The 2008 financial crisis, climate change, euro zone crisis, Arab Spring and Fukushima disaster have lent additional credence to the approach of the World Policy Conference, an international meeting conceived of in 2007 as a place where leaders can put their heads together and think about ways of improving global governance. The fourth conference’s participants — figures at various levels and in various areas of governance — have contributed their ideas, remarks and proposals, whose salient points we have gathered here. The prevailing overall impression is that, despite the sometimes-sudden issues the world faced in 2011 and the fears they inspired, a system of global governance that is making headway under the pressure of events and inexorables has helped to keep the situation under control so far. Better organization and stronger means of global governance and powers, such as those the WPC advocates, should go a long way towards helping to solve global problems, foster security and bring prosperity to an ever-widening circle of people.

Europe and the euro

The crisis rocking Europe has two main immediate causes: Greece’s economic weakness and the lack of convergence of the euro zone’s 17 members. In the long term, convergence, which has turned out to be an essential condition for the euro’s success, requires an improvement of and a better balance between the euro zone’s constituent competences. In the shorter term, it means that each country must stick to rigorous budget and fiscal policies and follow set rules. Departing from those rules is what led to the sovereign debt crisis, which, in the long term, has the potential to destroy democracy and the stability of the European Union. The crisis requires the implementation of drastic policies in an emergency context. In the present situation, the northern countries, which have smaller deficits and debts, must agree to manage their surpluses in a way that is making headway under the pressure of events and inexorables has helped to keep the situation under control so far. Better organization and stronger means of global governance and powers, such as those the WPC advocates, should go a long way towards helping to solve global problems, foster security and bring prosperity to an ever-widening circle of people.

The crisis rocking Europe has two main immediate causes: Greece’s economic weakness and the lack of convergence of the euro zone’s 17 members. In the long term, convergence, which has turned out to be an essential condition for the euro’s success, requires an improvement of and a better balance between the euro zone’s constituent competences. In the shorter term, it means that each country must stick to rigorous budget and fiscal policies and follow set rules. Departing from those rules is what led to the sovereign debt crisis, which, in the long term, has the potential to destroy democracy and the stability of the European Union. The crisis requires the implementation of drastic policies in an emergency context. In the present situation, the northern countries, which have smaller deficits and debts, must agree to manage their surpluses in a spirit of solidarity with other countries in Europe. Outside aid requires the establishment of a system of global governance and powers, such as those the WPC advocates, should go a long way towards helping to solve global problems, foster security and bring prosperity to an ever-widening circle of people.

Monetary policy cannot be budged down to cold calculations of the national interest. Europe must put its values at the heart of the integration process. Bold, sustainable policies must find popular support, which requires new advanced information and non-partisan awareness-raising campaigns to explain what is at stake. More democracy and federalism can help EU’s democratic deficit. Europeans must be sufficiently receptive to globalization in order to give a new impetus to their economies.

The G20

The G20 is a huge step forward for the global economy. It brings together the world’s 20 leading economies — accounting for over 85% of the world’s GDP and two-thirds of its population. Its purpose is to monitor and assess the implementation of global policies and coordinate responses to great changes in the international economy. The G20 should also monitor the implementation of global financial regulations and evaluate their impact. But its meetings must not just bring together finance ministers; they must become a global steering committee where foreign affairs ministers and trade ministers also address global governance issues. An agriculture ministers’ meeting could include countries not represented at the G20.

Lastly, the G20 should tackle social issues in order to meet the increasingly intolerable side of rising inequality. It should be more involved in Europe’s problems in cooperation with the IMF.

Global governance

Globalization and technological changes are challenging the power of sovereign States and international institutions. Established institutions and systems are by nature resistant to change and transitional to define their acquired advantages. New forms of governance should not just involve the biggest or the most powerful. The present multilateral system is far too complex. Over 158,000 agreements and conventions hinder the dynamism of international institutions.

The scope of globalization requires a new scale. It is necessary to learn how to break down disciplinary boundaries and become much more respectful of normative values and systems that are different from those of the main global players.
Governments have a duty to people and human rights do not necessarily go hand-in-hand. Any combination is possible. Great principles are not necessarily universal, and some regimes take advantage of that to block progress in their countries.

Many countries that do not respect human rights sit on the Human Rights Council. That is unacceptable. A mechanism to periodically assess human rights records has been set up and resolved every three years, without exceptions, in order to ensure that body’s legitimacy. Poor countries cannot be the only ones targeted, which was often the case in the past.


Governments’ democracy and human rights do not necessarily go hand-in-hand. Any combination is possible. Great principles are not necessarily universal, and some regimes take advantage of that to block progress in their countries.

Many countries that do not respect human rights sit on the Human Rights Council. That is unacceptable. A mechanism to periodically assess human rights records has been set up and resolved every three years, without exceptions, in order to ensure that body’s legitimacy. Poor countries cannot be the only ones targeted, which was often the case in the past.


Governments’ democracy and human rights do not necessarily go hand-in-hand. Any combination is possible. Great principles are not necessarily universal, and some regimes take advantage of that to block progress in their countries.

Many countries that do not respect human rights sit on the Human Rights Council. That is unacceptable. A mechanism to periodically assess human rights records has been set up and resolved every three years, without exceptions, in order to ensure that body’s legitimacy. Poor countries cannot be the only ones targeted, which was often the case in the past.


Governments’ democracy and human rights do not necessarily go hand-in-hand. Any combination is possible. Great principles are not necessarily universal, and some regimes take advantage of that to block progress in their countries.

Many countries that do not respect human rights sit on the Human Rights Council. That is unacceptable. A mechanism to periodically assess human rights records has been set up and resolved every three years, without exceptions, in order to ensure that body’s legitimacy. Poor countries cannot be the only ones targeted, which was often the case in the past.


Governments’ democracy and human rights do not necessarily go hand-in-hand. Any combination is possible. Great principles are not necessarily universal, and some regimes take advantage of that to block progress in their countries.

Many countries that do not respect human rights sit on the Human Rights Council. That is unacceptable. A mechanism to periodically assess human rights records has been set up and resolved every three years, without exceptions, in order to ensure that body’s legitimacy. Poor countries cannot be the only ones targeted, which was often the case in the past.


Governments’ democracy and human rights do not necessarily go hand-in-hand. Any combination is possible. Great principles are not necessarily universal, and some regimes take advantage of that to block progress in their countries.

Many countries that do not respect human rights sit on the Human Rights Council. That is unacceptable. A mechanism to periodically assess human rights records has been set up and resolved every three years, without exceptions, in order to ensure that body’s legitimacy. Poor countries cannot be the only ones targeted, which was often the case in the past.


Governments’ democracy and human rights do not necessarily go hand-in-hand. Any combination is possible. Great principles are not necessarily universal, and some regimes take advantage of that to block progress in their countries.

Many countries that do not respect human rights sit on the Human Rights Council. That is unacceptable. A mechanism to periodically assess human rights records has been set up and resolved every three years, without exceptions, in order to ensure that body’s legitimacy. Poor countries cannot be the only ones targeted, which was often the case in the past.


Governments’ democracy and human rights do not necessarily go hand-in-hand. Any combination is possible. Great principles are not necessarily universal, and some regimes take advantage of that to block progress in their countries.

Many countries that do not respect human rights sit on the Human Rights Council. That is unacceptable. A mechanism to periodically assess human rights records has been set up and resolved every three years, without exceptions, in order to ensure that body’s legitimacy. Poor countries cannot be the only ones targeted, which was often the case in the past.


Governments’ democracy and human rights do not necessarily go hand-in-hand. Any combination is possible. Great principles are not necessarily universal, and some regimes take advantage of that to block progress in their countries.

Many countries that do not respect human rights sit on the Human Rights Council. That is unacceptable. A mechanism to periodically assess human rights records has been set up and resolved every three years, without exceptions, in order to ensure that body’s legitimacy. Poor countries cannot be the only ones targeted, which was often the case in the past.


Governments’ democracy and human rights do not necessarily go hand-in-hand. Any combination is possible. Great principles are not necessarily universal, and some regimes take advantage of that to block progress in their countries.

Many countries that do not respect human rights sit on the Human Rights Council. That is unacceptable. A mechanism to periodically assess human rights records has been set up and resolved every three years, without exceptions, in order to ensure that body’s legitimacy. Poor countries cannot be the only ones targeted, which was often the case in the past.


Governments’ democracy and human rights do not necessarily go hand-in-hand. Any combination is possible. Great principles are not necessarily universal, and some regimes take advantage of that to block progress in their countries.

Many countries that do not respect human rights sit on the Human Rights Council. That is unacceptable. A mechanism to periodically assess human rights records has been set up and resolved every three years, without exceptions, in order to ensure that body’s legitimacy. Poor countries cannot be the only ones targeted, which was often the case in the past.


Governments’ democracy and human rights do not necessarily go hand-in-hand. Any combination is possible. Great principles are not necessarily universal, and some regimes take advantage of that to block progress in their countries.

Many countries that do not respect human rights sit on the Human Rights Council. That is unacceptable. A mechanism to periodically assess human rights records has been set up and resolved every three years, without exceptions, in order to ensure that body’s legitimacy. Poor countries cannot be the only ones targeted, which was often the case in the past.


Governments’ democracy and human rights do not necessarily go hand-in-hand. Any combination is possible. Great principles are not necessarily universal, and some regimes take advantage of that to block progress in their countries.

Many countries that do not respect human rights sit on the Human Rights Council. That is unacceptable. A mechanism to periodically assess human rights records has been set up and resolved every three years, without exceptions, in order to ensure that body’s legitimacy. Poor countries cannot be the only ones targeted, which was often the case in the past.


Governments’ democracy and human rights do not necessarily go hand-in-hand. Any combination is possible. Great principles are not necessarily universal, and some regimes take advantage of that to block progress in their countries.

Many countries that do not respect human rights sit on the Human Rights Council. That is unacceptable. A mechanism to periodically assess human rights records has been set up and resolved every three years, without exceptions, in order to ensure that body’s legitimacy. Poor countries cannot be the only ones targeted, which was often the case in the past.


Governments’ democracy and human rights do not necessarily go hand-in-hand. Any combination is possible. Great principles are not necessarily universal, and some regimes take advantage of that to block progress in their countries.

Many countries that do not respect human rights sit on the Human Rights Council. That is unacceptable. A mechanism to periodically assess human rights records has been set up and resolved every three years, without exceptions, in order to ensure that body’s legitimacy. Poor countries cannot be the only ones targeted, which was often the case in the past.


Governments’ democracy and human rights do not necessarily go hand-in-hand. Any combination is possible. Great principles are not necessarily universal, and some regimes take advantage of that to block progress in their countries.

Many countries that do not respect human rights sit on the Human Rights Council. That is unacceptable. A mechanism to periodically assess human rights records has been set up and resolved every three years, without exceptions, in order to ensure that body’s legitimacy. Poor countries cannot be the only ones targeted, which was often the case in the past.


Governments’ democracy and human rights do not necessarily go hand-in-hand. Any combination is possible. Great principles are not necessarily universal, and some regimes take advantage of that to block progress in their countries.

Many countries that do not respect human rights sit on the Human Rights Council. That is unacceptable. A mechanism to periodically assess human rights records has been set up and resolved every three years, without exceptions, in order to ensure that body’s legitimacy. Poor countries cannot be the only ones targeted, which was often the case in the past.

Thierry de Montbrial
President and founder of the WPC

Globalisation means more and more interdependence, which leads to more and more complexity. With complexity comes uncertainty. The characteristic of complexity is that very small causes can have immense repercussions all over the system. These repercussions are fundamentally unpredictable. (...) when the bubble burst, it was something fundamentally unpredictable as far as the particular circumstances are concerned. When bubbles burst, it can lead to situations such as the present one, which affects the whole European Union. If the European Union were to start to disintegrate, that could be a major factor of destabilisation for the whole world. (...) because of this growing uncertainty, governance is essential. Without governance, our highly interdependent system is likely to explode. (...) At some point, I wish we could draft a declaration of universal values.

Heinz Fischer
President of the Republic of Austria

In my view there are two core challenges on our Global Agenda. One is related to the needed development of our institutional framework and of the decision-making and implementation processes at all levels. The other deals with the new societal dimension of our response. (...) The private sector has understood the fundamental infrastructural significance of international issues and is today a partner in the pursuit of global issues. (...) How can we realise a coordinated and complementary process of Global Governance with so many different actors, interests, visions and capacities? (...) Modern industrial management has provided us with a useful model. (...) I am referring to the concept of “management by objectives” which evolved for company structures where a large number of different actors share the same objectives and contribute to their achievement with different normative frameworks and operational responsibilities. (...) Private institutions have become important economic policy authorities. (...) Reinventing the primacy of politics is one of the major challenges — we cannot afford to waste this opportunity. By the end of 2008 the G-20 started with an ambitious initiative to re-regulate financial markets.
Abdullah Gül
President of the Republic of Turkey,
Guest of honor of the 4th edition of the WPC

The Arab Spring; sovereign debt crisis in Europe; alarming tension between Iran and some other countries; (…) and finally, the nuclear contamination in Japan. All these factors have the potential to push the international system from a state of “imperfect equilibrium” onto a “perfect imbalance”. Therefore, we have to be extremely vigilant on the global governance of these issues. (…) No single power can cope with these challenges alone. There is a need for truly effective multilateralism with the participation of the emerging powers. (…) If we want a sustainable international system, we must also think about designing new cooperation schemes to lift billions of people out of poverty. We should remind ourselves that development and security are directly linked and mutually reinforcing. (…) the emerging democracies in the MENA region are examining Turkish democratic experience and the institutional set-up. Turkey is a source of inspiration for them. (…) There is a rise in electoral support for political parties which portray immigration as the main cause of insecurity, unemployment, crime, poverty and social problems. As a result, we are extremely concerned about the rise of xenophobic and Islamophobic tendencies.
We at the ECB take our responsibilities. Monetary policy in the euro area will remain dedicated to our mandate, which is to maintain price stability over the medium term. The policy measures taken by the ECB have resulted in the governing council’s outstanding record during the past 13 years in terms of price stability and anchoring of inflation expectations. The ECB will continue to remain an anchor of confidence and stability in a global economy characterised by marked uncertainties. This is the central contribution we can make to foster sustainable growth, job creation and financial stability in the euro area as a whole.
The United States identifies with the Arab Awakening’s quest for individual freedom, equality of opportunity and broader political participation. In the near term, the United States must also pursue its national security interests in each country on a case-by-case basis.

