



10 years
for a reasonably
open world



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Our mission

Founded in 2008, the World Policy Conference (WPC) is dedicated to helping promote a world that is more open, more prosperous and fairer. This requires an unrelenting effort, to understand the actual forces at play and the interactions between them, as well as to explore non-aggressive ways of adapting how States connect with each other at all levels, while respecting the culture and fundamental interests of each nation.

The annual meeting of the WPC is restricted in size so that participants can create lasting bonds with one another. It brings together leading figures from all five continents - political and business leaders, academics and journalists - in a spirit of tolerance that is the only one conducive to the pursuit of the common good. Beyond the participants, this meeting aims to help all populations affected in a time of constant upheaval.

History of the WPC

2008

1st edition
Oct. 6-8, 2008
Evian - France
Joint statement by Presidents
Medvedev and Sarkozy in the
aftermath of the Georgia Crisis.



2010

3rd edition
Oct. 15-18, 2010
Marrakech - Morocco

2012

5th edition
Dec. 7-10, 2012
Cannes - France



2014

7th edition
Dec. 8-10, 2014
Seoul - Korea
Establishment of
the WPC Foundation.

2016

9th edition
Nov. 20-22, 2016
Doha - Qatar

2009

2nd edition
Oct. 30-Nov. 1, 2009
Marrakech - Morocco

2011

4th edition
Dec. 9-11, 2011
Vienna - Austria



2013

6th edition
Nov. 20-22, 2013
Monaco - Monaco

2015

8th edition
Nov. 20-22, 2015
Montreux - Switzerland

2017

10th edition
Nov. 3-5, 2017
Marrakech - Morocco
The WPC ranked 3rd best
think tank conference
in the world according
to the University of
Pennsylvania's Report.

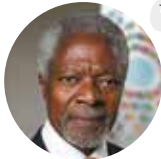


Messages from World Leaders



The events in Caucasus have only confirmed how absolutely right the concept of a new European Security Treaty is today. It would give us every possibility of building an integrated and solid system of comprehensive security.

DMITRY MEDVEDEV President of the Federation of Russia (2008-2012)



The financial crisis and its aftermath are, if anything, a clear wake-up call to make our governance systems more democratic, supportive and effective.

KOFI ANNAN 7th Secretary-General of the United Nations



How can we realize a coordinated and complementary process of Global Governance with so many different actors, interests, visions and capacities? Global Governance cannot be achieved with command and obedience.

HEINZ FISCHER President of the Republic of Austria (2004-2016)



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.

MARTTI AHTISAARI 10th President of the Republic of Finland, Nobel Peace Prize 2008



Africa should not therefore be on the fringes of the Security Council and global governance. Indeed, international security and peace are now heavily reliant on the African continent.

ALASSANE OUATTARA
President of the Republic of Côte d'Ivoire



Information crosses more and more borders and often in real time. It reveals people's expectations and sometimes their hesitation on the road to democracy. It also shows us that democracy cannot be imposed but must be built progressively according to each State's history.

PRINCE ALBERT II Sovereign Prince of Monaco



The absence of a just and comprehensive solution to the Palestinian issue not only threatens any attempts at the achievement and establishment of stability and security in the Middle East region, but those of the whole world.

ABDULLAH BIN NASSER BIN KHALIFA AL-THANI
Prime Minister of Qatar



In our 21st century world, crises are no longer the exception but the rule. Diplomacy, especially creative diplomacy, needs to take centre stage.

DIDIER BURKHALTER
Federal Councillor, Head of the Federal Department of Foreign Affairs, Switzerland



Today, the era of a passive Africa suffering from a complex environment is over. A proactive Africa is replacing a submissive Continent. In that light, Africa's potential and its assets are better harnessed when firm growth benefits all segments of the population.

MOHAMMED VI
King of Morocco



Should it continue to take hold, this malaise between Europe and Russia would have grave consequences for both the stability and prosperity of the entire European continent and for the global balance.

NICOLAS SARKOZY President of the French Republic (2007-2012)



We had the Arab Spring; sovereign debt crisis in Europe; alarming tension between Iran and some other countries; renewed terrorist attacks in Iraq, Afghanistan and Pakistan; a tragic famine in Somalia; and finally, the nuclear contamination in Japan. All these factors have the potential to push the international system from a state of "imperfect equilibrium" into a "perfect imbalance". Therefore, we have to be extremely vigilant on the global governance of these issues.

ABDULLAH GÜL President of the Republic of Turkey (2007-2014)



We think that all governance must take into consideration the complexity of the world, by giving it back the tools needed to protect its pluralism.

BARTHOLOMEW I of Constantinople
Archbishop of Constantinople, New Rome and Ecumenical Patriarch



A faltering economy can even shake our faith in the universal values of humankind, such as democracy, human rights and the market economy. But it is at times like these that the world must be ever truer to its most fundamental values and act together as one community to meet these challenges.

PARK GEUN-HYE
President of the Republic of Korea (2013-2017)



For the prophets of doom, for those who believe force is the only answer, France holds another unshakeable conviction: the Middle East situation is not inevitable. War is not unavoidable, nor is the instrumentalization of conflicts by those seeking to make this region their battlefield.

JEAN-MARC AYRAULT Minister of Foreign Affairs and International Development, France (2016-2017)



My suggestion is a solution where the key concept is inclusivity, more dialogue, and more of a sense of common destiny.

AHMET DAVUTOGLU
Prime Minister of Turkey (2009-2014)



The challenge of development. The challenge of education and health. The challenge of climate. With all these long-term challenges, we need to pay attention to our own tools, to the rules and institutions that enable us to reject hunger, disease, ignorance and war. Multilateralism is a valuable asset, now under threat, and I count on all of you to defend this global public good.

EMMANUEL MACRON
President of the French Republic



Global governance is too important to be left to just one organization or group. But it is at the United Nations with its universality, experience and operational presence in nearly every country where global governance can best come together.

BAN KI-MOON 8th Secretary-General of the United Nations



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Thierry de Montbrial

Founder and Chairman

Message from the Founder

Ten years after

The World Policy Conference (WPC) celebrated its tenth anniversary on 3-5 November 2017 in Marrakech. Since its first edition in October 2008 in Evian, it has remained true to its purpose: to help promote a reasonably open, prosperous and fair world. I now use the adverb *reasonably* to emphasise that our ambition is not of the ideological kind. Working toward improved global governance is not about proclaiming general ideas about an imaginary world, or building a decision-making factory *ex nihilo*, out of step with the political realities of the times. Under the international circumstances at the start of the 21st century, controlled interdependence can result only from a shared desire for heightened cooperation between States. Such cooperation must be supported by the relevant players in civil society. Three years after the Evian Conference, I drafted a text entitled “The foundations of the WPC”, in introduction to a compendium telling about the early days of our experience. I would change nothing in those principles today, which is why it has been reproduced in full below. What has changed is that the

international environment has continually deteriorated, as the “international community,” or rather the intergovernmental society, has not been able to adapt as it should have to the non-linearity of the world, thus causing “butterfly effects” of all kinds.

While the Member States should broaden their conception of the national interest to explicitly include the need for long-term cooperation between them and maintain structural stability at all levels, some of the most important countries appear to be giving in to the opposite temptation, namely to retreat within, adopting a narrow and short-sighted view of the national interest. This is the case with the United States. In my opinion, it would be wrong to see this as nothing more than an accident due to the election of Donald Trump in 2016, even if the determination with which the 45th President is working to destroy multilateralism (particularly where trade is concerned) is one of his specific personality traits. The United States will remain the world’s leading power for many years to come. By choosing to achieve their immediate goals as quickly as possible through brutal power play relations, they are pushing not only their adversaries, but also those who believed them to be allies, to look at their future differently and increase the risk of accidents in the short term, as in the inter-war period. This is an extremely worrisome situation, and one that must receive the full attention of the WPC and those who are capable of influencing the US decision-making system.

The US is not alone in this retraction. The rise of populism in Europe is putting the European Union itself at risk. The economic aspect of the question is critical, with the following dilemma: the long-term viability of the euro zone presupposes respect for disciplined approaches, the short-term effects of which encourage populism; and at the same time, the dismantling of this zone would signal the end of the process of European construction, and therefore the Balkanisation of the continent, which would then be reduced at best to a key factor in the Sino-American competition, with the risk of a geopolitical

divide between Northern and Southern Europe. Yet the destiny of this continent concerns the whole world, first and foremost, in my opinion, with the Middle East and Africa, to which it is deeply intertwined by geography and history. The construction of Europe and its relations with Africa in particular are more and more a major topic for the WPC, particularly in the critical phase we are currently experiencing. However, even regardless of Islamist terrorism, a subject to be taken up on its own, European populism feeds even more immediately on the uncontrolled migratory flows resulting from wars and economic disasters in Africa and, above all, in the Middle East. With this, the dilemma between morality and politics, not to mention international law, comes fully into light. Morality means welcoming with open arms the unfortunate, while politics would have us stop to take into account all the delayed consequences of the decisions we make. How can we fail to see that the rise of populism will continue in Europe as long as the ethics of conviction is preferred over the ethics of responsibility? I call this affectation because I see in the present stances more hypocrisy than conviction, more powerlessness than will. This raises another, even more formidable problem: the ability of liberal democracies to design and conduct consistent and appropriate foreign policies over the long term – for example, with regard to the Middle East and Africa – and not to confuse the emotions inside with foreign policy. The fact is that the current difficulties in the Middle East or in Africa are largely the consequences of an accumulation of political errors made by the West. This does not, of course, mean that they alone bear the responsibility for today’s disasters: no one can ever blame others for all their woes. Hence, for example, the importance of the issue of good governance in the African states.

To reason in this manner is to call attention to the extreme complexity of the problem of global governance, which, I repeat, cannot be reduced to an institutional jigsaw puzzle or a listing of moral truisms. It is essential that the effectiveness of institutions (the European Union, for example) and their ability

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to make good decisions be strengthened, and that international law and its effectiveness be deepened, as minimal conditions. Yet so long as the underlying fundamental issues are not addressed, nothing will have been accomplished. The WPC does not intend to skirt this obstacle. That is why it does not want to limit itself to “institutional piping” and seeks to promote the voices of all those who adhere to its mission, particularly from medium-sized or even small powers, but who, by their personal authority, can make a positive contribution to its strengthening.

One century after the end of World War II, it is clear that, globally, the future of international relations, and thus the issue of global governance, will be dominated by competition between the United States and China. In the opinion of some (Graham Allison, in particular, refers to a “Thucydides trap”), a direct confrontation between the two superpowers of the 21st century is likely. Others (including Joseph Nye), see the collapse in the spirit of international cooperation, as in the inter-war period, as the most immediate pitfall. Today, the United States, whose natural tendency to introversion has become much stronger, no longer has any “great strategy,” other than constantly strengthening its military and technological superiority, and making its dominance of the international payments system a political weapon (the unilateral sanctions issue). As for China, more authoritarian than ever since Mao Zedong, its “great strategy” – designed in a very long-term perspective – is aimed at gaining power of all kinds, dominate its immediate environment, secure access to the resources it needs, and strengthen its global influence. If a time horizon is needed to measure its success, 2049 is the most likely date, or one century after the communist dynasty was established. In thirty years. In the near future, China has an interest in maintaining multilateralism, even if it means trying to change the rules for its own benefit.

However, the planet is not reduced to the US and China alone. The other powers are not remaining inert in the face of this

rival, but also interdependent couple, engaged in economic and political relations that affect the entire international system. In Asia, Japan, the two Koreas, India and many others are taking position. The classical mechanisms of balance of power are in motion. The regrettable mini-Cold War between the West and Russia has pushed Russia toward China, which is also attracting Iran more and more because of the new alliances in the Middle East. Mention should also be made, among other things, of the shifts in equilibrium at the outer edges of the international system, mainly in Latin America. My aim here is not to paint a picture of the world today¹, but to reiterate that any meaningful reflection on global governance requires a thorough understanding of power relationships. This has not escaped the WPC. It is also necessary to analyse the strengths and weaknesses of each state and to pay attention to the diversity of national political regimes. This diversity expresses the natural heterogeneity of the world. The West suffers no lack of ideological arguments for the concept of liberal democracy. In reality, however, the performance of the various concrete achievements of liberal democracy, whether in the economy, inequality, internal security or foreign policy, does not justify considering them as embodiments of the Good or claiming to impose their norms on others. Maintaining a reasonably open world presupposes ideological restraint with respect to one another, within the framework of jointly accepted rules. Before that, such rules need to exist and governments need to comply with them. None of this is self-evident. We see it clearly within the European Union’s original political laboratory, for example with Poland and Hungary.

Nearly thirty years after the fall of the Soviet Union, the immensity of the task is becoming increasingly clear. Maintaining a reasonably open world is anything but natural, and the waves of technological innovation continue to come rolling in. They tend to impose their territorial and sometimes mental logics without borders, for better or for worse. I may not be better placed than another to predict the future. However, I do not think I am wrong

in saying that nationalist or populist logic has now become so strong that the world as a whole risks paying the price for so many contradictions. The mission that the WPC has set itself has become a duty for those who embody it.

During its first decade, the WPC met three times in Marrakech, and it was in Morocco that it celebrated its tenth edition. Morocco is a country that belongs to the African continent and is active there, while clearly asserting itself in all four directions, North-South and West-East. The WPC’s presence in Morocco reminds us that the geopolitics of *peace*² should no longer be considered within frameworks directly derived from the Cold War, still so numerous today. Having attended the world’s main clubs and forums, all marked by their history, has convinced me: the setting matters. That the first part of the life of the WPC is generally considered a success is also because Morocco has understood our intention and, in welcoming us, made it its own.

