paris XI with a doctorate in Pharmacy, and is currently managing the two companies that she started, LOCAMED, set up in 1990, and ORTHO-PROTECH, in 2000. She is a member of the Board of Trustees of the “Banque Populaire” in Rabat and an acting member of the ongoing debate on MEDIA & SOCIETY that will be implemented into a white paper.



PETER JANKOWITSCH

Secretary-General of the Franco-Austrian Center for European Economic Convergence, former Federal Minister of Foreign Affairs and Austria’s Ambassador. He was Permanent Representative to the United Nations in New York. He represented Austria in the United Nations Security Council and was President of the Security Council in 1973. He was also Permanent Representative of Austria to the Organization for Economic Cooperation and Development (OECD) in Paris, Vice President of the Steering Committee of the International Energy Agency. He studied law, political science and modern languages at the University of Vienna and at The Hague Academy of International Law.



JUHA JOKELA

Programme Director in the European Union research programme at the Finnish Institute of International Affairs. He is a member of the Advisory Board on Human Rights, Ministry for Foreign Affairs of Finland. He was a Senior Visiting Research Fellow at the Eu-

ropean Union Institute for Security Studies, Paris (2009-2010), Advisor at the Ministry for Foreign Affairs of Finland (2009), Director of the University of Helsinki Network for European Studies (2008). He graduated from the University of Birmingham (UK), in Politics and International Studies and he holds a PhD, University of Bristol (UK), in Politics.



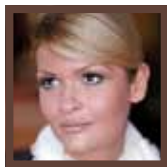
BRUNO JOUBERT

French Ambassador to Morocco. He was posted at the French Embassy in Washington, DC (1978-1982) and the French Permanent Mission to the EU in Brussels (1986-1990), Chief of Staff of the Minister for European affairs(1995-1997), Director of Strategy, Ministry of Defence (1997-2001), Ambassador, Permanent Representative of France to the Organization for Security and Cooperation in Europe, in Vienna (2001-2003), Director for African affairs, Ministry of Foreign Affairs (2003-2006), Deputy Secretary General of the Ministry of Foreign Affairs (2006-2007), Deputy Diplomatic Adviser, in charge of Africa at the Presidency of the Republic (2007-2009). He graduated from the l’Institut d’Etudes Politiques de Paris and the Ecole Nationale d’Administration.



MOHAMMED KABBAJ

President of Lafarge Morocco and President Spirit of Fes Foundation. He is also a member of the Board of Directors of the Foundation Arabic Thought. He was Advisor to His Majesty the King Mohammed VI of Morocco. He served as Minister of Finance and Foreign Investment. He was also President of the Development Committee of the IMF and the Work Bank and Minister of Public Works, Vocational and Professional Training. He graduated from the Ecole Polytechnique in Paris, and the National School of Civil Engineering; he has a “Diplôme d’Etudes Approfondies” in Econometry, Sorbonne University, Paris.



LOLA KARIMOVA-TILLYAeva

Uzbekistan's permanent representative to UNESCO, she is playing a prominent role in promoting the centuries-long heritage of Central Asia in Europe, the goal primarily aimed at advancing a better understanding between civilizations and respect for their values. She is renowned in her home country, Uzbekistan, for her key role in promoting education and sports as well as championing the rights of children while running a major charity foundation. She earned bachelor's and master's degrees in International Law from the University of World Economy and Diplomacy in Tashkent, and holds a doctorate degree in Psychology from Tashkent State University of Economy.



JEAN DE KERGUIZIAOU DE KERVASDOUÉ

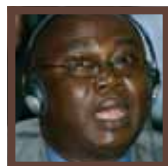
Professor of health economics and management at the « Conservatoire National des Arts et Métiers » in Paris and Director of the Pasteur/CNAM school of public health-Paris. He was an OECD consultant, a Visiting professor at Yale University, under secretary at the Ministry of health in charge of all French hospitals (1981-1986) and Adviser to the Prime Minister (1981). He holds a master in Agronomy from the Institut national agronomique Paris-Grignon, a MBA and a PhD in Socioeconomics from Cornell University. His most recent books are *Les Prêcheurs de l'apocalypse (Preachers of the Apocalypse)*, Plon, 2007 and *Très cher santé (Very Dear Health)*, Perrin, 2009.



CAE-ONE KIM

Chairman/CEO of National Research Council for Economics, Humanities and Social Sciences, Korea. He was a professor at the Department of Economics of Seoul National University and Dean of the College of Social Sciences. He was also the founding President and Chairman of Korea Information Stra-

tegy Development Institute (KISDI), a Korea Monetary Board Member and Commissioner of Financial Supervisory Commission of Korea. He was President of the Korea Economic Association. He wrote many books and articles on international economics, and Korean economy. He graduated from the Law College of Seoul National University, and majored in European economic integration at the Université Libre de Bruxelles (MA and Ph. D).



MOMODU KOROMA

Managing Director, Future Standards (SL) Ltd, Enterprise, Consultancy and Development Services. Former Minister of Foreign

Affairs of Sierra Leone, Minister of Presidential Affairs, Minister of Energy and Environment. He was responsible for the governance and public service reforms. University professor, physicist, environmentalist and also expert on renewable energy, he took part in the setting up of the Peace Building Fund for Sierra Leone together with the United Nations for peace consolidation after the war in his country.



NATHALIE KOSCIUSKO-MORIZET

Secretary of State in charge of Prospective and Development of digital economy, Mayor of Longjumeau (Essonne) since 2008, member of Parliament for Essonne since 2002, Regional Councillor for Ile-de-France since 2004 and Deputy Secretary General of UMP (Union for a Popular Movement, French political party of the mainstream right). She was technical adviser (ecology and sustainable development) to the Prime Minister (2002), Policy Officer to the Chief Strategy Officer of Alstom (2001-2002), Secretary of State in charge of Ecology (2007-2009). She graduated from the Ecole Polytechnique and the Ecole nationale du génie rural, des eaux et des forêts and she is part of the Corps des ingénieurs du génie rural et des eaux des forêts.



HARUHIKO KURODA

President of the Asian Development Bank (ADB) and Chairperson of ADB's Board of Directors. He was Special Advisor to the Cabinet of Japanese Prime Minister Koizumi and professor at the Graduate School of Economics at Hitotsubashi University, Tokyo. He was also Vice Minister of Finance for International Affairs. He was seconded to the International Monetary Fund. He has authored several books on monetary policy, exchange rate, international finance policy coordination, international taxation, and international negotiations. He holds a BA in Law from the University of Tokyo and a Master of Philosophy in Economics from the University of Oxford.



JAAKKO LAAJAVA

Under-Secretary of State, Ministry for Foreign Affairs of Finland, Helsinki, former Director-General for Political Affairs and Ambassador of Finland to the United States (Washington, DC) and to the United Kingdom (London). Other diplomatic assignments include Paris, Geneva, Warsaw, Belgrade and Madrid. He has a B.A. from Stockholm University and M.A. from the University of Helsinki. Fellow at the Center for International Affairs, Harvard University 1985-86.



JEAN-PIERRE LABLANCHY

Medical Doctor, registered in Paris, France and in London, England (General Medical Council). He has worked in close collaboration with pharmaceutical firms (Laboratoires pharmaceutiques Debat, Laboratoires Lisapharm) and with the National Agronomic Institut (Paris Grignon). He was personal M.D. for Président Abdoulaye Wade (Senegal) from 1988 to 2010. From 1985 to 2010, he was associate professor Medical University Paris XIII (Bobigny). From

2006 to 2008, he was Consultant for France Télévision Foundation (main public TV channels). He worked with Sankhia, opening the first white blood cells banking in the US (bio banking FDA approval / Pr Michel Sadelain NYU). He published *Psychostrategy*, Ed Polytechniques, 2002 and *Fighting fatigue*, M.A. Ed. 2005.



BRUNO LAFONT

Chairman and CEO of Lafarge. He joined Lafarge in 1983, where he held various positions in Finance and international operations. He joined the Group's Executive Committee in 1994, and was appointed Executive Vice President, Finance. In 1998, he became President of the Gypsum division. In 2003, he became Chief Operating Officer. Appointed Chief Executive Officer in 2006, Bruno Lafont became Chairman and Chief Executive Officer in 2007. He is co-chairman of the World Business Council for Sustainable Development's (WBCSD) Cement Sustainability Initiative. He also co-chairs the Energy Efficiency in Buildings (EEB) initiative under the aegis of the WBCSD. He is President of the EPE French Association ("Enterprises for Environment") and a member of the Board of EDF. He graduated from the Ecole des Hautes Etudes Commerciales and the Ecole Nationale d'Administration.



