



WORLD
POLICY
CONFERENCE

14th edition

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Sommaire

Summary

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2	Message du fondateur et président de la WPC Message from the Founder and Chairman of the WPC
4	Programme Agenda
7	Thèmes Themes
35	Participants Participants
67	Lieu de la conférence Conference venue
72	Informations pratiques Practical information
76	Partenaires Partners
77	Contacts Contacts



Thierry de
Montbrial

Fondateur et président
de la WPC

Message du fondateur et président de la WPC

Depuis la douzième édition de la WPC, les 12-14 octobre 2019 à Marrakech, le système international s'est trouvé bouleversé. D'une part, le surgissement de la pandémie de Covid-19 est venu rappeler à l'humanité la précarité de sa condition. Elle a enclenché un ensemble de réactions qui ont d'autant moins fini de se déployer qu'on est encore loin de voir le bout du tunnel. À certains égards, ces réactions ne font qu'amplifier ou accélérer des tendances déjà en cours, particulièrement dans l'ordre de la technologie. D'autre part, la concurrence entre les États-Unis et la Chine s'est durcie, et beaucoup de puissances moyennes et d'États vulnérables redoutent de se voir contraints de choisir leur camp, entre deux impérialismes visant chacun à l'hégémonie. Et tandis que la Chine doit surmonter des défis toujours plus grands pour poursuivre à la fois son développement et ses ambitions extérieures, les Américains sont profondément divisés et saisis par le doute. Après ce qu'il faut bien appeler leur défaite en Afghanistan, ceux qui se sentent le plus dépendants des États-Unis pour leur protection s'interrogent sur sa crédibilité.

Tel est le contexte dans lequel se tient enfin, après moult péripéties, la quatorzième édition de la WPC à Abu Dhabi (la treizième aura donc été une édition blanche, en raison de la pandémie), au moment même où s'ouvre l'Exposition universelle de Dubaï. Celle-ci symbolise la réussite du modèle des Émirats arabes unis qui célèbrent, en cette année 2021, le cinquantième anniversaire de leur création. Nul lieu ne pourrait mieux correspondre, en ces temps troublés, à l'ambition de la WPC qui est, plus que jamais, d'œuvrer pour un monde raisonnablement ouvert, et donc capable de s'organiser pour identifier et protéger les biens communs de l'humanité.

Thierry de Montbrial
Président de l'Ifri et de la World Policy Conference
Septembre 2021

Message from the Founder and Chairman of the WPC

The international system looks quite different than it did when the 12th WPC took place in Marrakech on October 12-14, 2019. First, the Covid-19 pandemic reminded humanity of its precarious condition and triggered a chain of reactions that continue unfolding as the end of the tunnel remains out of sight. In some respects, these reactions only strengthen or accelerate trends already underway, especially in technology. Second, competition between the United States and China has hardened, and many middle powers and vulnerable states fear they will be forced to choose between two imperialisms, each aiming for hegemony. While China faces growing challenges in pursuing both its development and its overseas ambitions, the United States is deeply divided and gripped by doubt. After what can only be called its defeat in Afghanistan, those who feel most dependent on the United States for protection are questioning its credibility.

This is the context in which the 14th WPC is finally being held in Abu Dhabi (the 13th was a blank edition due to the pandemic), while the Dubai World Expo is opening. This event symbolizes the success of the United Arab Emirates model, which celebrates the 50th anniversary of its founding this year. In these troubled times, no place could be better suited to the WPC's ambition, which is, more than ever, to work for a reasonably open world able to organize itself to identify and protect humanity's common interests.

Thierry de Montbrial
Executive Chairman of Ifri and the World Policy Conference
September 2021

Programme Agenda

Vendredi 1^{er} octobre - Friday, October 1st

08:00	Message de bienvenue - Welcome remarks
08:00 – 09:45	Session plénière 1 : Comment la mondialisation va-t-elle muter ? Plenary session 1: How Will Globalization Mutate?
09:45 – 11:30	Session plénière 2 : Perspectives politiques et économiques mondiales après la pandémie Plenary session 2: World Political-Economic Outlook After the Pandemic
11:30 – 13:15	Session plénière 3 : Les relations transatlantiques, la Russie et la Chine Plenary session 3: Transatlantic Relations, Russia and China
13:15 – 14:45	Déjeuner-débat - Lunch debate
14:45 – 15:15	Session plénière 4 : Conversation avec Josep Borrell Fontelles , Haut Représentant de l'Union européenne pour les affaires étrangères et la politique de sécurité, vice-président de la Commission européenne Plenary session 4: Conversation with Josep Borrell Fontelles, High Representative of the EU for Foreign Affairs and Security Policy, Vice President of the European Commission
15:15– 16:30	Session plénière 5 : Le monde digital après la pandémie Plenary session 5: The Digital World After the Pandemic
16:30 – 17:00	Pause café - Coffee break
17:00 – 19:00	Ouverture officielle - Official opening
19:30	Dîner-débat - Dinner debate

Samedi 2 octobre - Saturday, October 2nd

08:30 – 10:00	Session plénière 6 : L'Asie et la rivalité sino-américaine Plenary session 6: Asia and the Sino-American Rivalry
10:00 – 11:15	Session plénière 7 : La santé, enjeu de gouvernance mondiale : les leçons de la pandémie du Covid-19 Plenary session 7: Health as a Global Governance Issue: Lessons from Covid-19 Pandemic
11:15 – 12:30	Session plénière 8 : Santé mondiale : technologie, économie et éthique Plenary session 8: Global Health: Technology, Economics and Ethics
12:30 – 13:00	Session plénière 9 : Conversation avec Didier Reynders , Commissaire à la Justice en charge de l'État de droit et de la protection des consommateurs à la Commission européenne Plenary session 9: Conversation with Didier Reynders, Commissioner for Justice in charge of Rule of Law and Consumer Protection at the European Commission
13:00 – 14:30	Déjeuner-débat - Lunch debate
14:30 – 15:00	Session plénière 10 : Conversation avec Anwar Mohammed Gargash , conseiller diplomatique du président, Émirats arabes unis Plenary session 10: Conversation with Anwar Mohammed Gargash, Diplomatic Advisor to the President, United Arab Emirates
15:00 – 16:00	Session plénière 11 : Dimensions géopolitiques de l'approvisionnement futur en matières premières critiques Plenary session 11: Geopolitical Dimensions of the Future Supply of Critical Raw Materials
16:30 – 19:00	Ateliers parallèles - Parallel workshops Atelier 1 : Money et finance - Workshop 1: Money and Finance Atelier 2 : Énergie, climat et environnement - Workshop 2: Energy, Climate and Environment Atelier 3 : Sécurité alimentaire - Workshop 3: Food Security Atelier 4 : L'Afrique - Workshop 4: Africa
20:00	Dîner de gala - Gala dinner

Dimanche 3 octobre - Sunday, October 3rd

08:00 – 09:00	Rapports des ateliers parallèles - Reports from parallel workshops
09:00 – 10:15	Session plénière 12 : Le Moyen-Orient et les puissances extérieures Plenary session 12: The Middle East and External Powers
10:15 – 10:45	Session plénière 13 : Conversation avec Nabil Fahmy , doyen fondateur de la School of Global Affairs and Public Policy à l'Université américaine du Caire, ancien ministre des Affaires étrangères d'Égypte Plenary session 13: Conversation with Nabil Fahmy, Founding Dean of the School of Global Affairs and Public Policy at the American University in Cairo, former Foreign Minister of Egypt
10:45 – 12:00	Session plénière 14 : Le Moyen-Orient en 2030 : perspectives géopolitiques et économiques Plenary session 14: The Middle East in 2030: Geopolitical and Economic Aspects
12:00 – 12:30	Session plénière 15 : Conversation avec Kevin Rudd , président de l'Asia Society Policy Institute, ancien Premier ministre d'Australie Plenary session 15: Conversation with Kevin Rudd, President of the Asia Society Policy Institute, former Prime Minister of Australia
12:30 – 14:00	Déjeuner - Lunch
14:00 – 15:15	Session plénière 16 : L'Afghanistan et le Sahel Plenary session 16: Afghanistan and the Sahel
15:15 – 15:45	Session plénière 17 : Conversation avec Philippe Baptiste , président-directeur général du Centre national d'études spatiales (CNES) Plenary session 17: Conversation with Philippe Baptiste, Chairman and Chief Executive Officer of the French Centre for Space Studies (CNES)
15:45 – 17:00	Session plénière 18 : Young Leaders : GovTech Plenary session 18: Young Leaders: GovTech
17:00 – 18:30	Session plénière 19 : Débat final - Plenary session 19: Final Debate
18:30	Clôture - Envoi
19:00	Visite du Louvre Abu Dhabi - Visit to the Louvre Abu Dhabi

Thèmes Themes

SESSION PLÉNIÈRE 1

Comment la mondialisation va-t-elle muter ?