Thierry de Montbrial

Founder and Chairman
June 17, 2018

1. Thierry de Montbrial, *Vivre le Temps des Troubles*, Paris, Albin Michel, 176 pages, 2017, soon to be published in English under the title: *Living in Troubled Times*, World Scientific Publishing Co.

2. Thierry de Montbrial, *Action and Reaction in the World System*, UBC Press, Vancouver, Canada, 376 pages, 2013



The foundations of the WPC

The World Policy Conference (WPC) was launched at the end of 2007 on the basis of three simple complementary ideas.

The first concerns the nature of globalisation. This process, the roots of which lie in the revolution in information and communication technologies, has resulted in a change both in the nature and the degree of interdependence. Thus, today, any political, economic or environmental shock in any part of the world may have repercussions of an unpredictable nature or extent on any other part of the world.

This already happened at the end of last century with the financial crisis in Thailand, which, in a way, foreshadowed the subprime mortgage crisis of 2007-2008. This crisis nearly plunged the world into a depression that could have been even more catastrophic than the Great Depression of the 1930s. As I write, we are still a long way from drawing all the lessons for

the future. The world's major economic powers are still reluctant to concede sovereignty in matters of economic policy.

Politically, the chain of events affecting the Arab world since the beginning of 2011 is a good illustration of the qualitative transformation of global interdependence. True, it is not the first time that there has been a "Springtime of the Peoples." The examples of the European revolutions of 1830 or especially 1848 immediately come to mind. At that time, France was the source of these revolutionary shock waves. In July 1830, the people of Paris rose up against the reactionary ordinances issued by King Charles X, which undermined basic freedoms, notably freedom of the press. This revolt triggered a wave of protests which would affect the whole of Europe, but would have few consequences.

In 1848, France was again the epicentre of another upheaval in Europe. This new revolt was driven by the press (in the same way as contemporary insurgencies are driven by Facebook), but was bred by an economic and social crisis as well as democratic aspirations. The revolutionary wave began in Paris in February, with the fall of the "Citizen King" and the proclamation of the Republic, and then spread fast. The ingredients of the revolutionary movements in 1830 and 1848 were aspirations for the free exercise of sovereignty, the poverty of the population and the existence of a middle-class elite, whose members shared a common culture, kept themselves informed and communicated more with each other and at a faster and faster pace.

The events that occurred between the end of 2010 and early 2011 had similar ingredients. What is new is the extent of the repercussions of this new historical experience, which go well beyond its cultural or civilisational areas. No authoritarian state

can feel entirely safe from revolutionary contagion. As a result, the international system as a whole is structurally unstable and could slide in the best or worst of directions. Whatever the justifications may be, invoking the principle of national sovereignty is becoming a weak defence. It is now conceivable that a shock occurring in a country such as Tunisia can end up having a major impact on any other continent.

In the effervescence currently stirring the African continent, two significant facts that bode well for the future have particularly caught our attention. The first one concerns Côte d'Ivoire. For the first time in its history, the United Nations Security Council took a stand – on 8th December 2010 – on the result of the presidential elections in a UN member state. Such a decision would have had no legitimacy without the support of the African states. Yet four dramatic months elapsed before Laurent Gbagbo was forced to leave the presidential palace in Abidjan in favour of Alassane Ouattara, the head of state recognised by the "international community." The second significant fact is resolution 1973 of 17th March 2011 on Libya with, in this particular case, its invocation of the duty to protect the civilian population, a principle which had been stated for the first time by the Millennium Declaration (on the 60th anniversary of UNO) in 2005. This principle advocates a form of right to intervene in that it forbids rulers from waging war on one section of their population to stay in power. Any acts that contravene this principle may justify intervention by the "international community." At the same time, international criminal justice is gaining legitimacy. From now on, no head of state or former head of state can feel totally safe from prosecution for crimes against humanity that he may have committed.

On the other hand, it will become more and more difficult to

make a ruler who is a criminal step down in return for immunity from prosecution. Laurent Gbagbo was dislodged, with difficulty, in Abidjan under pressure from France, but these are the ultimate consequences of the operations carried out to counter Colonel Gaddafi's forces in Libya, which will in future weigh heavily on the case-by-case interpretation and implementation of this nascent right to intervene. Be that as it may, as time goes by, the distinction between domestic and external foreign affairs will be less and less clear-cut. Barring a new form of division in the world and a new form of cold war, this long-term trend seems irreversible.

The qualitative transformation of interdependence has not occurred only in economic and political affairs. The drama that befell Japan in March 2011 will have lasting consequences across the planet, way beyond its macroeconomic effects. This is obvious in regard to the future of the nuclear industry and energy policies in general throughout the world. What is less clear is the impact that the Japanese catastrophe will have on the international division of labour. Decisions by companies on where to locate their activities or their outsourcing will now have to take account of risks previously underestimated or ignored. In addition to all of this, the climate change that is now under way is evidenced by the intensification of extreme phenomena that increase the number and scale of major hazards.

In short, this leads us to assert that the new world interdependence is marked by the phenomenon of non-linearity, that is to say the non-proportionality of cause and effect on a global scale. Identified at the beginning of the 20th century by French mathematician Henri Poincaré and popularised in the early 1960s – after the work of meteorologist

Edward Lorenz – under the catchy name of the butterfly effect, non-linearity is behind numerous natural phenomena such as earthquakes. In general, the science of complexity focuses on what non-linear interdependencies of all kinds have in common.

One is obliged to recognise that the field of international relations now falls within this scope, which poses formidable problems of governance for the "international community," as any delay in the joint reaction to a shock risks amplifying the consequences dramatically. Now, it is always difficult to react immediately to a major discontinuity, even when the possibility had been envisaged and even prepared for. Semantically, the word governance has come to the fore in reaction to the dream of a world government – which some intellectuals in 1945 still believed possible – or to the mirage of lasting peace, in the tradition of the Abbot of Saint- Pierre or Immanuel Kant.

The second complementary idea behind the WPC is that international relations are still centred on relations between states. In 2007, it seemed clear to me that the ideology of globalisation postulating the abolition of borders and the dissolution of the state had had its day. In fact, the world remains structured around the states as the basic political units. From the legal point of view, states are characterised by a territory, a population and a government. More fundamentally, a sustainable state is based on a people unified by a common culture and organised around institutions whose role is to define and implement public goods, and in general to translate the collective reality into actions directed towards both the outside world and the domestic scene.

The notion of a public good, which was first specified by economists, covers non-rival and non-excludable goods. Non-rivalry means that consumption of a good by a member of a

political entity does not reduce availability of the same good for consumption by other members of the political entity. Nonexcludable means that it is impossible to prevent any member of the political entity from using the good in question as much as the other members – save by compulsion or by violence, over which, according to Max Weber, the state should legally have a monopoly and, if it is based on the rule of law, the legitimate right to use.

These considerations may seem abstract, but they are necessary to establish any discourse on a slightly more precise basis. For example, national security can be regarded as a public good for the nationals of a given state.

We can almost state that the “abstract” public good from which the “concrete” public goods are derived is the political unit itself, in that it aims to preserve its existence. The important point is to understand that any public good is inseparable from the political unit to which it refers, and from its governance. That is why, strictly speaking, it is still not really possible to speak of a world public good.

And yet, as I recalled above, the impact of globalisation is a major increase in the external effects or externalities affecting the various political units, that is to say that any state may be deeply affected by actions or events within other states. If in some areas, such as energy, climate, health or more generally security, this general interdependence ends up by prevailing over the purely internal realities, we will be able to speak metaphorically of a common good of humanity as a whole or even of global public goods. Perhaps we are approaching this stage now.

In operational terms we are thus brought back to the notion of

global governance. It is here that the problems arise. Whether in war and peace, economics and finance, or also the satisfaction of basic human needs such as energy, food and water, no world government or leader exists, but the states will be led inexorably to cooperate more and more closely to increase the positive externalities, reduce the negative externalities, in short, to advance in the direction of the common good of humanity. In most fields, the mechanisms for cooperation are still in their infancy. This is the case for climate change, but why not also wonder about, for example, the effectiveness and even the legitimacy of the G20, which was formed at the level of heads of state and government in the autumn of 2008 in response to the worsening financial crisis?

As global governance develops, political units will start to interact on a world scale in ways similar to what is now happening within the European Union (EU). The EU appears to be a new type of political unit in the making, featuring economic opening up and the search for peaceful solutions to conflicts, within the framework of an increase in shared sovereignty, a process not imposed, as in the former imperial systems, but accepted on a contractual basis and as a more and more irreversible process. Even at EU level, this development has not been without pain, without opposition or without temporary setbacks. Even more so, at world level, sharing sovereignties will certainly not happen in the short term and will go through many metamorphoses. But sharing is the inevitable consequence of globalisation. Without officially supported sharing of sovereignties and without mechanisms of solidarity – because one leads to the other – there is a risk that the type of interdependence created by globalisation will, in fact, lead to disasters due to the phenomenon of non-linearity already mentioned. From this point of view, the economic and financial

crisis of the past few years seems like a warning.

That said, the officially supported sharing of sovereignty raises immense difficulties for the adaptation of political institutions. On the one hand, the organisation of international cooperation cannot wait for political systems and modes of national governance to become homogenous. In this regard, for global governance to be viable, the principal states that make up the international system must adhere to basic ethical principles such as Human Rights, and eventually to the gradual emergence of a more rigid or inflexible system of international public law, as is already happening in the field of trade and commerce. On the other hand, within democratic countries the question arises of how their institutions are to adapt to ensure the legitimacy of the new modes of governance.

Increasingly, national governments have authority to represent states in interstate decision-making bodies. Now, in the United States or in the European democracies, for example, the citizens still claim to elect people who really govern them and are not merely delegates attending institutions over which they have no direct control. This hiatus can only worsen. In these circumstances, everyone can see that we are in a race against the clock. The reconfiguration of national and international forms of governance is by nature a slow process and subject to fits and starts. So we risk living for long periods under the sword of Damocles of major destabilisation caused by events which are hard or even impossible to predict, to which the “international community” would not be capable of responding properly. This is a radical difference with the cold war era.

I now come to the third complementary idea: the construction of the new international system – or rather of its governance – is not just a matter for states, or all the more so for the most

powerful among them, even though states are still the main political units of this system, and even though it is evident that the distribution of collective power is still essentially a decisive factor in terms of action.

Firstly, as we have seen, states must reform themselves in order to participate constructively in global governance, which requires a revolution in people’s mindsets. Within each state, active units must work at changing people’s attitudes. In fact, this applies to all the other pieces in the jigsaw puzzle of governance, and so I apply this to all of them. Obviously, in this regard, NGOs and think tanks have a special role to play.

Obviously, in this regard, NGOs and think tanks have a special role to play. Secondly, as always, one must confront the effectiveness / legitimacy dilemma. An effective decision-making body must be composed of a limited number of members. To be legitimate, these members must show that they have the capacity and will to allocate resources to a good that transcends them, which means taking into account the interests of all parties concerned, who must therefore be able to make their voices heard. In practice, it is often through certain key figures or organisations that the “small countries” can exert an influence at an international level.

Thirdly, although it is true that states are and will long remain the principal legitimate political units, they are not the only ones. If the globalisation process is not interrupted by an accident, which could only be dramatic, a number of international institutions are destined to play a growing role: world institutions (starting with the UN, the bedrock of international public law) or regional institutions (African Union, Arab League, etc.); general institutions (such as those just mentioned) or specialised institutions (the IMF, the World Bank,

the International Energy Agency, the World Health Organisation, etc.). These institutions must also continually adapt, beginning with the UN, which was established in 1945 in a specific global context. Moreover, I have already mentioned the European Union, which is not an international institution like the others insofar as – de facto as well as de jure – it seems more like a new type of political unit, which is constantly evolving. This unit is a kind of political laboratory which is relevant to the world as a whole and involves a number of players capable of making their contribution to the establishment of better global governance.

Fourthly, in most cases, public decisionmaking bodies must lay the groundwork of decision-making with the principal active units affected by their decisions. For example, the financial crisis of 2007-2008 was caused by the failure of regulatory authorities, especially in the United States, to act proactively. This failure was itself the consequence of the dominant ideology in the two previous decades, which featured blind faith in the “intelligence of the markets.” For all that, the “comeback” of the states and therefore of political decision-making should not result in the imposition of arbitrary measures in any field whatsoever. In banking, for example, the obligation to have a higher capital adequacy floor than before the crisis seems to be necessary, but going too far could have the undesirable effect of slowing the financing of the economy and therefore of slowing growth. In this particular case, the public authorities need to consult with the financial institutions to draw up an appropriate policy. This also applies to insurance. In industry, typically energy or the environment, consultations between the public authorities and professionals concerned is needed in the same way, as also in healthcare, etc.