Christophe de Margerie
Chairman & CEO of Total

From time to time, I like to use verbal formulas that have a lasting effect, but we have to remain relatively neutral because as a company we are not citizens of all the countries in which we operate. However, it is a kind of neutrality that I would describe as committed, certainly more committed than neutral. We cannot afford to adopt a “laissez-faire” position regarding certain situations or events when we are aware of the fact that something may be done to improve them a little. We may be mistaken, but as a stakeholder in all these countries we are entitled to have our say. That said, we must also listen and then try to find the best possible solutions with the politicians.
Yukiya Amano
Director General of the IAEA

Showing the highest level of nuclear safety is a responsibility for each country. The role of the IAEA is to help them. Every country is varied and an international response is needed. Since the first day of the accident, the IAEA wanted to be at the centre of the international response. (...) I went to Japan just after the accident. I visited the Fukushima Daiichi site. We convened a Ministerial meeting and we adopted an action plan and now the priority is the implementation of the action plan. It is not words, but actions that count. The responsibility lies with each country. However, an international response is needed and the IAEA is now ready to take that responsibility.

Scott Charney
Corporate Vice President, Trustworthy Computing of Microsoft

I think the biggest thing that people need to start to appreciate in more detail is that the Internet is now connecting everyone’s life. It is the social fabric. When the personal computers first came out, the idea was that there would be a computer on a desktop. Everyone’s home and desk would have a computer. However, it was really embraced because of the push by enterprises to drive up work productivity. Today, of course, people are using communications technologies in every aspect of their life all the time. You can see this with the Arab Spring. As a result of that, what has happened is, we have got rid of the systems that would support regular human activity in the absence of the availability of machines.
Corporate social responsibility and global governance

Mary Robinson
Former President of Ireland, President of Mary Robinson Foundation

We now have soft law, the beginnings of global governance in the area of corporate responsibility for human rights. I believe the central challenge ahead is to turn the progress of the past decade into new actions that will move governments and markets to ensure businesses respect human rights as a minimum business practice around the world. Clearly, we are still at the very early stage of addressing private sector roles and responsibilities in ensuring respect for human rights. Much of the work ahead will involve applying these new internationally agreed principles in difficult challenges facing specific industry sectors in specific operating contexts.

Narayana Murthy
President and Founder of Infosys Technologies Limited

As long as corporations seek respect from every stakeholder, I believe they will automatically use the power of corporate social responsibility to add value to society. It is very important to add value to society simply because society contributes customers, employees, vendor partners, politicians, bureaucrats and government officials. Therefore, if a corporation wants to exhibit longevity, if it wants to be in business for a long time, if it wants to add value to its stakeholders, then it is extremely important that the corporation lives in harmony with society. And that is where I believe corporate social responsibility becomes extremely important.

Bruno Lafont
Chairman and CEO of Lafarge Group

The novelty of the phenomenon of CSR is that it is moving from a peripheral and sometimes controversial function of the firm to a more central and well-accepted one, increasingly seen not only as a condition of survival today, the license to operate, but as a powerful lever to render sustainable value creation in the long run. (…) Fundamental in this new role of corporates is their scale and reach in a globalised world. As they are both global and local, companies have the ability to promote CSR everywhere. Their multi-local nature can indeed be an irritant for states as it limits their autonomy, but it can also be a nice supplement to the role of states in managing public goods and redistributing the value created by globalisation.

The novelty of the phenomenon of CSR is that it is moving from a peripheral and sometimes controversial function of the firm to a more central and well-accepted one, increasingly seen not only as a condition of survival today, the license to operate, but as a powerful lever to render sustainable value creation in the long run. (…) Fundamental in this new role of corporates is their scale and reach in a globalised world. As they are both global and local, companies have the ability to promote CSR everywhere. Their multi-local nature can indeed be an irritant for states as it limits their autonomy, but it can also be a nice supplement to the role of states in managing public goods and redistributing the value created by globalisation.
The future of the G8 and G20: challenges and prospects for the economic and financial systems

Lourdes Aranda
Sherpa of Mexico to the G20, Vice Minister of Foreign Affairs of Mexico

The priorities for Mexico will be: economic stability, international trade, financial regulation, food security, and green growth. In particular, Mexico will seek to:

• Restore economic stability to revive growth.
• Reject protectionist measures and explore ways to strengthen the multilateral trade system and its institutions.
• Reinforce the IMF's role to prevent future crises and clarify its role in the current crisis.
• Promote green growth issues, such as the establishment of the Green Fund and the implementation of programs to simultaneously alleviate poverty and reduce deforestation.

Jacob A. Frenkel
Chairman of JPMorgan Chase International, former Governor of the Bank of Israel

The world economic system faces major challenges. The most urgent at the present time is the crisis of the euro system. (…)

The long-term resolution of the Euro Crisis requires a much closer harmonization of fiscal policies and a much stricter adherence to fiscal rules. In the long term the Euro Zone countries will need to adopt structural measures that will contribute to improved productivity and higher sustainable growth. (…) The United States will start its modest recovery and a "double dip", which was feared just not too long ago, seems to have been avoided. At the same time, Asia, led by the economies of China and India, will continue to grow at very rapid rates and Latin America, which in the past was the source of economic turmoil, is now being a source of stability and growth. In short, the picture of the global economy looks brighter than the one that is seen only through the European lens.

Il Sakong
Presidential Envoy of the Republic of Korea

In this age of deep globalization and high interdependence, globally concerted policy efforts are more important than ever. The appropriate governance system is particularly crucial at the global community level. The appropriate governance system is particularly crucial at the global community level in this age of non-polar or G-zero world. (…) The world at the time of the Seoul G20 Summit faced a heightened risk of global currency war. In fact, the G20's ability to avoid the potential currency debacle at Seoul certainly showed the world its potential to become a functioning global steering committee. (…) The current Euro crisis will illustrate the importance of appropriate governance and committed leadership in dealing with the crisis. There is no doubt that the crisis could have been managed much earlier without further contagion if there was a strong governance framework.

The priorities for Mexico will be: economic stability, international trade, financial regulation, food security, and green growth. In particular, Mexico will seek to:

• Restore economic stability to revive growth.
• Reject protectionist measures and explore ways to strengthen the multilateral trade system and its institutions.
• Reinforce the IMF's role to prevent future crises and clarify its role in the current crisis.
• Promote green growth issues, such as the establishment of the Green Fund and the implementation of programs to simultaneously alleviate poverty and reduce deforestation.

The world economic system faces major challenges. The most urgent at the present time is the crisis of the euro system. (…)

The long-term resolution of the Euro Crisis requires a much closer harmonization of fiscal policies and a much stricter adherence to fiscal rules. In the long term the Euro Zone countries will need to adopt structural measures that will contribute to improved productivity and higher sustainable growth. (…) The United States will start its modest recovery and a "double dip", which was feared just not too long ago, seems to have been avoided. At the same time, Asia, led by the economies of China and India, will continue to grow at very rapid rates and Latin America, which in the past was the source of economic turmoil, is now being a source of stability and growth. In short, the picture of the global economy looks brighter than the one that is seen only through the European lens.

Il Sakong
Presidential Envoy of the Republic of Korea

In this age of deep globalization and high interdependence, globally concerted policy efforts are more important than ever. The appropriate governance system is particularly crucial at the global community level. The appropriate governance system is particularly crucial at the global community level in this age of non-polar or G-zero world. (…) The world at the time of the Seoul G20 Summit faced a heightened risk of global currency war. In fact, the G20's ability to avoid the potential currency debacle at Seoul certainly showed the world its potential to become a functioning global steering committee. (…) The current Euro crisis will illustrate the importance of appropriate governance and committed leadership in dealing with the crisis. There is no doubt that the crisis could have been managed much earlier without further contagion if there was a strong governance framework.

The priorities for Mexico will be: economic stability, international trade, financial regulation, food security, and green growth. In particular, Mexico will seek to:

• Restore economic stability to revive growth.
• Reject protectionist measures and explore ways to strengthen the multilateral trade system and its institutions.
• Reinforce the IMF's role to prevent future crises and clarify its role in the current crisis.
• Promote green growth issues, such as the establishment of the Green Fund and the implementation of programs to simultaneously alleviate poverty and reduce deforestation.

Il Sakong
Presidential Envoy of the Republic of Korea

In this age of deep globalization and high interdependence, globally concerted policy efforts are more important than ever. The appropriate governance system is particularly crucial at the global community level. The appropriate governance system is particularly crucial at the global community level in this age of non-polar or G-zero world. (…) The world at the time of the Seoul G20 Summit faced a heightened risk of global currency war. In fact, the G20's ability to avoid the potential currency debacle at Seoul certainly showed the world its potential to become a functioning global steering committee. (…) The current Euro crisis will illustrate the importance of appropriate governance and committed leadership in dealing with the crisis. There is no doubt that the crisis could have been managed much earlier without further contagion if there was a strong governance framework.
During that long night of negotiations between the 8th and 9th December, we adopted a number of rules, which we summed up in five key words. First, the convergence of our economies, without which the euro has no future. Second, discipline. In the absence of fiscal discipline, there comes a time when there is an increase in debt, so we must return to fiscally sound policies. Third, solidarity, because if we have convergence and discipline, they will quite naturally lead to solidarity between the members of the 17 members of the euro zone club. Fourth, integration, precisely because convergence, discipline and solidarity will lead euro zone member countries to ever greater integration. Finally, competitiveness, because the path I have just described will enhance our competitiveness thanks to the adoption of the structural reforms we will be discussing in the first half of 2012. (...) We are not only determined to save the euro, but also determined to become one of the world’s most competitive areas in the 21st century.
Tommaso Endelli
President of the Republic of Estonia
My question is how long can we sustain or expect the Parliament to sustain its pro-European solidarity in a democratic country when it is going against the wishes of the electorate? I am afraid that it is not possible to do that over a period of time. Otherwise I would say that the current situation of the crisis is one of the most responsible Governments in Europe and probably not a new member – Slovakia. Slovakia is located in the right thing and, again, better than Germany, they committed themselves to the EESF and the Government. The limitation of the things that we would expect a good European Government to do is that we will see more and more problems like that.

H.R. Bartholomew
Ecumenical Patriarch of Constantinople
The European Union and Europe more generally, in the sense of a laboratory for global governance. However, as history shows, it is not the only one. (…) Europe, heir to medieval Christendom, may be witness to a repetition of the past. In the Middle Ages, the Western Christian Ecumenical ideal confronted a similar but competitive challenge, namely Islam. The Crusades, the major episode of the “clash of globalizations,” marked a tragic period of Mediterranean history. The modern European model of global governance may also have to reckon with alternative paradigms stemming from the global poles emerging in our time. Based on old and venerable civilizations, these poles have their own inherited wisdom in regard to the organization of large spaces. Divergent concepts of global governance, which arise whenever the balance between efficiency and legitimacy is at stake, might weaken the common effort, with grave global consequences.

Fu Ying
Vice Minister of Foreign Affairs of China
Comparing Europe to a “laboratory for governance” makes sense from the perspective of governance. Europeans make the world in industrialization, innovation, green economy and many other fields. (…) The European experience of the last half a century is largely successful. The world of ours, however, is one of diversity. Many things, cultures, traditions, stage of development, vary from one region to another. China’s neighborhood is on the other side of the globe. While there may be useful European experiences, they cannot be simply transplanted. (…) There are many discussions about if China is to “rescue” Europe and how. (…) What Europe needs is not a savior but a cooperation partner.

Kemal Dervis
Vice-President for Global Economy at the Brookings Institution and Senior Advisor at the Sabanci University; former Minister of Economic Affairs of Turkey
I do not believe that there can be a successful end of the story without the surplus countries – the north, particularly Germany but not only Germany – accepting that they also have to make an effort so that their surpluses do not continue at very high levels. (…) I believe that a significant increase in the space for pan-European politics has to enable the integration process. (…) I do not think that this integration process can work unless there is a strengthening of what I would call pan-European democracy. (…) Otherwise I think that the gap between the technocrats, the economists, the summits and the councils and the everyday life of citizens will be too great and that will be the main obstacle to the success of Europe.
Emerging threats and challenges in the 21st Century are likely to test the flexibility, ingenuity and ability of governments worldwide. The element of risk is bound to increase as the century progresses. As was evident in the case of the ‘Arab Spring’, governments display a weakness when it comes to prediction and anticipation of events and analysis of risks. States need to build adequate capacity for such eventualities to be able to deal with the likely upheavals in the 21st Century. The world will also need to build new structures to cope with the emerging dimensions of security in the 21st Century. This should include a capacity to deal with non-State actors. Also, it must be understood that no nation can today hope to protect its interests entirely on its own. This will call for closer cooperation and wider participation among countries and across continents.