Dans le contexte contemporain, le terme mondialisation/globalisation s'est imposé dans les années 1980, en même temps que se déployait la révolution des technologies de l'information et de la communication ; en même temps aussi que le concept de géopolitique faisait son retour après un bannissement de plusieurs décennies. Avec la chute de l'Union soviétique fin 1991 et l'avènement du « moment américain », les Occidentaux ont dans l'ensemble voulu croire à la victoire irréversible de la globalisation libérale, caractérisée par le règne des entreprises désormais qualifiées de globales (comme si elles n'avaient plus de nationalité) et l'effacement des États (à l'exception des États-Unis, unique superpuissance). Cette globalisation libérale s'est imposée pendant près de deux décennies comme l'idéologie dominante à l'échelle planétaire. Cependant, cette idéologie s'est trouvée provisoirement battue en brèche d'abord par les mouvements altermondialistes, puis par les crises financières (particulièrement celles des subprimes et ses suites), enfin par l'accélération de la montée de l'Asie, principalement la Chine, dont le modèle est fondamentalement illibéral. Une nouvelle forme de compétition Est-Ouest s'est mise en place autour de la technologie. Son enjeu principal est une nouvelle lutte idéologique : libéralisme vs illibéralisme. Avec en arrière-plan une volonté de revanche des Chinois. Parallèlement, les illusions d'une paix universelle après la fin de la guerre froide se sont rapidement dissipées.

Tel était le décor avant la survenue de la pandémie de Covid-19. La présidence hors normes de Donald Trump (2017-2020) a contribué à le dramatiser. Les analystes s'accordent généralement pour penser que la pandémie, dont le terme n'est toujours pas en vue, joue comme un accélérateur de tendance vers une reconfiguration du monde pour laquelle la maîtrise des technologies et de leurs applications sera le déterminant principal de la nouvelle hiérarchie des puissances et un facteur essentiel de la compétition pour le contrôle des nœuds critiques d'une nouvelle forme de globalisation. L'objet de cette première session est d'en caractériser plus précisément les aspects essentiels et de tenter de les inscrire dans une perspective temporelle.

PLENARY SESSION 1

How Will Globalization Mutate?

In the contemporary context, the term globalization came to the fore in the 1980s, at the same time that the information and communication technology revolutions were taking place and the concept of geopolitics was making a comeback following decades of banishment. After the fall of the Soviet Union in late 1991 and the advent of the "American moment", the West as a whole wanted to believe in the irreversible victory of liberal globalization, marked by the reign of corporations now described as global (as if they no longer had a nationality) and the disappearance of states (with the exception of the United States, the only superpower). Liberal globalization emerged over nearly two decades as the dominant ideology on a planetary scale. However, this ideology momentarily met its match, first in alter-globalist movements, then in financial crises (especially the subprime crisis and its aftermath) and, lastly, the accelerating rise of Asia, especially China, whose model is fundamentally illiberal. A new form of East-West competition has taken shape around technology, embodied in a new ideological struggle: liberalism vs. illiberalism, with China's desire for revenge in the background. Meanwhile, the illusion of world peace after the end of the Cold War swiftly dissipated.

It was on this stage that the Covid-19 pandemic broke out. Donald Trump's unusual presidency (2017-2021) contributed to dramatizing it. Analysts generally agree that the pandemic, whose end is still not in sight, played a part in accelerating a reconfiguration of the world in which command of technology and its applications will be decisive in shaking up the hierarchy of powers and a key factor in the competition for control of the critical nodes of a new form of globalization. The first session aims to outline the essential aspects more precisely and to attempt to place them in a temporal perspective.

SESSION PLÉNIÈRE 2

Perspectives politiques et économiques mondiales après la pandémie

Les effets économiques immédiats de la pandémie sont plus ou moins profonds selon les pays, en fonction des méthodes mises en œuvre pour la combattre, mais aussi de la résilience plus ou moins grande des uns et des autres pour des raisons structurelles. Ainsi les pays d'Asie de l'Est, à commencer par la Chine, auraient-ils mieux résisté que les Occidentaux, les États-Unis mieux que les Européens et, au sein de l'Union européenne, les pays du Nord mieux que ceux du Sud. Le premier objectif de cette table ronde sera de soumettre cette idée reçue à un jugement critique, mais aussi d'examiner le cas de pays comme le Brésil ou l'Inde ou de certains pays en voie de développement qui semblent avoir perdu le contrôle des événements. On s'interrogera en particulier sur la question de savoir si la pandémie modifie de façon durable la hiérarchie des puissances. Sur le plan des politiques macroéconomiques, la réponse universelle a été et reste keynésienne, certes à différents degrés. Aux États-Unis, le plan du président Biden surenchérit sur celui de son prédécesseur. Au sein de l'Union européenne, les critères de Maastricht ont volé en éclats, et la Commission de Bruxelles met en place un important plan de relance communautaire dont la mise en œuvre constituera un tournant dans l'histoire de l'Union. Les choix opérés font largement consensus, mais les économistes ne sont pas d'accord sur au moins deux questions majeures : (1) le risque d'un retour durable à l'inflation, voire à la stagflation, surtout dans le cas d'une déglobalisation partielle à moyen terme ; (2) comment les dettes Covid pourront-elles être épongées sans freiner la croissance future ou sans provoquer de graves crises de défiance ? Se pourrait-il même qu'un consensus émerge en faveur d'un retour à l'inflation, considérée comme le seul moyen d'effacer les dettes par des voies naturelles ? Dans ce contexte, on devra s'interroger sur le rôle attendu des organisations internationales, en particulier le FMI.

SESSION PLÉNIÈRE 3

Les relations transatlantiques, la Russie et la Chine

Acteurs, témoins et historiens continueront longtemps de débattre des causes de l'échec de la sortie de la guerre froide. Mais il appartient aux acteurs du temps présent de comprendre les raisons profondes et enchevêtrées pour lesquelles, plus de trois décennies après la chute de l'Union soviétique, la Russie reste présentée comme la principale justification de l'existence de l'Alliance atlantique et de l'OTAN. De fait, même si les présidents Biden et Poutine manifestaient sérieusement l'intention de réenclencher un

PLENARY SESSION 2

World Political-Economic Outlook After the Pandemic

The pandemic's immediate economic effects are more or less deep depending on the country, the methods implemented to fight it and the degree of structural resilience. The countries of East Asia, starting with China, are said to have fared better than the West, the United States better than Europe and, within the European Union, the North better than the South. The first aim of this round table will be not only to submit this conventional wisdom to critical analysis, but also to examine the case of countries such as Brazil, India and some developing nations that seem to have lost control of events. In particular, this session will examine whether Covid has durably reshuffled the hierarchy of powers.

Globally, the macroeconomic policy response has been Keynesian, albeit to different degrees. In the United States, President Biden's plan outdid his predecessor's. In the European Union, the Maastricht ceilings were shattered and the Brussels Commission introduced a sweeping recovery plan whose implementation marked a turning point in the Union's history. There is broad consensus on the choices made, but economists disagree on at least two major points: (1) the risk of a lasting return to inflation, or even stagflation, especially in the event of partial deglobalization in the medium-term; (2) how can Covid debts be paid off without slowing down future growth or causing serious crises of mistrust? Could it even be that a consensus is emerging in favor of a return to inflation, seen as the only way to erase debts through natural channels? In this context, the session will examine the expected role of international organizations, especially the IMF.

PLENARY SESSION 3

Transatlantic Relations, Russia and China

Stakeholders, witnesses and historians will long continue to debate why the end of the Cold War was a failure. However, it is up to the players of the present to understand the deep, tangled reasons why, over three decades after the fall of the Soviet Union, Russia is still portrayed as the main justification for the existence of the Atlantic Alliance and NATO. Consequently, even if Presidents Biden and Putin seriously show a desire to restart a détente process as in the 1970s, the mistrust between Russia and "the



WPC 2019, Marrakech, October 12 - Jean-Paul Agon, Thierry de Montbrial

processus de détente comme dans les années 1970, la défiance entre la Russie et l'« Occident » semble avoir atteint un degré de non-retour à court-moyen terme. Elle se traduit notamment par un rapprochement entre la Russie et la Chine, dont il importe d'ailleurs de bien analyser la nature et les limites. Pendant ce temps, l'ascension fulgurante de la Chine et le durcissement à la fois nationaliste et autoritaire de son régime avec la consolidation du pouvoir du président Xi Jinping, sa volonté affichée de changer l'ordre international et de supplanter les États-Unis dans l'ordre de la puissance, ont créé une situation nouvelle contre laquelle, le premier, l'ancien président Trump s'est élevé. L'hypothèse d'une nouvelle forme de guerre froide est désormais clairement posée, d'autant plus que, derrière les conflits d'intérêt classiques, se manifeste un conflit idéologique (disons pour simplifier : démocratie libérale vs système autoritaire), sur fond de revanche historique. Bien que le président Biden et son secrétaire d'État Antony Blinken s'en défendent, il est vraisemblable que les États-Unis feront de plus en plus pression sur leurs alliés européens pour qu'ils s'alignent sur leurs intérêts, y compris naturellement dans l'ordre technologique. La question de la redirection de l'Alliance contre la Chine, à titre principal, se pose donc inévitablement. Or, les Européens constituent un ensemble encore très hétérogène. Ils ne sont prêts ni à choisir clairement leur camp, ni à consentir les efforts politiques et économiques nécessaires pour acquérir une « autonomie stratégique » dont le seul nom fait à beaucoup craindre le courroux américain. Ils préfèrent se cacher derrière une certaine hypocrisie. Pourtant, la présidence de Donald Trump leur a fait prendre conscience de la versatilité de l'histoire et de la non-coïncidence systématique des intérêts, comme dans le cas du retrait unilatéral des États-Unis du JCPOA avec l'Iran en 2018, ou plus récemment du retrait non moins unilatéral et précipité d'Afghanistan.