Today, a state, and generally speaking any political unit, is always composed of a group of individuals and institutions immersed in a given culture, which helps to mould them and which, conversely, they can gradually modify as well. Now, globalisation puts political units permanently in close contact with each other and brings about a gigantic intermingling of individuals and institutions of all nationalities, all this on an unprecedented scale in the history of Humanity. Consequently, cultures and civilisations influence each other as never before. Suffice it to mention, in this regard, the penetration of Asian religions and spirituality into the West. Some lament and fear loss of identity, but all too often because identity is seen as being static. Others, on the other hand, stress the mutual enrichment and benefits of increased exchanges that go well beyond the trading of physical goods. These considerations bring us back to the question of world public goods. On the one hand, we must admit that no matter how rapidly it is occurring, this intermingling aspect of globalisation will not for a long time lead to the emergence of a world political unity. As I have already said, the European Union itself is still a long way from being a well rounded political unit. On the other hand, although the notion of a public good stems from the notion of political unity, we may be tempted to put the cart before the horse and declare that global public goods do indeed exist. Beyond the compelling example of climate change, we could usefully reflect, for example, on how to prevent natural disasters and organise disaster relief operations when they occur. If we could identify some global public goods correctly and have them recognised as such by public opinion in different parts of the world (and, I emphasise, not by “global public opinion”) over the heads of governments, the situation would be reversed: world political unity would then be built from global public goods. More modestly, we could at last talk seriously of an

“international community.” We are certainly not there yet; far from it. But as this ultimately concerns the future of Humanity, we must look out for any bottom-up initiative capable of furthering this noble objective. Moreover, experience shows that public organisations of all kinds rarely manage to reform themselves from the top down, without the bottom-up stimulus and/or constraints exerted by their environment.

These, then, are the ideas that led me in 2007 to set up the World Policy Conference (WPC). I had become aware of the fact that in the vast field of international conferences nothing had specifically been done to advance the cause of global governance on all fronts by bringing together states and other stakeholders desirous and capable of making a constructive contribution to the achievement of this objective. I should like to add that, as far as private initiatives go, the conferences that have shown the most interest in global governance are held mostly in the Anglo-Saxon cultural world. Because it is of European and, more specifically, French origin, the WPC proceeds from a different but not extraneous perspective.

The principles of the WPC can be summed up as follows:

– Because of its political, economic and environmental aspects, the world is a complex system which needs a type of governance that is both flexible and strong. The forms of such governance must be of a kind that allows it to adapt quickly to changing circumstances which are partly unpredictable.

– The states, as the main political units, are collectively responsible for orientating the “world system,” with the support of global or regional, general or specialised international organisations. The overall architecture must be constantly adapted, in pursuit of a better trade-off between partially

contradictory objectives of effectiveness and legitimacy. Good governance requires the most powerful states to devote part of their resources to the common good of the world.

In particular, their influence should not stifle that of smallest states, whose voices must therefore be heard. One immediate dimension of the common good is solidarity in preventing and managing natural disasters. – Globalisation has helped to increase the number of non-state players with international reach (companies, nongovernmental organisations, think tanks, etc.). Good governance should favour their initiatives with a view to achieving the common good and allowing closer cooperation between these players, states and international organisations, structured according to the fields concerned.

– The European Union deserves special attention as a laboratory producing a new type of political unity based on contractual sharing of sovereignty between member states, with a view to promoting their prosperity and security. The European experience is interesting in itself, but also because it can be an inspiration for other regional experiments, and foreshadow what global governance could become in a century or two.

– Good global governance does not imply the total homogenisation of the political regimes of the states that make up the international system and even less any form of cultural uniformisation. However, it requires the identification of universal values that are truly shared by the members of what we could then really call the “international community.” A more effective system of international law would be based on these values.

On the basis of these principles, the aim of the WPC is, over a period of time, to make a useful contribution to the literally vital

task of improving global governance, in all its aspects. Global governance forms a whole, which means that its different components are interdependent. That is why we have chosen not to devote each conference to a particular aspect, but to examine the big picture on each occasion. This choice does not prevent us from varying the perspectives and in no way precludes us from taking more specific, theme-based or regional initiatives when the time comes. In the same spirit, in order to make the WPC’s contribution useful, we want to bring together public and private leaders of the highest level, as well as independent individuals known for their competence or their wisdom.

We want to try to have the different regions and cultures of the world represented, to have the voices of small and medium-sized states heard, irrespective of the size or “power” of these countries. The conference does not create a divide between “speakers” and “participants.” Both are invited on the basis of their capacity to contribute actively to the subject of global governance, in the constructive and tolerant spirit to which we subscribe. Regardless of the size or “power” of their country or the organisation they belong to, everyone is invited to contribute their ideas and their proposals. Because it aims to become a major forum of debate on everything to do with global governance, the WPC is open to the international press and provides facilities to match this ambition in terms of digital communication.

For all of these reasons, the WPC is not simply one more conference in what is already quite a crowded scene. We are not so naïve as to think that it is enough to bring together men and women of goodwill from time to time to solve the fundamental and difficult question of the adaptation of global governance in

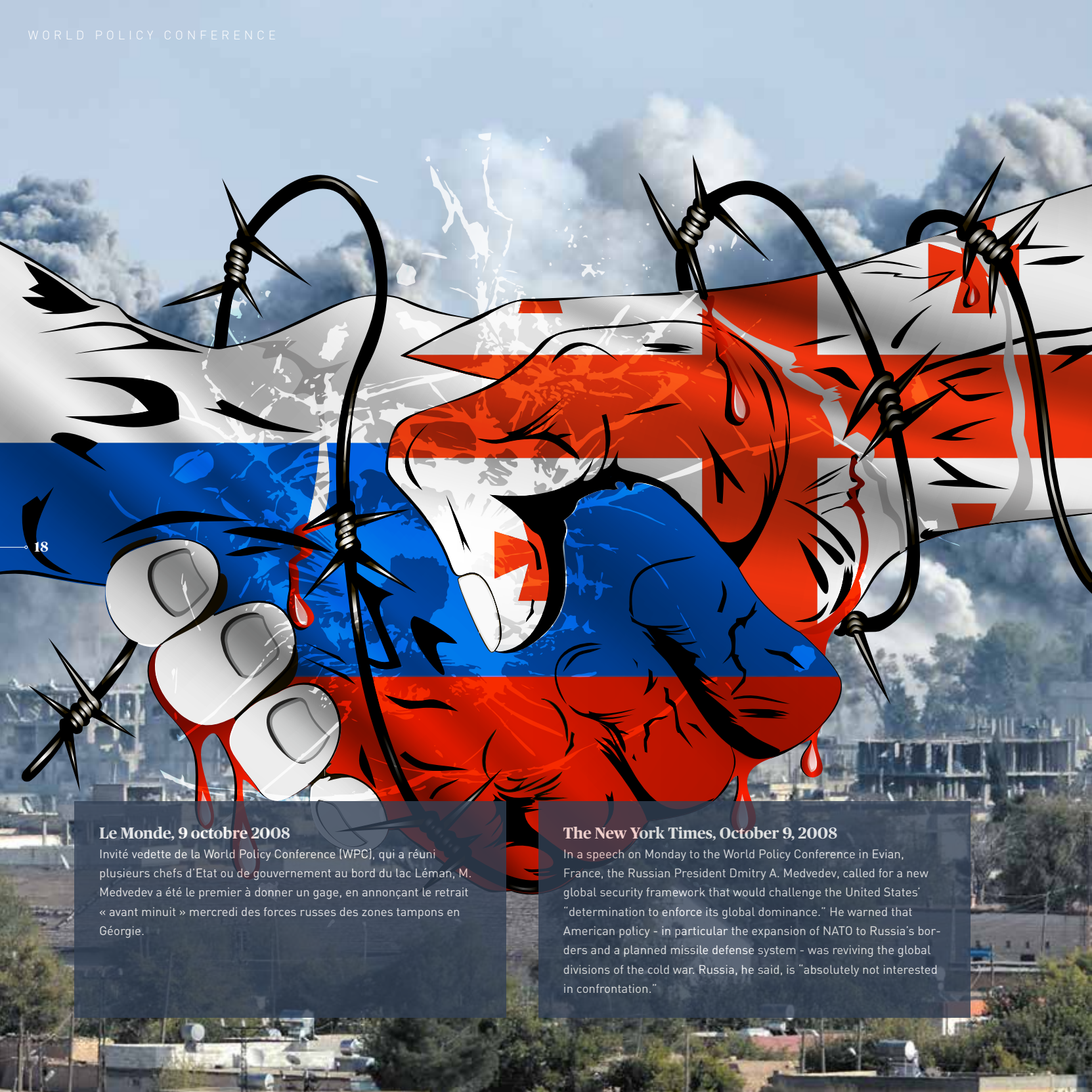
such a turbulent environment as the one that exists at the beginning of the 21st century. But we think it is possible to draw on the experience, the thoughts and the energy of the best among the stakeholders and thinkers from different walks of international life – at least of those who adhere to a basic set of humanist values – to help build a safer world effectively. In the end, it is the security of Humanity that is at stake, and there is no security without empathy, without tolerance, and without justice. At this level, ethics, politics and economics are in harmony.

Thierry de Montbrial
Founder and Chairman
May 2011

The WPC in history

The WPC seeks to help decision makers design the future of the global system and to mobilise the efforts of the world’s leading actors in favour of the general interest. Following the success of the first ten conferences, the WPC has become the not-to-be missed forum on the global governance agenda.





Le Monde, 9 octobre 2008

Invité vedette de la World Policy Conference (WPC), qui a réuni plusieurs chefs d’Etat ou de gouvernement au bord du lac Léman, M. Medvedev a été le premier à donner un gage, en annonçant le retrait « avant minuit » mercredi des forces russes des zones tampons en Géorgie.

The New York Times, October 9, 2008

In a speech on Monday to the World Policy Conference in Evian, France, the Russian President Dmitry A. Medvedev, called for a new global security framework that would challenge the United States’ “determination to enforce its global dominance.” He warned that American policy - in particular the expansion of NATO to Russia’s borders and a planned missile defense system - was reviving the global divisions of the cold war. Russia, he said, is “absolutely not interested in confrontation.”

Georgia crisis



The events in Caucasus have only confirmed how absolutely right the concept of a new European security treaty is today. It would give us every possibility of building an integrated and solid system of comprehensive security. This system should be equal for all states – without isolating anyone and without zones with different levels of security. It should consolidate the Euro-Atlantic region as a whole on the basis of uniform rules of the game. And it should ensure in stable and legally binding form our common security guarantees for many years to come.

Dmitry Medvedev

President of the Federation of Russia
October 8, 2008



There was a Georgian military intervention, which was a mistake. But the Russian army’s reaction was disproportionate. I also don’t believe that Moscow’s unilateral recognition of self-proclaimed South Ossetian and Abkhazian independence is acceptable. In Europe and elsewhere, questions and fears about Russia’s real objectives –notably vis-à-vis its neighbours – and on the methods it deems legitimate to achieve them, gave rise to this crisis of trust. Should it continue to take hold, this malaise between Europe and Russia would have grave consequences for both the stability and prosperity of the entire European continent and for the global balance.

Nicolas Sarkozy

President of the French Republic
October 8, 2008

Economic and financial crisis



You can be either disintegrated by this huge financial crisis if the responses are disparate and desperate, or it can find in this situation a further opportunity to improve its integration process. European integration has always developed through crisis.

Mario Monti

President of the Bocconi University of Milan
October 6, 2008



We are at the start of a very fundamental reform of the international financial system, and there should be no taboo for reform. The crisis that just hit us powerfully revealed budgetary weakness worldwide. It's a powerful lesson.

Jean-Claude Trichet

President of the European Central Bank
October 7, 2008



If there is one idea about this crisis that has been particularly wrong but remains tenacious, it is the idea that excessive financialisation of the economy was the root cause of the crisis. [...] the recovery may create a major social crisis due to the intolerable co-existence of strong growth with a sudden spike in poverty.

Lionel Zinsou

CEO, PAI Partners
October 31, 2009



The Washington Post, September 15, 2008

NEW YORK, Sept. 15 -- Lehman Brothers announced early Monday morning that it will file for bankruptcy, becoming the largest financial firm to fail in the global credit crisis, after federal officials refused to help other companies buy the venerable investment bank by putting up taxpayer money as a guarantee.

Le Figaro, 11 septembre 2009

Mais au-delà des chiffres, en ce lundi 15 septembre, la place financière fait le grand saut dans l'inconnu. Ce matin-là, aucun banquier n'a encore vraiment l'intuition de la catastrophe à venir, ni de la rapidité avec laquelle la crise va franchir l'Atlantique.

Arab Spring



King Abdullah introduced a decree where the suffrage in our electoral system was expanded to include women, not simply for voting rights but also to be represented in our electoral system. All of these changes that are taking place in the Kingdom are taking place on a horizontal level but also on a vertical level and one thing that I can say about the Kingdom's approach to meeting these challenges of development, human rights, freedom and all the aspirations that people around the world share together is that of reform. Reform is no longer a choice for us. It is an imperative. For us to be able to meet these challenges of providing justice, livelihood and equal opportunity for all is an opportunity as well as a challenge.

HRH Prince Turki Al-Faisal

Chairman of King Faisal Center for Research and Islamic Studies
December 9, 2011



The United States is following a differentiated policy toward the «Arab Awakening.» United States policy is guided by two principal factors: First, adherence to American values such as freedom, democracy and human rights; and second, the pursuit of United States national security interests in the broader Middle East. In the long arch of history 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.

Edward Djerejian

Founding Director of James A. Baker III Institute for Public Policy, former US Ambassador to Syria
December 9, 2011

L'Orient le Jour, 12 octobre 2011

L'ex-secrétaire général de la Ligue arabe Amr Moussa a estimé vendredi à Vienne qu'à la suite du « printemps arabe », le changement devait toucher tous les pays de la région, y compris Israël. « Nous connaissons un changement historique et sérieux », a déclaré M. Moussa à la WPC organisée par l'Institut français des relations internationales (Ifri).