ENEKO LANDABURU

European Union Ambassador, Head of the European Union Delegation in the Kingdom of Morocco. Embarking very early on a political career, he became a member of Spain's Basque Parliament in 1980, representing the Spanish Socialist Workers Party (PSOE). Turning his attention to the European Community, he was appointed as the European Commission's Director-General for Regional Policy and Cohesion in 1986. From 2000 to 2003, he served as the Commission's Director-General for Enlargement, being ship negotiator with candidate countries. He served as the Com-

mission's Director-General for External Relations (2003-2009). He is a member of the Board of Directors of the Notre Europe think tank, founded by Jacques Delors in 1986.



CHRISTIAN LECHERVY

He is currently Deputy Director of the Policy Planning Staff for the French Foreign Office. Chief Clerk of the Asia-Pacific section

at the Delegation for Strategic Affairs for the Department of Defence (1992-1996) – Assistant Deputy Director for Regional Affairs at the Delegation for Strategic Affairs, Minister of Defence (1996-1997) – Diplomatic advisor on International Affairs for the Minister of Defence, Sir Alain Richard (1997-2002) – Deputy Delegate for Humanitarian Action – Deputy Director of the Humanitarian Policy Desk for the Foreign Office (2002) – Deputy Director of the South-East Asia section for the Foreign Office (2002-2006) – France Ambassador to Turkmenistan (2006-2009). PhD in Sovietics Studies – Master's Degree in Econometrics – Master's Degree in International Relations.



SEUNG-HOON LEE

Chairman of Lee International IP & Law Group, one of the oldest law firms in Korea. He is Chairman of Infinite, a leading corporate imaging and branding company, and chairman of Infiniss, one of the largest brand licensing and distribution companies in Korea.

He also serves as an advisor to the Ministry of Foreign Affairs and Trade. He holds a JD from Georgetown University, a MA in International Affairs from Columbia University and Bachelors degrees in Urban Planning and Architectural and Mechanical Engineering from Seoul National University.



GEORG LENNKH

Austrian Ambassador, Special Envoy for Africa at the Federal Ministry of European and International Affairs. After occupying

various posts for the Foreign Ministry in Tokyo and New York (UN), he became Head Foreign Policy Advisor in the office of Austrian Chancellor Bruno Kreisky and helped to plan the Cancun Summit. After serving as Ambassador to the OECD in Paris, Director of the Austrian Development Agency and Head of the commission that conducted the Burundi peace talks in Arusha, he became the EU Presidency's Special representative for Chad in 2006, a position he currently holds. Ambassador Lennkh studied law in Graz, Austria and international relations in Bologna, Italy and Chapel Hill, North Carolina, United States.



BERNARDINO LEÓN GROSS

Secretary General, Prime Minister's Office. He was Secretary of State of Foreign Affairs, Director

of the Spanish-Moroccan "Foundation of the Three Cultures of the Mediterranean", created by the Kingdom of Morocco and the Andalusian Autonomous Government, Director of the Office and Spokesman for the EU Special Representative for the Middle East Peace Process. His career has been strongly focused on high level international negotiations. He is a lecturer and author of publications and articles on interculturality, Morocco and the Middle East. He received a degree in Law, University of Málaga and a Diploma in International Studies, University of Barcelona.



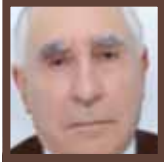
BRUNO LESCŒUR

Senior Executive Vice-President of EDF, member of the newly set-up EDF's Group Management Committee. He was Deputy

Chief Financial Officer of EDF in charge of treasury, financing and M&A. He was Chairman & CEO of London Electricity plc, which

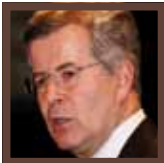


he developed into what became EDF Energy plc. He was Director of EDF Generation and Engineering. In charge of the development of the EDF's group gas businesses, he negotiated the cooperation agreement signed with Gazprom. He graduated in Engineering (Ecole Polytechnique, Paris), in Economics (Ecole Nationale de la Statistique et de l'Administration Economique) and in Political Science (IEP, Paris).



JACQUES LESOURNE

French industrialist and economist. President of the association Futuribles, the project FutuRIS, and the Scientific Committee of the Ifri "Energy" program. He has been Head of the Economic Department of Charbonnages de France (1954-1957), CEO of the group Sema (1958-1975), Director of the OECD Interfutures Project (1976-1979), Head of the Department of Economics at the CNAM, Paris, Director of *Le Monde* (1991-1994). He graduated from the Ecole polytechnique and the Ecole des mines de Paris.



JEAN-DAVID LEVITTE

Diplomatic Advisor and Sherpa to French President Nicolas Sarkozy, he heads the National Security Council. He served as France's Permanent Representative to the United Nations in Geneva, then as Diplomatic Advisor and Sherpa to former President Jacques Chirac. He was subsequently appointed France's Permanent Representative to the United Nations in New York and in 2002, French Ambassador to the United States. In diplomatic jargon, he is called "Diplomator" in tribute to his diplomatic skills. He holds the Raymond Triboulet Chair at the French Academy of Moral and Political Sciences.



ANDRÉ LÉVY-LANG

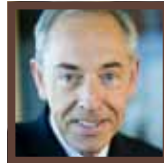
Non-Executive Chairman of *Les Echos* (business daily newspaper), and non-Executive Director of SCOR and Paris-Orleans.

He chairs the Fondation du Risque and the Institut Louis Bachelier. He also sits on the boards of Ifri and the Institut Europlace de Finance. He is an affiliate professor in Finance (emeritus) at Paris-Dauphine University. He held various positions in the Schlumberger Group and he was CEO of the Paribas group. He started as a research physicist with the French atomic energy commission (CEA). He graduated from the Ecole Polytechnique and holds a Ph.D. from Stanford University.



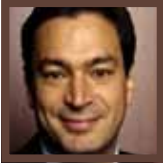
KADRI LIIK

Director of the International Centre for Defence Studies (ICDS, Estonia), she previously worked as the Editor-in-chief of the magazine *Diplomaatia* and hosted the current affairs talk show *Välismääraja* at radio Kuku. She was also the foreign news Editor of Estonia's largest daily paper *Postimees* after having served as its correspondent in Moscow. She has a Master's degree in Diplomacy from Lancaster University, UK and graduated in journalism from Tartu University in Estonia.



HUBERT LOISELEUR DES LONGCHAMPS

After having served within the French Ministry of Industry as Head of Multilateral Affairs, Financial Attaché for Middle East at the French Embassy in Cairo, Head of Division, Finances and Budget and Deputy Director, Hydrocarbon Division, he joined Total Group in 1994 to become today, after various important responsibilities, Senior Vice President Public Affairs. He is a former student of the Ecole nationale d'administration.

**YACIN MAHIEDDINE**

Yacin is the PwC Financial Services Advisory Leader for France and member of the EMEA FS Leadership Team. He has significant

experience advising FS companies on risk and performance management transformations. He worked for Global universal banks and insurance companies as well as for specialized players in the investment banking, retail banking and specialized finance. Before joining PricewaterhouseCoopers, he worked for an international investment bank in London and for a Global Audit & Consulting Firm in London, New York and Paris. Yacin is a MBA graduate from the University of Chicago and the Ecole Supérieure de Commerce de Rouen.

**MONA MAKRAM-EBEID**

Professor in the Political Science Department of the American University of Cairo (AUC). She has been a vocal and dynamic

Member of Parliament where she served in the committees of Foreign Affairs, Education and Budget. She was concurrently elected Regional President of the Parliamentarians for Global Action, a NGO based in New York. She also served as Advisor to the World Bank (MENA region) and Consultant to the CSIS in Washington. A graduate of Harvard University, she received the prestigious Distinguished Alumni Award from the AUC's President.

**CHRISTOPHE DE MARGERIE**

Chairman and Chief Executive Officer of Total since May 2010. He joined Total in 1974 where

he served in several positions in the Group's Finance Department and Exploration & Production division. He became President of Total Middle East in 1995. In 2000, he was appointed Senior Executive Vice President of the Exploration & Production division of the newly created TotalFinaElf group. In January 2002, he became President of the Exploration

& Production division of TotalFinaElf which became Total in 2003. In May 2006, he was appointed a member of the Board of Directors of Total and in 2007, he became Chief Executive Officer of Total, chairing its Executive Committee. He graduated from the École Supérieure de Commerce de Paris, a French business school.

**PHILIPPE MARINI**

Chief rapporteur in the French Senate and Chairman of the Senate's groups furthering relations with

Syria, Arab Gulf States, Saudi Arabia and Sudan. He is now member of several boards of directors. He worked for the Atomic Energy Commission (CEA), where he served as Deputy Director and Director for Financial Services. He was in the management board of Banque Arjil and Vice-Chair of the Supervisory Board of Kleinwort Benson Gimar & Cie. He graduated from the Institut d'Études Politiques in Paris and from the National School of Administration (E.N.A.).

**HERVÉ MARITON**

Member of the French Parliament. He is rapporteur spécial (spokesman) for the budget of Transports, National Secretary of the

UMP party in charge of Defense and Chairman and Founder of the Reform and Modernity club. He is the author of many parliamentary reports on the budget of transports, the funding of the French Railway system, speed camera fines, and local government taxation. He is also Chairman of the French-Russian friendship grouping at the Assemblée nationale. He was Overseas Secretary of State. He is *ingénieur en chef du corps des Mines*. He graduated from the École polytechnique and the Institut d'Études Politiques of Paris.