West" seems to have reached a point of no return in the short-medium term. This is reflected in particular in a rapprochement between Russia and China, the nature and limits of which must be carefully analyzed. Meanwhile, China's meteoric rise and increasingly nationalistic, authoritarian regime, with President Xi Jinping's consolidation of power and stated intention to change the international order and supplant the United States as the world's superpower, have created a new situation that former President Trump has been the first to speak out against. The hypothesis of a new form of Cold War is now clearly posed, especially since, behind the classic conflicts of interest, there is an ideological conflict (put simply, liberal democracy vs. authoritarian systems) against a backdrop of historical revenge. Although President Biden and Secretary of State Antony Blinken deny this, it seems that the United States is increasingly pressuring its European allies into aligning with its interests, including, of course, in the area of technology. This inevitably raises the issue of redirecting the Alliance primarily against China. However, Europeans are still a very heterogeneous group. They are ready neither to clearly pick sides nor to make the necessary political and economic efforts to acquire "strategic autonomy", the very idea of which makes many fear America's ire. They prefer hiding behind a somewhat hypocritical veneer. However, Trump's presidency made them aware of history's fickleness and the systematic non-coincidence of interests, as in the case of the United States' unilateral withdrawal from the JCPOA with Iran in 2018 and, more recently, its equally unilateral and precipitous withdrawal from Afghanistan.



WPC 2019, Marrakech, October 14 - Aminata Touré, Arkebe Oqubay, Thierry de Montbrial

SESSION PLÉNIÈRE 4

Conversation avec **Josep Borrell Fontelles**, Haut Représentant de l'Union européenne pour les affaires étrangères et la politique de sécurité, vice-président de la Commission européenne

SESSION PLÉNIÈRE 5

Le monde digital après la pandémie

L'aspect dominant de l'accélération tendancielle évoqué dans la première session est la technologie. L'objectif de cette session est d'en analyser plus précisément les principaux aspects susceptibles d'affecter la hiérarchie des puissances à moyen terme dans l'ordre économique, sociétal et politique : accès aux données, capacité de les traiter, cybersécurité, contrôle des sociétés (tracking, réseaux sociaux, information), nœuds critiques (exemple : semi-conducteurs), grands secteurs industriels impactés (mobilité, spatial, énergie/environnement/changement climatique, armement...).

SESSION PLÉNIÈRE 6

L'Asie et la rivalité sino-américaine

Le durcissement de la politique extérieure de la Chine et la montée de la rivalité sino-américaine posent des défis majeurs à tous les pays de l'Asie de l'Est et du Sud-Est, ainsi qu'à ceux de la région Indo-Pacifique, à commencer par l'Inde, dont les relations avec la Chine ont toujours été difficiles. Pour la Chine, le blocage maritime vers l'Est hérité de la Seconde Guerre mondiale est une anomalie historique qu'elle entend

PLENARY SESSION 4

Conversation with **Josep Borrell Fontelles**, High Representative of the EU for Foreign Affairs and Security Policy, Vice President of the European Commission

PLENARY SESSION 5

The Digital World After the Pandemic

Technology is the primary driver of the acceleration of trends mentioned in the first session. This session will more precisely analyze the main factors likely to affect the medium-term rankings of economic, social and political powers: access to and ability to process data, cybersecurity, corporate control (tracking, social media, information), critical nodes (e.g. semi-conductors) and the major industries affected (mobility, space, energy/environment/climate change, arms, etc.).

PLENARY SESSION 6

Asia and the Sino-American Rivalry

China's hard-line foreign policy and the rise of the Sino-American rivalry pose major challenges to all the countries in East and Southeast Asia and the Indo-Pacific region, starting with India, whose relations with China have always been fraught. For China, the maritime blockage to the East inherited from the Second World War is a historical anomaly that it aims to overcome, hence its desire to gradually take

surmonter, d'où sa volonté de prendre progressivement le contrôle des routes maritimes dans son voisinage immédiat. Elle se heurte à cet égard aux États-Unis, au Japon, et naturellement à l'obstacle de Taïwan au sujet de laquelle le langage de la Chine se fait de plus en plus dur et d'où pourrait partir, pour certains analystes, une Troisième Guerre mondiale. Aucun pays des régions directement concernées n'a pourtant intérêt à une confrontation immédiate majeure, et - à l'instar des Européens - aucun ne veut se voir contraint à choisir brutalement entre les États-Unis et la Chine. Mais si tel devait cependant être le cas, on n'imagine pas par exemple que Singapour ne fasse pas le choix de la Chine. Nous n'en sommes pas encore là, mais l'on voit clairement s'esquisser des manœuvres de containment, qui rappellent les débuts de la (première) guerre froide. C'est le cas avec le nouveau concept géopolitique d'Indo-Pacifique, ou encore avec le Quad (Australie/États-Unis/Inde/Japon). Dans le même temps, le traité commercial RCEP auquel la Chine est partie prenante (mais pas l'Inde), montre bien que la volonté d'échapper à un dérapage vers une guerre est encore largement dominante. Parallèlement, la question de la péninsule coréenne est toujours au point mort, avec des lignes de force que la parenthèse Trump n'a pas vraiment modifiées. L'objectif de cette session est de comprendre la vision d'ensemble des principaux États impliqués par les transformations structurelles qui se dessinent dans le voisinage de la Chine au sens large.

SESSION PLÉNIÈRE 7

La santé, enjeu de gouvernance mondiale : les leçons de la pandémie du Covid-19

SESSION PLÉNIÈRE 8

Santé mondiale : technologie, économie et éthique

Les sessions 7 et 8 reprendront les thèmes abordés lors de la conférence WPC – Health du 2 décembre 2020.

SESSION PLÉNIÈRE 9

Conversation avec **Didier Reynders**, Commissaire à la Justice en charge de l'État de droit et de la protection des consommateurs à la Commission européenne

SESSION PLÉNIÈRE 10

Conversation avec **Anwar Mohammed Gargash**, conseiller diplomatique du président, Émirats arabes unis

control of the maritime routes in its immediate neighborhood. In this respect, it has come up against the United States, Japan and, of course, the obstacle of Taiwan, about which China's language is increasingly harsh and from which, for some analysts, a Third World War could start. However, no country in the regions directly concerned has an interest in an immediate major confrontation, and, like the Europeans, none wants to be forced to make a hard choice between the United States and China. But if this happened, it is hard to imagine, for example, that Singapore would not choose China. We are not there yet, but attempts at containment are clearly emerging, recalling the early days of the (first) Cold War. This is the case with the new geopolitical concept of the Indo-Pacific and the Quad (Australia/USA/India/Japan). At the same time, the RCEP, to which China (but not India) is a party, shows that the desire to avoid a slide towards war is still largely dominant. Concurrently, the issue of the Korean peninsula is still at a standstill; Trump's four-year parenthesis did not really change the situation. This session aims to understand the overall vision of the main states involved in the structural transformations underway in China's broader neighborhood.

PLENARY SESSION 7

Health as a Global Governance Issue: Lessons from Covid-19 Pandemic

PLENARY SESSION 8

Global Health: Technology, Economics and Ethics

Sessions 7 and 8 will take up the themes of the WPC – Health on December 2, 2020.

PLENARY SESSION 9

Conversation with **Didier Reynders**, Commissioner for Justice in charge of Rule of Law and Consumer Protection at the European Commission

PLENARY SESSION 10

Conversation with **Anwar Mohammed Gargash**, Diplomatic Advisor to the President, United Arab Emirates

SESSION PLÉNIÈRE 11

Dimensions géopolitiques de l'approvisionnement futur en matières premières critiques

Les matières premières critiques (critical raw materials ou CRM en anglais) sont essentielles aux secteurs, industries et technologies clés du futur, notamment pour l'agriculture et la production alimentaire, les énergies renouvelables, le développement des batteries, les voitures électriques, la robotique, « l'industrie 4.0 », les technologies numériques et l'intelligence artificielle, pour n'en citer que quelques-uns. En conséquence, la demande mondiale de CRM va augmenter considérablement dans les années à venir et intensifier la concurrence mondiale. Dans ce contexte, l'importance de la sécurité d'approvisionnement en CRM est devenue un point fondamental de l'agenda politique des États-Unis et de l'UE ces dernières années.