Jeune Afrique, 12 décembre 2011

« Nous ne voulons plus vivre sous des dictatures et l'ensemble du Moyen-Orient doit changer », a lancé Amr Moussa, lors de la WPC à Vienne (Autriche), qui s'est tenue du 9 au 11 décembre. Et l'ancien secrétaire général de la Ligue arabe ajoute : « les changements toucheront à des degrés divers tous les pays. »

Energy and climate



This accident [Fukushima] had a very important influence to the world. In my view, it caused damage to confidence in nuclear power. The accident was in Japan, but everyone in the world is worrying about nuclear power. Social acceptance, or confidence, is at its weakest point in nuclear energy.

Yukiya Amano

Director General of the IAEA
December 9, 2011



Scientists no longer any doubt about climate disruption. If we do nothing, the temperature will rise by three or four degrees by the end of this century and six or seven degrees afterwards. This would be absolutely catastrophic for all our countries and their inhabitants. We must take action. Action is possible. Greenhouse gas emissions must be cut; that's where energy comes in. We must reduce our reliance on fossil fuels, save more energy and use more renewable sources.

Laurent Fabius

French Foreign Minister
December 9, 2014



The US will no longer be the "electric engine" of climate policy. We are already on our way to missing the goals of Paris. If the issue of climate change becomes secondary for the most powerful nation on earth, it will become difficult to convince emerging and developing countries to remain committed to their climate pledges. Germany, with its Energiewende, is lagging behind its own climate goals and is not well equipped to become a forerunner, as an aggressive expansion of renewables is not by itself sufficient to ensure sustainable emission reduction.

Friedbert Pflüger

Director, European Centre for Energy and Resource Security, King's College London
November 4, 2017



The other key technology to be developed if we want to limit the temperature increase to less than two degrees, alongside the storage of energy, is the capture-storage-transformation of the CO2 that we will be emitting when we continue to use fossil energies because we will need it. We will need to be able to capture it, and to transform it into materials like cement, or to store it. This is another major technology on which groups like ours are engaging.

Patrick Pouyanné

Chairman of the Board and CEO, Total,
November 3, 2017

Le Monde, 31 octobre 2017

A eux seuls, la promotion des filières solaire et éolienne, l'amélioration de l'efficacité énergétique, le développement de modes de transports alternatifs, l'arrêt de la déforestation et le reboisement pourraient faire chuter les émissions annuelles de 22 Gt. L'humanité n'a pas encore brûlé toutes ses cartouches. Mais elle est entrée dans la zone de tous les dangers.

New York Times, January 23, 2018

How can countries be persuaded to adopt expensive strategies to drop fossil fuels when the prospective impact of climate change remains uncertain and fixing the problem requires collective action? As mitigation by an individual country will benefit all, nations will be tempted to take a free ride on the efforts of others. And no country will be able to solve the problem on its own.

Brexit



Le Figaro, 24 juin 2016

C'est un désaveu pour la construction européenne. Selon les résultats définitifs publiés ce matin, 51,9% des électeurs ont voté pour le Brexit lors du référendum de la veille, marqué par une participation importante (72,2%). Les résultats montrent un pays divisé, avec Londres, l'Ecosse et l'Irlande du Nord qui voulait rester, tandis que le nord de l'Angleterre ou le Pays de Galles ont largement voté contre.

The Guardian, June 24, 2016

EU leaders have reiterated that there will be no negotiation over the UK's membership of the bloc and the UK should act "as soon as possible, however painful that process may be".



The loss of trust in the European project, and the widening of the gap between its citizens and the EU are serious indicators that we need to reshape Europe, both on the domestic and external levels. Its global power, the security and the meaning of its project depends on it.

Elisabeth Guigou

Member of the French Parliament and President of the Commission of Foreign Affairs at the Assemblée nationale
November 21, 2016



It is clearly necessary, for one to have a view to the future. That makes sense if you are thinking about the money, for example. If the United Kingdom were to want to stay inside European research programmes [...] and if the EU as a whole would like to retain the UK within European research programmes, [...] then it would obviously be necessary for the United Kingdom to go on putting some money in, and you could not settle the budget cliff edge without deciding whether anything would go to carry on in the future.

John Kerr

Member of the House of Lords, former British Ambassador to the United States and the European Union
November 20, 2016

America and the world: protectionism, trade war



The global community should pay a special attention to the possibility of resurgence of protectionism, nationalism and anti-globalism. The conference like this one where global political leaders and leading global intellectuals gathered together should express the common concern in this regard.

Il Sakong

Personal Representative of the President of the Republic of Korea
October 7, 2008



The biggest change that could happen in my opinion will be in the area of immigration. The Trump administration will be very tough on immigration especially coming from Muslim countries and illegal immigrants from Mexico. The US may even lower the quotas on immigration overall as well as curtailing visas to travel to the US not only for security reasons but to preserve the jobs within the US.

Jin Roy Ryu

Chairman and CEO, Poongsan Group
November 21, 2016



The Trump Administration trade policy is an explicitly protectionist policy. It reflects a continuation of campaign themes: a focus on trade deficits, including bilateral deficits, currency manipulation, and “disastrous” trade agreements. The US has withdrawn from TPP and forced renegotiations under threat of abrogation of KORUS and NAFTA. If one simply takes the protection cases from the first 100 days of the Trump administration and assumes that protection is actually applied, the share of US imports under protection doubles.

Marcus Noland

Executive Vice President and Director of Studies,
Peterson Institute for International Economics
November 4, 2017



Le Monde, 5 avril 2018

S'agit-il d'un match de catch, dont Donald Trump est si friand, ou d'un engrenage destructeur inexorable ? Nul ne sait répondre à la question alors qu'aucune barrière douanière n'est entrée en vigueur, les taxes de 50 milliards de dollars annoncées par Washington puis Pékin ne devant pas être appliquées avant plusieurs semaines tandis que la guerre de l'acier est une bataille chiquée, les exportations chinoises ayant été réduites à peau de chagrin.

Bloomberg, June 1, 2018

Trump “is oblivious to the advantages of being at the center of the global order,” said Michael Fullilove, executive director of the Lowy Institute, in Sydney. “He is dubious about the value of alliances, even though China or Russia would dearly love to have an alliance network as powerful and cost-effective as that of the United States.”

Technological change



A big battle ahead is going to be over whether we keep a global Internet and an open governance system or whether the Internet becomes balkanised. We will either have an open, transparent and dynamic Internet in the future or a closed, controlled and static one.

Carl Bildt
Minister of Foreign Affairs of Sweden
December 14, 2013



We believe that over the next five years technology development, connected with digital health solutions such as m-health and e-health, mobile and electronic health, will revolutionise how health services are delivered and offer new ways to address gaps in access to and affordability of care.

Bertrand Badré
Managing Director and Group Chief Financial Officer, World Bank
November 22, 2015



Blockchain will bring economics and technology together in a way society has never experienced before. Previous technologies like the internet allowed us to create openness and the exchange of information. Blockchain allows us to track & trace our interaction, economic transaction and gives us power to disrupt aspects of our own social contract (that we don't like).

Toby Simon
Founder and Chairman,
Synergia Foundation
November 22, 2016



The way we look at the world will completely change with AI replicating human senses; organisations' working model, hierarchies, and social models will undergo change and our existing institutions will have to be geared for this change. The most immediate challenge is to adapt our education system starting from the very early stages.

Patrick Nicolet
Group Executive Board
Member, Capgemini
November 4, 2017

The Guardian, December 28, 2016
It has been predicted that by 2050, 40% of jobs will be automated and no industry would be unaffected. While this projection is decades away, there have been many developments in artificial intelligence this year. Robots are being designed to be bank clerks, to host job interviews, to be therapists – which show how this technology is already having an impact on the way we work.

Washington Post, May 2, 2018
Data has become and will continue to be a foundational basis for our society. It is much like the air we breathe, water we drink and electricity we depend on. Moreover, each of us is a source of data, and we all constantly contribute to data flows. Therefore, the protection of data under private law should shift to data ownership, management and regulation under public law so that data serves the public interest.

The Guardian, November 20, 2017
At long last the consumer tech revolution is coming to healthcare. It will change primary care skills, training, practice ownership, payment systems, demand, access, outcomes and much more. It could also widen health inequalities if it is handled badly.

Space conquest



Over nearly 60 years, thousands of satellites have enabled humankind after conquering the land, sea and air to conquer the fourth element, space. [...] Satellites take pictures that allow us to forecast the weather. They are also helping to protect populations from environmental threats, detecting natural and manmade disasters, improving soils, oceans and vegetation for the benefit of all. Satellites are also crucial instruments supporting efforts to curb climate change. [...] In total, we now have roughly over 60 countries developing their own space programme and this is going to continue. [...] a new movement has emerged from the US and has taken hold around the globe. This new movement called 'New Space' is being shaped by rich and ambitious entrepreneurs eager to transform this business. [...] It is satellites that have provided the evidence of climate change. Without them, it would have been impossible to demonstrate that sea levels are rising 3.2 millimetres a year. Likewise, it is satellites that are enabling us to encourage nations' efforts to cut greenhouse gas emissions. [...] The third challenge we face concerns exploration, because the current shifts in the space sector are likely to have the unexpected effect of stepping up the pace of Mars exploration. [...] France has the second largest per capita space budget in the world, just behind the US. Many services which we now consider irreplaceable rely on satellite-derived applications, even though we do not always realize it. So, in a nutshell, space is definitely a major technological and governance adventure.

Jean-Yves Le Gall
President of the Centre National d'Etudes Spatiales (CNES)
November 21, 2016

La Tribune, 31 mars 2017

L'incroyable pari d'Elon Musk est réussi. De façon magistrale sur le plan technique. De quoi parle-t-on? Le dernier né des satellites de l'opérateur de satellites luxembourgeois SES - SES-10 - est le premier au monde à avoir été mis sur orbite par un lanceur réutilisable, en l'occurrence Falcon 9 de SpaceX, qui a récupéré à nouveau dans la nuit de jeudi à vendredi le premier étage de sa fusée. Une première dans l'histoire de l'industrie spatiale. Cette double réussite permet au milliardaire Elon Musk de franchir une nouvelle étape dans son ambition de révolutionner les voyages dans l'espace avec l'objectif ultime d'organiser des liaisons commerciales vers Mars. La réutilisation d'un lanceur est censée réduire de façon drastique les coûts de lancement.

Newsweek, March 5, 2018

NASA has successfully completed tests of a miniature nuclear reactor that could one day power long-term human settlements on the Moon, Mars and beyond. The reactor will be especially useful in the challenging environments of places such as the moon and Mars, where generating power using solar panels can be difficult. On Mars, for example, sunlight is limited by seasonal variation and periodic dust storms, which can go on for months. Meanwhile, nighttime on the Moon can last about 14 days.

Terrorism



We unleashed a war, which set off new reactions by fanatical Muslim radicalism. And while there were Taliban at the time, we now have Al-Qaeda in Afghanistan, Yemen and the Sahel – just about everywhere. In other words, it's a new challenge, a security challenge completely different from the traditional challenge of peace and negotiations.

Miguel Ángel Moratinos

Minister of Foreign affairs and cooperation of Spain
October 16, 2010



The return of religion, with at the same time young people and the general population being distressed by this type of change, means that there is huge pressure on our societies. We will enter a period when humanity's classic values will be questioned in an extremely violent manner. And I am worried that we aren't prepared for it.

Mircea Geoana

Senator, President of the Aspen Institute Romania and former Minister of Foreign Affairs of Romania
December 15, 2013



Neither terrorism nor any of the contemporary world's other ills will be defeated by expressing emotions alone. Only a genuinely international policy in the highest sense of the term will allow the world to make it through the 21st century without repeating tragedies on the scale of those that wracked the 20th.

Thierry De Montbrial

Chairman and Founder of the World Policy Conference
November 20, 2015



L'Express, 7 juin 2017

Depuis plusieurs mois déjà, des parlementaires libéraux de l'UE se sont prononcés en faveur de la création d'une agence européenne du renseignement sur le modèle du FBI américain. Ce nouvel organe de sécurité se verrait confier de réels pouvoirs d'enquête dans l'ensemble de l'UE.

The New York Times, April 11, 2016

The need for greater teamwork has been made all the more pressing by Europe's porous borders, which once exemplified freedom of movement but now present a huge challenge at a time when thousands of Europeans are being recruited by the Islamic State and hundreds of thousands of refugees are fleeing the war in Syria for Europe.



Two things are needed to defeat ISIS. The first one is to look at the real threat to us as Arabs today, which is demography; 50% of Arabs are under 20 years of age. No Arab leader, no Arab thinker can compete with the one called Abu Bakr Al Baghdadi. This man promises our desperate, unemployed youth 70 virgins, heaven and so on. In Palestine, we have a 26% unemployment rate; we cannot even promise a one-bedroom apartment and a job. We cannot compete so we need to revisit our educational system. Maybe we should ask ourselves why we teach our children at kindergarten to die for Allah. Our Koran says we should teach our children to live for Allah.

Saeb Erekat

Palestinian Chief Negotiator
November 20, 2016



There are many different facets of terrorism, but the main danger today comes from radical Islamist terrorism. Each minute a few hundred thousand children are being taken in by the so called Holy Grail of a New World and a new Caliphate. This is the concept. The idea behind it is still more dangerous, viz., to reach the goal, you need to join us, and be willing to kill and carryout acts such as those that took place in Belgium and France recently. Dealing with an idea is far more difficult than meeting the problem militarily. The best brains and the best minds are really needed to work on the problem.