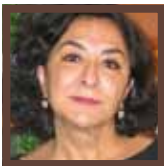
JACQUES MISTRAL

Head of Economic Studies at Ifri, he is a member of the Cercle des économistes, President of the Société d'économie politique and he was a member of the Conseil d'Analyse Economique until 2010. He served as the Minister-Financial Counselor to the Embassy of France in the United States of America and in this position he has been invited as Senior Fellow by the Kennedy School of Government, Harvard University, for the academic year 2005-2006. He received his education at the Ecole Polytechnique and holds a Ph.D. in Economics from the University of Paris.



DOMINIQUE MOISI

Founding member of Ifri of which he is now a Senior Adviser. A Visiting Professor at Harvard University he is a regular columnist for *Les Echos*, Project syndicate. His last book «*The Geopolitics of Emotions*» was published by Doubleday. His next book «*Between silence and Secret*» will be published by Flammarion in 2011.



MANSOURIA MOKHEFI

Head of the Maghreb Program at Ifri. She formerly taught Middle Eastern Studies at Vassar College, New York, and International relations at New York University. She served as a member of the Cermom (Centre de Recherches Moyen-Orient Méditerranée) at l'Institut des Langues et Civilisations Orientales where she taught North African History. She graduated from Sciences-Po and from the Sorbonne (Paris IV). She holds a Master's degree from New York University and a Doctorate on The United States and the Algerian War of Independence from Sciences-Po.



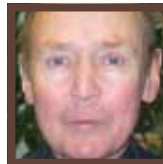
THEODORE MORAN

Marcus Wallenberg Professor of International Business and Finance Georgetown University; non-Resident Senior Fellow, Peterson Institute for International Economics. He is consultant to the United Nations, to governments in Asia and Latin America, and to the international business. His most recent books include *Harnessing Foreign Direct Investment for Development: Policy Options for Developed and Developing Countries*, 2006. He served as Senior Advisor for Economics on the Policy Planning Staff of the Department of State. He received his PhD from Harvard in 1971.



MIGUEL ÀNGEL MORATINOS

Minister of Foreign Affairs of Spain since 2004. He has held several international diplomatic posts, including Chargé d'affaires at the Spanish Embassy in Yugoslavia (1979-1980), Political adviser at the Spanish Embassy to Rabat (1984-1987), Director General of the Institute for Cooperation with the Arab World (1991-1993), Ambassador of Spain in Israel (1996), EU Special Representative for the Middle East Peace Process (1996-2003). He is committed to finding peaceful ways to end the conflict in the Middle East. A firm believer in a strong Europe, one of his priorities is to improve Spanish relations with key member states of the EU. He holds a degree in Law and Political Sciences.



PHILIPPE MOREAU DEFARGES

Researcher at Ifri and co-editor of its annual report, RAMSES. A Diplomat and Minister Plenipotentiary, he has held various administrative posts relating to the European Community's development. He also teaches general studies, international affairs and the "right to intervene" concept at the "Institut d'études

politiques de Paris" (IEP). He is the author of many books and articles on international relations, geopolitics, global governance and the construction of Europe. He is a graduate of IEP-Paris and the École nationale d'administration. His most recent books are: *La Mondialisation (Globalization)*, PUF, 2010; *La Gouvernance*, PUF, 2010.



PIERRE MOREL

European Union Special Representative for Central Asia and the Crisis in Georgia. He previously served as Ambassador to Moscow, Beijing and Rome. Since October 2006, he has been seconded to the European Commission as European Union Special Representative for Central Asia. He graduated from the Ecole nationale d'administration.



AMR MOUSSA

Secretary-General of the League of Arab States since 2001. He was Director of the Department of International Organizations, Ministry of Foreign Affairs and Ambassador to India. In 1990, he became the Permanent Representative of the Arab Republic of Egypt to the United Nations, New York and the year after, Minister for Foreign Affairs. He graduated from Cairo University, LLB Faculty of Law.

TERENCE MULLANE

Hon Consul General of Morocco to Australia since 1980. He is concurrently accredited as Morocco's Special Envoy to 12 of the Pacific Small Island Nations and the Pacific Islands Forum. He has been a member of Moroccan Delegations to International organisations, forums and meetings, including the United Nations and Pacific Islands. He has served as both State and National Chairman of the Australia Arab Chamber of Commerce and Industry. He has been twice decorated by His Majesty the King of Morocco, most recently as rank of Commander Wissam Alaoui. He is a past board member of the Macquarie Univer-

sity School of Middle East and North African Studies, Sydney. His interests are the history of the Morocco and its Sahara, the Pacific Islands & African history and politics.



CRAIG MUNDIE

Chief Research and Strategy Officer of Microsoft Corp. He serves on the U.S. National Security Telecommunications Advisory Committee and the Task Force on National Security in the Information Age, and was appointed by President Barack Obama to the President's Council of Advisors on Science and Technology. Mundie has spent much of his career building startups in various fields. He has served as Microsoft's principal technology-policy liaison to the U.S. and foreign governments. Mundie holds a bachelor's degree in electrical engineering and a master's degree in information theory and computer science from Georgia Tech.



FRANÇOISE NICOLAS

Director of Ifri's Center for Asian Studies. She has been with Ifri since 1990 and was successively researcher in the economic studies division and senior researcher at the Center for Asian Studies. She is also an Assistant Professor in Economics at Paris-Est University (Marne-la-Vallée) and teaches at the Institut National des Langues et Civilisations Orientales (Langues' O Paris) and at the Institute of Political Science (Science Po, Paris). She holds a Ph. D. in International Economics and a licence in Political Science from the Graduate Institute of International Studies, Geneva, Switzerland. Her main research interests relate to development strategies in East Asia, EU-Asia trade relations, FDI and growth, regional economic integration, and emerging economies and globalization.



DAN OIKNINE

Chairman, Franco-Indian Chamber of Commerce and Industry, since 2009. He founded the India Trade Centre in 2007. He worked

in the High-Tech and Internet Industry, holding managing positions for technology leaders such as Netapp and Enition. He started in the luxury goods industry, heading several demanding positions, from Marketing to Business development, within famous brands (Cartier, Dior, Celine, Lagerfeld, Lacroix, etc.) which he helped to establish in the western hemisphere. He earned a Bachelor's degree in Economics at Sorbonne University and a Master's of Science and Techniques at Dauphine University, Paris.



PIER CARLO PADOAN

OECD Deputy Secretary-General since 2007 and Chief Economist since 2009. Prior to joining the OECD, he was Professor of

Economics at the University La Sapienza of Rome, and Director of the Fondazione Italianeuropei, a policy think-tank focusing on economic and social issues. He was the Italian Executive Director at the International Monetary Fund (2001-2005). He has been a consultant to the World Bank, European Commission, European Central Bank. He has a degree in Economics from the University of Rome. He has published widely in international academic journals and is the author and editor of several books.

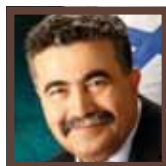


PARK HEUNG-SHIN

Born on 16th of February 1954, His Excellency Mr. PARK Heung-shin Graduated from the Department of International Relations

at Seoul National University in Seoul in 1976. During his career, he also received training sessions at the National Management School (ENA ; Ecole nationale d'administration, Promotion Montaigne) in France. Appointed as Ambassador Extraordinary and Plenipotenti-

ary to the French Republic, Mr. PARK Heung-Shin presented his credentials on January 15, 2010. He was awarded Commander, 1st Class, of the Order of the Lion of Finland.



AMIR PERETZ

Member of Parliament and member of several Knesset committees including the Economic Affairs and Foreign Affairs and Defense

Committees. Together with several members of his party, he is currently working on an initiative to put forth a new agenda for the Israeli peace camp. Born in Morocco, he emigrated to Israel at age four. He was elected Mayor of his town Sderot, bringing the left back to power. He publicly voiced his support for an independent Palestinian State and led peace-promoting initiatives between residents of the town and their neighbors in the Gaza Strip. He was Deputy Prime Minister and Minister of Defense.



WILLIAM PFAFF

Author of nine books on American foreign policy, international relations, nationalism, political romanticism and utopianism, etc. The most recent of these books,

The Irony of Manifest Destiny: The Tragedy of American Foreign Policy, dealing with the present American crisis, was published last summer by Walker & Co. in New York. He is a regular contributor to *The New York Review of Books*, and has also written for *The New Yorker* (from 1971 to 1992), *Foreign Affairs* (New York), *Commentaire* (Paris), *Neue Zürcher Zeitung*, *Politica Exterior* (Madrid), etc. For a quarter century he wrote a political column for *The International Herald Tribune* in Paris.