Les États-Unis sont un importateur net à 100 % de terres rares et de 16 autres matières premières importantes, ainsi qu'un importateur fortement dépendant d'un très grand nombre d'autres matières premières critiques, dont 96 % ont besoin de vanadium, un élément clé de la future génération de batteries à l'échelle industrielle. En Allemagne, la plus grande économie de l'UE, la situation n'est pas meilleure. Ce pays fait déjà partie des cinq plus grands importateurs mondiaux de matières premières et c'est un importateur net à 100 % de minerais et de concentrés métalliques.

Cependant, en parallèle, l'offre mondiale de nombreuses CRM est limitée à quelques pays (qui sont aussi souvent instables politiquement). En outre, les dépendances géo-économiques et géopolitiques concernant les importations augmentent avec la demande croissante de matières premières - et avec elles les risques et les vulnérabilités des économies européenne et américaine. La Chine domine déjà de nombreuses chaînes de valeur et se bat pour contrôler des chaînes de valeur mondiales entières liées aux technologies clés, y compris la demande nécessaire de CRM. L'accroissement des dépendances futures des États-Unis et de l'UE par rapport aux importations de CRM aura également un impact sur leurs efforts de protection du climat, ainsi que sur leurs politiques étrangères et de développement. Une réponse politique devra être trouvée très rapidement.

Les premières mesures sont prises. Washington et Bruxelles veulent accorder davantage d'attention à la question d'un approvisionnement stable en CRM à l'avenir, d'une part, et au renforcement de l'autosuffisance nationale, d'autre part. En juillet 2021, la Maison-Blanche a publié un rapport sur les chaînes d'approvisionnement évaluant la dépendance du pays vis-à-vis des matières premières critiques importées. D'autres stratégies et mesures politiques ont également été mises en place. L'UE a lancé l'Alliance européenne des batteries et, plus récemment

PLENARY SESSION 11

Geopolitical Dimensions of the Future Supply of Critical Raw Materials

Critical raw materials (CRMs) are essential for key future sectors, industries and technologies, including agriculture and food production, renewable energies, battery development, electric cars, robotics, "Industry 4.0", digital technologies, and artificial intelligence, just to name a few. As a result, global demand for CRMs will significantly increase in the coming years, intensifying global competition. Against this backdrop, the importance of the supply security of CRMs has become a key item on the US' and EU's political agenda in recent years.

The US is a 100% net importer of rare earths and 16 other important raw materials as well as heavily import-dependent on a plethora of other critical raw materials, including 96% reliant on vanadium, a key component of next generation, industrial-scale batteries. The situation in Germany, the EU's largest economy, is not better. It is already one of the world's fifth largest importers of raw materials and is a 100% net importer of metal ores and concentrates.

At the same time, however, the global supply of many CRMs is limited to a few countries (which are also often politically unstable). In addition, geo-economic and geopolitical import dependencies are increasing with the rising demand for raw materials - and with them the risks and vulnerabilities of the European and US economy. China already dominates many value chains and is vying to control entire global value chains for key technologies, including the necessary demand for CRMs. The increase in future US and European CRM import dependencies will also have an impact on their climate protection efforts, as well as foreign and development policies. A political answer will have to be found very soon.

Initial steps are being taken. Both Washington and Brussels want to pay greater attention to the issue of a stable supply of CRMs in the future, on the one hand, and to strengthen domestic self-sufficiency, on the other. In July 2021, the White House published a supply chain report assessing the country's dependence on imported critical raw materials. Other strategies and policy measures have also been undertaken. The EU launched a Battery Alliance and, more recently in October 2020, a European Raw Materials Alliance, which aims to achieve "strategic autonomy" in order to strengthen CRM supply security while meeting the "green" ambitions of a sustainable industrial policy with a stronger consideration of the ecological footprint in extraction, processing and end products ("sustainable mining").

But, will these initiatives be enough to diversify both countries' CRM supplies while meeting climate objectives? If not, what additional policy measures are necessary? How will these efforts impact current relations with China and other suppliers? What are



WPC 2019, Marrakech, October 12 - Marcus Noland, Yorizumi Watanabe

en octobre 2020, l'Alliance européenne des matières premières, qui vise à atteindre une « autonomie stratégique », afin de renforcer la sécurité d'approvisionnement en CRM tout en répondant aux ambitions écologiques d'une politique industrielle durable avec une meilleure prise en compte de l'empreinte écologique au niveau de l'extraction, de la transformation et des produits finis (« l'extraction durable »). Mais ces initiatives suffiront-elles à diversifier les approvisionnements en CRM de ces deux régions du monde tout en respectant les objectifs climatiques ? Si ce n'est pas le cas, quelles mesures politiques supplémentaires seront nécessaires ? Quel impact ces efforts auront-ils sur les relations actuelles avec la Chine et d'autres fournisseurs ? Quels pays pourraient être de nouveaux fournisseurs potentiels ? Quels sont les risques sécuritaires, économiques et d'une autre nature, mais aussi quelles sont les opportunités, associés aux efforts des États-Unis et de l'UE, pour diversifier les importations de CRM, créer leurs propres chaînes de valeur et forger des partenariats stratégiques ?

SESSION PLÉNIÈRE 12

Le Moyen-Orient et les puissances extérieures

La fin de la présidence Trump a été marquée par les « accords d'Abraham », en particulier le rapprochement entre les Émirats arabes unis et Israël, et finalement par la reconnaissance de l'État hébreu par le Maroc, en échange d'une promesse de reconnaissance par les États-Unis de la souveraineté du Royaume chérifien sur le Sahara occidental - une décision qui a contribué à celle de l'Algérie de rompre les relations diplomatiques avec le Maroc. Jusqu'ici, le président Biden, dont l'objectif est de concentrer sur la montée de la Chine les efforts de la

PLENARY SESSION 12

The Middle East and External Powers

The end of the Trump presidency was marked by the "Abrahamic Accords," particularly the rapprochement between the United Arab Emirates and Israel, and, ultimately, by Morocco's recognition of the Jewish state in exchange for a promise of U.S. recognition of the Chérifian kingdom's sovereignty over Western Sahara, which contributed to Algeria's decision to sever diplomatic ties with Morocco. So far, President Biden, whose goal is to focus U.S. foreign policy efforts on the rise of China, has not gone back on these advances or, for that matter, the highly symbolic



WPC 2019, Marrakech, October 12 - Mohamed Ibn Chambas

politique étrangère des États-Unis, n'est pas revenu sur ces avancées, pas plus que sur le transfert hautement symbolique à Jérusalem de l'Ambassade américaine en Israël. En même temps, il a fait pression pour une normalisation des relations au sein du Conseil de Coopération du Golfe et – plus timidement – pour une reprise du processus de paix israélo-palestinien. Sa volonté actuellement contrariée de revenir à l'esprit du JCPoA avec l'Iran s'inscrit également dans l'idée de Barack Obama que la pacification du Moyen-Orient est un objectif accessible par la négociation, alors même que l'avenir de la Syrie (sans parler de celui du Liban !) et de l'Irak n'est pas encore dessiné et que, plus à l'Est, le retrait d'Afghanistan s'est effectué dans un état d'impréparation désastreux, lourd de conséquences à moyen et long termes. Sans ces conditions, il faut compter plus que jamais avec tous les États de la région, parmi lesquels la Turquie, dont les ambitions dans son voisinage au sens large peuvent faire penser à celles de la Chine dans le sien. Il faut aussi compter sur l'ensemble des puissances extérieures qui, pour des raisons géographiques et historiques, sont actives dans la région Afrique du Nord - Moyen-Orient, et donc, au-delà des États-Unis, sur certains pays européens, mais aussi la Russie et même la Chine. Il faut d'ailleurs rappeler qu'au milieu du XX^{ème} siècle, un pays comme l'Iran était couramment classé en Asie, et que, dans les divisions régionales contemporaines, le Moyen-Orient et l'Asie de l'Ouest se chevauchent. C'est dire que, dans une perspective à moyen-long terme, le devenir du Moyen-Orient et plus largement de l'ensemble Afrique du Nord - Moyen-Orient, s'inscrit inévitablement dans le cadre des grandes évolutions abordées dans cette édition de la WPC.