M. K. Narayanan

Former Governor of West Bengal of India
November 21, 2016

**A high-level
networking place**

Each participant is chosen individually not only on the basis of his/her skills and influence, but also because he/she is thought to be able to create the right chemistry to foster effective interaction between all the guests. During the selection process, we also take into account a range of criteria, such as regional, functional and media-related factors. Lastly, we limit the number of participants at each conference to ensure that meetings are as productive as possible. On this basis and in a warm and welcoming setting, all the conditions are met for participants to speak their mind freely, thereby creating a very high-level yet informal meeting place.



Appreciations

2008 - 2017

Fu Ying, 2010

I think the WPC is playing such a role as it brings people together. A panel, for example, brings people together to debate about the ideas to discuss, to hear each other, although we're not making decisions here. But by exchanging views we help the decision makers.

Lionel Zinsou, 2010

It is important to have access to a free, privately managed forum, during which people may express their views in their own name and not in the name of their job function, and where they should be prepared to share their ideas in order to imagine how the world could be governed in a more or less rational way.

Jacob Frenkel, 2013

It is a conference that has great diversity in it. It is not a narrow conference, but a conference about the world and world policy. This is appropriate, because today there is no foreign policy without economic policy and there is no economic policy without international relations. As the organisers have recognised, it is appropriate that this conference brings together people from diverse political and occupational systems and who speak diverse languages.

Mohamed Laichoubi, 2014

Congratulations on the Seoul WPC Summit, which was a great success. The organisers did an excellent job and the quality of the debates was very high. I add my voice to all those who have already expressed their satisfaction.

Tadakatsu Sano, 2014

Congratulations for the great success of the World Policy Conference in Seoul. I would like to thank you again for the invitation to the World Policy Conference, which is now well established internationally in the intellectual society. The discussion was stimulating and again I believe I learned a lot from the conference.

Miguel Ángel Moratinos, 2014

I consider that the WPC is an extremely positive platform to shape the future of world policies. I want to convey my gratitude and I take this opportunity to remember that I'll be at your disposal for my future contribution to the WPC.

Igor Yurgens, 2015

Einstein said that the most serious force is the force of intellect. The WPC is the force of intellect embodied by its leader, its Chairman. Thierry de Montbrial knows how to find people. If you find people and you put intellect in one place, that produces a result which cannot be ignored.

Itamar Rabinovich, 2015

I think the WPC is an excellent venue. It is large enough to be diverse, to have a significant number of knowledgeable, interested and influential individuals. It is not a mass of diversity where one field is lost, and it is not a tiny gathering of the same 25 familiar faces. I think it has the optimal size, and a very good make-up.

Arkebe Oqubay, 2015

The WPC is an important platform. The benefit is that, first of all, it is possible to discuss international economic governance systems, which are critical, because least developed countries or even developing countries need an environment where the international economic order is conducive for them. The second one is that it also gives a platform to take experience. It has become a very good source of experience, and also to voice out our concerns and our perspective on how the international environment should look.

M.K. Narayanan, 2015

What distinguishes the World Policy Conference from most international conferences is that they get some of the best people to be present; most of them are thinkers, and therefore they bring a great deal of insight as to how to deal with problems. The WPC provides maybe one of the best forums where you can get an exchange of ideas and take back something.

Kemal Dervis, 2015

They choose the topics in a very intelligent and appropriate way. There is real substance, but there is also friendship that evolves over the years. I like the size: it is not a very small conference, but it is not a huge one either; one gets to discuss things in some depth, not just during the sessions but also during social moments. I like the fact that it lasts two and a half - almost three - days: again, one finds the time to enter into some depth. A lot of panels and conferences are squeezed so much in time that one goes for sound bites. There is more scope here for real discussions.

Jean-Claude Trichet, 2015

The WPC is very helpful because it concentrates, since the very beginning, on global governance - as the title suggests. We trust - and I trust, personally, that global governance is more important than ever in the present world, because we have so many dramatic structural changes. Global governance associated with globalization is of the essence, but we also have these new challenges of science and technology, the IT revolution which is really galloping and is transforming everything in the world, including all the production processes. You also have, or course, the new geopolitical challenges, including - very unfortunately - terrorism. All of this creates an absolute need for improving global governance.

Mario Monti, 2015

The WPC plays an important role in making the leaderships better aware of the interdependences. Of course, the WPC is not attended by everyday, ordinary citizens; for that, there are other instruments of communication and common awareness-making. This is for the leaders of countries, of cultural movements, of international institutions, and I think it is a very useful exercise because, indeed, this is also an intellectual and a political contribution towards winning the temptation of isolationism.

Jim Hoagland, 2015

The WPC stimulates new ideas, it stimulates new thinking. It gives us the chance to put forward ideas. It stirs debate. It exerts pressure of an intellectual, political kind. It is an extremely useful forum, particularly since this is one of the few conferences where you have a real bilingual approach, therefore coming together French and English, European and American attitudes.

Mari Kiviniemi, 2016

I think this is a very good forum to make people aware of the instruments which we have, the recommendations, the toolkit, and to make everyone aware of them especially when it comes to this tax work. They are not yet implemented so this is work which will then affect the coming years' taxation and to that extent it is quite new for many people so I think this is a very good audience to make sure that these tools are really influential.

John Kerr, 2016

I find that the WPC is a very interesting mix of people. For example, today I heard things about Turkey that I did not know and I find that extremely useful. I chair a London think tank and I do a certain amount of foreign affairs and the House of Lords and I do need to keep in touch. I learned a lot and it is also a very nice forum for networking with lots of old friends like you!

John Lipsky, 2016

From someone based in the US, it is very interesting and refreshing to hear all the viewpoints and especially European viewpoints of current events. So, it is an excellent opportunity.

Sheikh Mohammed bin Abdulrahman bin Jassim Al-Thani, 2017

The World Policy Conference has become one of the most important events in the world of policy and international efforts.

Michael Lothian, 2017

It was full of interesting debate, challenging ideas and frank thinking. It was an honour for me to take part. The world is more unstable than I have known it in many years and the agenda and his skilled chairmanship gave us all an opportunity to address these issues in depth. My belief in the need for new structures of world governance were strengthened further by what I heard.

Emmanuel Macron, 2017

I hope that the international dialogue on the organisation of our planet will continue, and I know that I can rely on the World Policy Conference to produce better ideas, better policies and to bring the debate forward. An excellent ten-year anniversary to the WPC: it serves a valuable purpose.

Bartholomew 1st, 2017

We can only rejoice in the fact that, in this country, a new edition of the World Policy Conference is taking place. By inviting us to express these few thoughts at the opening session, its organizers - and here we would like to warmly thank Professor Thierry de Montbrial for his friendship - stressed the fundamental importance of religion in reflecting on world affairs, or, to phrase it otherwise, about international issues. The Ecumenical Patriarchate which we have the honour of representing thanks them, while wishing them every success in their undertakings.

Jean-Yves Le Gall, 2017

My warmest and sincerest congratulations for those three days of top quality interventions and debates which have been extremely fascinating. Once again this year, the World Policy Conference was the place to be.

King Mohammed VI, 2017

Placed under my patronage, this important meeting in the Ocher City offers eminent figures from a wide range of backgrounds the opportunity to discuss major regional and global issues. It also contributes to improving governance in terms of thinking, decision-making and control. The aim is to promote the advent of a more open world which respects diversity.

Tsakhagiin Elbegdorj, 2017

This is a really great opportunity and a great platform, and we have to maintain it. Mongolia, and myself, are really committed to this great endeavour and purpose.

Oliver Bussmann, 2017

It was a great experience and honor to discuss important geo-political topics in such an elite round of experts. Overall the conference was well-organised, in-depth panel discussion and a perfect place for networking.

Tatsuo Masuda, 2017

It was indeed an unforgettable conference in Marrakesh. I was immensely benefited from attending all sessions, and networking with old and new friends. I just wrote back to one of new friends made in Marrakesh.

Nasser Bourita, 2017

First, I would like to duly pay tribute to somebody who deserves it, Thierry de Montbrial. We would not all be here tonight without him. Dear Thierry, thank you for your tireless but, as may be seen tonight, heartily acknowledged efforts. Thank you for your vision: today those who had faith in this adventure as early as 2008, those who believed the WPC would actually continue through the years with brilliance and distinction, are delighted - and the best is yet to come. And above all, thank you for giving us a fresh opportunity to discuss and debate the world's key issues.

Ana Brnabić, 2017

I think the World Policy Conference is an important event. I really appreciate the fact that the organisers decided to stress and to present the current situation in the Balkans, especially the reconciliation and the partnership between Serbia and Albania. I am honoured to be here to represent Serbia's point of view and to talk about the whole region. We are all united towards the same goals.

Edi Rama, 2017

It is an honour to be here and to attend an event with such important participants who are knowledgeable and experts in their domains. It also provides me the opportunity to show something I take pride in, namely the endeavour to reach peace and cooperation in the Balkans.

Among the WPC participants

2008 - 2017

A

Abbad El Andaloussi, Zineb

Partner, Helios Investment Partners; Founding Partner, Euromed Advisory

Abd al-Mahdi, Adil

Minister of Oil, Iraq (2016-2014); Vice President of the Republic of Iraq (2005-2011)

Abdel-Nour Mounir, Fakhri

Minister of Industry, Foreign Trade and Investment, Egypt (2013-2015); Minister of Tourism of Egypt (2011-2012)

Aburdene, Odeh

President of OAI Advisors

Ackermann, Josef

Chairman of the board of Directors, Bank of Cyprus; CEO, Deutsche Bank (2002-2012)

Adib, Mustapha

Ambassador of Lebanon to Germany

Ahani, Ali

Ambassador of Iran to France (2012-2017)

Ahmed, Masood

President of the Center for global Development; Director of the International Monetary Fund Middle East and Central Asia Department (2008-2016)

Ahn, Ho-Young

Ambassador of the Republic of Korea to the US; Former G20 Sherpa of the Republic of Korea; Former Vice Foreign Minister

Ahsan, Shameem

Ambassador of Bangladesh to Nigeria and Permanent; Representative to the UN Office in Geneva

Ahtisaari, Martti

10th President of Finland (1994-2000); Nobel Peace Prize 2008; Chairman of the Crisis Management Initiative

Akadiri, Saliou

Minister of Foreign Affairs of Benin (2015-2016)

Allavena, Jean-Charles

President of the Foreign Relations Commission of the National Council of Monaco

Al Omeir, Othman

Publisher and Editor-in-chief, Elaph

Al-Thani, Meshal Bin Hamad

Ambassador of the State of Qatar to the US; Ambassador of the State of Qatar to France (2013-2016)

Al-Thani, Sheikh Abdullah bin Nasser bin Khalifa

Prime Minister of Qatar

Al-Thani, Sheikh Mohammed bin Abdulrahman bin Jassim

Minister of Foreign Affairs of Qatar

Amano, Yukiya

Director General of the International Atomic Energy Agency (IAEA)

Amirabdollahian, Hossein

Deputy Foreign Minister for Arab and African Countries, Islamic Republic of Iran (2011-2016)

Amrani, Youssef

Delegate-Minister for Foreign Affairs and Cooperation, Royal Cabinet, Morocco

Andrews, John

Senior Editor, Project Syndicate; Contributing Editor, The Economist

Antoniszyn, Ilona

Board Advisor, Government Relations and Public Policy, Volkswagen Group, Poland; Under-Secretary of State in the Ministry of Economy, Poland (2011-2015)

Appert, Olivier

Chairman of the Conseil Français de l'Energie ; President, IFP Energies Nouvelles (2003-2015)

Aranda Bezaury, Lourdes

Head of governmental relations of Ferromex and Ferrosur; Vice Minister of Foreign Affairs, Mexico

Ayrault, Jean-Marc

Minister of Foreign Affairs and International Development (2016-2017); Prime Minister (2012-2014), France

B

Babacan, Ali

Member of Turkish Parliament; Deputy Prime Minister of Turkey responsible for the Economy (2009-2015)

Badinter, Robert

President of the Constitutional Council (1986-1995); French Minister of Justice, Keeper of the Seals (1981-1986)

Badré, Bertrand

Founder and CEO, Blue Orange Capital; Chief Financial Officer and Managing Director for Finance, World Bank Group (2013-2016)

Ban, Ki-Moon

Secretary-General of the United Nations (2007-2016)

Barak, Ehud

Prime Minister of Israel (1999-2001); Minister of Defence of Israel (2007-2013)

Baraka, Nizar

Chairman, Economic, Social and Environmental Council (CESE), Morocco

Bark, Taeho

President, Lee&Ko Global Commerce Institute and Professor Emeritus of Seoul National University; Minister for Trade, Korea (2011-2013)

Baroness Lynda Chalker of Wallasey

Founder and Chairman of Africa Matters Ltd; Minister for Overseas Development & Africa, UK (1989-1997)

Barrault, François

Chairman and Founder, FDB Partners; Chairman of Idate/DigiWorld Institute

Bartholomew 1st, Dimitrios

Archbishop of Constantinople-New Rome and Ecumenical Patriarch

Bazin, Sébastien

Chairman and CEO of AccorHotels

Beier, Christoph

Vice Chair of the management board, GLZ, Germany

Ben Hammouda, Hakim

Minister of Economy and Finance of Tunisia (2014-2015); Special Advisor to the President of the African Development Bank (2011-2013)