Yury Fedotov
Executive Director of the United Nations Office on Drugs and Crime

Although there are many factors that impact upon security and development, one of the key challenges is transnational organized crime. Due to their multifaceted nature, transnational crime and drugs are capable of undermining security and hindering development. (…) These threats are evidence that, in terms of transnational drugs and crime, no country, no matter how big or powerful, is capable of dealing with these issues in isolation. We must accept that they can only be confronted if the international community accepts shared responsibility for this transnational issues. In addition, while drugs and crime, often appear to be local in nature, our solutions must be global.
Africa is still seen as a continent of conflicts, pandemic diseases, hunger and so on. Four or six years ago, I would have said that this perception was a major problem for Africa. Today, I think it is a major problem for Europe. A few years ago, for example, most African countries have been perceived by the OECD countries as a sort of hopeless continent during the 1980s and 1990s. In a sense, we tended to share this view and to see ourselves through a sort of European or American biased viewpoint. This has totally disappeared. (...) Asia becomes important in Africa. (...) the perception of Africa by China is totally different. It is not neo-colonialism. It is just a country looking at a continent with a sort of pragmatic view and nothing like a colonial heritage. (...) I would say we are probably the continent where the rule of law is progressing the most and the fastest.

Jean-Michel Severino
Chairman of Investisseur et Partenaire, member of the French Academy of Technology

2011 is the first year where the GDP of non-OECD countries will be higher than the GDP of OECD countries. It also leads us to try to find ways out of the major economic crisis that the OECD world finds itself in. Let me introduce you to the game. (...) Africa is going to reach a minimum of 1.8 billion people and probably more over the next 30 years. The second piece of news is that growth has resumed. Over the past decade, Africa has enjoyed a growth rate of above 5% per annum. If you maintain this trend over the next three decades, which is of course a theoretical assumption, then some time between 2040 and 2050, Sub-Saharan Africa will enjoy an absolute GDP equal to the size of the current Chinese GDP. (...) Now Africa is the least indebted continent in the world because of the demographic dividend that Africa is now enjoying and which is going to create a growth engine that will last for about 70 to 80 years.
If we could somehow miraculously end up with having mandatory high school education for each and every young woman in the Muslim world, it would change the whole landscape within a generation. (…) I believe that those leaders in the Arab world who opened their societies more for many voices and for women’s advancement ended up more stable when they faced this Arab Spring. (…) We strongly believe in two states for two peoples: a strong independent Israel with its security considerations. (…) This will be side by side with a Palestinian democratic state that is de-militarized but living in a good way to express the dreams and the future of the Palestinian people. (…) After 44 years of reigning over what we call the region Judaea-Samaria, all settlements together do not cover even 2% of the area. We do not build new settlements. That is just propaganda. We add certain units to already existing settlements. (…) The Iranians are trying to turn nuclear. It is a challenge for the whole world because a nuclear Iran will totally change the landscape of the Middle East.
Joschka Fischer
former German Minister of Foreign Affairs

In the 21st century, the defining force will be the rise of the new powers or, even more, the desire of the people to get out of poverty and achieve the same living standards that we have been used to in the West. (…) A new industrial revolution, a so-called green revolution, will transform, together with the transformation of the global political system, the 21st century, and I think that is an extremely positive development, because we are talking about the redistribution of power when we look at the international system and a shift from the West to the East. The West has lost its monopoly. Is that terrible? (…) It is positive because it is a consequence of globalization. (…) It will define the future. Will this be without contradictions? Definitely not. Will there be conflicts? Yes. However, I think that the underlying element will be cooperation because with 7 billion people and the new communication reality and the common challenges, cooperation that is also based on competition will be an important factor.

Robert Badinter
former French Minister of Justice, former President of the Constitutional Council

In the last analyses, the International Criminal Court (ICC) reports to the States because it lacks a stand-alone force. There is no international judicial police force that acts as the prosecutor’s arm of the law. For pre-trial investigations, the ICC is entirely dependent on the resources made available to it by others, because it has a budget, without which it could not achieve its objectives. (…) In order to establish its credibility, the international criminal justice system has to be universal, in other words, legal proceedings must be initiated on the basis of the gravity of the crimes committed and not on the political interests of the member States. There are still too many States that benefit from absolute immunity thanks to the Security Council.

Hubert Védrine
former French Minister of Foreign Affairs

The next developments in the great matter of governance will depend on whether or not alliances will be formed. If so, will they create a world into hostile systems or will they make it possible to go beyond such divisions? Much will have to be done in order to ensure that the new forms of government we are talking about in the present century are suitable to the ambitions of the bipolar or overemphasized systems that caused the fall of the Soviet Union and the end of the Cold War, in order to create a democratic system. If you compare them with Italy or Greece, they have not been talking about salaries or the pension age, but about the modernization of the country and strengthening the democratic system. (…) In our country, people want evolution, not revolution. We have had revolutions and suffered from them. We want evolution and our country to be a modern country with stable democratic institutions. (…) Russia will need to be a strong player and have a modern economy. That’s why we praised the modernization of our economy and to have a strong democratic system inside the country and speak the same language with other international players.

Igor Ivanov
former Russian Minister of Foreign Affairs

Russia is also living through profound reforms. These are reforms that started 20 years ago with the disintegration of the Soviet Union and we have had a lot of discussions about reforms. (…) The new generation wants a real change and a real democratic system. If you compare it with Italy or Greece, they have not been talking about salaries or the pension age, but about the modernization of the country and strengthening the democratic system. (…) In our country, people want evolution, not revolution. We have had revolutions and suffered from them. We want evolution and our country to be a modern country with strong democratic institutions. (…) Russia will need to be a strong player and have a modern economy. That’s why we praised the modernization of our economy and to have a strong democratic system inside the country and speak the same language with other international players.

Issie Rabin
former Israeli Minister of Justice

In the last analyses, the International Criminal Court (ICC) reports to the States because it lacks a stand-alone force. There is no international judicial police force that acts as the prosecutor’s arm of the law. For pre-trial investigations, the ICC is entirely dependent on the resources made available to it by others, because it has a budget, without which it could not achieve its objectives. (…) In order to establish its credibility, the international criminal justice system has to be universal. In other words, legal proceedings must be initiated on the basis of the gravity of the crimes committed and not on the basis of the political interests of the member States. There are still too many States that benefit from absolute immunity thanks to the Security Council.
PARALLEL WORKSHOPS
1. Energy and environment

We have got a collective public policy objective here of providing abundant, affordable, secure, clean energy to more of the world’s population than benefit from it now. (...) How many countries do you need around the table to resolve the issues? How many countries are critical to getting the kinds of decisions made that you can then implement more globally? (...) Energy policymakers are fully aware of what the policy options are and what the programmes could be. They understand the technologies. (...) You get the impression as you look around the marketplace that is not really policy shaping the markets, it is events. It is things that are happening beyond the control of politicians. (...) This is not a time of high political courage. We have too many elections going on. The economy around the world is too parlous and it is not a time when politicians make difficult decisions.

The main mission of an energy company like Total is to produce, transform, and make affordable and accessible energy for people (...) However, we want to do this by better understanding the impact we have on them and on the environment and to better integrate all the challenges. (...) Our first priority is to manage the risks associated with our operations, to avoid any major accidents and that is really a constant project. (...) The second priority is to identify and adjust the environmental and health impact of our operations. (...) Every time we start the project we do what we call an environmental baseline that is a mental reference and scientific partners in the assessment of, for example, the biodiversity and sensitivity around our future installation. (...) Definitely for CO2 we think that there is a need for global rules.

We need to reduce emissions, we know that, but we also know that 80% of the world’s energy is based on fossil fuels and that the global energy demand is increasing rapidly and vastly and that there are nearly two-thirds of the global population that does not have adequate access to energy. There are one billion people in the world without energy and the question is what we do about that. How do we allow all the people who do not have access to energy to grow out of poverty and still allow us to cut greenhouse gas emissions?

The fact is that we need to reduce emissions, we know that, but we also know that 80% of the world’s energy is based on fossil fuels and that the global energy demand is increasing rapidly and vastly and that there are nearly two-thirds of the global population that does not have adequate access to energy. There are one billion people in the world without energy and the question is what we do about that. How do we allow all the people who do not have access to energy to grow out of poverty and still allow us to cut greenhouse gas emissions?

Paul Frisvold
Chairman of the Board of Bellona Europa

The main mission of an energy company like Total is to produce, transform, and make affordable and accessible energy for people (...) However, we want to do this by better understanding the impact we have on them and on the environment and to better integrate all the challenges. (...) Our first priority is to manage the risks associated with our operations, to avoid any major accidents and that is really a constant project. (...) The second priority is to identify and adjust the environmental and health impact of our operations. (...) Every time we start the project we do what we call an environmental baseline that is a mental reference and scientific partners in the assessment of, for example, the biodiversity and sensitivity around our future installation. (...) Definitely for CO2 we think that there is a need for global rules.

Kristina Rüter
Research Director of Oekom Research AG

Key challenges in the oil & gas industry include climate protection and gradual shift to low-carbon/non-fossil energy sources, minimization of environmental risks and impacts of operations, worker safety and accident prevention, protection of human rights and livelihoods, and transparency on payments to governments and anti-corruption. In addition to the Corporate Rating, Oekom screens a wide range of client-specific exclusion criteria covering certain business areas and controversial business practices. There is a track record of listed companies that had a favourable financial rating but an unfavourable Oekom Corporate Rating due to their environmental, social, and governance performance at the time their share price crashed, which illustrates that sustainability analysis helps minimizing investment risks.
2. Food security

Yashwant Thorat
CEO of the Rajiv Gandhi Trust

One of the things that is quite clear now is that the impact of food prices, both high and volatile, is likely to continue. (...) the impact of world price changes on households are not generic; they are very highly context specific, and the impact of food price rises are dependent on the commodity, the national policies that affect price transmission from world markets to domestic markets, the demographic characteristics and production characteristics. (...) Price volatility makes small farmers increasingly vulnerable. High prices worsen food security in the short term but in the long run, they lead to investments being made in agriculture and, better food security, because countries feel they have to invest and increase productivity.

Louise Fresco
Professor at the University of Amsterdam

We need to push for serious innovation. The things that have worked so well since the 1960s, the combination of plant nutrients, water, credit and infrastructure development needs to be reinvented in some ways. We have done a great deal with the so-called Green Revolution, but we have also seen the effects leveling off, and we need to find new ways to produce foods sustainably. (...) we can better use the positive side of food-prize fluctuations to channel investments into agriculture, because it is also an opportunity and not just a tragedy. To make sure that the natural balance or rebalancing will take place in the marketplace, we need to push for serious innovation and not just consider soils as a chemical box. Finally, I would just say that GMOs cover not much more than 10% of crop land today, and even if forbidden in France and other countries, there is real scientific progress.

Jean-Yves Carfantan
Senior consultant, Agrobrasconsult

Food security claims to keep in mind two main points, first that most of the soil reservoir for feeding the population is located in wet tropical lands, especially in Africa, and these soils do not have the same behaviour as soils in Europe, where you cannot apply the same techniques without destroying the soil; you can add a lot of phosphorous without destroying African soils. However, the main problem is not situated here. The second point is to have more investment, as underlined in Brazil, in education, research, and innovation, and of course transferring results to the farmers as soon as possible, but not as engineers are now doing, meaning not just considering soils as a chemical box. Finally, I would just say that GMOs cover not much more than 10% of crop land today, and even if forbidden in France and other countries, there is real scientific progress.

Qu Xing
President of China Institute of International Studies (CIIS)

I summarise the measures taken by Chinese governments in this regard into 11 fields. First, intensifying supervision on the quality and safety of agricultural products, second, establishing and strictly implementing market access systems for food quality and safety, third, intensifying state supervision by sample surveys for food quality, fourth, intensifying supervision of off-shore workshops, fifth, promoting the responsibility system for regional food safety control, and sixth, stepping up supervision of the food circulation sector. The seventh is intensifying supervision of food safety in the catering industry, the eighth is carrying out rectification of overall food quality and safety, the ninth, speeding up the construction of a risk warning and emergency response system, the tenth is establishing and improving a food recall system, and the 11th is improving the food safety credit system.
Health

Petra Laux
Head of Global Public Affairs at Novartis

Health obviously is one of the main concerns around social responsibility and governance and health is a topic that deserves more attention than it probably has had in the past. (...) This has been linked to the improvement of the general wealth and the ability of developing countries, which have started to pull ahead of the developed world in many areas, to offer their population a health status that they could not afford some 15 years ago. (...) Furthermore, beyond the role of international bodies like the WHO, there are growing numbers of private bodies, such as the Bill & Melinda Gates Foundation and GAVI, that are investing in developing prevention projects. (...) In parallel, there is now a huge gap between what we could be doing on a reasonable and acceptable level of health for the worldwide population and what we are today. (...) There are still a large number of unmet medical needs all over the world.

Jérôme Contamine
Executive Vice-President, Chief Financial Officer, and Member of the Executive Committee of Sanofi-Aventis

Health obviously is one of the main concerns around social responsibility and governance, and health is a topic that deserves more attention than it probably has had in the past. (...) This has been linked to the improvement of the general wealth and the ability of developing countries, which have started to pull ahead of the developed world in many areas, to offer their population a health status that they could not afford some 15 years ago. (...) Moreover, beyond the role of international bodies like the WHO, there are growing numbers of private bodies, such as the Bill & Melinda Gates Foundation and GAVI, that are investing in developing prevention projects. (...) In parallel, there is now a huge gap between what we could be doing on a reasonable and acceptable level of health for the worldwide population and what we are today. (...) There are still a large number of unmet medical needs all over the world.