SESSION PLÉNIÈRE 13

Conversation avec **Nabil Fahmy**, doyen fondateur de la School of Global Affairs and Public Policy à l'Université américaine du Caire, ancien ministre des Affaires étrangères d'Égypte.

transfer of the U.S. Embassy in Israel to Jerusalem. At the same time, he has pushed for a normalization of relations within the Gulf Cooperation Council and, more tentatively, for a resumption of the Israeli-Palestinian peace process. His currently thwarted desire to return to the spirit of the JCPoA with Iran is also in line with Barack Obama's idea that peace in the Middle East can be achieved through negotiation, even though the future of Syria (not to mention Lebanon's) and Iraq has not yet been determined and, further east, the withdrawal from Afghanistan was carried out in a disastrous state of unpreparedness fraught with medium and long-term consequences. Without these conditions, all the states in the region, including Turkey, whose ambitions in its wider neighborhood may recall China's in its own, must be taken into account more than ever. All the external powers that, for geographical and historical reasons, are active in the North Africa-Middle East region, and therefore, beyond the United States, in some European countries, but also Russia and even China, must also be reckoned with. It is worth recalling that in the middle of the 20th century, a country like Iran was commonly classified as Asian, and that in contemporary regional divisions, the Middle East and West Asia overlap. In other words, in a medium to long-term outlook, the future of the Middle East and, more broadly, of North Africa and the Middle East as a whole is inevitably part of the major developments addressed at this year's WPC.

PLENARY SESSION 13

Conversation with **Nabil Fahmy**, Founding Dean of the School of Global Affairs and Public Policy at the American University in Cairo, former Foreign Minister of Egypt.

SESSION PLÉNIÈRE 14

Le Moyen-Orient en 2030 : perspectives géopolitiques et économiques

Le libéralisme économique n'a jamais été une condition suffisante pour la paix, tant s'en faut. Une condition nécessaire, sans doute ; mais à condition d'être proprement encadré. En tout cas, il contribue à la paix, c'est-à-dire à la sécurité, quand les principales parties prenantes, États et sociétés civiles, y voient leur intérêt. Le Moyen-Orient (au sens large), dispose de ressources humaines et naturelles considérables, certes inégalement distribuées mais qui, si leurs bénéfices sont bien utilisés, devraient lui permettre d'accéder progressivement à la modernité et à la prospérité partagées. L'amélioration de la "gouvernance fonctionnelle" de certains États, dont la qualité des politiques publiques est insuffisamment assurée (éducation, santé, réduction des inégalités, diversification économique, etc.) doit être une priorité absolue. De nouvelles formes d'urbanisation peuvent émerger. Les États les plus riches de la région ont la capacité de contribuer à son développement par l'investissement (investissement productif mais aussi infrastructures), des transferts de compétences ou des mouvements de population bien maîtrisés, grâce aussi aux diasporas. Les entreprises internationales n'attendent, pour en faire plus, que la réunion des conditions politiques et administratives leur permettant de s'impliquer davantage en toute sécurité, tout en se tenant à l'écart des jeux de puissance en un temps où la politisation de l'économie (géoéconomie) est un risque général. La religion doit également être gardée à sa juste place. Certains États, parmi lesquels l'Égypte et l'Arabie saoudite, ont déjà présenté des objectifs ambitieux à l'horizon 2030. La vision présentée dans les lignes précédentes était déjà celle de Yitzhak Rabin et de Yasser Arafat. L'assassinat du Premier ministre israélien en 1995 a détourné le cours de l'histoire. Aujourd'hui, la scène moyen-orientale paraît, à certains égards, plus complexe qu'alors, mais, malgré le poids encore très lourd des forces conservatrices, la relève des générations et l'interconnexion des sociétés laisse entrevoir des perspectives de dépassement des conflits hérités de la Seconde Guerre mondiale, de la décolonisation et de la guerre froide, voire de haines ancestrales. Sous deux réserves (complémentaires) cependant : que les puissances régionales les plus importantes comprennent la vanité de la tentation hégémonique, et que les puissances extérieures trouvent ou retrouvent la voie de la concertation en vue de l'établissement d'un ordre fondé sur des règles partagées.

SESSION PLÉNIÈRE 15

Conversation avec **Kevin Rudd**, président de l'Asia Society Policy Institute, ancien Premier ministre d'Australie.

PLENARY SESSION 14

The Middle East in 2030: Geopolitical and Economic Aspects

Economic liberalism has never been a sufficient condition for peace, far from it. It is a necessary condition, no doubt, but only if properly managed. In any case, it contributes to peace, that is to say to security, when the main stakeholders, states and civil societies, see their interests in it. The Middle East (in the broad sense of the term) has considerable, albeit unevenly distributed, human and natural resources that, if well used, should allow it to gradually achieve shared modernity and prosperity. Improving the "functional governance" of some states whose public policies fail to deliver (education, health, reducing inequality, economic diversification, etc.) must be a top priority. New forms of urbanization may emerge. The region's wealthiest states have the capacity to contribute to its development through investment (in production and infrastructure), transfers of skills, well-managed population movements and even their diasporas. Multinationals are waiting until the political and administrative conditions are right for them to become more involved, in complete security, while keeping out of the power games at a time when the politicization of the economy (geo-economics) is a general risk. Religion must also be kept in its proper place. Some states, including Egypt and Saudi Arabia, have already set ambitious targets for 2030. Yitzhak Rabin and Yasser Arafat already shared the vision laid out above. The Israeli Prime Minister's assassination in 1995 changed the course of history. In some ways, the Middle East looks more complex today than it did then. However, despite the still heavy weight of conservative forces, new generations and interconnecting societies hold out the prospect of overcoming conflicts inherited from the Second World War, decolonization, the Cold War and even ancestral hatreds. But it is necessary to meet two (complementary) conditions: the most important regional powers must understand the vanity of their hegemonic temptations, and the external powers must find or rediscover the road to dialogue in view of establishing an order based on shared rules.

PLENARY SESSION 15

Conversation with **Kevin Rudd**, President of the Asia Society Policy Institute, former Prime Minister of Australia.

SESSION PLÉNIÈRE 16

L'Afghanistan et le Sahel

L'intitulé de cette session peut surprendre. Quoi de commun en effet entre un pays certes féodal mais qui possède historiquement les caractères essentiels d'une unité politique, et le « rivage du Sahara » (c'est le sens du mot Sahel) qui n'a jamais formé un État, quoique ses habitants aient toujours partagé des manières de vivre ensemble ? Une comparaison s'impose pourtant, car l'Afghanistan a souvent été perçu comme une menace par de grandes puissances, comme la Grande-Bretagne au XIXe siècle, l'Union soviétique depuis les États-Unis au XXe siècle. Toutes ont été vaincues pour une même raison : leurs interventions, plus ou moins bien justifiées par la défense de leurs intérêts, ont été mal calculées stratégiquement. La récente défaite américaine ouvre le jeu dans une région déjà très malade. Mais les puissances, comme la Chine, qui pourraient être tentées d'exploiter la situation à leur profit, devront pratiquer l'art de la prudence si elles ne veulent pas prendre le risque de se trouver piégées à leur tour. La recherche d'un nouvel équilibre autour du régime taliban promet d'être un exercice délicat sur lequel il convient de beaucoup réfléchir. Le Sahel – qui ne constitue pas une unité politique – n'est certainement pas plus contrôlable de l'extérieur que l'Afghanistan, mais la géopolitique de la région où il s'insère a changé avec la pénétration croissante du terrorisme islamiste depuis le début du siècle. Cette pénétration est de plus en plus considérée comme une menace par les pays du golfe de Guinée, mais aussi par l'Afrique du Nord et potentiellement par l'Europe. En même temps, les États comme la France qui contribuent à la lutte anti-djihadiste – dans un cadre irréprochable du point de vue du droit international – comprennent que la coopération avec des régimes dépourvus du soutien de leurs populations est une voie sans issue. Pourtant, du point de vue européen, le Sahel ne doit pas devenir une nouvelle base arrière du djihadisme. La difficulté est donc de trouver comment la France et les autres États qui se sentent concernés par cette menace pourraient accompagner les dynamiques sociales en cours au Sahel, et collaborer avec d'éventuels régimes islamiques soutenus par les populations, pourvu que ces régimes ne menacent personne à l'extérieur, et qu'à l'intérieur ils respectent les droits des minorités, chrétiennes ou autres. Le problème se pose en même temps des conséquences que pourrait avoir l'entrée en scène dans la région sahélienne, sur le plan sécuritaire, de nouvelles puissances extérieures comme la Russie, la Chine, ou même la Turquie, dont les motivations premières pourraient être différentes.

SESSION PLÉNIÈRE 17

Conversation avec **Philippe Baptiste**, président-directeur général du Centre national d'études spatiales (CNES).