Benkhadra, Amina

General Director of the National Office for Hydrocarbons and Mines (ONHYM) of Morocco; Minister of Energy, Mines, Water and Environment, Morocco (2007-2012)

Bensalah Alaoui, Assia

Ambassador-at-large, Morocco

Bensalah Chaqroun, Miriem

President of the General Confederation of Moroccan Companies (CGEM)

Bielecki, Jan Krzysztof

Chairman of the Polish Institute of International Affairs; Prime Minister of Poland (1991)

Bildt, Carl

Chair of the Global Commission on Internet Governance (2014-2016); Foreign Minister of Sweden (2006-2014)

Biloa, Marie-Roger

Chair & CEO, Africa International Media Group

Bin Mohammed Al Attiyah, Khalid

Minister of State for Defence, Qatar; Minister of Foreign Affairs, Qatar (2013-2016)

Bitar, Sergio

Minister of Public Works of the Republic of Chile (2008-2010)

Bliznashki, Georgi

Prime Minister of Bulgaria (2014)

Boadu, Prince

CEO/Co-founder, MapTech Logistics Limited

Bönning, Matthias

Chief Operating Officer and Managing Director, Oekom Research AG

Borza, Remus

President, EuroInsol, Romania

Bouée, Charles-Edouard

CEO, Roland Berger Strategy Consultants

Bourita, Nasser

Minister of Foreign Affairs and International Cooperation, Morocco

Bouttes, Jean-Paul

Chief Economist and Senior Executive Vice President of Strategy and Prospective at EDF

Bréchet, Christian

President of the Global Virus Network (GVN); Managing Director of the Institut Pasteur (2013-2017)

Brnabić, Ana

Prime Minister of the Republic of Serbia

Bujon de l'Estang, François

President, FBE International Consultants; French Ambassador to the United States (1995-2002)

Burelle, Jean

Chairman and CEO, Burelle

Burkhalter, Didier

Member of the Swiss Federal Council (2009-2017)

Burt, Richard

Managing Partner, McLarty Associates

Bussmann, Oliver

Founder & Managing Partner, Bussmann Advisory, Switzerland

C

Caillé, André

Director of several corporations, including Junex, Canada

Camdessus, Michel

Managing Director of the IMF (1987-2000)

Casteljacob (de), Patrick

Executive Vice President Strategy and International, Airbus

Castries (de), Henri

Chairman, Institut Montaigne; Chairman and CEO, Axa, (2000-2016)

Catsiapis, George

CEO and Managing Director, EFG Bank Monaco

Chang, Dae-whan

Chairman and Publisher of Maekyung Media Group, Republic of Korea

Charafeddine, Raed

First Vice-Governor of the Central Bank of Lebanon

Charlin, Bruno

Chief Investment Officer at AXA UK

Chatikavanij, Korn

Finance Minister of Thailand (2008-2011)

Chebeleu, Traian

Deputy Secretary General, Permanent International Secretariat, Organization of the Black Sea Economic Cooperation

Chey, Tae-Won

President, SK Group, Republic of Korea

Choi, Hyung-Ho

CEO, BNP Paribas Securities Korea

Christory, Pascal

Chief Investment Officer at AXA France

Cleary, Seán

Chairman, Strategic Concepts (Pty) Ltd; Executive Vice Chair of the FutureWorld Foundation

Cœuré, Benoît

Member of the ECB's Executive Board; Member of the Europe Policy Group

Cohen, Lanny

Group Chief Innovation Officer, Capgemini

Colas des Francs, Patrick

CEO, COGES

Collomb, Bertrand

Honorary Chairman, Lafarge S.A.; Chairman and CEO of Lafarge S.A. (1989-2003)

Condé, Sékou Kouréissy

President and Co-founder, African Crisis Group (2011); Minister of Security, Guinea (1997-2000)

Cooper, Richard

Professor of International Economics, Harvard University

Copé, Jean-François

Mayor of Meaux; Member of Parliament, France (2002-2017)

Córdova Villalobos, José Ángel

Advisor, WFME; Minister of Health of Mexico (2006-2011)

Corlatean, Titus

Chairman of Romania's Parliament Delegation to the PACE; Minister for Foreign Affairs of Romania (2012-2014)

Couchepin, Pascal

President of the Swiss Confederation (2003 and 2008)

Cozon, Stanislas

Managing Director, Global Sectors, Capgemini

Cunningham, Nelson W.

President and Co-founder, McLarty Associates

Czarnecki, Ryszard

Member of the European Parliament (MEP) from Poland

D

Dadush, Uri

Senior Fellow at the OCP Policy Center, Morocco; Principal of Economic Policy International, LLC

Dăianu, Daniel

Member of the Board, Central Bank of Romania; Member of the European Council for Foreign Relations

Dassa, François

Head of Global Prospective and International Relations, EDF

Dassas, Pierre

Chairman of the European Leadership Network (ELNET), France

Davutoglu, Ahmet

Prime Minister of the Republic of Turkey (2014-2016); Minister of Foreign Affairs of the Republic of Turkey (2009-2014)

Dejammet, Alain

Ambassador of France

Delapalme, Nathalie

Executive Director, Research and Policy, Mo Ibrahim Foundation

Deroubaix, Bertrand

Senior Vice President Public Affairs, Total

Dervis, Kemal

Senior Fellow in the Global Economy and Development Program, Brookings Institution; Administrator of the UNDP (2005-2009)

Diop, Abdou

Managing Partner of Mazars Group, Morocco

Diriöz, Hüseyin

Ambassador of Turkey to Russia; Assistant Secretary General for Defence Policy and Planning, NATO (2010-2013)

Djerejian, Edward P.

Founding Director, James A. Baker III Institute for Public Policy, Rice University

Dologuele, Anicet

President of the Development Bank of Central African States (2001-2010); Prime Minister of the Central African Republic (1999-2001)

Dong, Manyuan

Vice President, China Institute of International Studies

Drouin, François

President of ETI Finance

Dvorkovitch, Arkadi

Deputy Prime Minister of Russia (2012-2018); Former Sherpa of President Dmitry Medvedev

Dye Ba, Ciré

Executive Director, CIR-TECH-CTC

Dynkin, Alexander

President, Institute of World Economy and International Relations (IMEMO), Russia (2006-2017)

E

Eizenstat, Stuart

Partner at Covington and Burling LLP

Elbegdorj, Tsakhiagiin

President of Mongolia (2009-2017)

El Mansouri, Mohamed Yassine

Managing Director of Studies and Documentation (DGED), Morocco

Elscheková Matisová, Andrea

Ambassador of the Slovak Republic to the Swiss Confederation and the Principality of Liechtenstein

Enkhbayar, Nambaryn

President of Mongolia (2005-2009)

Erlanger, Steven

Chief Diplomatic Correspondent in Europe for The New York Times

Evans, Ryan

Founder, CEO, and Editor-in-Chief of War on the Rocks

F

Fabius, Laurent

President of the Constitutional Council; Minister of Foreign Affairs and International Development of France (2012-2016)Fassi

Fihri, Taïeb

Advisor to King Mohammed VI; Minister of Foreign Affairs and Cooperation, Morocco (2007-2012)

Fedotov, Yuri Viktorovich

Executive Director of UN Office for Drugs and Crime (UNODC) at UN Office in Vienna

Fischer, Heinz

President of the Republic of Austria (2004-2016)

Fischer, Joschka

Founding Partner of Joschka Fischer and Company; Vice Chancellor and Minister of Foreign Affairs of the Federal Republic of Germany (1998-2005)

Foucher, Michel

French Ambassador to Latvia (2002-2006); Chair of applied Geopolitics at College of World Studies (FMSH-ENS)

Frenkel, Jacob

Chairman of JPMorgan Chase International

Fresco, Louise

President of the Executive Board of Wageningen University and Research Centre, The Netherlands

Fried, Jonathan T.

Ambassador and Permanent Representative of Canada to the WTO

Frieden, Jeffry A.

Professor of Government at Harvard University

Fu, Ying

Chair of China's 12th National People's Congress (2013-2018); Vice Minister of Foreign Affairs of the People's Republic of China (2010-2012)

Fullilove, Michael

Executive Director, Lowy Institute for International Policy

G

Gadio, Cheikh Tidiane

President of the Institute for Pan-African Strategies (IPS); Minister of Foreign Affairs of Senegal (2000-2009)

Gallardo, Juan

Director of Organización Cultiba, S.A.B. de C.V.

Gascón, Lorenzo

Vice Chairman of the Royal Academy of Economic and Financial Sciences of Spain

Gates, Robert M.

U.S. Secretary of Defense (2006-2011)

Gemayel, Amine

President of the Lebanese Republic (1982-1988)

Geoană, Mircea

President of the Senate of Romania (2008-2011); Minister of Foreign Affairs of Romania (2000-2004)

Georgelin, Jean-Louis

Great Chancellor of the French national order of the Legion of honor (2010-2016)

Gil Aluja, Jaime

President of the Royal Academy of Economics and Financial Sciences of Spain

Girard, Renaud

Senior reporter and international columnist at Le Figaro

Girault, Jean-François

Ambassador of France to Morocco

Glasser, Robert

Secretary General of CARE International (2008-2015)

Gomez-Robledo, Juan Manuel

Ambassador of Mexico to France and Monaco; Deputy Foreign Minister for Multilateral Affairs and Human Rights of Mexico (2006-2015)

Goulard, Sylvie

Deputy Governor of the Bank of France; Former minister for the Armed Forces, France

Gruffat, Jean-Claude

Managing Director at Galileo Global Advisors; President of the American Chamber of Commerce in France (2008-2011)

Guerin, Gilles

Managing Director, Banque Bordier & Cie, Geneva

Guigou, Elisabeth

President of the Anna Lindh Foundation; Head of the French national assembly Foreign Affairs committee (2012-2017)

Gül, Abdullah

President of the Republic of Turkey (2007-2014)

Gurria, Ángel

Secretary-General of the OECD

Gurry, Francis

Director General of the World Intellectual Property Organization

H

Halalai, Traian

President and CEO of The Export Import Bank of Romania EximBank

Han, Seung-Soo

Prime Minister of the Republic of Korea (2008-2009)

Han, Sung-Joo

Former Foreign minister of Korea

Hassassian, Manuel

Ambassador from Palestine to the United Kingdom

Heumann, Stefan

Member of the management board of Stiftung Neue Verantwortung (SNV)

Hié, Henri

Professor of Practice (Aviation Management), The Hong Kong Polytechnic University

Hijab, Ryiad

General Coordinator of the High Negotiations Committee (HNC); Former Prime Minister of Syria

Hildebrand, Philipp

Vice Chairman of BlackRock; President of the Swiss National Bank (2010-2012)

Hoagland, Jim

Contributing Editor to the Washington Post

Hoeven (van der), Maria

Executive Director, IEA (2011-2015)

Hoop Scheffer (de), Jaap

Secretary-General of NATO (2004-2009)

Horii, Akinari

Special Advisor and a member of the Board of Directors of the Canon Institute for Global Studies; Former Assistant Governor of the Bank of Japan

Hosoya, Yuichi

Professor, Department of Political Science, Keio University

I

Ibrahim, Mo

President, Mo Ibrahim Foundation

Ido, Kiyoto

Deputy Chairman, The Institute for International Economic Studies, Japan

Ilves, Toomas Hendrik

President of the Republic of Estonia (2006-2016)

Isărescu, Mugur

Governor of the National Bank of Romania; Prime Minister of Romania (1999-2000)

Ischinger, Wolfgang

Chairman, Munich Security Conference

Itoh, Motoshige

Emeritus Professor, University of Tokyo and Professor of Gakushuin University

Ivanov, Igor S.

Professor, Moscow State Institute for International Relations

Iwatani, Shigeo

Secretary-General, The Trilateral Cooperation Secretariat

J

Jank, Marcos

CEO, Asia-Brazil Agro Alliance

Jankowitsch, Peter

Member of the Board and former Secretary General of the Austro-French Centre for Rapprochement in Europe

Jayanthi, Aruna

CEO, Capgemini India

Jeremić, Vuk

President, Center for International Relations and Sustainable Development (CIRSD); Minister of Foreign Affairs, Serbia (2007-2012)

Jia, Qingguo

Dean of the School of International Studies of Peking University

Johnston, Donald J.

Chair of the McCall MacBain Foundation, Geneva, Switzerland; Secretary-General of the OECD (1996-2006)

Ju, Chul-Ki

Former Senior Secretary for Foreign Affairs and National Security, Office of the President of the Republic of Korea

Jung, Sung-Chun

Vice President, Department of International Macroeconomics & Finance KIEP

K

Kaiser, Karl

Adjunct Professor emeritus, Harvard Kennedy School

Kamhi, Jak V.

President, Profilo Holding A.S.

