



THIERRY DE MONTBRIAL

Founder and Chairman of the World Policy Conference

As usual, I would like to start by thanking my close collaborators and of course Song-Nim Kwon, with whom almost all of you have been in contact. Sometimes it was stressful, because we are human beings, not robots. I would also like to thank her team - maybe they could stand up. They are the "Song-Nim girls"; that could be another song title but I won't sing it to you tonight.

I would like to thank Nicolas de Germay, the president of the WPC Foundation, as well as the organising teams around us, Florent de Chantérac, who watches over everything. There is someone else almost everyone has been in contact with: Marie Lopez. I must admit I admire her because she is in charge of rooming and believe me, that is no easy task. She is not just in charge of rooming by the way, but also of transportation, flight booking and trying to comply with everyone's needs. It requires a forceful character. So thanks to Marie Lopez. Thanks to Claire de Carvalho who has been working with us for years, always in a cheerful mood - I think I've never seen her upset - and thank you Casmira Verkade, who has welcomed all of you here and whom we call - it is a little bit pompous I admit - the Chief of Protocol.

Thanks to Guillaume Foucault and his team, who are in charge of the press relations. Some of you have been called to the WPC TV studio by John Andrews to be interviewed, with one request of course: tell us how good the WPC is. Otherwise you would have been censored. Thanks everyone.

More generally, I would like to thank all the panellists - I think we have all enjoyed the quality of their interventions. I also thank the participants who did not necessarily spoke. I would like to remind everyone that the World Policy Conference is a club, which is something I care greatly about. I think that over the years, we have developed very friendly relationships and I believe this is very important for the present and for the future. This idea of "club" seems key to me, and we do not discriminate between panellists and participants because they are all members of the same club. I thank all of them.

Now, I would like to say a word about our partners and sponsors. I won't list all of them - you can find the complete list in your booklets. Of course I thank the Kingdom of Morocco because this conference is placed under the high patronage of His Majesty, who is watching us. We have been hosted extremely well and I believe that we all got dazzled last night at the Bahia Palace. It was simply extraordinary and I think that everyone will keep a fond memory of the gala dinner; and of the whole conference as a matter of fact.

In addition to the Kingdom of Morocco, I would like to thank the OCP and the OCP Policy Center, and of course Mostafa Terrab. I know him enough to admire and love him and not enough to know his flaws. I only know one, which is that he is too shy. So, Mostafa, thank you from the bottom of my heart. I would also like to thank your director, Hakim Hajoui - I don't know if he is in the room. Although life is full of ups and downs and his is going very fast and taking him all over the world, the president manages to stay serene, at least seemingly, which is quite remarkable, and he remains very efficient, which I find admirable.

I also thank our friends from the OCP Policy Center, which is one of the institutional creations by Mostafa Terrab with which the Ifri has developed a very fruitful partnership. The OCP has become a major think tank which is well-known all over the world and under the supervision of Karim El Enaoui, whom I thank also. I cannot quote every single Moroccan who worked towards the success of this conference but I would like to mention two people: Siham Cherkaoui and Mehdi El Khatib, whom I should have mentioned first but as Assia explained earlier, there is a change that is finally happening today in the relationships between men and women so you will forgive me for mentioning a woman first.

Naturally, I won't forget the interpreters because their work is extremely difficult. Sometimes, it goes very fast and most of the time, they are not given any material in advance, and I think they have done a great job and I thank them on behalf of all of us. Finally, if the people that I forgot to mention could stand up. And naturally I would like to thank my wife, Marie-Christine. She is very important, of course.



And now, it is time to conclude by saying that all of this requires a lot of team work, and a very motivated team. Of course, there were tensions from time to time, but generally everything was done with high spirits and a will to succeed. I can tell you that this will is extremely strong and that we are motivated by the success of this tenth edition and therefore ready to go for another round. I am inviting you to next year's conference, hoping that we will get to see each other before that. By the way, everyone is welcome to contribute on the WPC website. We can publish your contributions, pass them around and I would be happy to talk with you about how to improve this. One of our goals is to develop the club in Africa by recruiting members from all over the continent. It must be done sensitively but we will manage it, with your help. So thank you all and please stop by the buffet on your way out.