PLENARY SESSION 16

Afghanistan and the Sahel

The name of this session might seem surprising. Afghanistan is a feudal country that historically has had the essential components of a political unit. The “Sahara shore” (that is the meaning of the word Sahel) has never been a State, although its inhabitants have always shared ways of living together. What do these two places have in common? Yet a comparison is in order here. Great powers, such as Great Britain in the 19th century and the Soviet Union and, later, the United States in the 20th, have often perceived Afghanistan as a threat. All were defeated for the same reason: their interventions, more or less justified by the defense of their interests, were strategically miscalculated. The recent American defeat reopens the game in an already very sick region. But powers such as China, which might be tempted to leverage the situation for their own benefit, will have to practice the art of caution if they do not want to risk being trapped in turn. The search for a new balance around the Taliban regime promises to be a delicate exercise to which much thought must be given. The Sahel, which does not constitute a political unit, is certainly no more controllable from the outside than Afghanistan. However, its geopolitics has changed with the rise of Islamist terrorism since the beginning of the century. This is increasingly deemed a threat by the Bight of Guinea countries, North Africa and potentially Europe. Meanwhile, states, like France, that contribute to the fight against jihadist terrorism—in an irreproachable framework from the viewpoint of international law—understand that cooperation with regimes lacking support from their people is a dead end. However, from a European perspective, the Sahel must not become a new rear base for jihadism. The challenge, then, is to figure out how France and other states that feel concerned by this threat could accompany the social dynamics underway in the Sahel and collaborate with possible Islamic regimes backed by the people, provided that they do not threaten anyone outside, and that inside they respect the rights of Christian and other minorities. At the same time, the issue arises of the consequences that the entrance of new external powers into the Sahel region, like Russia, China or even Turkey, whose primary motives may be different, might have on security.

PLENARY SESSION 17

Conversation with **Philippe Baptiste**, Chairman and Chief Executive Officer of the French Centre for Space Studies (CNES)



WPC 2019, Marrakech, October 13 - François Barrault, Jean-Yves Le Gall

SESSION PLÉNIÈRE 18

Young Leaders : GovTech

La GovTech (contraction de « technologie gouvernementale ») est largement comprise comme « l'utilisation et l'achat de solutions technologiques innovantes par un acteur étatique ». Pour ses défenseurs, elle offre des opportunités pour améliorer le fonctionnement d'un État et créer des services publics plus réactifs et plus efficaces pour les citoyens.

La crise du Covid-19 a été le catalyseur d'une montée en puissance du marché des GovTech, tout en lançant un débat autour de l'utilisation des nouvelles technologies dans la réponse de santé publique à la pandémie. Plus largement, la crise sanitaire a apporté un éclairage nouveau sur l'importance stratégique de certains domaines intéressants les GovTech, comme les HealthTech (technologies de la santé), les smart cities (villes intelligentes) et les EdTech (technologies de l'éducation).

L'ascension des entreprises de GovTech remet en cause des idées profondément ancrées sur le sens du secteur public et sur le rôle de l'État. Elle révèle la manière dont la technologie peut affecter les valeurs et les principes fondamentaux des sociétés démocratiques. En ce sens, la concurrence technologique croissante entre les États-Unis, la Chine et l'Europe est bien plus qu'une rivalité économique : elle remet en question la nature même de la souveraineté.

Au cours de cette session, nous vous présenterons les jeunes leaders du secteur public et du secteur privé, qui ont pour ambition de bouleverser la manière dont les affaires publiques sont menées. Ces dirigeants ont développé leur propre start-up ou sont experts dans le domaine des technologies gouvernementales, et ils viendront parler des attentes des jeunes générations et de la façon dont les dirigeants actuels devraient s'adapter.

SESSION PLÉNIÈRE 19

Débat final

Cette session, traditionnelle, réunira des personnalités qui pourront compléter les débats des trois journées écoulées.

PLENARY SESSION 18

Young Leaders: GovTech

GovTech (a contraction of “government technology”) is widely understood as “the use and purchase of innovative technological solutions by a state actor”. For its advocates it presents opportunities to improve how the state functions and creates more responsive and efficient public services for citizens.

The Covid-19 crisis has been a catalyst for a surge in the GovTech market, while triggering debate around the use of new technologies in the public health response to the pandemic. More broadly, the health crisis has shed a new light on the strategic importance of some domains relevant to GovTech such as HealthTech, smart cities and EdTech.

The rise of GovTech companies challenges deeply rooted ideas on the meaning of the public sector and the role of the state. It underlines how technology can affect the values and core principles of democratic societies. In that sense, the growing technological competition between the US, China and Europe means much more than economic rivalry: it questions the very nature of sovereignty.

In this session, we feature Young Leaders -from the public and private sector, who ambition to disrupt how public affairs are being conducted. These leaders have built their own startups or are experts in the field of GovTech and will share the expectations of the younger generations and how current leaders should adapt.

PLENARY SESSION 19

Final Debate

This traditional session will give public figures an opportunity to share their thoughts on the previous three days' discussions.

Ateliers

ATELIER 1

Money et finance

I. La reprise générale est là, mais les divergences entre économies se sont amplifiées

Il existe un large consensus pour considérer qu'en 2021, la projection de la croissance mondiale sera de l'ordre de 6 %. Cette projection flatteuse comporte un élément de rattrapage des pertes de croissance antérieures : la croissance mondiale devrait ralentir en 2022 pour se stabiliser à 5 % ou un peu moins.

Bien que le consensus mondial de 6 % n'ait pas été modifié depuis avril 2021, un changement structurel sous-jacent très important se développe depuis le début de l'année. Les perspectives des marchés émergents ont été revues à la baisse (de 6,7 % à 6,3 %, soit -0,49 %) en raison du faible niveau des vaccinations et, globalement, de la médiocrité de la lutte contre la pandémie et d'une marge de manœuvre macroéconomique limitée.

En revanche, les perspectives ont été revues à la hausse pour les économies avancées (de 5,18 % à 5,6 %, soit +0,5 %) principalement en raison de la persistance des accommodements macroéconomiques budgétaires et monétaires et des vaccinations massives.

Les pressions inflationnistes suscitent également des inquiétudes croissantes. Dans de nombreuses économies, les capacités sont limitées par le manque de matières premières et de main-d'œuvre. En particulier dans les économies avancées, et davantage aux États-Unis que dans d'autres économies industrialisées, l'inflation semble devoir persister au cours de la période à venir.

Il est possible que nous connaissions bientôt une flambée de l'inflation, qui apparaîtra comme transitoire et liée à des inadéquations de l'offre et de la demande à relativement court terme. C'est le diagnostic actuel de la plupart des banques centrales, y compris de la Réserve fédérale et de la Banque centrale européenne.

Au niveau mondial, il existe plusieurs risques à la hausse et un plus grand nombre de risques à la baisse.

1. Risques à la hausse

On ne peut exclure qu'une amélioration de la coopération mondiale pour contrer la pandémie puisse contribuer à empêcher la généralisation des infections dans les pays émergents et en développement et, par voie de conséquence, à empêcher également l'émergence de nouveaux variants. La crise économique ayant été entièrement déclenchée par la situation sanitaire, toute amélioration de la santé mondiale devrait se traduire par des risques à la hausse importants pour la croissance de l'économie mondiale.

Workshops

WORKSHOP 1

Money and Finance

I. Global recovery is there, but divergences between economies have increased

A large consensus considers global growth projection in 2021 to be around 6%. There is an element of catching up for previous growth losses in this flattening projection: global growth should slowdown in 2022 to stabilize at 5% or a little less.

Despite the fact that global consensus of 6% was not modified since April 2021, there is a very important underlying structural change developing since the beginning of the year. Prospects for emerging markets have been revised down (-0,49%, from 6,7% to 6,3%) because of the poor level of vaccinations and, overall, mediocre fight against the pandemic and limited room for macroeconomics manoeuvring.

At the opposite, prospects have been revised up for the advanced economies (+0,5%, from 5,18% to 5,6%) mainly due to persistent macroeconomics fiscal and monetary accommodations and to massive vaccinations.

There is also rising concern on inflationary pressures. In many economies, capacity is being constrained by a lack of raw material and labour. Particularly in the advanced economies, and more in the US than in other industrialized economies, inflation look set to persist in the coming period.

It is possible that we are presently experiencing a hump of inflation, which will appear to be transitory, and linked to relatively short-term supply-demand mismatches. This is the present diagnostic of most Central banks, including the Federal Reserve and the European Central Bank. Still, there is also some likelihood that the present inflationary pressures could become persistent and call for appropriate pre-emptive action by Central banks.

Around the global baseline, there are some risks upside and a larger number of downside risks.

1. Upside risks

One cannot exclude that an improvement of global cooperation on countering the pandemics could help prevent generalisation of infection in the emerging and developing countries and, by way of consequence, also prevent the emergence of new variants. The economic crisis being entirely triggered by the health situation, any improvement of global health should materialize in significant upside risks for global economy growth.

But it would unfortunately be naïve to consider that



WPC 2019, Marrakech, October 13 - Workshop 1

Mais il serait malheureusement naïf de considérer qu'il est très probable que la coopération mondiale en matière de vaccins et de traitements s'améliore significativement. Le fait que les économies avancées envisagent une « troisième injection » de vaccins, alors qu'une grande majorité des pays en développement ont cruellement besoin d'une « première injection » pour leurs propres ressortissants, en est un exemple.