Kaplan, Samuel

Ambassador of the United States to Morocco (2009-2013)

Kausikan, Bilahari

Ambassador-at-Large, Ministry of Foreign Affairs of Singapore

Kerguiziau de Kervasdoué (de), Jean

Professor emeritus, CNAM

Kerr, John

Member of the House of Lords; British Ambassador to the United States and the EU (1990-1997)

Khan, Jehangir

Director of the UN Counter-Terrorism Implementation Task Force (CTITF) and the UN Counter-Terrorism Centre (UNCCT)

Kiechel, Anne-Laure

Managing Director, Rothschild

Kim, Chulsu

Senior Advisor, Lee International IP & Law Group; Deputy Director General, WTO (1995-1999)

Kitaoka, Shinichi

President, Japan International Cooperation Agency

Kiviniemi, Mari

Deputy Secretary-General, OECD; Prime Minister of Finland (2010-2011)

Klich, Bogdan

Senator, Minority Leader of the Senate, Poland; Minister of Defense, Poland (2007-2011)

Kodaira, Nobuyori

Advisor to the Board of Toyota and Chairman of the Toyota Foundation

Kodjo, Edem

President, Fondation Pax Africana; Prime Minister of Togo (1994-1996 ; 2005-2006)

Koroma, Momodu

Managing Director, Future Standards Ltd; Former minister of Foreign Affairs of Sierra Leone

Korsia, Haïm

Chief Rabbi of France

Kosciusko-Morizet, Nathalie

Former French minister of Ecology, Sustainable development, Transportation and Housing

Kumar, Ashwani

Senior Advocate Supreme Court; Union Minister for Law & Justice, India (2012-2013)

Kuroda, Haruhiko

Governor of the Bank of Japan

L

Lafer, Celso

Professor of Philosophy, Law School, University of São Paulo; Minister of Foreign Affairs of Brazil (2001-2002)

Lafont, Bruno

Co-chairman, LafargeHolcim (2015-2017)

Laichoubi, Mohamed

Former Minister of Labor and Social protection and Minister of Youths and Sports, Algeria

Lamy, Pascal
Director General, WTO
(2005-2013)

Le Gall, Jean-Yves
President of the Centre Na-
tional d’Etudes Spatiales

Lee, Hong-Koo
Prime Minister of the Repu-
blic of Korea (1994-1995)

Lee, Hye-min
Senior advisor, Kim & Chang
Law Firm; Former G20
Sherpa, Republic of Korea

Lee, Seung-Hoon
Chairman, Lee International
IP & Law Group

Leterme, Yves
Deputy Secretary General,
OECD (2012-2014)

Liautaud, Susan
Founder, Susan Liautaud &
Associates Limited (SLA)

Likhotal, Alexander
President of Green Cross
International (1996-2017)

Lissovolik, Yaroslav
Managing Director (Re-
search) – Chief Economist,
Eurasian Development Bank

Lowenstein, James
Vice President, French Ame-
rican Foundation, France

M

Makram-Ebeid, Mona
Distinguished Lecturer, Poli-
tical Science Department,
American University in
Cairo; Egyptian Senator

Malard de Rothschild, Arielle
Managing Director,
Rothschild & Cie

Malgin, Artem
Vice-rector for general affairs
and corporate relations,
MGIMO

Mangeard, Philippe
President, TK’Blue Agency

Marois, Pauline
Premier of Quebec
(2012–2014)

Masuda, Tatsuo
Visiting Professor, Nagoya
University of Commerce and
Business Graduate School,
Japan

Maurer, Peter
President of the Internatio-
nal Committee of the Red
Cross

Medvedev, Dmitry
Prime Minister of the Fede-
ration of Russia; President
of the Federation of Russia
(2008-2012)

Mekouar, Aziz
Ambassador of the Kingdom
of Morocco to China and
Mongolia

Mesic, Stepan
President of the Republic of
Croatia (2000-2010)

Mey, Holger H.
Vice President, Advanced
Concepts, Airbus Defence
and Space

Meyer, Jean-Claude
Vice-Chairman of Rothschild
Europe

Mokaddem, Leila
Country Manager for the
Central Africa Regional
Development and Business
Delivery Office, AfDB

Moller, Michael
Director-General of United
Nations Office at Geneva

Monti, Mario
Prime Minister of Italy
(2011-2013)

Moratinos, Miguel Ángel
Minister of Foreign Affairs
and Cooperation of Spain
(2004-2010)

Morel, Pierre
Director of Observatoire
Pharos, France

Morgan, Hugh M.
CEO, First Charnock

Mouline, Saïd
CEO of the Energy Efficiency
Moroccan Agency

Mourre, Marc
Managing Director, Head of
Global Markets Commo-
dities, Natixis; Director,
Mourre & Co

Moussa, Amr
Secretary General, League
of Arab States (2001-2011)

Muñiz, Manuel
Dean, IE School of Interna-
tional Relations, Spain

N

Narayanan, Mayankote Kelath
Governor of West Bengal,
The Raj Bhavan (2010-2014)

Nasr, Samir
Chairman and CEO, ECE
Consultants SAL

Naumkin, Vitaly
Director, Institute of Oriental
Studies, Russian Academy of
Sciences

Nicolescu, Razvan
Executive Lead Advisor for
the Energy & Resources
practice, Deloitte; Minister
of Energy, Romania (2014)

Nicolet, Patrick
Group Executive Board
Member, Capgemini

Noland, Marcus
Executive Vice President and
Director of Studies, Peterson
Institute for International
Economics

Nordmann, François
Ambassador of Switzerland
to France and Monaco
(2002-2007)

Nowotny, Eva
Chairman of the Austrian
Commission for UNESCO
(2009-2018)

Nye, Joseph
University Distinguished
Service Professor, Center for
Public Leadership, Harvard
Kennedy School

O

Odinga, Raila Amolo
Prime Minister of the Repu-
blic of Kenya (2008-2013)

Okamoto, Yukio
President, Okamoto Asso-
ciates, Inc.

Oppetit, Bernard
Chairman, Centaurus
Capital

Oqubay, Arkebe
Minister and Advisor to the
Prime Minister, The Federal
Democratic Republic of
Ethiopia

Orengo, James
MP, Minister for Lands
of the Republic of Kenya
(2008-2013)

Orlowski, Tomasz
Ambassador of Poland to
Italy; Former vice minister
for Foreign Affairs of Poland

Otabe, Yoichi
Permanent Representative
of Japan to the United Na-
tions Office in Geneva

Oualalou, Fathallah
Mayor of Rabat, Morocco
(2009-2015); Minister of
Finance (1998-2007)

Ouattara, Alassane
President, Republic of Côte
d’Ivoire

P

Paal, Douglas
Vice President, Carnegie
Endowment for International
Peace

Padoan, Pier Carlo
Former minister of Economy
and Finance, Italy; Deputy
Secretary General, OECD
(2007-2014)

**Padoa-Schioppa, Thom-
maso**
Chairman for Europe of
Promontory Financial Group
(2009-2010); Minister of
Economy and Finance of
Italy (2006-2008)

Palacio, Ana
Member of the Council of
State, Spain; Senior Vice
President of the World Bank
(2006-2008)

Panov, Alexander
Member of the Advisory
Board of the Security Coun-
cil of the Russian Federation

Park, Dongsil
Ambassador of the Republic
of Korea to Morocco

Park, Geun-hye
President of the Republic of
Korea (2013-2017)

Park, In-kook
President, Korea Foundation
for Advanced Studies

Pepy, Guillaume
Chairman of SNCF’s Exe-
cutive Board and Chairman
and CEO of SNCF Mobilités

Pflüger, Friedbert
Director, European Centre
for Energy and Resource
Security, King’s College Lon-
don; Member of the German
Bundestag (1990-2006)

Pisani-Ferry, Jean
Professor at Hertie School of
Governance (Berlin); French
Commissioner General for
Policy Planning (2013-2016)

Platteau, Jean-Louis
Managing Director, EFG
Bank

Pouyanné, Patrick
Chairman of the Board and
CEO, Total

Praet, Peter
Member of the Executive
Board of the ECB

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Chairman, ALCEN

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Sovereign Prince of Monaco

Prince Michael of Liechtenstein
Founder and Chairman
of the Board, Geopolitical
Information Service AG

Prince Turki Al-Faisal
Chairman of the King Faisal
Center for Research and
Islamic Studies (KFCRIS),
Saudi Arabia

Pujol i Soley, Jordi
President of Generalitat de
Catalunya (1980-2003)

Q

Qiao, Yide
Vice Chairman & Secretary
General, Shanghai Develop-
ment Research Foundation

Qu, Xing
Deputy General director,
UNESCO; Former China’s
Ambassador to Belgium

R

Rabinovich, Itamar
President of the Israel Insti-
tute; Israeli Ambassador to
the United States of America
(1993–1996)

Radu, Rasvan
CEO, UniCredit Āiriac Bank
România

Rahman, Hassan Abdel
Former Palestinian National
Authority Ambassador to
the USA

Rahmani, Cherif
Former Minister of Town
Planning, Environment and
Tourism, Algeria

Rama, Edi
Prime Minister,
Republic of Albania

Rauser, Françoise
IEC Affiliate Country Pro-
gramme Executive Secretary
and International Liaison
for Developing Countries
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Razdan, Anil
Secretary to the Government
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(2007, 2008)

Reynders, Didier
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Minister of Foreign Affairs
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Director, Asia and Pacific
Department, IMF

Ricquier, Anita
Founder and CEO, Camelot
Trust Pte Ltd

Rioux, Rémy
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Robinson, Mary
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Chairman of Rothschild
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Rudd, Kevin
Prime Minister of Australia
(2007-2010, 2013)

Ryu, Jin Roy
Chairman and CEO, Poong-
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S

SaKong, Il
Chairman of the Institute for
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Minister, Republic of Korea
(1987-1988)

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Executive Chairman Capge-
mini Asia Pacific & Middle
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Serra, Narcís
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& Partenaires (I&P)

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Simion, Eugen
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nian Academy (1998 - 2006)

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Stoian, Marius
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Stoica, Gruia
President, Grampet Group

T

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tional Holding SA

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Tanaka, Nobuo
Chairman, The Sasakawa
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Director, IEA (2007-2011)

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CEO, Credit Suisse

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Rector, MGIMO

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President of the ECB
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Vedrine, Hubert
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Veret, Amalric
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Wasserman, Christopher
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Rothschild Paris

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Y

**Yaha, Mohamed Ab-
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Chairman and CEO, Mau-
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(WTO)

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Chairman of the Ameri-
can-Lebanese Chamber
of Commerce

Zhu, Yan-Mei
Executive Vice President of
Beijing Genomics Institute

Zinsou, Lionel
Co-President of the Fonda-
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nister of Benin (2015-2016)

Zoungrana, Mahama
Minister of Agriculture and
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(2013-2014)

Montbrial (de), Thierry

Thierry de Montbrial is Executive Chairman of the French Institute of International Relations (Ifri), which he founded in 1979. He is Professor Emeritus at the Conservatoire national des arts et métiers. In 2008, he launched the World Policy Conference. He has been a member of the Académie des sciences morales et politiques of the Institut de France since 1992, and is a member of a number of foreign academies including the Russian Academy of Sciences. He serves on the board or advisory board of a number of international companies and institutions. Thierry de Montbrial chaired the Department of Economics at the Ecole polytechnique from 1974 to 1992. He was the first Chairman of the Foundation for Strategic Research (1993-2001). Entrusted with the creation of the Policy Planning Staff (Centre d'analyse et de prevision) at the French Ministry of Foreign Affairs, he was its first director (1973-1979). He has authored twenty books, several of them translated in various languages. He is a Commandeur of the Légion d'honneur and a Grand Officer of the National Order of Merit and has been awarded many other state honors by the French and foreign governments. He holds nine honoris causa doctorates. Thierry de Montbrial is a graduate of the Ecole polytechnique and the Ecole des mines, and received a PhD in Mathematical Economics from the University of California at Berkeley.

Conference
follow-up,
Key figures



Each WPC is followed up by print and digital publications of high intellectual calibre. As the conference proceedings are intended to fuel public debate, they are largely “on the record” and widely disseminated. The ten latest conferences received positive press reviews all over the world.

Follow-up

Print publication

A report is published after each edition. **This report contains the most noteworthy excerpts from the presentations and the profiles of all participants.** Thousands of copies of this bilingual (French-English) publication are distributed worldwide every year. The report can also be downloaded in PDF format from the WPC website.

Social media

The World Policy Conference is also on social media, especially on **Facebook and Twitter**, with a growing community of about 1,500 followers. All the intellectual content of our events is available on the YouTube channel. Highlights of the past ten editions are also available on Flickr.

Digital media

The WPC website provides access not only to all past conferences but also to the latest information on the forthcoming conference.