Steve Howard
Founding Secretary General of The Global Fund

Traditionally, health seemed to have been managed by government or intergovernmental processes, but this new move 10 years ago to have celebrity alliances like Gates and Buffett and others was quite spectacular. (...) The question I would raise is about goals. It is very hard to understand what global health goals are and who sets them. What is the point we are actually shooting to achieve and who determines it? There are of course the Millennium Development Goals, but how does this fit within a wider framework of human security and international decision-making? (...) The second question is, how do you measure the progress on these matters? (...) If we put health too much into its own box, it might turn off all those who are not actually in the health sector. I am quite interested in the idea of human security and about health being part of a human security agenda. (...) Health should be on the G20 agenda in an integrated fashion.
4. Global Governance and its current state

Stewart Patrick
Senior Fellow and director of the program on international institutions and global governance at the Council on Foreign Relations (CFR)

Governance at the global level is obviously more complex in a system of sovereign states lacking overarching political authority. What we find is that although governments are cooperating horizontally to negotiate new norms and rules of behavior and indeed there is a desire to provide public goods and mitigate global risks, but in most international organizations and frameworks of international cooperation, the power to enforce compliance with collective decisions is minimal. Most of us would say that with this lack of enforcement, in the absence of governance is a patchwork of institutional arrangements.

Sean Cleary
Chairman of Strategic Concepts (Pty) Ltd

One possibility is that we shall hit the wall with a much bigger bang than we have had already, due probably to some combination of financial and social disturbances, associated with dangerous inflection points in respect of our “planetary boundaries”. (...)

The other possibility is that we develop a greater sense of humility, stop imagining that we know all the answers and we can go back to business as usual, start developing an appropriate sense of scale, learn to think across disciplinary boundaries, and become more respectful of the different values and normative systems of other major actors in our shared world, allowing them an opportunity of contributing meaningfully to the debate, and actively encouraging them to participate responsibly in creating a more inclusive and sustainable global system.

Bruno Lafont
Chairman and CEO of Lafarge Group

Globalization, meaning the global approach to challenges, always faces cultural differences (...); we operate in a lot of different countries, and we see that there are limits to the approach of how we should approach global governance with different cultures. (...)

Regarding global versus local solutions, the idea that we can only solve problems through international agreements or international norms is a little bit too simplistic. I will give the example of climate change. Copenhagen for me was not a failure, it was a big success, because the only thing we could achieve was awareness, and awareness is when a company understands its responsibility for its environment. Now everyone understands what the risk to the planet is and what they should do, and what happened in Copenhagen is that almost all countries we are in have been taking measures and actions, even the US.
Herbert Stepic  
CEO of Raiffeisen Bank International  

The current struggle is not about keeping or abandoning the Euro project, but about avoiding the painful economic fallout of sovereign bankruptcies. (…) Morgan Stanley estimates that the European Banking Market will deleverage by EUR 1.5-2.5 trillion over the next 18 months. This will have a serious long term effect on the economic development of Europe. The crisis will not be solved by increased capital requirements on short notice, as the core of the problem is the mistrust of the markets in the solvency of public debt. The key components of liquidity and only second to that capital. (…) Besides the very necessary consolidation process we need to focus on strategic growth programs. This will only be possible through solidarity. Otherwise we will have enormous social unrest. We are talking about a redistribution of wealth. Pan-European solidarity and in a second step, increased European integration is the only way to avoid a “lose-lose” situation and I would even say to reach a “win-win” situation out of the current crisis for all involved parties.

See the full debate in video
Our zeitgeist has never been as pessimistic as it is today. (…) Because we are trying to manage three significant historical junctures at the same time. 2 billion people live in 193 separate cabins on the same boat. (…) We do not have a captain to take care of the global boat as a whole. (…) We also have to handle the greatest power shift in human history—the end of the era of Western dominance (and) the return of Asia. (…) As we move into a more transparent age, the capacity for building myths around great leaders is disappearing. (…) I feel optimistic because I would say that the world has now reached agreement on three new global consensuses. (…) First, the modernisation consensus (that) explains why billions of people all over the world, especially in Asia, are being rescued from poverty. (…) The second is the peace consensus. (…) That’s the shining light from Europe. The third is what I call the global village consensus. That’s why I say that the next 20 years will be the best 20 years the world has ever seen.
Russia and Poland are countries with overlapping history and historic mythology about each other. (…) Our countries always stress the morality of their foreign policy. This mix of lost land, Eurasian breach and Sarmatian heritage dominated Russia’s and Poland’s foreign policy and self-perception for ages. The greatest problem of the previous decade was the lack of new foreign policy in both societies, which led to the revival of all those myths and the emergence of the peculiar phenomenon of a historic policy, or even a historically based foreign policy. This is a complete nonsense in the contemporary role. When our group was set up, our task was to take history from politics and return it to the hands of historians. (…) We decided to select the most painful chapters of our common history. It was presented in a very fair and open way and I would like to say that in my view, the first element that has to be taken as a kind of conclusion to all these types of discussions is to accept that there is no other way, but to tell the truth. However, the truth does not mean that it is interpreted in the same way, and so we decided that it had to be presented from two different positions, following the principle of mirror reflection.
I would like you to know that I am convinced that this fourth edition of the World Policy Conference has been the best ever in terms of content. I am also delighted to see that a friendly atmosphere has been developing. In my view, this is also a key factor of success for an undertaking such as ours and it is fully compatible with the serious discussion of substantive issues. Indeed, the greater the “club-like” atmosphere (in the broadest sense), the greater the intellectual inputs and the greater the usefulness of our work. Like the concept of “influence”, it is difficult to define “usefulness” in precise terms, but following these four meetings, and more particularly this one, I am fundamentally optimistic about the future of this conference.
Martti Ahtisaari
former President of the Republic of Finland,
Nobel Peace Prize 2008

Marianne Klicka
President of the Vienna City Parliament

Great differences in equality mean great differences in public trust. (…) In terms of European integration, the Scandinavians have been forerunners. A common labor market was created already in 1954. Our Schengen or passport union dates back from 1957. Close cultural cooperation is based on a treaty from 1972. (…) They all, from Denmark to Iceland, from Norway to Finland and Sweden are countries where income inequalities are minor. Does this mean that in terms of productivity they perform worse than societies where income differences are substantial in order to encourage productivity? Not at all. Scandinavian productivity has been good enough to make good life affordable. (…) No social model can be everlasting in a world that is in the midst of rapid change and social turmoil. The challenge is to find a balance between security and performance. (…) In most European countries and in particular in those where the economic and social situations are stressed, the populists have become a force that cannot be ignored. They offer simple solutions to complex problems. (…) If people feel that undeserved privileges and unreasonable distribution of wealth is the norm, their anger may be difficult to meet.
NETWORKING

INVITED GUESTS
INVIITED GUESTS

Robert M. Samuelson

Director of the International Economic Policy Group

Brookings Institutions

Robert M. Samuelson is a leading economic analyst. Mr. Samuelson is the author of 12 books, including the New York Times bestseller, The Troubled Boomers: America's Search for a Sustainable Economy. He also wrote and hosted the PBS series, The Troubled Boomers: America's Search for a Sustainable Economy. Mr. Samuelson was the 2006 recipient of the National Association of Broadcasters' Lifetime Achievement Award in Media and Broadcasting.

Mr. Samuelson is a prolific writer and commentator, and is widely known for his conservative views on political and economic issues. He has been a regular contributor to the Wall Street Journal, and has written for a variety of other publications. Mr. Samuelson is also a frequent guest on radio and television shows, providing his insights on a wide range of topics.

In addition to his writing and speaking engagements, Mr. Samuelson serves as a consultant to businesses and government agencies. He is also a member of the Board of Advisors for the American Enterprise Institute.

Mr. Samuelson earned his Bachelor of Arts degree in Political Science from the University of Michigan in 1959. He received his Master of Arts degree in Economics from Harvard University in 1961. He then went on to earn his Ph.D. in Economics from the University of Chicago in 1966.

Mr. Samuelson has been a member of the American Economic Association, the Economic Policy Institute, and the National Academy of Public Administration. He is also a member of the board of governors of the American Enterprise Institute.

Mr. Samuelson has received numerous awards and honors for his work, including the National Medal of Science and the National Medal of Technology and Innovation. He has also been recognized with the John Bates Clark Medal, the Alf A. Lindahl Medal, and the John Kenneth Galbraith Award, among others.

Mr. Samuelson is a Fellow of the American Academy of Arts and Sciences, and a member of the Council on Foreign Relations. He has also served as a member of the Board of Directors of the Council on Foreign Relations, and as a member of the Board of Trustees of the National Academy of Public Administration.

Mr. Samuelson is married to his wife, Jutta. They have two children, David and Elizabeth. He enjoys traveling, reading, and spending time with his family.
Anne Marie Buzan-Convey, President of the Austrian Institute for International Affairs. Since 2011 and the 50th anniversary of the Vienna Conference, she has been a member of the Nelson Mandela Foundation's Executive Board and the Executive Committee of the Nelson Mandela Foundation. In addition, she is the founder and director of the Centre for Social Justice and the Centre for Multicultural Understanding. She has also served as a member of the Board of Directors of the International Peace Institute (IPPI) and as a member of the Advisory Committee of the International Peace Institute (IPI). She has been a member of the Advisory Board of the Center for Strategic and International Studies (CSIS) and the American Council on Germany. She has also served as a member of the Committee of Experts of the Council on Foreign Relations (CFR) and as a member of the International Council on形2000s. She has also served as a member of the advisory board of the Council on Foreign Relations (CFR) and as a member of the advisory board of the Council on Foreign Relations (CFR). She has also served as a member of the advisory board of the Council on Foreign Relations (CFR) and as a member of the advisory board of the Council on Foreign Relations (CFR).
IN V I T E D  G U E S T S

modern languages at the University of California, Berkeley, and a graduate of the Aix-Marseille Aculade Internationale.

Sadie James
Soros Scholar in European Studies at the Hoover Institution, Stanford University, and Permanent Observer to the United Nations in Geneva. The President of the Committee for Political and Economic Affairs of the Student Union, she holds a PhD in Political Science and in EU Law, where she studied Chinese and international law.

Pierre Libery
French diplomat and economist. From 2002 to 2008, he was President of the French Treasury. From 2008 to 2011, he held various positions in the French government, including as Minister of Finance. He is currently a member of the chairman's club of the EBRD in London, in think tanks and universities as a research physicist at the French Institute of Atomic Energy. He worked as a chief Economist and strategist at the World Bank, where he served as managing director for Research for Peace and founder of the Reform and modernity Institute. He is the author of many par -

Jean-Pierre Lablanchy
Professor at the University of Paris X. He is a graduate of the École Polytechnique, 2002 and University of London School of Oriental and African Studies (1991-1994). He graduated from the École Polytechnique de Paris and the École nationale d'administration. He has been Overseas Minister Representative to the United Nations in Lebanon and Assistant to the Chief of Staff.

Thierry Malleret
President of the EBRD in London, in think tanks and universities as a research physicist at the French Institute of Atomic Energy. He worked as a chief Economist and strategist at the World Bank, where he served as managing director for Research for Peace and founder of the Reform and modernity Institute. He is the author of many par -

Jean-Louis Bicks
Director of the Policy Planning Staff at the Foreign Office. He was the lead author of the 2014 Foreign Policy White Paper. He holds a PhD in International Relations from the University of London.

Jacques Leinen
Former European Commissioner for Social Affairs and European Solidarity Cohesion. He served as Secretary General of the Socialist Party and President of the Socialists and Democrats Group in the European Parliament. He is currently a member of the chairman's club of the EBRD in London, in think tanks and universities as a research physicist at the French Institute of Atomic Energy. He worked as a chief Economist and strategist at the World Bank, where he served as managing director for Research for Peace and founder of the Reform and modernity Institute. He is the author of many par -

Sudheendra Kulkarni
President of the EBRD in London, in think tanks and universities as a research physicist at the French Institute of Atomic Energy. He worked as a chief Economist and strategist at the World Bank, where he served as managing director for Research for Peace and founder of the Reform and modernity Institute. He is the author of many par -

Michael Mestrallet
Full professor for Ingénieur and di- recteur of the World University of Rome at the Institute of International Studies Research and Analysis Department under the aegis of the Union in Lebanon and Assistant to the Chief of Staff.

Jean-David Levitte
Former senior official in the French government, he served as President of the association Echos d'études politiques de Paris. He is currently a member of the chairman's club of the EBRD in London, in think tanks and universities as a research physicist at the French Institute of Atomic Energy. He worked as a chief Economist and strategist at the World Bank, where he served as managing director for Research for Peace and founder of the Reform and modernity Institute. He is the author of many par -

Jean-Pierre Lablanchy
Professor at the University of Paris X. He is a graduate of the École Polytechnique, 2002 and University of London School of Oriental and African Studies (1991-1994). He graduated from the École Polytechnique de Paris and the École nationale d'administration. He has been Overseas Minister Representative to the United Nations in Lebanon and Assistant to the Chief of Staff.