**MÁRCIO POCHMANN**

President of the Institute for Applied Economic Research, Brazil (IPEA) since 2007. He is Associate Professor, Institute of Economics, State University of Campinas. His fields of specialization are Labor Economics, Welfare Economics and Trade Unions. He was a visiting scholar at several universities, including the Institut de Recherches Economiques et Sociales (Paris) and Universita degli Studi di Brescia (Italy). He has worked as a consultant for the ILO, ECLAC, UNESCO, UNIDO, and IBD. He was Sao Paulo City Secretary for Development, Labor and Solidarity (2001-2004). He has a Ph.D in economics from the State University of Campinas, Sao Paulo.

**PIERRE PRIEUX**

President of Alcen, group composed of high technology companies in the areas of defense, energy, medical machines and aeronautics. He started his career as President of Tabur Marine and of Dufour. He served in Matra as Senior Vice-President in charge of 4 departments (car electronics, robotics, computer-aided design and watchmaking). He set up and managed a telecommunication operator, Kaptech and an equipment manufacturer, Cirpack. He studied at the Ecole Polytechnique and at the Insead.

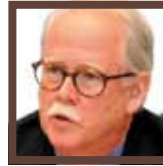
**QU XING**

President of China Institute of International Studies (CIIS), Professor at China Foreign Affairs University (CFAU), he teaches mainly on China's Contemporary Diplomacy and History of China-France Relationship. He was Vice President of CFAU and Minister of Chinese Embassy to France. He published several books and articles, for instance *China's Diplomacy in Decades of Reform and Opening to the outside world* (1978-2008), Beijing, 2008. He graduated from Beijing Foreign Studies University (BFSU)

in French language and literature, and from China Foreign Affairs University (CFAU) in Diplomatic History and from the Institute of Political Studies (IEP Paris) with a doctor degree in politics.

**MIREILLE QUIRINA**

Vice President, Corporate Affairs Europe, Middle East and Africa (EMEA) DuPont de Nemours International S.A. Geneva, she oversees the stewardship of DuPont's sustainable growth approach and market-facing goals, with specific focus on public policy, government and regulatory advocacy communications and stakeholders' engagement strategies. A native of Paris, she holds a Master degree from La Sorbonne University, Paris, and an advanced degree (D.E.S.S.) in International, Comparative and European Law from the Paris Law Faculty, Paris.

**WILLIAM RAMSAY**

Director of the Energy Program at Ifri. He formerly served as Deputy Executive Director at the International Energy Agency (IEA), where he also managed relations with non-member countries. He also held the posts of Deputy Assistant Secretary of State at the US State Department and Ambassador Extraordinary and Plenipotentiary to the Republic of Congo. As Head of the Office of Energy Producing Countries, he oversaw bilateral discussions on energy issues between the United States and Mexico, Venezuela, Saudi Arabia, the Gulf Cooperation Council and Japan. He received an MBA in International Marketing from the University of Michigan and a Master's in International Business and Raw Materials at Stanford University in California.



ANIL RAZDAN

Former Power Secretary, India. A distinguished civil servant, energy expert and international negotiator. Was Power Secretary

after senior assignments in Ministries of Atomic Energy, Power, Petroleum and Natural Gas and mega energy corporations. Piloted the Hydro Power Policy, the revised Rural Electrification and Power Development and Reform Programs, based on result oriented power distribution reform, National Action Plan for Enhanced Energy Efficiency. Was India Chair of World Energy Council; currently chairing its global study Energy for Mega Cities. Studied Physics and Law at Delhi University and was Visiting Fellow at University of Oxford.



WILLIAM K. REILLY

Chairman of the Board of the ClimateWorks Foundation, Founding Partner of Aqua International Partners, LP, Senior Advisor to TPG Capital, LP. In May 2010, he was

appointed by President Obama to co-chair the National Commission on the BP Oil Spill and Offshore Drilling. He was Administrator of the U.S. Environmental Protection Agency in the Administration of President George H. W. Bush, President of the World Wildlife Fund, head of the U.S. delegation to the United Nations Earth Summit at Rio in 1992. He holds a B.A. degree from Yale, J.D. from Harvard and M.S. in Urban Planning from Columbia University.



AMIT ROY

President and chief executive officer of IFDC since 1992. Under his leadership, IFDC's programs have broadened to help

create sustainable agricultural productivity around the world, alleviating hunger and poverty and ensuring global food security, environmental protection and economic growth. He was instrumental in organizing the Africa Fertilizer Summit in Abuja, Nigeria, in June

2006. The Summit brought together heads of state and governments of more than 40 African nations, international policymakers and agricultural experts. He has published extensively and presented papers and keynote addresses at numerous international events and meetings.



TADAKATSU SANO

Partner at Jones Day. He focuses on risk management and regulatory compliance and encompasses a broad range of government regulations. His clients include major Japanese companies. He spent 35 years at the Japan Ministry of International Trade and Industry, where he worked in the field of international trade policy. He was Chief Executive Assistant to Prime Minister Yukio Hatoyama (2009-2010), served in various positions in the Ministry of International Trade and Industry (1969-2004), including Vice Minister of International Affairs and Executive Assistant to Prime Minister Morihiro Hosokawa (1993-1994). He graduated from Kyoto University (LL.B.).



DOROTHÉE SCHMID

Dorothee Schmid heads the Turkish studies department at the French Institute for International Relations (Ifri), a programme that she established herself in 2007. She holds a PHD in International Relations from Paris-II University and her academic background focuses on European foreign policies vis-à-vis the Mediterranean region and the Middle East. She currently teaches at the Institut des relations internationales et stratégiques (IRIS) and at the Ecole spéciale militaire de Saint-Cyr.

**LOUIS SCHWEITZER**

Chairman of the board of AstraZeneca PLC and AB Volvo; he is a non-Executive Director of BNP-Paribas, L'Oréal, and Veolia

Environnement, Honorary Chairman of Renault. Louis Schweitzer is also Chairman of the Supervisory Board of the French newspaper *Le Monde* and serves on the board of a number of companies and not-for-profit institutions. Formerly he was Chair of the French high authority to fight discriminations and promote equality; he was Chairman and Chief Executive Officer of Renault and Chairman of the Board.

**NARCIS SERRA**

President of the CIDOB Foundation. He has been Catalan Minister of Town Planning and Public Works, Mayor of Barcelona, Minister of Defence and Vice President of the Spanish Government. In his present functions, he has promoted the creation of the Barcelona Institute for International Studies (IBEI). He is also President of Catalunya Caixa, a saving bank, and the Museu Nacional d'Art de Catalunya. He holds a BA in Economics from the University of Barcelona, and a PhD in Economics from the Autonomous University of Barcelona. Recently, he has published *The Military Transition* (Cambridge University Press) and, together with J. Stiglitz, *The Washington Consensus Reconsidered* (Oxford University Press).

**MEIR SHEERIT**

Member of the Israeli Knesset for the Kadima Party. Born in Morocco, he emigrated to Israel in 1957 and served in a number of high-level cabinet positions, including Minister of the Interior, Minister of Housing and Construction, Minister of Finance, Minister of Justice, Minister of Transportation and Minister of Education, Culture and Sports. He was first elected to the Knesset in 1981 and

served as Mayor of the City of Yavne. He holds a BA and a MA from Bar-Ilan University.

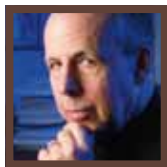
**T.V.R. SHENOY**

Eminent Indian journalist and columnist. He served as the Editor of the weekly news magazine *The Week* and *Sunday Mail* and held various posts in Indian Express and Malayala Manorama. He contributes to several national and international newspapers, website and magazines on the issues ranging from national politics, economy, social issues, international affairs to current affairs. Presently he regularly contributes articles and opinion to Indian Express, Gulf News, Rediff.com, Newstime and Matrabhumi and Indiafirst-foundation.org. He is a member of the Board of Trustees of India First Foundation. He was awarded the Padma Bhushan award in 2003.

**EUGEN SIMION**

Former President of the Romanian Academy (1998-2006). At present, President of the National Science and Art Founda-

tion. Professor of modern literature at the University of Bucharest, PhD in Philological Sciences. Between 1970 and 1973 professor at Sorbonne University. Reviewer. He has published about 30 books on the Romanian and European literature. We quote *Fictiunea jurnalului intim I-III* (*The fiction of the intimate diary I-III*), *Genurile biograficului I-II* (*Biographical genre I-II*), *Tânarul Eugen Ionescu* (*The young Eugène Ionescu*), *Mircea Eliade un spirit al amplitudinii* (*Mircea Eliade A spirit of Amplitude*), *Întoarcerea autorului* (*sau Contre, Sainte-Proust*).



GORDON SMITH

Distinguished Fellow at the Centre for International Governance Innovation in Waterloo, Ontario. He is Executive Director of the

Centre for Global Studies at the University of Victoria. Earlier in his career he was Deputy Foreign Minister of Canada and the Prime Minister's Personal Representative (Sherpa) for the G7/8 summits. He has been Ambassador to NATO and the EU. He has also occupied the position of Associate Secretary to the Cabinet. He was Chairman of the Board of the International Development Research Centre.