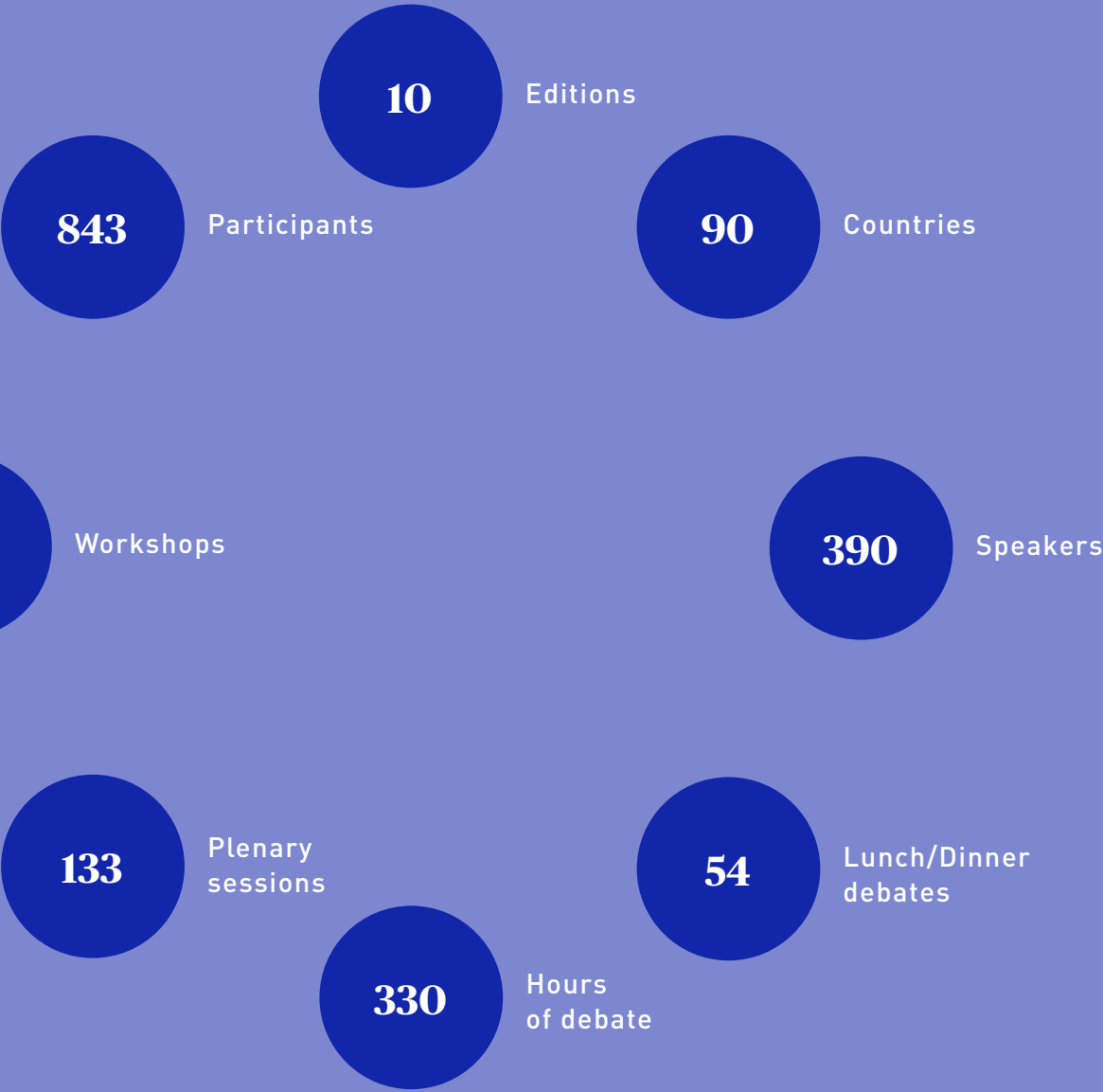
- > The proceedings of each conference are published online in French and English, with all presentations entirely available in video and text formats.
- > A press review is done after each conference to compile international articles commenting on and analysing the event. This press review is available on the WPC website.

- > An invited guests space provides access to each guest's full biography and contributions to the conference.
- > A new space for members' news is also available on the WPC website and allows us to follow most recent members' articles and publications throughout the year.
- > Also available during the conference: live streaming of the sessions on our website.



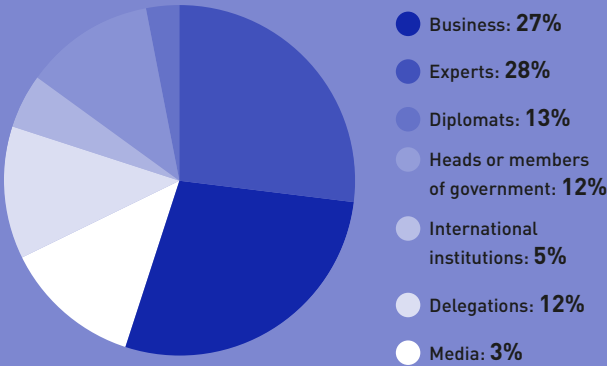
Key figures

2008 - 2017



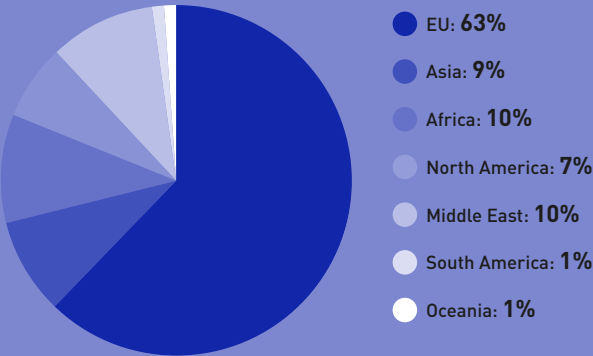
Breakdown of participants by function

2008 - 2017



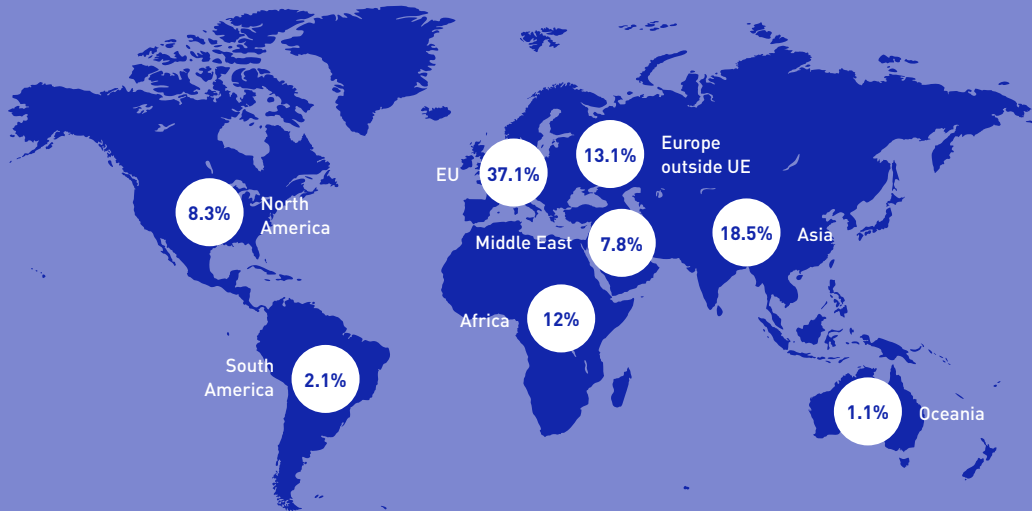
Geographical breakdown of press articles

2008 - 2017 (Total : 2927 articles)



Geographical breakdown of participant

2008 - 2017



Press review

France - Le Monde

09/10/2008 - Invité vedette de la World Policy Conference (WPC), qui a réuni plusieurs chefs d'État ou de gouvernement au bord du lac Léman, M. Medvedev a été le premier à donner un gage, en annonçant le retrait « avant minuit » mercredi des forces russes des zones tampons en Géorgie.

United States - The Herald Tribune

06/10/2008 - "It is a major challenge to prevent Iran from continuing to strive to get the bomb," Scheffer told at World Policy Conference organised by France's Ifri foreign affairs think tank.

Saudi Arabia - gulfnews.com

03/10/2008 - Another step towards building a new coalition for the good of humanity will be the World Policy Conference 2008. The summit of world leaders to be held in Evian, France, this week [October 6-8] aims to create an efficient method to manage the world. The man behind the summit is Thierry de Montbrial, founder and president of Ifri.

United States - Bloomberg

16/10/2010 - "For the euro area, more ambitious reforms are needed to ensure the smooth functioning of monetary union," Trichet said in a speech at the World Policy Conference in Marrakech. There must be "greater automaticity, accelerated timelines and reduced room for discretion in procedures."

Turkey - Daily News & Economic Review

18/10/2010 - The French International Relations Institute hosted this conference. There were about a hundred European, Asian, American, Latin and American, African and Latin experts present discussing issues like "hunger, environment, health, economy and terror" around the world and what needs to be done.

United Kingdom - The Economist

12/12/2011 - Printemps arabe: «Israël doit changer» CASSANDRA has just been taking part in the World Policy Conference in Vienna—a meeting where the great and good, from the presidents of Turkey and Estonia to the Ecumenical Patriarch of Constantinople, swap speeches and ideas on the state of the world and how to improve it. Inevitably, today's reality tended to cast its shadow on tomorrow's possibilities.

China - Xinhua

09/12/2012 - Les discussions dans les huit sessions plénières de cette édition portent aussi sur les relations sino-américaines, la finance internationale, l'énergie et l'environnement ainsi que sur la gestion des risques majeurs de la planète. Lancée par l'Ifri en 2008 à l'initiative de Thierry de Montbrial, et devenue depuis un rendez-vous incontournable de la scène politique internationale.

Iran - Tehran Times

12/12/2013 - Israel's official state radio has reported that a "historic meeting" was held between Israeli and Saudi diplomats on the sidelines of the World Policy Conference in Monaco.

Australia - The Sydney Morning Herald

16/12/2013 - Syria, Iran, nuclear issues and the IsraeliPalestinian conflict were the main focus for Prince Turki, who spoke at the World Policy Conference, a gathering of officials and intellectuals largely drawn from Europe, the Middle East and North Africa.

France - Les Echos

15/12/2013 - La sixième édition de la «World Policy Conference» a été l'occasion de faire le point sur l'état de l'économie mondiale. La crise est derrière nous mais les inégalités continuent de croître.

Canada - Canadian International Council

12/12/2014 - This week, policymakers, business leaders, academics, civil society representatives and journalists from all five continents gathered in Seoul for the 7th annual World Policy Conference. Launched in 2008, this conference has grown into one of key venues for conversation on global governance.

Philippines - Philstar

09/12/2014 - Security in East Asia remains "brittle," highlighting the need for continued dialogue among countries in the region and the participation of the United States (US), speakers at an annual policy forum said on Monday. "The reality is, (the situation) is brittle. There is a possibility of accidents," said Richard Haas, president of the Council on Foreign Relations, at the 7th World Policy Conference.

Japan - The Japan Times

08/12/2014 - "The establishment of a framework of trust and cooperation in the East Asian region, including the Korean Peninsula, is very important for the whole world to move into a more peaceful and secure future," Park said in a speech at the seventh World Policy Conference.

United States - Global Post

11/12/2014 - Launched in 2007 by Ifri, a French research institute, the 7th World Policy Conference brought together some 300 prominent figures including political and business leaders, and civil society figures to discuss a set of global issues such as security in Asia and Europe, and climate change. The WPC session in Seoul was the first to take place in Asia.

Lebanon - L'Orient Le Jour

24/11/2015 - La situation au Moyen-Orient, sous l'angle notamment des dossiers du terrorisme, de la guerre syrienne, des rapports avec l'Iran et du blocage du processus de paix israélo palestinien, a occupé une large place des travaux de la 8e édition de la Conférence sur la gouvernance mondiale (la World Policy Conference) qui s'est tenue du 20 au 22 novembre à Montreux, au bord du lac Léman, en présence d'une centaine de personnalités du monde politique, diplomatique, académique, économique, financier et de la presse.

India - NDTV

20/11/2016 - Speaking at the World Policy conference in Doha before around 250 decision-makers and delegates, Ayrault became the latest senior Western politician to reveal apparent concern over Trump's forthcoming presidency. "We need an American partner open to the world, fully engaged, cooperating with its allies," said Ayrault. He added that Washington should "avoid at all costs" any attempts to become isolationist.

France - LCI

26/11/2016 - C'est la vertu de ce genre de forum : la World Policy Conference, initiée il y a dix ans par Thierry de Montbrial (président de l'Ifri), s'est toujours donnée pour objectif de décrypter le dessous des cartes, de repérer les stratégies géopolitiques dans un monde en mutation, de faire de la prospective. Tout cela grâce à un panel très relevé d'experts, diplomates, universitaires ou conseillers gouvernementaux des cinq continents. Or cette année a été marquée par deux nouveautés : la tenue de la conférence à Doha au Qatar, et surtout, la soudaine imprévisibilité justement de l'ordre planétaire depuis l'élection de Donald Trump.

Senegal - Xibaaru

22/11/2016 - La « World Policy Conference », un rendez-vous annuel initié, depuis 9 ans par Thierry de Montbrial, Président de l'Ifri, réunit des experts de haut niveau et des membres d'instituts académiques et des leaders de Think Tank de référence de tous les continents pour faire le point sur l'état du monde et proposer des perspectives.

Morocco - Le Matin

03/11/2017 - La dixième édition de la World Policy Conference offre l'opportunité de débattre des grands enjeux régionaux et internationaux. Cette rencontre internationale de grande envergure contribue également à améliorer la gouvernance dans ses dimensions de réflexion, de décision et de contrôle, afin de promouvoir un monde plus ouvert et plus respectueux de la diversité, souligne-t-on du côté des organisateurs.

Albania - Albanian Daily News

04/11/2017 - Prime Minister, Edi Rama took part in the 10th edition of the «World Policy Conference», which kicked off Friday in Marrakech of Morocco. PM Rama was invited to be part of the panel "The Future of South-Eastern Europe", together with Serbian PM Ana Brnabic, where he talked about the importance of regional cooperation and the role of Albania in it, as well as the challenges of Albania's EU integration. Bringing as an example the relations between Albania and Serbia, which are now normalized, PM Rama underlined that the best future for the peoples of the two countries, what the governments must choose, is neighborly relations and reciprocal cooperation for the common good of citizens.

Among our partners

2008 - 2017

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Media

Financial Times	France Inter	Monte Carlo Doualiya
Bloomberg	Radio Classique	Jeune Afrique
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