Thierry Malleret
President of the EBRD in London, in think tanks and universities as a research physicist at the French Institute of Atomic Energy. He worked as a chief Economist and strategist at the World Bank, where he served as managing director for Research for Peace and founder of the Reform and modernity Institute. He is the author of many par -

Jean-David Levitte
Former senior official in the French government, he served as President of the association Echos d'études politiques de Paris. He is currently a member of the chairman's club of the EBRD in London, in think tanks and universities as a research physicist at the French Institute of Atomic Energy. He worked as a chief Economist and strategist at the World Bank, where he served as managing director for Research for Peace and founder of the Reform and modernity Institute. He is the author of many par -

Jean-Pierre Lablanchy
Professor at the University of Paris X. He is a graduate of the École Polytechnique, 2002 and University of London School of Oriental and African Studies (1991-1994). He graduated from the École Polytechnique de Paris and the École nationale d'administration. He has been Overseas Minister Representative to the United Nations in Lebanon and Assistant to the Chief of Staff.

Thierry Malleret
President of the EBRD in London, in think tanks and universities as a research physicist at the French Institute of Atomic Energy. He worked as a chief Economist and strategist at the World Bank, where he served as managing director for Research for Peace and founder of the Reform and modernity Institute. He is the author of many par -

Jean-David Levitte
Former senior official in the French government, he served as President of the association Echos d'études politiques de Paris. He is currently a member of the chairman's club of the EBRD in London, in think tanks and universities as a research physicist at the French Institute of Atomic Energy. He worked as a chief Economist and strategist at the World Bank, where he served as managing director for Research for Peace and founder of the Reform and modernity Institute. He is the author of many par -

Jean-Pierre Lablanchy
Professor at the University of Paris X. He is a graduate of the École Polytechnique, 2002 and University of London School of Oriental and African Studies (1991-1994). He graduated from the École Polytechnique de Paris and the École nationale d'administration. He has been Overseas Minister Representative to the United Nations in Lebanon and Assistant to the Chief of Staff.

Thierry Malleret
President of the EBRD in London, in think tanks and universities as a research physicist at the French Institute of Atomic Energy. He worked as a chief Economist and strategist at the World Bank, where he served as managing director for Research for Peace and founder of the Reform and modernity Institute. He is the author of many par -

Jean-David Levitte
Former senior official in the French government, he served as President of the association Echos d'études politiques de Paris. He is currently a member of the chairman's club of the EBRD in London, in think tanks and universities as a research physicist at the French Institute of Atomic Energy. He worked as a chief Economist and strategist at the World Bank, where he served as managing director for Research for Peace and founder of the Reform and modernity Institute. He is the author of many par -

Jean-Pierre Lablanchy
Professor at the University of Paris X. He is a graduate of the École Polytechnique, 2002 and University of London School of Oriental and African Studies (1991-1994). He graduated from the École Polytechnique de Paris and the École nationale d'administration. He has been Overseas Minister Representative to the United Nations in Lebanon and Assistant to the Chief of Staff.

Thierry Malleret
President of the EBRD in London, in think tanks and universities as a research physicist at the French Institute of Atomic Energy. He worked as a chief Economist and strategist at the World Bank, where he served as managing director for Research for Peace and founder of the Reform and modernity Institute. He is the author of many par -

Jean-David Levitte
Former senior official in the French government, he served as President of the association Echos d'études politiques de Paris. He is currently a member of the chairman's club of the EBRD in London, in think tanks and universities as a research physicist at the French Institute of Atomic Energy. He worked as a chief Economist and strategist at the World Bank, where he served as managing director for Research for Peace and founder of the Reform and modernity Institute. He is the author of many par -

Jean-Pierre Lablanchy
Professor at the University of Paris X. He is a graduate of the École Polytechnique, 2002 and University of London School of Oriental and African Studies (1991-1994). He graduated from the École Polytechnique de Paris and the École nationale d'administration. He has been Overseas Minister Representative to the United Nations in Lebanon and Assistant to the Chief of Staff.

Thierry Malleret
President of the EBRD in London, in think tanks and universities as a research physicist at the French Institute of Atomic Energy. He worked as a chief Economist and strategist at the World Bank, where he served as managing director for Research for Peace and founder of the Reform and modernity Institute. He is the author of many par -

Jean-David Levitte
Former senior official in the French government, he served as President of the association Echos d'études politiques de Paris. He is currently a member of the chairman's club of the EBRD in London, in think tanks and universities as a research physicist at the French Institute of Atomic Energy. He worked as a chief Economist and strategist at the World Bank, where he served as managing director for Research for Peace and founder of the Reform and modernity Institute. He is the author of many par -

Jean-Pierre Lablanchy
Professor at the University of Paris X. He is a graduate of the École Polytechnique, 2002 and University of London School of Oriental and African Studies (1991-1994). He graduated from the École Polytechnique de Paris and the École nationale d'administration. He has been Overseas Minister Representative to the United Nations in Lebanon and Assistant to the Chief of Staff.

Thierry Malleret
President of the EBRD in London, in think tanks and universities as a research physicist at the French Institute of Atomic Energy. He worked as a chief Economist and strategist at the World Bank, where he served as managing director for Research for Peace and founder of the Reform and modernity Institute. He is the author of many par -

Jean-David Levitte
Former senior official in the French government, he served as President of the association Echos d'études politiques de Paris. He is currently a member of the chairman's club of the EBRD in London, in think tanks and universities as a research physicist at the French Institute of Atomic Energy. He worked as a chief Economist and strategist at the World Bank, where he served as managing director for Research for Peace and founder of the Reform and modernity Institute. He is the author of many par -

Jean-Pierre Lablanchy
Professor at the University of Paris X. He is a graduate of the École Polytechnique, 2002 and University of London School of Oriental and African Studies (1991-1994). He graduated from the École Polytechnique de Paris and the École nationale d'administration. He has been Overseas Minister Representative to the United Nations in Lebanon and Assistant to the Chief of Staff.

Thierry Malleret
President of the EBRD in London, in think tanks and universities as a research physicist at the French Institute of Atomic Energy. He worked as a chief Economist and strategist at the World Bank, where he served as managing director for Research for Peace and founder of the Reform and modernity Institute. He is the author of many par -

Jean-David Levitte
Former senior official in the French government, he served as President of the association Echos d'études politiques de Paris. He is currently a member of the chairman's club of the EBRD in London, in think tanks and universities as a research physicist at the French Institute of Atomic Energy. He worked as a chief Economist and strategist at the World Bank, where he served as managing director for Research for Peace and founder of the Reform and modernity Institute. He is the author of many par -

Jean-Pierre Lablanchy
Professor at the University of Paris X. He is a graduate of the École Polytechnique, 2002 and University of London School of Oriental and African Studies (1991-1994). He graduated from the École Polytechnique de Paris and the École nationale d'administration. He has been Overseas Minister Representative to the United Nations in Lebanon and Assistant to the Chief of Staff.
Nga Nam de Terres is a professor at Rennes School of Business and was the Prime Minister (1973-1976). He studied law and management at Sciences-Po and holds a PhD in Management from the Humboldt University of Berlin.

Jean-Emmanuel Faujon is a professor at the University of Rennes 2, where he holds a masters degree from Sciences-Po Paris and a PhD in Economics from the University of Rennes 2.

Philippe Maréchal is a professor at the University of Rennes 2, where he holds a masters degree in International Relations from Sciences-Po Paris and a PhD in Political Science from the University of Rennes 2.

Jean-Louis Poncet is a professor at the University of Rennes 2, where he holds a masters degree in Economics from Sciences-Po Paris and a PhD in Economics from the University of Rennes 2.

Marc-Antoine Foucher is a professor at the University of Rennes 2, where he holds a masters degree in International Relations from Sciences-Po Paris and a PhD in Economics from the University of Rennes 2.

Jean-Louis Poncet is a professor at the University of Rennes 2, where he holds a masters degree in International Relations from Sciences-Po Paris and a PhD in Economics from the University of Rennes 2.
INVITED GUESTS

She also studied at the Technical University of Budapest and Berlin and the University of Athens.


Thierry de Montbrial

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 (Centre d'analyse et de prévision stratégique, reorganized in 2009). He has been a member of the Académie des sciences morales et politiques of the Institut de France since 1992 and a member of the Russian Academy of Sciences. He serves on the boards of a number of international companies and institutes. Thierry de Montbrial is a graduate of the École Polytechnique and the University of California at Berkeley.

Igor Yurgens

Chairman of the Management Board of the Institute of Contemporary Development, Vice President of the Russian Union of Industrialists and Entrepreneurs and a member of the Presidential Council for the Development of Civil Society and Human Rights in Russia. He graduated from the Economics Department of Moscow State University. He is a professor of the Higher School of Economics and author of numerous articles and monographs. He is also the recipient of the Order of Honor of the Russian Federation.

Lionel Zinsou

CEO 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 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 École normale supérieure, Sciences Po, the London School of Economics 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.

INVITED GUESTS

THIERRY DE MONTBRIAL

an Honorary Doctorate in Laws by the University of Nottingham.
My second point is that because of this growing uncertainty, governance is essential. Without governance, our highly interdependent systems is likely to explode. The current governance organization is extremely weak. G8 and G20 are weak organizations. Not only are they weak, but they are relatively poor, both in terms of efficiency and legitimacy. I know that the talk about BRIICS’ or the BRICS is coming, but I often feel that we are now in a situation where all over the world there has been a shift in the direction of the emerging countries. By now, I would rather talk about B-tier of BRICs. The talk about Turkey is the latest step in this process. We have neglected what we talk about the emerging economies. I say this because we are going to listen to President Ilves of Estonia and I think Turkey is a country that is a very important country, not only in the Middle East but also large, but in the world. At the same time, it is also true that the diminishing leadership of the West has far too been replaced, and certainly not by a country like China. China does not have a history or experience of world affairs and development at the moment. Turkey is a large leadership gap and I think this is part of our problem of global governance.

How do we shape more sustainable global order is key, and paradigmatically today we can say that the experience of the European Union is one that can be discussed as a model possibly for the whole world. I say that on the very day when there is extremely high uncertainty because of the outcome of the European Union meeting in Brussels. My third and last point is to stress the importance of values. This is a fundamental aspect of the debate. The world is not a moral vacuum. There are no moral or religious traditions and we have different kinds of expectations. I think this should be seen as a source of wealth, not as a source of difficulty. At the same time, we are not talking about working in a cooperative way but countries with highly different values, while no country is pretending to prevail on the others. There is a great deal to be learned from that perspective.

I will conclude by expressing a wish. There is the famous Universal Declaration of Hu- man Rights. I dare to have the courage to make a declaration of human rights is not fully sustained. It is not universal because it is the values or traditions of non-Western countries were not taken into account when it was drafted. At some point, I wish we could draft a declaration of universal values. It seems to me that in all major traditions, including religious traditions, it should not be so difficult to find common values, such as human dignity, or perhaps even something like consent. People should not be forced to act in a way that they do not accept for themselves. My sincere hope for the future is that we make sure that this is a source of wealth.

Armed conflicts.

An important soft power element of the United Nations are the common value principles and objectives of international peace and security, human rights, equity in economic and social development and world order. For example is the United Nations Security Council inviting non-governmental organizations to participate in the drafting of a declaration on universal values that leads beyond human rights. That might probably be the best condition for developing a new sustainable global order. This is our own peaceful and honorable time to invite President Ilves of Estonia to give this introductory speech, after which I will call President Ilves. Thank you very much for your attention.
has regretfully not yet been adopted. Such a sport would provide the international community with a coherent framework for the decentralized implementation of our global action by the different inter-state, national governmental and non-state partners in global affairs.

At the same time the central object of our global policies has undergone a profound reorientation, from state-focused policies to crises-focused approaches to global affairs. The human being has in fact become the core object of our agenda. This new focus is reflected in the central role that human rights, human development and human security have assumed in our agenda.

This new focus of our Global Agenda is also to be understood as reflecting another dimension of our challenges: The citizens have become an important defining element for economic and social development, environmental sustainability and for peace and security. The citizen is not only primary victim but also actor and perpetrator in the defining of our societal quality.

In fact, most societies are living today a process of societal disintegration. Growing inequality is accompanied by processes of societal exclusion and marginalisation leading to civil wars, intra-state violence, organised crime and economic insecurity.

Concrete experience in the different regions of the world, in particular also in post-conflict areas,has put attention to the needful process of “society building” through learning and understanding of one’s own and the other’s human dignity as assured by our system of human rights.

Human rights cities are something relatively simple communities where the municipality in partnership with civil society, the private sector and academia, agree to assure that through processes of education, learning and socialisation, everyone in the community should understand and live by his or her dignity as granted by human rights.

Excellencies,

Ladies and gentlemen,

In the beginning of my talk I was referring to the increasing role of non-state actors in global governance. Today, it seems to be widely accepted that in the financial area the defining of our societal quality.

In fact, most societies are living today a process of societal disintegration. Growing inequality is accompanied by processes of societal exclusion and marginalisation leading to civil wars, intra-state violence, organised crime and economic insecurity.

Concrete experience in the different regions of the world, in particular also in post-conflict areas, has put attention to the needful process of “society building” through learning and understanding of one’s own and the other’s human dignity as assured by our system of human rights.

Human rights cities are something relatively simple communities where the municipality in partnership with civil society, the private sector and academia, agree to assure that through processes of education, learning and socialisation, everyone in the community should understand and live by his or her dignity as granted by human rights.

Excellencies,

Ladies and gentlemen,

In the beginning of my talk I was referring to the increasing role of non-state actors in global governance. Today, it seems to be widely accepted that in the financial area the defining of our societal quality.