WALTER STADTLER

As a career officer in the United States Foreign Service for 35 years, Ambassador Stadler was assigned to the United

Kingdom, Germany, South Africa, Ethiopia, Sweden and Benin. He served as advisor to the US Secretary of Defense, European advisor to the US Mission to the United Nations, was Vice President of National Defense University in Washington, DC, and an advisor to the leaders of the Baltic Republics. He was President and CEO of the National Defense University Foundation (2008-2010). He is a member of the Atlantic Council of the United States. He graduated in Classics from Fordham University and Columbia University. He studied at the Sorbonne in Paris and at the University of Perugia in Italy.



SERGE SUR

Professor of Public Law, Faculty of Law, University of Paris II Panthéon-Assas. He directs the Master's in Research & International

Relations Program as well as the Thucydide Centre – International Relations Analysis and Research. He is also ad hoc Judge at the International Court of Justice, The Hague and Editor-in-chief of the *Questions internationales journal*, published by La Documentation française. He received the Edouard Bonnefous

Award from the French Academy of Moral and Political Sciences at the Institut de France for the *Annuaire Français de Relations Internationales*. He is a qualified (agrégé) Professor of Public Law.



RIAD TABET

CEO of Berit International Holding SA, board member of the executive committee of the Franco-Arab Chamber of Commerce, Paris, board member and founding

member of the Lebanese American Chamber of Commerce, Beyrouth. President of Batilban-France, Franco-Arab Consortium for development. He was Advisor to the Lebanese President for the French-speaking world (1986-88), Advisor to the Minister of Finance for the private sector (1999-2001), member of the Bureau of the International Society of City and Regional Planners (ISOCARP), The Hague (1978-1994). Author of numerous books and studies on economic development, environment and land-use planning. He graduated from the Institut d'Urbanisme, Paris-Sorbonne University.



NARENDRA TANEJA

Founder CEO and Convener of the World Oil & Gas Assembly (WOGA), the country's premier and most high-profile international

platform for brainstorming, interaction and networking on the sector. He is also India's leading television and radio commentator on energy issues. He has published two books, including *Mantras For A Golden India*, reflecting on the multiple problems faced by the country. The book has been recently translated into Hindi language for a wider reach. He has studied business administration, energy policy, international affairs and commerce at the University of Oxford and the University of Oslo in Europe and at St John's College, Agra in India.

**TESFAI TECLÉ**

Special Advisor to the Chairman of the Board of the Alliance for a Green Revolution in Africa. He brought AGRA more than

30 years of experience in management, policy development, and investment in rural development and agriculture in developing countries. Previously, he was the Assistant Director-General and Head of Technical Cooperation with the Food and Agriculture Organization of the United Nations in Rome. He has served in various senior capacities at the UN, worked with the Institute of Development Research in Ethiopia and the World Bank in Washington, DC. He has a PhD in International Economics and Development from Cornell University, Ithaca, USA.

**MOSTAFA TERRAB**

Chairman and CEO of OCP S.A. Mr Terrab was an advisor in the Royal Cabinet and also served as Secretary-General of the MENA

Economic Summit. In 1998, he was appointed Director-General of the National Telecommunications Regulatory Agency. In 2002, he joined the World Bank as Lead Regulatory Specialist in the Global Information and Communications Department, and headed the World Bank's Information for Development Program. Mr Terrab holds a MS and a PhD in Operations Research from the Massachusetts Institute of Technology and is an engineering graduate of ENPC, Paris.

**YASHWANT THORAT**

Former Executive Director, The Reserve Bank of India. He worked there for over three decades, culminating as an Executive Director and including more than 10

years dedicated to cooperatives, rural credit and microfinance. He is CEO of Rajiv Gandhi Charitable Trust. He has more than 35 years of experience in senior public-bank and microfinance positions. More recently, he has

been Managing Director and later Chairman of India's National Bank of Rural and Agricultural Development (NABARD, 2004-2007), Chairman of the Expert Groups on Credit Deposit Ratio and Investment Credit, and Chairman of the Micro Finance Development and Equity Fund. He holds a Ph.D. in Economics from Shivaji University, Kolhapur.

**JEAN-CLAUDE TRICHET**

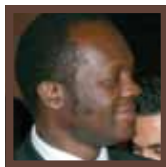
President of the European Central Bank since 2003. He was assigned to various posts at the French Ministry of Finance, including

under-secretary of the Treasury during six years. He was an adviser to the cabinet of the Minister of Economic Affairs, and then to the President of the Republic. He was chairman of the Paris Club (sovereign debt rescheduling) from 1985 to 1993. He was Governor of the World Bank. He was Chairman of the European Monetary Committee until his appointment as Governor of the Banque de France in 1993. He graduated from the Ecole nationale supérieure des Mines de Nancy, of the IEP of Paris, of the Université de Paris (in economics) and of the Ecole nationale d'administration. He was awarded honorary doctorates by several universities.

**ANATOLY V. TORKUNOV**

Russian diplomat expert on Russian foreign policy. Rector of Moscow State Institute of International Relations (MGIMO-University).

Member of the Collegium of the Ministry of Foreign Affairs, Chairman of the Russian UN Association, and Ambassador Plenipotentiary. In 2008 he was elected Full Member, Academician of the Russian Academy of Sciences. He has been Professor at MGIMO. He served at Soviet Embassies in the Democratic People's Republic of Korea and the United States of America. He holds an MA and two doctoral degrees in Political Science from MGIMO-University.



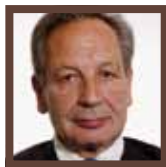
RAPHAEL TUJU

Former Foreign Affairs Minister of Kenya. When the National Rainbow Coalition (NARC) took over in 2003, he became Information Minister after being elected as a Member of Parliament from Rarieda Constituency in the December 2002 parliamentary election. Prior to the 2005 referendum vote in Kenya, he formed the Progressive People's Party and joined the NARC through the LDP. In the December 2007 parliamentary election, running as a candidate of Kibaki's Party of National Unity, he lost his seat. He has a Master's degree in Mass Communication from the University of Leicester.



HUBERT VÉDRINE

Independent board member and founder of Hubert Védrine Conseil, a consulting firm. He served as Diplomatic Advisor to the French President François Mitterrand, Spokesman and Secretary-General at the Elysée presidential palace before joining the Council of State in 1995 and as Foreign Minister from 1997 to 2002. In 2003, he founded a consulting firm, Hubert Védrine Conseil, which specializes in geopolitical strategy. He graduated from the Ecole nationale d'administration and his major books are: *Les Mondes de François Mitterrand (François Mitterrand's Worlds)*, Fayard, 1996, *Mitterrand, un dessein, un destin (Mitterrand, a Design, a Destiny)*, Gallimard, 2005, and *History Strikes Back*, Brookings Institution Press, 2008. He and Pascal Boniface co-authored *Atlas du monde global* (2008) and *Atlas des crises et des conflits* (2009).



XAVIER VIDAL-FOLCH

Deputy Director, *El País* and President of World Editors Forum since June 2008. He was Brussels Bureau Chief, *El País* (1994-1999), Chief Editor, *El País* (1987), Deputy Director of News Services, Spanish Television (TVE) (1985-1986), Economy Editor, *El País Barcelona* (1982-1985), Economy Editor, *El Periódico de Catalunya* (1978-1982), Reporter, *Diario de Barcelona* (1977), Political writer, *El Noticiero universal* (1976), National news writer, *El Diario de Mallorca* (1974-1975). He holds a Bachelor's Degree in Law; Barcelona University, a Bachelor's Degree in Journalism; Barcelona Autonomous University and a Bachelor's Degree in Contemporary History; Barcelona Autonomous University.



CHRIS VIEHBACHER

CEO, board member and a member of the strategy committee of sanofi-aventis since December 2008. He is Chairman Elect PhRMA in the United States. After beginning his career at PriceWaterhouseCoopers, between 1988 and 2008, he acquired broad international experience in Europe, in the United States and in Canada with the GlaxoSmithKline (GSK) company. In his last position, he was President, Pharmaceutical Operations North America, a member of the board and Co-Chairman of the Portfolio Management Board. He is a graduate of the Queens University (Ontario, Canada) and a certified public accountant.

**SERGE VILLEPELET**

President of PricewaterhouseCoopers France, a member firm of the worldwide network of PricewaterhouseCoopers International (PWC). He joined Coopers & Lybrand in 1979 and was admitted to the partnership in 1989 on qualifying as Statutory Auditor. During his 30 years with PWC, he has held a number of other senior positions in management and governance within the firm, in France, in Europe and at the international level as a member of PWC's International Board. In 2007, he set up the PricewaterhouseCoopers France Foundation for culture and solidarity. He graduated from the Ecole Supérieure de Sciences Economiques et Commerciales (ESSEC).