2. Risques à la baisse

- Le premier risque baissier est précisément la probabilité d'une aggravation de la dynamique globale de la pandémie, non seulement en raison des difficultés spécifiques des pays émergents et en développement, mais aussi en raison de la résistance de minorités actives dans certaines économies avancées (y compris aux États-Unis) par rapport aux vaccins et aux précautions sanitaires. Comme on a pu le voir avec le variant Delta, on ne peut exclure l'émergence d'un nouveau variant, qui pourrait être encore plus contagieux et dangereux.
- Un deuxième risque baissier pourrait provenir d'une déconvenue concernant la croissance américaine due à plusieurs raisons, notamment à un impact négatif largement imprévu du variant Delta dans un pays désormais moins vacciné que beaucoup d'autres économies avancées.
- Un troisième risque baissier est lié au resserrement possible des conditions financières en cas de persistance de pressions inflationnistes dans plusieurs économies, les États-Unis en étant encore un exemple. S'il apparaît que l'inflation sous-jacente aux États-Unis se stabilise autour de 4,5 % (tandis que l'IPC est autour de 5,4 %) et qu'elle ne retombe pas progressivement, il ne fait aucun doute que les taux d'intérêt nominaux vont

it is very likely that global cooperation on vaccines and treatments will significantly improve. The fact that advanced economies are envisaging a "third shot" of vaccines, when a large majority of developing countries are badly in need of a "first shot" for their own nationals, is a case in point.

2. Downside risks

- The first downside risk is precisely the likelihood of worsening global pandemic dynamics, not only because of the specific difficulties of emerging and developing countries, but also because of the resistance of active minorities in some advanced economies – including in the US – against vaccines and health precaution. As the Delta variant has demonstrated one cannot exclude the emergence of a new variant, which could be even more contagious and dangerous.
- A second downside risk could come from some disappointment coming from the US growth for a number of reasons, including a largely unanticipated negative impact of the Delta variant in a country now less vaccinated than many other advanced economies.
- A third downside risk is associated with the possible tightening of financial conditions in case of persistence of inflationary pressures in several economies, the US being again a case in point. If it appears that core inflation in the US stabilizes around 4,5% (whilst CPI is around 5,4%) and do not go back down progressively, there is no doubt that nominal interest rates will go up. The Central banks will have to increase short-term rates to regain control of inflation expectations. And whatever the Fed would do, in any case, market participants will push up market medium and long term



WPC 2019, Marrakech, October 13 - Workshop 3

augmenter. Les banques centrales devront augmenter les taux à court terme pour reprendre le contrôle des anticipations d'inflation. Et quoi que ferait la Fed, dans tous les cas, les acteurs du marché pousseront les taux d'intérêt à la hausse à moyen et long terme pour couvrir le risque d'inflation. Le resserrement des conditions financières serait particulièrement difficile à gérer pour les pays à revenu intermédiaire inférieur et pour les plus vulnérables parmi les économies émergentes.

- Enfin quatrième, on ne peut jamais exclure d'autres risques de nature différente comme des tensions géopolitiques, des catastrophes naturelles liées aux conditions météorologiques, ou des cyberattaques sur des infrastructures critiques.

II. Risques financiers mondiaux

En cette période économique et financière exceptionnellement exigeante déclenchée par la pandémie de Covid-19, les mesures de politique monétaire et budgétaire ont soutenu l'économie et contribué de manière décisive à contenir les risques pour la stabilité financière. Celle-ci a été préservée dans un environnement économique et financier qui était non seulement le pire depuis la Seconde Guerre mondiale, mais potentiellement aussi dévastateur au niveau mondial que la crise de 1929-1930.

L'efficacité de ces mesures politiques a été considérablement renforcée grâce à l'amélioration par le G20 des règles, réglementations, principes prudentiels, normes et codes financiers à la suite de la grande crise financière qui a eu lieu après la faillite de Lehman Brothers (2008).

Trois dimensions de l'action des pouvoirs publics sont à souligner :

Premièrement, les mesures de politique monétaire considérables prises par les banques centrales, en

interest rates to hedge the inflation risk. The tightening of financial conditions would be particularly difficult to cope with by the Lower Middle Income Countries and by the most vulnerable amongst the emerging economies.

- Fourth, finally, one can never exclude other risks of different nature like geopolitical tensions, weather related natural disasters or cyberattacks on critical infrastructure.

II. Global financial risks

In these extraordinary demanding economic and financial times triggered by the Covid-19 pandemic, monetary and fiscal policy measures have supported the economy and contributed decisively to contain financial stability risks. Financial stability was preserved in an economic and financial environment which was not only the worst since World War II but as globally potentially devastating as the 1929-1930' crisis.

The effectiveness of those policy measures were significantly reinforced by the G20 improvement of financial rules, regulations, prudential, standards and codes following the Great Financial Crisis (GFC) taking place after Lehman Brothers bankruptcy (2008).

Three dimensions of the actions of the public authorities must be stressed:

First, the considerable monetary policy accommodations by Central banks, particularly in the advanced economies, was without any precedent. These accommodations were additional to former already very low interest rates and purchases of tradable securities pursued over a 10 years period of time.

particulier dans les économies avancées, ont été sans précédent, en plus des taux d'intérêt déjà très bas et des achats de titres négociables qui se sont poursuivis pendant une dizaine d'années.

Deuxièmement, l'expansion budgétaire supplémentaire a été tout aussi inédite dans toutes les économies, en particulier dans les pays avancés. Comme dans le cas de la politique monétaire, un assouplissement fiscal exceptionnel est venu s'ajouter à une longue période d'expansion budgétaire de 10 ans dans presque tous les pays avancés.

Troisièmement, ce soutien politique sans précédent peut avoir un certain nombre de conséquences involontaires : incitations à une prise de risque excessive sur de nombreux marchés, valorisation dépassant largement ce qui correspondrait à un équilibre stable à moyen terme, sur la base des principes fondamentaux.

À ce stade, un an et demi après le début de la pandémie, quels sont les points positifs et les points négatifs en matière de risques financiers ?

1. Les points positifs

- Les institutions financières, et plus spécialement les banques et les institutions réglementées, ont fait preuve de solidité et de résilience dans la situation. Les banques en particulier sont entrées dans la pandémie avec des réserves de capitaux et de liquidités élevées. Le mérite dans ce domaine revient au Conseil de stabilité financière (CSF) et aux décisions du G20 depuis la faillite de Lehman Brothers ;
- D'une manière générale, la stabilité financière mondiale a été préservée ;
- Aux États-Unis, le changement de gouvernement a favorisé une nouvelle tendance vers une coopération internationale mondiale et la reconnaissance que la Communauté internationale doit résolument défendre les biens publics mondiaux.

2. Les risques en jeu

L'état actuel de l'économie mondiale comporte de nombreux risques financiers.

- La reprise asynchrone et divergente entre les économies est un facteur de risque majeur. Si les responsables politiques des économies avancées prenaient des mesures allant dans le sens de la normalisation des politiques, à ce moment-là d'importantes sorties de portefeuille pourraient détériorer considérablement la situation financière des économies de marché émergentes et frontalières.
- Comme nous l'avons déjà souligné, une prise de risque excessive et des valorisations d'actifs anormales, en particulier dans les grandes économies avancées, pourraient déclencher une correction majeure du marché, indépendamment des décisions de politique monétaire des banques centrales.
- Comme nous l'avons déjà noté également, une politique d'adaptation exceptionnelle pourrait s'accompagner d'inflation. De ce point de vue, les

Second, additional fiscal expansion was equally unprecedented in all economies, particularly in the advanced countries. As in the case of monetary policy, the extraordinary fiscal accommodation was coming on top of a long period of 10 years budget expansion in almost all advanced countries.

Third, this unprecedented policy support may have a number of unintended consequences: incentives to excessive risk taking in many markets, valuation stretching largely over and above what would be a stable medium term equilibrium, based on fundamentals.

At this stage, one year and a half after the start of the pandemics, what are the positives and the negatives as regards financial risks?

1. The positives

- Financial Institutions, particularly banks and regulated Institutions proved solidity and resilience in the circumstances. Banks in particular came into the pandemic with high capital and liquidity buffers. Credit in this domain should be given to the Financial Stability Board (FSB) and the G20 decisions since Lehman Brothers bankruptcy;
- Overall, global Financial Stability was preserved;
- Change in the US administration fostered a new trend towards global international cooperation and recognition that the International Community must resolutely defend global public goods.

2. The risks at stake

There are many financial risks embedded in the present state of global economy.