In fact, most societies are living today a process of societal disintegration. Growing inequality is accompanied by processes of societal exclusion and marginalisation leading to civil wars, intra-state violence, organised crime and economic insecurity.

Concrete experience in the different regions of the world, in particular also in post-conflict areas, has put attention to the needful process of “society building” through learning and understanding of one’s own and the other’s human dignity as assured by our system of human rights.

Human rights cities are something relatively simple communities where the municipality in partnership with civil society, the private sector and academia, agree to assure that through processes of education, learning and socialisation, everyone in the community should understand and live by his or her dignity as granted by human rights.

Excellencies,

Ladies and gentlemen,

In the beginning of my talk I was referring to the increasing role of non-state actors in global governance. Today, it seems to be widely accepted that in the financial area the defining of our societal quality.

In fact, most societies are living today a process of societal disintegration. Growing inequality is accompanied by processes of societal exclusion and marginalisation leading to civil wars, intra-state violence, organised crime and economic insecurity.

Concrete experience in the different regions of the world, in particular also in post-conflict areas, has put attention to the needful process of “society building” through learning and understanding of one’s own and the other’s human dignity as assured by our system of human rights.

Human rights cities are something relatively simple communities where the municipality in partnership with civil society, the private sector and academia, agree to assure that through processes of education, learning and socialisation, everyone in the community should understand and live by his or her dignity as granted by human rights.

Excellencies,

Ladies and gentlemen,

In the beginning of my talk I was referring to the increasing role of non-state actors in global governance. Today, it seems to be widely accepted that in the financial area the defining of our societal quality.

In fact, most societies are living today a process of societal disintegration. Growing inequality is accompanied by processes of societal exclusion and marginalisation leading to civil wars, intra-state violence, organised crime and economic insecurity.

Concrete experience in the different regions of the world, in particular also in post-conflict areas, has put attention to the needful process of “society building” through learning and understanding of one’s own and the other’s human dignity as assured by our system of human rights.

Human rights cities are something relatively simple communities where the municipality in partnership with civil society, the private sector and academia, agree to assure that through processes of education, learning and socialisation, everyone in the community should understand and live by his or her dignity as granted by human rights.

Excellencies,

Ladies and gentlemen,

In the beginning of my talk I was referring to the increasing role of non-state actors in global governance. Today, it seems to be widely accepted that in the financial area the defining of our societal quality.

In fact, most societies are living today a process of societal disintegration. Growing inequality is accompanied by processes of societal exclusion and marginalisation leading to civil wars, intra-state violence, organised crime and economic insecurity.

Concrete experience in the different regions of the world, in particular also in post-conflict areas, has put attention to the needful process of “society building” through learning and understanding of one’s own and the other’s human dignity as assured by our system of human rights.

Human rights cities are something relatively simple communities where the municipality in partnership with civil society, the private sector and academia, agree to assure that through processes of education, learning and socialisation, everyone in the community should understand and live by his or her dignity as granted by human rights.

Excellencies,

Ladies and gentlemen,

In the beginning of my talk I was referring to the increasing role of non-state actors in global governance. Today, it seems to be widely accepted that in the financial area the defining of our societal quality.

In fact, most societies are living today a process of societal disintegration. Growing inequality is accompanied by processes of societal exclusion and marginalisation leading to civil wars, intra-state violence, organised crime and economic insecurity.

Concrete experience in the different regions of the world, in particular also in post-conflict areas, has put attention to the needful process of “society building” through learning and understanding of one’s own and the other’s human dignity as assured by our system of human rights.

Human rights cities are something relatively simple communities where the municipality in partnership with civil society, the private sector and academia, agree to assure that through processes of education, learning and socialisation, everyone in the community should understand and live by his or her dignity as granted by human rights.
After all, the Southern Mediterranean is a region that has been the cradle of many civilizations.

In that sense, who can deny the importance of the Great Library of Alexandria, which was the single greatest archive of knowledge of the ancient world? It should also be noted that the region was home to many great philosophers like Farabi and Ibn Khaldun. Their influence in sociology, political science, and education has been felt over generations.

Therefore, one can argue that there has always been the necessary historical and intellectual accumulation in the region for the ideal of a pluralistic democracy. What is happening now, on the basis of genuine homegrown dynamics, represents a correction of history and the course of human civilizations.

Nonetheless, it is too early to make a safe prediction as to what will happen in each country engulfed by the winds of change. There will be some methods along the way. Each country will find its own balance based on its specific conditions.

However, we believe that now we have a golden opportunity to end the decades-long misery of the region. We hope that the people’s genuine aspirations for a dignified life will be materialized.

To this end, the new global economic order must redefine these imbalances and create a new framework where developed and developing economies can deal with these challenges in a true spirit of partnership.

We should remind ourselves that development and security are directly linked and mutually reinforcing.

We, as the international community, should decisively assist the new democracies of the region. Particularly our approach to religious freedom and secularism, and the way we have defended them, sets an example for those countries in the region struggling to find the right balance between faith and politics.

It is no surprise that the emerging democracies in the MENA region are examining Turkish democratic experiences and the institutional set-up. Turkey is a source of inspiration for them.

Turkish experience proves that traditional and spiritual values can be in perfect harmony with the contemporary standards of life and modernity.

It is no surprise that the emerging democracies in the MENA region are examining Turkish democratic experiences and the institutional set-up. Turkey is a source of inspiration for them.

Particularly our approach to religious freedoms and secularism, and the way we have defended them, sets an example for those countries in the region struggling to find the right balance between faith and politics.

We cannot overlook the daunting economic and social requirements of hardship lying ahead.

When the revolutionary fervor subsides, the new leaders will face themselves with the enormous challenge of creating economic opportunities for everyone.

In this regard, last May we hosted the Fourth United Nations Conference on the Least Developed Countries (LDC).

We have then intensified our efforts to address development problems of the LDC's as stipulated by the Istanbul Action Plan.

As Turkey, we consider such an engagement with the least developed countries a priority.

Ladies and Gentlemen,

As Turkey, we consider such an engagement with the least developed countries a priority.

In this regard, last May we hosted the Fourth United Nations Conference on the Least Developed Countries (LDC).

We have then intensified our efforts to address development problems of the LDC's as stipulated by the Istanbul Action Plan.

We have then intensified our efforts to address development problems of the LDC's as stipulated by the Istanbul Action Plan.

For us, as the international community, should decisively assist the new democracies of the region. Particularly our approach to religious freedom and secularism, and the way we have defended them, sets an example for those countries in the region struggling to find the right balance between faith and politics.

It is no surprise that the emerging democracies in the MENA region are examining Turkish democratic experiences and the institutional set-up. Turkey is a source of inspiration for them.

Turkish experience proves that traditional and spiritual values can be in perfect harmony with the contemporary standards of life and modernity.

It is no surprise that the emerging democracies in the MENA region are examining Turkish democratic experiences and the institutional set-up. Turkey is a source of inspiration for them.

Particularly our approach to religious freedoms and secularism, and the way we have defended them, sets an example for those countries in the region struggling to find the right balance between faith and politics.

We cannot overlook the daunting economic and social requirements of hardship lying ahead.

When the revolutionary fervor subsides, the new leaders will face themselves with the enormous challenge of creating economic opportunities for everyone.

In this regard, last May we hosted the Fourth United Nations Conference on the Least Developed Countries (LDC).

We have then intensified our efforts to address development problems of the LDC's as stipulated by the Istanbul Action Plan.

As Turkey, we consider such an engagement with the least developed countries a priority.

In this regard, last May we hosted the Fourth United Nations Conference on the Least Developed Countries (LDC).

We have then intensified our efforts to address development problems of the LDC's as stipulated by the Istanbul Action Plan.

We have then intensified our efforts to address development problems of the LDC's as stipulated by the Istanbul Action Plan.

Ladies and Gentlemen,

As Turkey, we consider such an engagement with the least developed countries a priority.

In this regard, last May we hosted the Fourth United Nations Conference on the Least Developed Countries (LDC).

We have then intensified our efforts to address development problems of the LDC's as stipulated by the Istanbul Action Plan.

As Turkey, we consider such an engagement with the least developed countries a priority.

In this regard, last May we hosted the Fourth United Nations Conference on the Least Developed Countries (LDC).

We have then intensified our efforts to address development problems of the LDC's as stipulated by the Istanbul Action Plan.

As Turkey, we consider such an engagement with the least developed countries a priority.

In this regard, last May we hosted the Fourth United Nations Conference on the Least Developed Countries (LDC).

We have then intensified our efforts to address development problems of the LDC's as stipulated by the Istanbul Action Plan.

We have then intensified our efforts to address development problems of the LDC's as stipulated by the Istanbul Action Plan.

Ladies and Gentlemen,
In a global currency area, avoiding the painful economic fallout of sovereign bankruptcies.

The current struggle is not about keeping or abandoning the Euro-project, but about avoiding the panic and destruction of a currency area.

This fear is fuelled by media reports and analysts glooming about the end of the EUR and Eurozone, which lead to fear and great uncertainty in the markets.

I usually end the conversation, as I cannot convince them about anything: look my family and friends:

The future of the Euro is one of the major concerns we are currently confronted with

The crisis will not be solved by increased capital requirements on short notice, as the core of the problem is the structure of the markets in the shadow of public debt.

All reforms requested singularly concentrate on cost savings! But Europe needs both!

Ladies & Gentlemen, as an American banker, I will concentrate on European governance and European macroeconomic issues, as they are strongly interlinked.

Dear Mr. Thierry de Montbrial, I have read your message on your website as a preparation for my speech.

It is a great honour for me to speak today here in front of such a distinguished group of people.

It is a great honour for me to speak today here in front of such a distinguished group of people.

Dear Mr. Thierry de Montbrial,

I absolutely agree that we must find «win-win» situations. Especially in Europe, where a further acceleration of the crisis would have a major impact on the entire world.

You state that we have to find back to ways of global governance which end with «win-lose» situations.

So, we need fundamental reforms. That is undisputed.

The Eurozone is in aggregate a comparatively low public debt area of (2011) 89% of GDP. This compares favourably to the USA (108%) or Japan (231%).

The future of the Euro is one of the major concerns we are currently confronted with when talking to clients in our group.

The Eurozone in aggregate does not solve financing problems of individual countries (in the case of Greece even debt restructuring). Therefore the issue can be argued as follows:

In aggregate the fundamentals of the Euro are quite good, if I compare it with other currencies.

A default of a Eurozone member does not automatically endanger the Euro per se.

A. Single countries cannot «print» their way out of the crisis and devalue the Euro.

Ladies & Gentlemen, let me shortly summarise on what I have said so far:

b. Should a default of one or more Eurozone countries happen, something that I am certain will be avoided, the acceptance of Greece, the fall-out will affect the financial system (having to cope with substantial capital losses) and the real economy (suffering a deep and drawn-out recession), but not the stability of the currency.

You will ask me then of course. Do these bond purchases endanger the purchasing power of future generations?

The separate contract shall be negotiated until March, which is a tight timeline, as the negotiations to conclude a fiscal union and to put indebted countries into the lime light of negative reporting and rating agencies will be the next.

b. Therefore less money than before is coming into the real economy and ECB bond purchases will help to fight deflation, which is a bigger risk than inflation at the moment.

In the context of this new EBA regulation, some international media commentators have written about a «financial I-Term» and a «credit crunch».

That is not a perfect result, but for the Euro it is a good step into the right direction. The Eurozone is a fiscal union on paper, but most probably will be implemented at later stage.

A. The current state of the Eurozone is demanding a fiscal union.

You will ask me then of course. Do these bond purchases endanger the purchasing power of future generations?

b. Money which is not coming out of the EFSF, will need to come from ECB.

a. I am absolutely confident, that all the countries besides Greece will be able to restructure their public debt and come out of the crisis without the need to default. All other countries have the willingness and the potential to come back to normal, but not the ability.

The separate contract shall be negotiated until March, which is a tight timeline, as the negotiations to conclude a fiscal union and to put indebted countries into the lime light of negative reporting and rating agencies will be the next.

We need to create jobs and provide future oriented programs, as social unrest is the biggest risk for stability.

Central & Eastern Europe

As someone who is heavily engaged in CEE, I dare to make a few remarks about CEE.

In the context of this new EBA regulation, some international media commentators have written about a «financial I-Term» and a «credit crunch».

The crisis will not be solved by increased capital requirements on short notice, as the core of the problem is the structure of the markets in the shadow of public debt.

The separate contract shall be negotiated until March, which is a tight timeline, as the negotiations to conclude a fiscal union and to put indebted countries into the lime light of negative reporting and rating agencies will be the next.

The crisis will not be solved by increased capital requirements on short notice, as the core of the problem is the structure of the markets in the shadow of public debt.

Central & Eastern Europe

As someone who is heavily engaged in CEE, I dare to make a few remarks about CEE.

In the context of this new EBA regulation, some international media commentators have written about a «financial I-Term» and a «credit crunch».

The crisis will not be solved by increased capital requirements on short notice, as the core of the problem is the structure of the markets in the shadow of public debt.

The separate contract shall be negotiated until March, which is a tight timeline, as the negotiations to conclude a fiscal union and to put indebted countries into the lime light of negative reporting and rating agencies will be the next.
Thank you! Out of the current crisis for all involved parties. Pan-European solidarity and in a second step, increased European integration is the only on strategic growth programs. This will only be possible through solidarity. Otherwise you want to see it. You want to make it. And they have the brain to do it.