**BRUNO WEYMULLER**

Advisor to the CEO of Total, member of the board of directors at Technip, Coe-Rexecode and at the French branch of World Energy Council. He has been Executive Vice President at Total (2000-2008) in charge of Strategy and Risk Assessment. After joining Elf Aquitaine group in 1981 he has held various management positions in the upstream division, and has been Chief Financial Officer (1994-2000). He began his career at the Ministry for Industry (1972-1978), then he joined the Prime Minister Raymond Barre's cabinet (1978-1981). He graduated from the École Polytechnique, and the École des Mines in Paris. He holds a Master of Science from the Massachusetts Institute of Technology.

**LIONEL ZINSOU**

Chairman of the Private Equity firm PAI since 2009. He started his career as a lecturer in economics at Paris University and was a member of the department of Industry's Minister's Office and of the Prime Minister's Office. In 1986, he joined Danone where he held various positions including Corporate Development Director and then CEO of the grocery division. In 1997, he joined the Rothschild Bank as General Partner; he was Head of the Consumer Products Group, Head of Middle East and Africa. He graduated from Ecole Normale Supérieure, Sciences Po and La Sorbonne in history and economics. He is a "professeur agrégé de sciences économiques et sociales".

**MARIE-CÉCILE ZINSOU**

Marie-Cécile Zinsou was born in 1982; she is the President of the Zinsou Foundation that she founded in June 2005 in Benin. The Zinsou Foundation aims to promote contemporary Art in Africa and leads cultural, educational and social actions as well as a microfinance program. So far the foundation has hosted 24 exhibitions and has received 3 000 000 visitors.

List as of September 29, 2010

Liste à la date du 29 septembre 2010







CONFERENCE VENUE

LIEU DE LA CONFÉRENCE

MARRAKECH

With a medina surrounded by earthenware ramparts, a warm climate and relaxed atmosphere, the Imperial Marrakech is the most African city in Morocco. Formerly the capital of the Kingdom, Marrakech has managed to modernize itself while preserving its spirit and traditions. Alternately hermitage, a festive gathering place and source of inspiration, the Red City combines striking harmony, insolence and ingeniousness to shine on the international cultural world.

Avec une médina ceinte de remparts en terre, un climat chaud et une atmosphère détendue, Marrakech l'Impériale est la plus africaine des villes marocaines. Jadis capitale du Royaume, Marrakech a su se moderniser tout en conservant son âme et ses traditions. Tour à tour ermitage, lieu de rencontre festif et source d'inspiration, la Ville Ocre allie violence des accords, insolence des mélanges et ardeur des inventions pour rayonner toujours plus intensément sur la scène culturelle internationale.



CONFERENCE VENUE

LIEU DE LA CONFÉRENCE



A jewel set in the natural setting that form the High Atlas Mountains, Marrakech has attracted the lovers of Beauty from all around the world. Yet, simply venturing into the labyrinth of souks in the medina or walking among the apothecaries selling magic potions, snake charmers, jugglers and acrobats from the Djemaa el-Fna place, one can discover the soul of this wonderful city.

Joyau serti dans l'écrin naturel que forment tout autour les montagnes du Haut Atlas, Marrakech a su attirer les épris de Beauté du monde entier. Pourtant, il suffit de s'aventurer dans le labyrinthe des souks de la médina ou de se promener parmi les apothicaires aux potions magiques, les charmeurs de serpents, les jongleurs et les acrobates de la place Djemaa el-Fna pour découvrir l'âme de cette cité millénaire.





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LA MAMOUNIA

La Mamounia, with its tranquil calm and grandeur, reveals all its magnificence with elegance and discretion. An “art de vivre” both warm yet refined: striking architecture, fine materials, exquisitely flavored cuisine, tranquil gardens and the enchantment of new sounds.

By making discovery for the senses one of its core values, La Mamounia offers unique and extraordinary experiences where imagination, emotions, glamour and elegance all have their role to play... Magic, dreams and enchantment but also impeccable service and rigorous attention to detail all the promises held by La Mamounia.

A history, a past, a legend. La Mamounia is imbued with its own history and the history of those privileged enough to have known her.



© Photos Mamounia

Calme et grandiose, La Mamounia déploie ses splendeurs avec discrétion et élégance. Un art de vivre à la fois chaleureux et raffiné : puissance de l'architecture, richesse des matériaux, saveur de la cuisine, calme des jardins et enchantement des sonorités nouvelles.

En plaçant la découverte sensorielle au cœur de ses valeurs, La Mamounia promet des expériences uniques et hors du commun : des expériences faites d'inspiration, d'émotion, de glamour et d'élégance... La magie, le rêve, l'enchantement mais aussi l'excellence du service, la perfection du détail sont les promesses de La Mamounia.

Une histoire, un passé, un mythe, La Mamounia porte avec elle toute son histoire et celle de ceux qui ont eu le privilège de la côtoyer.



Gare de Marrakech
Gare Oncf

SOFITEL
rue Harroun Errachid,
Quartier de l'hivernage,
40000 Marrakech,
Morocco

-  **Mosquée**
Mosque
-  **Musée**
Museum
-  **Palais**
Palace
-  **Remparts**
Historic Wall
-  **Vieille ville**
Historic City
-  **Routes**
Road

500 m

CONFERENCE VENUE

LIEU DE LA CONFÉRENCE



International
Aéroport de Marrakech Menara



fight against exclusion
of the poorest



lutter
contre l'exclusion
des plus pauvres



Fondation Zinsou
FONDATION ZINSOU

La Fondation Zinsou a reçu 100 000 000 FCFA en 2007 et compte une cinquantaine de projets
en 2007, l'association Zinsou bénéficie à 100 000 000 FCFA de la coopération de la France

la culture au service
du développement



culture serves
development



Fondation Zinsou
FONDATION ZINSOU

La Fondation Zinsou a reçu 100 000 000 FCFA en 2007 et compte une cinquantaine de projets
en 2007, l'association Zinsou bénéficie à 100 000 000 FCFA de la coopération de la France



SPONSORS

PARTENAIRES

OCP

For 90 years, OCP has been extracting, developing, and marketing phosphate and phosphate-derived products such as fertilizers which are critical for global food security as they provide essential nutrients to feed crops and help rebuild healthy soils.

OCP is a world leader in the phosphate rock and derivatives market and the largest industrial company in the Kingdom of Morocco.

With one of the largest phosphate reserves, 90 years of experience in mining and 45 years in chemical processing, OCP offers one of the largest ranges of phosphate rock for various usages. It is also the 1st exporter of phosphoric acid in the world and one of the main exporters of phosphate-based fertilizers with a commercial presence in five continents.

Depuis 90 ans, OCP extrait, développe et commercialise le phosphate et ses produits dérivés tels que les engrais, éléments indispensables à la sécurité alimentaire mondiale puisqu'ils fournissent les nutriments essentiels à l'amélioration des cultures et à la préservation des sols.

OCP est leader mondial sur le marché du phosphate et des produits dérivés et première entreprise industrielle du Royaume du Maroc.

Avec l'une des plus grandes réserves de phosphate au monde, 90 ans d'expérience dans la mine et 45 ans en chimie, OCP offre l'une des plus larges gammes de roche pour divers usages. Il est également le 1er exportateur d'acide phosphorique au monde et l'un des principaux exportateurs d'engrais phosphatés avec une présence commerciale sur les cinq continents.



OCP's primary objective is to maximize the contribution of our phosphate resources to national development and global food security while fulfilling our social and environmental responsibilities.

As a major player in the five region where it operates, OCP directly employs 18 000 people.

OCP a pour mission de maximiser la contribution des ressources phosphatières au développement national et à la sécurité alimentaire mondiale dans le respect de nos responsabilités sociétales et environnementales.

OCP joue un rôle central dans ses cinq régions d'implantation. Il emploie directement près de 18 000 personnes.



TOTAL

Promoting progress and the future of energy

One of France's largest corporations and the world's fifth largest publicly-traded integrated international oil and gas company (1), Total is committed to meeting growing energy demand while consistently acting as a responsible corporate citizen.

***Satisfaire durablement les besoins croissants en énergie**
Une des premières entreprises françaises et cinquième groupe pétrolier intégré coté dans le monde (1), Total s'emploie à répondre aux besoins croissants des hommes en énergie, tout en intégrant dans ses métiers et ses activités une démarche permanente de développement durable.*

(1) Based on market capitalization (in dollars) as of December 31, 2009.
Selon le critère de la capitalisation boursière (en dollar) au 31 décembre 2009.



Our ambitions

- Preparing for future energies, i.e. innovating and pursuing our research efforts to support the development of new energies and to contribute to moderating demand;
- Developing our corporate policy based on responsibility, diversity, mobility and fairness in every country in which we operate;
- Meeting sustainable development challenges by placing greater value on natural resources, protecting the environment, adapting our activities to the culture of the host country and engaging in dialogue with local communities;
- Cultivating and strengthening the relationships with our shareholders by providing regular and transparent information and communication;

Nos ambitions

- *préparer l'avenir énergétique, c'est à dire innover et poursuivre nos efforts de recherche pour accompagner le développement des énergies nouvelles et contribuer à la modération de la demande ;*
- *développer notre politique sociale fondée sur la responsabilité, la diversité, la mobilité et l'équité, partout où nous sommes implantés ;*
- *répondre aux enjeux du développement durable à travers la valorisation des ressources naturelles, la protection de l'environnement, l'adaptation de nos opérations à la culture des pays qui nous accueillent et le dialogue avec la société dans son ensemble ;*
- *cultiver et renforcer nos relations avec les actionnaires à travers une information transparente et une communication régulière.*

RUSAL

UC RUSAL is the world's largest producer of aluminium, in 2009 accounting for approximately 10% and 10% of global production of aluminium and alumina, respectively. RUSAL employs about 76,000 people in 19 countries, across 5 continents. RUSAL markets and sells its products primarily in the European, Asian and North American markets. RUSAL's ordinary shares are listed on Hong Kong Stock Exchange and global depository shares representing RUSAL's ordinary shares are listed on the professional compartment of Euronext Paris.



RUSAL est le premier producteur d'aluminium au monde. Il représentait en 2009 approximativement 10% de la production mondiale de l'alumine et 10% de la production mondiale d'aluminium. RUSAL embauche environ 76 000 personnes dans 19 pays différents, répartis sur 5 continents. RUSAL vend ses produits sur les marchés européens, asiatiques et nord américains. Les actions ordinaires de RUSAL sont cotées à la Bourse de Hong-Kong et les actions dépositaires globales qui représentent les actions ordinaires de RUSAL sont cotées à la division professionnelle d'Euronext Paris.

LAFARGE

Lafarge is the world leader in building materials, with top-ranking positions in all of its business: Cement, Aggregates & Concrete and Gypsum. With 78,000 employees in 78 countries, Lafarge posted sales of Euros 15.8 billion in 2009. In 2010 and for the sixth year in a row, Lafarge was listed in the 'Global 100 Most Sustainable Corporation in the World'. With the world's leading building materials research facility, Lafarge places innovation at the heart of its priorities, working for sustainable construction and architectural creativity. Additional information is available on the web site at www.lafarge.com.



Leader mondial des matériaux de construction, Lafarge occupe une position de premier plan dans chacune de ses activités : Ciments, Granulats & Béton et Plâtre. Avec 78 000 collaborateurs dans 78 pays, le Groupe a réalisé en 2009 un chiffre d'affaires de 15,9 milliards d'euros. En 2010, pour la sixième année consécutive, Lafarge est répertorié dans la liste des 100 multinationales les plus engagées en matière de développement durable. Doté du premier centre de recherche au monde sur les matériaux de construction, Lafarge place l'innovation au cœur de ses préoccupations, au service de la construction durable et de la créativité architecturale. Des informations plus complètes peuvent être obtenues sur www.lafarge.com.



SANOFI-AVENTIS

Sanofi-aventis is a leading diversified healthcare partner centered on patients' needs. The Group focuses on core growth platforms: emerging markets, vaccines, consumer healthcare, diabetes, innovative products and animal health. It strengthens these through a strategy of increasing innovation in R&D, developing scientific partnerships and maximizing external growth opportunities

Key figures: ~105,000 employees in 110 countries; €29.3 billion 2009 net sales.

For more information: www.sanofi-aventis.com

sanofi aventis

Because health matters

Sanofi-aventis est un leader mondial et diversifié de la santé centré sur les besoins du patient. Le Groupe s'appuie sur trois axes pour atteindre ses objectifs : accroître l'innovation en R&D, saisir les opportunités de croissance externe, s'adapter aux enjeux à venir. Ses principales plateformes de croissance sont : les marchés émergents, les vaccins humains, la santé grand public, le diabète, les produits innovants et la santé animale

Chiffres clés : environ 105 000 collaborateurs répartis dans 110 pays, chiffre d'affaires 2009 : 29,3 Mds €

Plus d'informations : www.sanofi-aventis.com

EADS

EADS is a global leader in aerospace, defence and related services. In 2009, the Group – comprising Airbus, Astrium, Cassidian and Eurocopter – generated revenues of € 42.8 billion and employed a workforce of more than 119,000.

EADS

EADS est un leader mondial de l'aéronautique, de l'espace, de la défense et des services associés. En 2009, le Groupe – comprenant Airbus, Astrium, Cassidian et Eurocopter – a dégagé un chiffre d'affaires de 42,8 milliards d'euros et employé plus de 119 000 personnes.



AIRBUS A380



EUROCOPTER EC135



A400M



EUROFIGHTER



METEOR



GALILEO



ARIANE 5

FONDATION LATSIS

The Latsis Foundation, a non profitable institution of public interest, created in 1975 established the Latsis Prizes in Switzerland in 1983. Annually it awards four Latsis University Prizes as well as a National Latsis Prize. The principal purpose of the Latsis Prizes is to recognise and reward scientific and technological work of particular excellence undertaken in Switzerland.



FONDATION LATSIS
Internationale

La Fondation Latsis, institution non lucrative d'intérêt public, créée en 1975, a instauré les Prix Latsis en Suisse dès 1983. Elle attribue annuellement quatre Prix Latsis Universitaires ainsi que le Prix Latsis National. Ces prix ont pour but principal d'apporter aux jeunes chercheurs universitaires un encouragement et une récompense en reconnaissance de contributions scientifiques et technologiques exceptionnellement importantes et prometteuses effectuées en Suisse.



Fondation Zinsou

GDF SUEZ

FONDATION ZINSOU

Opened in Cotonou, in June 2005, the Fondation Zinsou is the first private foundation in Benin. It is dedicated to culture and African contemporary art. The promotion of African artistic heritage, education, development and reduction of poverty are the heart of the project of the Fondation Zinsou.

La Fondation Zinsou, première fondation privée au Bénin, tournée vers la culture et l'art contemporain africain a ouvert ses portes à Cotonou en juin 2005. La mise en valeur du patrimoine artistique africain, l'éducation, le développement et la réduction de la pauvreté sont au cœur du projet de la Fondation Zinsou.

GDF-SUEZ

GDF SUEZ, global player in energy and the environment, develops its businesses around a model based on responsible growth to take up today's major energy and environmental challenges: meeting energy needs, ensuring the security of supply, fighting against climate change and maximizing the use of resources.

GDF SUEZ inscrit la croissance responsable au cœur de ses métiers pour relever les grands enjeux énergétiques et environnementaux : répondre aux besoins en énergie, assurer la sécurité d'approvisionnement, lutter contre les changements climatiques et optimiser l'utilisation des ressources.



INSTITUT MERIEUX

INSTITUT MÉRIEUX

Institut Mérieux, the family holding company of Alain Mérieux, comprises 4 companies dedicated to public health such as prevention, diagnosis, prognosis, treatment and clinical follow-up: Bio Mérieux and Transgene in France; Silliker and ABL Inc. in the United States. It employs 10 000 people worldwide.

Institut Mérieux, la holding familiale d'Alain Mérieux, comprend quatre entreprises dédiées à la santé publique dans des domaines tels que la prévention, les diagnostics, les pronostics, le traitement et le suivi médical : Bio Mérieux et Transgene en France, et Silliker et ABL Inc. aux États-Unis. Elle emploie 10 000 personnes dans le monde.

PRICEWATERHOUSECOOPERS

PwC

PwC firms provide industry-focused assurance, tax and advisory services to enhance value for their clients. More than 163,000 people in 151 countries in firms across the PwC network share their thinking, experience and solutions to develop fresh perspectives and practical advice. See pwc.com for more information.

PricewaterhouseCoopers (« PwC ») développe en France des missions d'audit, d'expertise comptable et de conseil pour des entreprises de toutes tailles, publiques et privées, privilégiant des approches sectorielles et assurant confiance et valeur ajoutée pour ses clients et l'ensemble des parties prenantes. PwC et Landwell & Associés, cabinet d'avocats correspondant de PwC, rassemblent en France 3800 personnes dans 24 bureaux. Dans le monde, plus de 163.000 personnes travaillent en réseau dans 151 pays, partageant points de vue, expériences et solutions pour proposer des perspectives innovantes et des conseils adaptés à chaque problématique.

Les Echos

Les Echos, France's leading business and financial daily newspaper

Founded in 1908, the *Les Echos* newspaper is the leading French national business and financial daily. It covers and analyses all the national, regional and international stories affecting business life. *Les Echos'* total circulation stood at 127.361 copies in 2009 (source : OJD 2009). It is the leading national daily read by business leaders and executives and by influential decision makers. All in all, over 705.000 people read the newspaper each day (Source Epiq 2008-2009).