Due to this catching up process Eastern Europe will show a positive real GDP growth of 300 m customers, who will fast catch up with Western Europe. The GDP per capita of Eastern Europe one sees the inherent conversion process of where Europe is heading. Eastern Europe is less indebted with the exception of Hungary competitive, and have a well educated workforce. Therefore the «conversion-process» will continue: you want to have it. You want to see it. You want to make it. And they have the brain to do it.

The range of topics we have covered today and yesterday is breathtaking. To add a new range of topics, we have discussed in our opening remarks. But for the sake of the audience, I have chosen to focus on several important issues. These three cases are, as I said earlier, a sample from a list of nine categories. The others of brevity I have consulted statistics that divide various social groups, so that we start by looking at the public order, we have seen a tent camp in front of the House of Parliament. Thus, the inherent motor of conversion. You want to have it. You want to see it. You want to make it. And they have the brain to do it.

Testing the level of trust in various societies was made in a simple manner so that the results from various countries would be comparable to the greatest degree possible. "Most people can be trusted" was claimed. In countries with high degree of income inequality, the level of trust was quite low. Conversely, in countries with smaller differences in income, in other words in countries that are more equal in these terms, the level of trust was much higher.

Simply, great differences in equality mean great differences to public trust. The authors of the book I have quoted to try to establish a causal relationship between inequality and trust. Does trust increase equality or is it the other way around? They come to the conclusion that equality guarantee trust. This conclusion is based on a good deal of social research. How about life expectancy and infant mortality? Here, again, the results are very much in line with the observations described above. Low levels of inequality go hand in hand with positive outlook of life expectancy, and with a low rate of infant mortality. This relationship is obvious.

What then, about social mobility? In some countries the degree of equal opportunity as an article of faith. If equal opportunity means that not only all humans born equal, but they also have the same possibility to success in life, then we believe in fairness that does not mean income inequality. More equal the societies are in terms of income, more likely is high social mobility.

Does trust increase equality or is it the other way around? They come to the conclusion that equality guarantee trust. This conclusion is based on a good deal of social research. How about life expectancy and infant mortality? Here, again, the results are very much in line with the observations described above. Low levels of inequality go hand in hand with positive outlook of life expectancy, and with a low rate of infant mortality. This relationship is obvious.

Testing the level of trust in various societies was made in a simple manner so that the results from various countries would be comparable to the greatest degree possible. "Most people can be trusted" was claimed. In countries with high degree of income inequality, the level of trust was quite low. Conversely, in countries with smaller differences in income, in other words in countries that are more equal in these terms, the level of trust was much higher.

The question however is: how much is enough to constitute an incentive? This no doubt varies substantially from country to country. Societies are in terms of income, more likely is high social mobility.

Does trust increase equality or is it the other way around? They come to the conclusion that equality guarantee trust. This conclusion is based on a good deal of social research. How about life expectancy and infant mortality? Here, again, the results are very much in line with the observations described above. Low levels of inequality go hand in hand with positive outlook of life expectancy, and with a low rate of infant mortality. This relationship is obvious.

What then, about social mobility? In some countries the degree of equal opportunity as an article of faith. If equal opportunity means that not only all humans born equal, but they also have the same possibility to success in life, then we believe in fairness that does not mean income inequality. More equal the societies are in terms of income, more likely is high social mobility.

Testing the level of trust in various societies was made in a simple manner so that the results from various countries would be comparable to the greatest degree possible. "Most people can be trusted" was claimed. In countries with high degree of income inequality, the level of trust was quite low. Conversely, in countries with smaller differences in income, in other words in countries that are more equal in these terms, the level of trust was much higher.

The question however is: how much is enough to constitute an incentive? This no doubt varies substantially from country to country. Societies are in terms of income, more likely is high social mobility.

Does trust increase equality or is it the other way around? They come to the conclusion that equality guarantee trust. This conclusion is based on a good deal of social research. How about life expectancy and infant mortality? Here, again, the results are very much in line with the observations described above. Low levels of inequality go hand in hand with positive outlook of life expectancy, and with a low rate of infant mortality. This relationship is obvious.

What then, about social mobility? In some countries the degree of equal opportunity as an article of faith. If equal opportunity means that not only all humans born equal, but they also have the same possibility to success in life, then we believe in fairness that does not mean income inequality. More equal the societies are in terms of income, more likely is high social mobility.

Does trust increase equality or is it the other way around? They come to the conclusion that equality guarantee trust. This conclusion is based on a good deal of social research. How about life expectancy and infant mortality? Here, again, the results are very much in line with the observations described above. Low levels of inequality go hand in hand with positive outlook of life expectancy, and with a low rate of infant mortality. This relationship is obvious.

Testing the level of trust in various societies was made in a simple manner so that the results from various countries would be comparable to the greatest degree possible. "Most people can be trusted" was claimed. In countries with high degree of income inequality, the level of trust was quite low. Conversely, in countries with smaller differences in income, in other words in countries that are more equal in these terms, the level of trust was much higher.

The question however is: how much is enough to constitute an incentive? This no doubt varies substantially from country to country. Societies are in terms of income, more likely is high social mobility.

Does trust increase equality or is it the other way around? They come to the conclusion that equality guarantee trust. This conclusion is based on a good deal of social research. How about life expectancy and infant mortality? Here, again, the results are very much in line with the observations described above. Low levels of inequality go hand in hand with positive outlook of life expectancy, and with a low rate of infant mortality. This relationship is obvious.

What then, about social mobility? In some countries the degree of equal opportunity as an article of faith. If equal opportunity means that not only all humans born equal, but they also have the same possibility to success in life, then we believe in fairness that does not mean income inequality. More equal the societies are in terms of income, more likely is high social mobility.

Does trust increase equality or is it the other way around? They come to the conclusion that equality guarantee trust. This conclusion is based on a good deal of social research. How about life expectancy and infant mortality? Here, again, the results are very much in line with the observations described above. Low levels of inequality go hand in hand with positive outlook of life expectancy, and with a low rate of infant mortality. This relationship is obvious.

Testing the level of trust in various societies was made in a simple manner so that the results from various countries would be comparable to the greatest degree possible. "Most people can be trusted" was claimed. In countries with high degree of income inequality, the level of trust was quite low. Conversely, in countries with smaller differences in income, in other words in countries that are more equal in these terms, the level of trust was much higher.

The question however is: how much is enough to constitute an incentive? This no doubt varies substantially from country to country. Societies are in terms of income, more likely is high social mobility.

Does trust increase equality or is it the other way around? They come to the conclusion that equality guarantee trust. This conclusion is based on a good deal of social research. How about life expectancy and infant mortality? Here, again, the results are very much in line with the observations described above. Low levels of inequality go hand in hand with positive outlook of life expectancy, and with a low rate of infant mortality. This relationship is obvious.

Testing the level of trust in various societies was made in a simple manner so that the results from various countries would be comparable to the greatest degree possible. "Most people can be trusted" was claimed. In countries with high degree of income inequality, the level of trust was quite low. Conversely, in countries with smaller differences in income, in other words in countries that are more equal in these terms, the level of trust was much higher.

The question however is: how much is enough to constitute an incentive? This no doubt varies substantially from country to country. Societies are in terms of income, more likely is high social mobility.

Does trust increase equality or is it the other way around? They come to the conclusion that equality guarantee trust. This conclusion is based on a good deal of social research. How about life expectancy and infant mortality? Here, again, the results are very much in line with the observations described above. Low levels of inequality go hand in hand with positive outlook of life expectancy, and with a low rate of infant mortality. This relationship is obvious.
societies that so recently were in the periphery in terms of economic development have become the engines of growth. Their social models are, in many countries, still vastly different from ours, certainly different from the Scandinavian model.

The crucial question is, can we maintain our model in this global competition? Is it more than we can afford or is it rather a source of strength? My own answer is simple. No social model can be everlasting in a world that is in the midst of rapid change and social turmoil. The challenge is to find a balance and better balance than today, between security and performance.

In my country the issues now debated are not very different from those in other European countries. Issues such as what would be the proper age for retirement are hotly debated. Fortunately our public health services are such that more people than ever can maintain their capacity to work in a productive way for longer than before. The retirement age can be higher than today to secure the availability of labor in a society where birth rate is less than what is needed for reproduction. What would constitute a proper balance between services produced by the public sector, and what should be the role of outsourcing, is another bone of contention.

Slowly but surely more and more people become conscious of the severity of these problems. With that they are frustrated and feel insecure of facing a future that is not as promising as they had expected. This is an atmosphere where political populism and charlatans thrive. In most European countries, and in particular in those where the economic and social situations are stressed, the populists have become a force that cannot be ignored. They offer simple solutions to complex problems. They offer quick fixes to all sorts of issues, without bearing the responsibility for their advice.

It means to me that during the last few years, in too many countries the very values that our political and social systems are built on have been challenged. Not in a violent way, as was the case during the first half of the past century. But nevertheless in a way that may make rational solutions to the problems of our time exceedingly difficult. If people feel that undeserved privileges and unreasonable distribution of wealth is the norm, their anger may be difficult to meet. Here I would like to stress the words: undeserved privileges.

Ladies and Gentlemen,

We here tonight are all people with privileges. Otherwise we would not be here today. This is why it is our duty to work to deserve our privileges. Tomorrow is our third working day here in Vienna. It gives us good opportunity to mobilize our intellectual resources and our imagination to seek solutions to the innumerable problems that need our attention.

Thank you for your attention.
Syria’s civil war is bigger than Syria itself

Vienna, Austria – It is the Arab Apocalypse. Not “spring,” not “out of order,” not even “un Historique” can describe the systemic upheaval that has engulfed Syria, where other Arab nations officially possess for the overthrow of the regime headed by Bashar al-Assad, let us call it a humanitarian and air- strike.

Assad’s government “has become a killing ma-
chine,” says Turki bin Faisal of Saudi Arabia, one of the kingdom’s most senior princes, one of whose masters in Intelligence, as an ambassador to Washington a- man does not give to bombast. “The killing has to stop. I want to stop,” he declared last weekend in the Austrian capital by FrI, a lea-

ence, a gathering of officials and experts organized in damascus. Saudi Arabia, Qatar, the United Arab Emirates, and other Gulf countries are.synced in their determined push for regime change in and near the Arabian Peninsula have another

Sickened by the slaughter and feeling personally Arab leaders have suddenly understood. The Syrian aftermath will be more momentous and war within islam that has raged for three decades. Syria will shift the balance of power in a larger civil

Egypt, Libya and (it seems) Yemen, the outcome in Syria’s burgeoning civil war involves forces and

They as well as damascus are now the targets of an active exchange of intelligence and tentative discussion of some

Putin’s return to a zero-sum calculus reminiscent of

bismarck, who created a united and

Creation of growth and popular well being in nations

Almost everyone is after a win in Vienna last weekend, the fourth annual world

The great economic crisis has given

Western and Eastern Europeans worried as much about German effort to dominate the continent. Stalin created his own system of states under Russian

control, separating Occupied Germany from Rus-

sion. MVD was the American fire-bombing of Germany’s cities – the

battles of waterloo. Powell has written in the Financial Times, Britain has “missed it and continued the bloodletting until his

But he possessed survival skills that few other

humans, including his son, commander. And the other

in a different time. Hearing a Saudi prince and an

Israeli defense minister give essentially the same

answer contained rays of hope, cur-

ring there, where decidedly mixed feelings were

ring there, where decidedly mixed feelings were

expressed about this successful German imposition of its own economic norms on an EU in distress.

As Jean dominique giuliani of the Robert Schuman

Foundation put it, the outcome was the expression

of “a political determination to break with the spiral

of doubt, indecision and division.” For those who

sacrifice, reassuring to germans. The unprivileged

City rejects “statist” Europe. whether this is a good

future, this has been a critical event, coming at a

As Jonathan

City rejects “statist” Europe. whether this is a good

For those, on the other hand, who have felt unease

of Foreign Relations (IfrI) as a vehicle of European

integration of Europe, recalls the unhappy period

now committed their states to go in advancing the

officials, lacking a mandate to go as far as they have

The Brussels agreements again include

constitutional revisions in the individual states.

And France. The brussels agreements again include

which was initially rejected by both the netherlands

and France. The brussels agreements again include

which was initially rejected by both the netherlands

and France. The brussels agreements again include

constitutional revisions in the individual states.

For those, on the other hand, who have felt unease

of Foreign Relations (IfrI) as a vehicle of European

integration of Europe, recalls the unhappy period

now committed their states to go in advancing the

officials, lacking a mandate to go as far as they have

The Brussels agreements again include

constitutional revisions in the individual states.

And France. The brussels agreements again include

which was initially rejected by both the netherlands

and France. The brussels agreements again include

constitutional revisions in the individual states.

For those, on the other hand, who have felt unease

of Foreign Relations (IfrI) as a vehicle of European

integration of Europe, recalls the unhappy period

now committed their states to go in advancing the

officials, lacking a mandate to go as far as they have

The Brussels agreements again include

constitutional revisions in the individual states.