Les Echos, premier quotidien économique et financier français

Fondé en 1908, le journal Les Echos est le premier quotidien national d'information économique et financière français. Il traite et analyse l'ensemble de l'actualité nationale, régionale et internationale, ayant des répercussions sur la vie des affaires. La diffusion totale payée des Echos s'élève à 127.361 exemplaires en 2009 (source : OJD 2009). Il est le premier quotidien national lu par les dirigeants et cadres en entreprise et par les décideurs influents. Au total, plus de 705 000 personnes lisent le journal chaque jour (Source Epiq 2008-2009).

L'EXPRESS

Since its launch in 1953 by Françoise Giroud and Jean-Jacques Servan-Schreiber, *L'Express* is the leading newsmagazine in the French market. Every week, its award-winning team of journalists investigate, uncover and make sense of the news, applying the values which led the founders close to 60 years ago. To be modern. Opinionated. Independent. Along with its highly successful website, *L'Express* now accompanies readers every minute of the day, providing insight and depth.

L'Express, hebdomadaire généraliste "premier hebdomadaire d'informations français", bénéficie d'une audience de 2.251.000 lecteurs et d'un million de visiteurs sur son site. Ce magazine historique a accueilli dans ses colonnes des écrivains aussi illustres qu'Albert Camus, Jean-Paul Sartre, André Malraux, François Mauriac ou Françoise Sagan.

JEUNE AFRIQUE

The newspaper which makes sense to african actuality

Since 1960, *Jeune Afrique* has been providing in-depth coverage of african and international news as well as original insights on major issues that impact Africa. With the largest audience and circulation, *Jeune Afrique* is the number one pan African newsweekly. Through its annual special issues – Top 500 African Companies, Top 200 African Banks, L'Etat de l'Afrique – *Jeune Afrique* delivers sought-after and exhaustive business analyses on Africa's economic, political and social affairs.

L'hebdomadaire qui donne du sens à l'actualité africaine

Premier magazine panafricain par sa diffusion et son audience, Jeune Afrique est, depuis sa création en 1960, l'hebdomadaire international de référence du continent. Chaque semaine, le magazine propose une couverture objective de l'actualité africaine et internationale ainsi que des pistes de réflexion originales sur les enjeux politiques et économiques du continent. Chaque année, avec sa collection de hors-séries (Les 500 premières entreprises africaines, les 200 premières banques africaines, L'Etat de l'Afrique), Jeune Afrique propose les analyses les plus exhaustives sur l'économie, la finance, la politique et les questions de société en Afrique.



财新传媒
Caixin media

Caixin Media Company Ltd. is a Beijing-based media group dedicated to providing high-quality and authoritative financial and business news and information through periodicals, online, conferences, books, and TV / video programs. Caixin aims to blaze a trail that helps traditional media prosper in the new media age, while distributing comprehensive, in-depth and accurate news and information on various multimedia platforms. Century Weekly Magazine - Jointly produced by Caixin Media and one of China's leading think tanks - the China Institute for Reform and Development (CIRD) - Century Weekly is a nationwide general news magazine published every Monday. It was one of the earliest Chinese magazines approved to chronicle the nation's era of reform and opening.

Caixin Media Company Ltd. est un groupe de médias basé à Pékin, faisant autorité et consacré à l'information et à l'actualité économique et financière au travers de magazines, sites d'information en ligne, conférences, livres et programmes TV / vidéo. Caixin permet à des médias traditionnels de prospérer dans la nouvelle ère des médias, tout en diffusant une information précise, approfondie et globale par le biais de diverses plates-formes multimédias. Produit conjointement par Caixin Media et l'un des principaux think tanks chinois – China Institute Reform and Development – Century Weekly Magazine est un magazine national d'informations générales publié tous les lundis. Il s'agit de l'un des plus anciens magazines chinois autorisé à couvrir l'ère de l'ouverture et de la réforme en Chine.



The Chosun Ilbo is recognized as the most influential daily newspaper in Korea. Its circulation is 2 million per day. It publishes 48~64 pages everyday. Maintaining the No.1 position in newspaper subscriptions and readership for the past decade, it is the most preferred newspaper among opinion leaders. The Chosun Ilbo is also Korea's first private and national newspaper. Established on March 5, 1920, it was suspended four times during the Japanese colonial period. It overcame these ordeals and strengthened the groundwork for a centennial history.

Le Chosun Ilbo est reconnu comme étant le quotidien le plus influent en Corée du Sud. Avec 48 à 64 pages d'information chaque jour, il est distribué à 2 millions d'exemplaires quotidiennement. Il se classe depuis 10 ans N°1 en termes d'abonnements et de lectorat, et demeure aujourd'hui le journal le plus lu par les leaders d'opinions. Le Chosun Ilbo est également le premier journal national privé en Corée du Sud. Fondé le 5 mars 1920, il a été suspendu quatre fois pendant la période coloniale japonaise. Il a surmonté ces épreuves et s'est renforcé au travers d'une histoire presque centenaire.

RUSSIA 24

"Russia 24" Television network is the only Russian information network broadcasting 24 hours a day. The network covers world news and news from Russia's regions, as well as economic analysis and interviews with highly influential people.

La chaîne de télévision «Russia 24» est la seule chaîne d'information continue en Russie. Russia 24 couvre l'actualité internationale et l'actualité de toutes les régions de la Fédération de Russie. Elle propose également des analyses économiques et des interviews de personnalités influentes.



INFORMATION

INFORMATIONS

DESK OPENING - HORAIRE DES DESKS

Friday, October 15 - <i>Vendredi 15 octobre</i>	9:00 - 20:30
Saturday, October 16 - <i>Samedi 16 octobre</i>	8:00 - 20:00
Sunday, October 17 - <i>Dimanche 17 octobre</i>	8:00 - 20:00
Monday, October 18 - <i>Lundi 18 octobre</i>	8:00 - 17:00

LOGISTIC CONTACTS - CONTACTS LOGISTIQUES

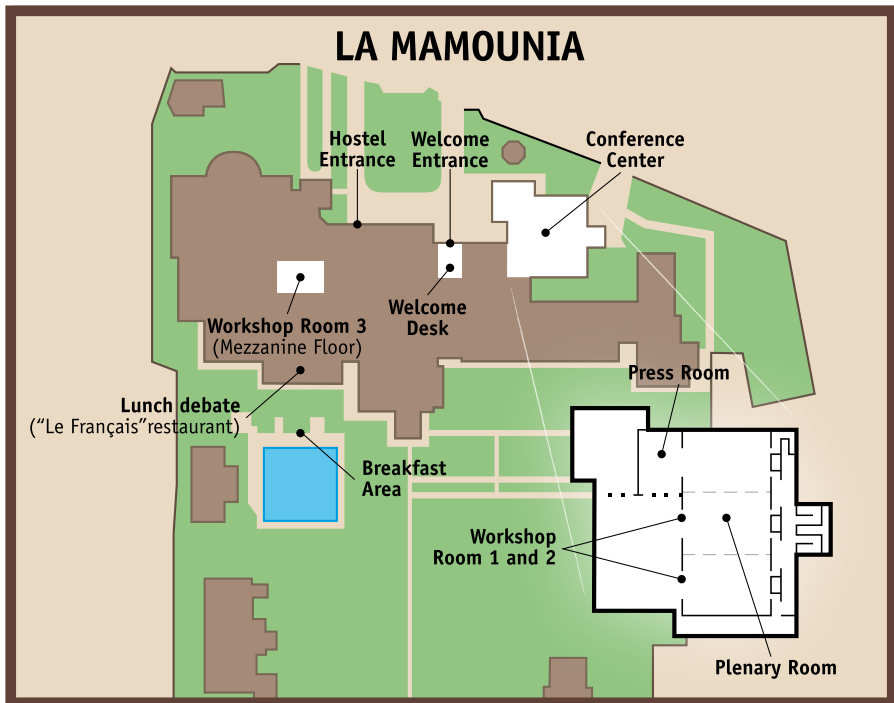
Conference Logistic - *Logistique de la conférence* : 00 212 67 81 71 314

La Mamounia Services - *Services de La Mamounia* : 00 212 52 43 88 600

ADDRESS - ADRESSES

La Mamounia : Avenue Bab Jdid, 40 040 Marrakech, Morocco

Sofitel : rue Harroun Errachid, Quartier de l'hivernage, 40000 Marrakech, Morocco





CONTACTS

CONTACTS

CONTENT/PROGRAM - *CONTENU/PROGRAMME*



Ifri - Institut français des relations internationales

World Policy Conference

27, rue de la Procession

75740 Paris Cedex 15, France

Dr. SongNim Kwon : +33 (0)1 40 61 72 81

E-mail : kwon@worldpolicyconference.com

PRESS/MEDIA - *PRESSE/MÉDIA*



FD

9, rue Scribe

75009 Paris

Nina Mitz

Leila Salimi

Tel : +33 (0)1 47 03 68 10

E-mail : FDWPC10@fd.com



NOTES

NOTES





A series of horizontal lines for taking notes, spanning most of the page width.