And France. The brussels agreements again include

which was initially rejected by both the netherlands

and France. The brussels agreements again include

constitutional revisions in the individual states.
HUFFPOST POST
United States • 12/12/2011

Optimism for the Eurozone: and Europe: «redistribution of wealth» and actually mean it. It was a very practical, sane kind of conference, less rushed and more in-depth than many other conferences of its kind. The topic range was wide, the Arab Spring, with its diverse effects on global governance and the one-on-one, and in-the-round format helped, but not without the economy, the Eurozone and the Euro as currency. (…)

BLOOMBERG BUSINESSWEEK
Unified States • 12/12/2011

Turkish president criticizes EU candidacy:

Akbahadettin Gull also called for rearranging the U.N. Security Council, suggesting that permanent nation statuses no longer reflected the shift in influence from the post-Soviet era when the five nuclear powers effectively steered world policy. "It is time, in the World Policy Conference’s three-day session, once more to turn to Turkey’s prominence — in the Middle East, the Mediterranean, and beyond." (…)

AMER DAILY
Spain • 12/12/2011

Dos trimestres de construcción. (…) Cuando el cielo se cierra en España, en un escenario económico marcado por la recesión, y con la economía mundial que — según la reciente World Policy Conference — tiene que adaptarse a una nueva era, el problema de la caja constante es un tema que se debe discutir seriamente. (…)

EQUIP BULLETIN
France • 12/12/2011

After Arab Spring, Israeli should be cautious:

Themensuch Arab Spring speziell about the Arab Spring and the political atmosphere in the region is not an easy task. Whether Arab Spring speakers should change their approach, the situation in the Middle East to change, or not, has been a key topic of discussion from the Egyptian presidency, and Friday. “We are seeing a historic and cautious change in the Middle East,” Arab Spring speakers and analysts say. (…)

HAARETZ.COM
Israel • 12/12/2011

Israel’s prime minister should change:

The Israeli government must change, and not just in the Middle East. (…)

L‘Observateur
France • 12/12/2011

Après le printemps arabe, l’israélien doit savoir changer (Anc Beres)

Lé vice-président de la Légion arabe Amr Moussa, qui affirme au printemps pour l’Egypte, a samedi vendredi à Vienne que la sortie de la question arabe, le changement doit toucher aussi par le pays de la région, y compris Israël. « Nous cessions un danger historique et épineux, » a déclaré M. Moussa, lors d’une conférence sur les relations internationales (World Policy Conference) organisés par l’Insitute français des relations internationales (IFRI). (…)

TVN4
Poland • 12/12/2011

Israel: Upadek Asada to byłoby błogosławieństwo (…) Izrael: Upadek Asada to byłoby błogosławieństwo

Upadek prezydenta Syrii Baszara el-Asada mógłby być błogosławieństwem dla Bliskiego Wschodu, podkreślił w poniedziałek zespół dyplomacji zagranicznej Izraela Ehud Barak. Poruszył też problem Iranu i choć wezwał do zastosowania sankcji wobec Teheranu, to nie wspominał nic o polityce wobec Izraela. (…)

NEWSIU.CC
Romania • 12/11/2011

Eduard Barbu: noul regim al Asada — beneficiu pentru Egiptul vestic. „Acesta este un moment crucial in istoria noului rege din Orientul Mijlociu, cunoscute ca ‘Regim al Numaiii’. Dar este necesar ca un nou regim sa aiba o orientare ca sa fie un beneficiu pentru zona.” (…)

GIZBURGER
Austria • 12/11/2011

Chine Vize-Außenministerin über Köln

Für Ying spricht im Interview über Europas Schuldenkrise, das Verhältnis zur EU und die Entwicklung des Landes. China ist derzeit die einzige Lokomotive der Weltwirtschaft, Exportweltmeister und in den letzten Jahren stark auf den Absatz in den neuen Markenländern gewachsen. (…)

CHOUNRIZU
South Korea • 12/12/2011

한에 사라지는 대화의 기회 (…) 한국의 대화의 기회 (…)를 통해 조속한 전략적 대응이 필요하다고 주장한 이는 정부의 대안이 없음을 알리는 목적으로 전략적 대응이 필요하다고 주장한 이는 정부의 대안이 없음을 알리는 목적으로 전략적 대응이 필요하다고 주장한 이는 정부의 대안이 없음을 알리는 목적으로 전략적 대응이 필요하다고 주장한 이는 정부의 대안이 없음을 알리는 목적으로 전략적 대응이 필요하다고 주장한 이는 정부의 대안이 없음을 알리는 목적으로 전략적 대응이 필요하다고 주장한 이는 정부의 대안이 없음을 알리는 목적으로 전략적 대응이 필요하다고 주장한 이는 정부의 대안이 없음을 알리는 목적으로 전략적 대응이 필요하다고 주장한 이는 정부의 대안이 없음을 알리는 목적으로 전략적 대응이 필요하다고 주장한 이는 정부의 대안이 없음을 알리는 목적으로 전략적 대응이 필요하다고 주장한 이는 정부의 대안이 없음을 알리는 목적으로 전략적 대응이 필요하다고 주장한 이는 정부의 대안이 없음을 알리는 목적으로 전략적 대응이 필요하다고 주장한 이는 정부의 대안이 없음을 알리는 목적으로 전략적 대응이 필요하다고 주장한 이는 정부의 대안이 없을

CUMHURVET
Turkey • 12/09/2011

GÜL’DEN HRVATSTAN YORUMU

Cumhurbaşkanı Abdullah Gül, Dördüncü Dünya Siyaset Konferansı’na katıldığı Viyana'da, “Kıbrıs probleminin çözümü için kritik bir anı” olarak nitelendirerek, “ possívels problemats de la zona. (…)

REPUBLIKA.CO.ID
Indonesia • 12/12/2011

Ephor Barak Berbagi Strategi Lampungkan Iran: Menang Pasang dan Bank Santanovy

Keragaman kebijakan internasional yang kini tumbuh subur hanyalah cermi makna konferensi Vize-Außenministerin (…) terjadi hari ini. Hal itu dijelaskan oleh Menteri Perbenaan Istanh Basar saat menghadiri sidang pleno pada Konferensi Kelaswan Dunia di kota besar Bucharest (…)

Access the Press Review
I don’t believe that the Arab Spring or the Iranian nuclear power are the consequences of our inability to solve the conflict with the Palestinians, but this conflict is very often used as an excuse to go to the extreme, to mobilize popular sentiments against other players in the internal arena, which is quite disturbing. (…) Thierry de Montbrial

If countries that go to war use the internet and disrupt those communication channels, they also disrupt the average person’s phone service (…). So people are starting to have serious discussions about how we make sure that the functioning of the internet is not disrupted by government activity. Scott Charney

I’m an optimist. I think the Arab Spring will lead to a more democratic and open system, which is already the case in many countries including Morocco. It will mean more representation of the people. So, I’m optimistic. Mostafa Terrab

The rich parts of the world are saving up too much of the carbon budget and undermining the livelihood of the poorest, an issue that requires talking about values and justice. (…) We need to link human rights, development, environment, climate change, ecosystems and how we treat our world. Mary Robinson

The EU is a very successful example of regional cooperation. But after many decades, it has become a Christian club, as it cannot admit a single non-Christian society into the European Union. By contrast, the Association of Southeast Asian Nations (ASEAN) has Christians, Hindus, Muslims, Buddhists, Confucians, Taoists, and Communists among its members. Kishore Mahbubani

I think the belief in non-interference in the internal affairs of other countries is very strong. It is widely shared by the public; it is the people’s feeling. But we are very active participants in international affairs, as long as there is a consensus. (…) We want to be involved in a constructive and positive way. Fu Ying
The OCP Group is a global leader in the production and distribution of rock, phosphates, fertilizers, and related products. These products are essential inputs to food crops and help rebuild healthy soils. A Moroccan state-owned company with global reach, OCP Partners a network of over 125 customers on 5 continents, and through them supports farmers in all corners of the planet.

Founded in 1913, OCP has evolved from its roots as a phosphate mining company to becoming a diversified product company that serves farmers by producing its products adapted to different markets and needs.

OCP proudly plays an important role in the economic development and global competitiveness of Morocco. It is the largest company in the country, generating significant new development and 35 million indirect jobs across Morocco. OCP represents approximately 5% of Morocco’s GDP and accounts for one quarter of its exports. At the same time, OCP is a substantial contributor to the success of Morocco’s own economic development strategy.

With a mission to deliver long-term sustainable growth, increasing innovation in R&D, seeking partnerships and opportunities, adapting to market changes, and strengthening competitive advantages. Sanoh has strong roots in the field of health systems with high platform capacities, particularly in areas such as human resources, healthcare, diabetes, innovative products and animal health. Through the acquisition of Syngenta, it has strengthened its position in the production, technology and rare diseases. Key Figures: Approx. 100,000 employees in over 100 countries. Euros 25 billion 2011 net sales.

Lafarge is the world leader in building materials, with top-ranking positions in all of its businesses: Cement, Aggregates & Concretes and Gypsum. With 75,000 employees in 78 countries, Lafarge posted sales of Euros 13.5 billion in 2010. Lafarge was ranked 6th in the “Carbon Disclosure Project” and is included in the global Dow Jones Sustainability Index. In 2011, Lafarge is recognized for its sustainable development actions. With the world’s leading building materials research facility, Lafarge places innovation at the heart of its priorities, working for sustainable construction and architectural innovation.

EADS is a global leader in aeroespace, defense and related services. In 2010, the Group – comprising Airbus, Airtours, Airbus, Airtours and Sunfact – generated revenues of 46.8 billion and employed a workforce of nearly 130,000.

Founded in 2009 as the Founders’ Forum, the Zinsou Foundation is Benin’s first private foundation. The primary purpose of the Zinsou Foundation’s work is to ensure a brighter future for the country and its youth. The Foundation’s vision is: “The better educated the young people of Benin become, the greater their chances of success in their lives.” The Foundation’s mission is: “To ensure that the young generation of Benin can benefit from the best possible education and be armed with the skills and knowledge they need to succeed in today’s world.” The Foundation’s core activities are: education, health, social welfare.

Novartis provides innovative healthcare solutions that address the existing needs of patients and societies. Headquartered in Basel, Switzerland, Novartis offers its innovative portfolio of medical and social care products to people across the globe.

Renault Nissans Alliance is a strategic partnership between Paris-based Renault and Mitsubishi, Japan-based Hino, which together sell in 110 car markets. The companies, which have been strategic partners since 1999, have 350,000 employees and five major brands. Renault, Nissan, Renault Samsung Motors, Datsun and Infiniti. They sold 9.1 million cars in 2010, making the Alliance the world’s third largest automotive group. Since its founding 12 years ago, the cross-cultural Alliance has expanded significantly, particularly in emerging markets. The Alliance is the auto industry’s leading champion of sustainable transportation and is one of the world’s most diverse, affordable zero-emissions vehicles for mainstream consumers.

Bloomberg Businessweek covers the business world like no one else can. Bloomberg.com and businessweek.com offer the most comprehensive coverage of financial news and information, reporting directly from the major business and financial news and information, reporting directly from the major financial markets around the globe, with three regional networks in Asia, EMEA and the US. In EMEA, CNBC is the only real-time, pan-regional business and financial news network dedicated to CEOs, senior corporate executives, the financial services industry, and business and financial decision-makers. The Bloomberg News Network is available in more than 130 million homes, 1,500 banks and financial institutions and leading banks across the globe. Additionally, Bloomberg News publishes more than 80 daily news services in 15 languages. Bloomberg Limited Editions is a leading business newspaper in Spanish language. It was born on May 15, 1965, established by a wide group of professionals, intellectuals, journalists and politicians, and it is today the most influential and leading-selling newspaper in Spain. It currently has an audience circulation of over 450,000 copies and a daily readership of over 500,000. It is the leading newspaper in Spanish and has its own editions in several European and Latin American countries. El País has adapted to the times and is indeed to the technology. Its website, www.elpais.com.es has ensured considerable numbers of its users.

France 24 is a leading 24/7 international channel, broadcast in French, English and Arabic. Covering current international events from a French perspective, France 24 offers in-depth analysis and confrontation of viewpoints. France 24 programming provides the keys to understanding ever-more complex issues in our world with a news format that is both informative and easy to understand.

El País offers its readers in more than 100 countries, through its weekly Readership of over 50,000 people, leading a series of specialized media organisations that cover the continent’s political, legal, social and economic challenges. Jeanne Africa is edited by the Group Jeanne Africa. As the Africa continent’s leading news service, Jeanne Africa offers readers in Africa, as well as African and international audiences, comprehensive and in-depth analysis of the continent’s most recent political, economic, social, cultural and business issues.

SDI SEEZ global in energy and the environment, the developers build businesses around a model in which corporate growth and take up a major role in energizing and environmental challenges: meeting energy needs, ensuring the supply of food, fighting against climate change and managing the use of resources.
Institut français des relations internationales

French Institute of International Relations (Ifri), created in 1979 by Thierry de Montbrial, independent of any administrative or political authorities, is a center of research and debate dealing with major international issues. In 2011, for the fifth consecutive year, Ifri is ranked by the University of Pennsylvania as one of most influential think tanks in the world.

The Institute is comprised of over thirty full-time researchers and numerous visiting researchers, French and foreign. Their policy-oriented work is carried out in several regional and thematic research groups. Interactive and constructive dialogues are promoted between researchers, experts and decision-makers from both private and public sectors. Ifri organizes daily lectures, international symposia and meetings with Heads of State or Government, or eminent French and foreign personalities.

Ifri’s research and debates are published in the press and especially in its quarterly magazine Politique étrangère and annual report RAMSES. Its website, www.ifri.org, is a rich data bank and the primary means to diffuse its activities.

Ifri has assumed a European dimension with a branch in Brussels, Ifri Brussels, launched in March 2005. Thanks to past experience, and an international team coming from all walks of life, covering a large range of topics, and linked to various international networks, Ifri is today a major prospective and policy-oriented European think tank.

Contact:
Dr Song-Nim Kwon: +33 (0)1 40 61 72 81
E-mail: kwon@worldpolicyconference.com

For more information:
www.worldpolicyconference.com
www.worldpolicyconferencetv.com