- The asynchronous and divergent recovery across economies is a major risk factor. If, and when, policy makers in advanced economies take steps towards policy normalization, large portfolio outflows could deteriorate significantly the financial situation of emerging and frontier market economies.
- As already noted, excessive risk taking and abnormal asset valuations, particularly in major advanced economies might trigger a major market correction, independently of the monetary policy decisions of the Central banks.
- Also already noted, extraordinary policy accommodation could be accompanied by inflation. From that standpoint, threats are not the same on both sides of the Atlantic and in Japan, but it cannot be excluded that inflation in the US be less short-term and transitory than the Fed is expecting.
- The present huge dimension of Non-Bank Financial Intermediaries (NBFI) is an element of potential global financial instability. The Covid event revealed important vulnerabilities in the non-bank sector. Money Market Funds (MMF) are a case in

menaces ne sont pas les mêmes des deux côtés de l'Atlantique et au Japon, mais il ne faut pas exclure que l'inflation aux États-Unis soit moins rapide et moins temporaire que ce que prévoit la Fed.

- La très grande envergure actuelle des intermédiaires financiers non bancaires (IFNB) est un élément d'instabilité financière mondiale potentielle. L'événement du Covid a révélé des vulnérabilités importantes dans le secteur non bancaire. Les fonds du marché monétaire (FMM) en sont un bon exemple, car ils augmentent le risque de rachats soudains et perturbateurs.
- Le surendettement était déjà un facteur majeur d'instabilité avant le coronavirus. Avec l'endettement supplémentaire considérable, en proportion du PIB, déclenché par la crise du Covid, la situation s'est détériorée dans tous les pays sans exception. À moyen et long terme, c'est un risque majeur pour la stabilité financière, qui menace plus particulièrement les économies les plus vulnérables et les plus pauvres.
- Enfin, les risques financiers et, plus généralement, les risques économiques, sanitaires et géostratégiques associés au changement climatique sont de première importance. Le Conseil de stabilité financière (CSF) sponsorise à juste titre le Groupe de travail sur l'information financière relative aux changements climatiques (GIFCC). Un travail considérable est effectué par la Fondation des normes internationales d'information financière (IFRS) et par l'Organisation internationale des commissions de valeurs (IOSCO) afin de proposer une « norme de base mondiale » nécessaire aux communications financières liées au climat.

III. Questions à aborder

- Sommes-nous en accord avec les projections actuelles de croissance mondiale pour 2021 et 2022 ?
- Ne sous-évaluons-nous pas les divergences économiques actuelles entre économies avancées, pays en développement et pays émergents ?
- Quelles pourraient être les conséquences économiques d'un épisode brutal de tensions financières dans les économies avancées dans les années à venir ?
- Quelle est la probabilité d'un épisode inflationniste durable aux États-Unis ? au Royaume-Uni ? dans la zone euro ? dans les pays émergents ?
- Quelle est la probabilité d'une crise financière déclenchée par de véritables corrections majeures du marché (corrections de bulles d'actifs, arrêts soudains du fonctionnement des principaux marchés, pertes brutales de solvabilité de la dette publique et/ou privée) ?
- Les perturbations des actifs cryptographiques pourraient-elles être suffisamment importantes pour déclencher une crise financière ?
- La cyber-insécurité est-elle une menace majeure pour la stabilité financière ?

point, in augmenting the risk of sudden and disruptive redemptions.

- Over indebtedness was already a major factor of instability before coronavirus. With the additional considerable debt, as a proportion of GDP, triggered by the Covid crisis, the situation has deteriorated in all countries without exception. In the medium and long run, it is a major risk to financial stability with a particular threat on the most vulnerable and the poorest economies.
- Finally, the financial risks and, more generally, the economic health and geostrategic risks associated with climate change are of the essence. The FSB is right in sponsoring the Task Force on Climate related Financial Disclosures (TCFD). A considerable work is being done by the International Financing Reporting Standards (IFRS) Foundation and the International Organization of Securities Commissions (IOSCO) in order to propose a needed "global base line standard" for these climate related financial disclosures.

III. Questions to be addressed

- Are we in agreement with the present projections of global growth for 2021 and 2022?
- Are we not under assessing the present economic divergences between advanced economies, developing and emerging countries?
- What could be the economic consequences of an abrupt episode of financial tensions in the advanced economies in the years to come?
- What is the likelihood of a sustained inflationary episode in the US? In the UK? In the Euro area? In emerging countries?
- What is the likelihood of a financial crisis triggered by genuine major market corrections (asset bubbles corrections, sudden stops in major market functioning, public and/or private abrupt debt losses of creditworthiness)?
- Could Crypto Assets disruptions be big enough to trigger a financial crisis?
- Is cyber insecurity a major threat to financial stability?
- Are available macroprudential tools up to counter the adverse medium and long term consequences of accommodating monetary policies?
- Are we close to financial disruption caused by climate change?
- What could be the economic and financial consequences of the materialization of military tensions between China, Taiwan and the US? Of other geostrategic tensions?



WPC 2019, Marrakech, October 12 - Steven Erlanger

- Existe-t-il des outils macro-prudentiels pour contrer les conséquences négatives à moyen et long terme des politiques monétaires accommodantes ?
- Sommes-nous proches de perturbations financières causées par le changement climatique ?
- Quelles pourraient être les conséquences économiques et financières de la matérialisation des tensions militaires entre la Chine, Taïwan et les États-Unis ? d'autres tensions géostratégiques ?

ANNEXE - Propositions du Groupe d'experts indépendants de haut niveau (HLIP) du G20 concernant les pandémies

Janvier-Juillet 2021

Dans la mesure où la croissance mondiale et la stabilité financière dépendent essentiellement de la situation sanitaire mondiale en période de pandémie, il est utile de mentionner les propositions faites par le HLIP du G20 (auquel j'ai participé) en juillet 2021.

Dans ce rapport intitulé A Global Deal for Our Pandemic Age, ce Groupe d'experts du G20 constate que le monde reste très mal équipé pour prévenir ou contenir les épidémies ou pandémies présentes et futures. Ce Groupe appelle le G20 et la communauté internationale à agir rapidement pour combler les lacunes actuelles.

Parmi de nombreuses autres propositions, quatre sont particulièrement mises en avant :

1. Le Groupe d'experts appelle à une augmentation des financements publics d'au moins 75 milliards de dollars US au cours des cinq prochaines années, soit 15 milliards de dollars US par an, pour combler les lacunes majeures en matière de prévention et de préparation aux pandémies - ce qui revient à au moins doubler les niveaux de dépenses actuels. Les quatre manques de préparation à résoudre en

ANNEXE - Proposals made by the G20 High Level Independent Panel in Pandemics (HLIP)

January-July 2021

To the extent that global growth and financial stability depend crucially on global health situation in times of pandemic, it is worth mentioning the proposals made by the G20 HLIP (in which I happened to participate) in July 2021.

In this report A Global Deal for Our Pandemic Age, this G20 Panel finds that the world remains very poorly equipped to prevent or contain present and future epidemics or pandemics. The Panel calls on the G20 and international community to move swiftly to close current shortfalls.

Amongst many others, four proposals are particularly stressed:

1. The Panel calls for a public funding increase in international financing of at least US\$75 billion over the next five years, or US\$15 billion per year, to plug major gaps in pandemic prevention and preparedness at least doubling current spending levels. The four pressing preparedness gaps identified by the Panel are infectious disease surveillance, resilience of national health systems, global capacity to supply and deliver vaccines and other medical countermeasures, and global governance. The costs to government budgets alone from pandemics are up to 700 times larger than the annual additional international investments proposed by the Panel!



WPC 2019, Marrakech, October 13 - Brian Gallagher, Nardos Bekele-Thomas, Pierre M'Pelé, Robert Sigal, Juliette Tuakli

urgence déterminés par le Groupe d'experts sont la surveillance des maladies infectieuses, la résilience des systèmes de santé nationaux, la capacité mondiale à fournir et à livrer des vaccins et d'autres contre-mesures médicales, et la gouvernance mondiale. Les coûts des pandémies pour les seuls budgets gouvernementaux sont jusqu'à 700 fois plus élevés que les investissements internationaux supplémentaires annuels proposés par le Groupe d'experts !

2. Ce financement international supplémentaire de 15 milliards de dollars par an dans les biens publics mondiaux pour la prévention et la préparation comprend une proposition clé visant à établir un nouveau Fonds mondial pour les menaces sanitaires de 10 milliards de dollars US par an, plus 5 milliards de dollars US par an pour augmenter le financement des institutions internationales existantes, notamment pour renforcer l'Organisation mondiale de la santé (OMS) et créer des guichets de financement concessionnel dédiés à la préparation aux pandémies au sein de l'Association internationale de développement (IDA) de la Banque mondiale et des banques multilatérales de développement (BMD).
3. Le Groupe d'experts appelle à la création d'un nouveau Conseil mondial de lutte contre les menaces sanitaires, qui réunirait les ministres des Finances et de la Santé et les organisations internationales afin d'assurer une surveillance systémique, une mobilisation efficace des ressources au moment opportun, et la coordination des efforts internationaux pour atténuer les menaces de pandémie.
4. Le Groupe d'experts appelle enfin à faire des biens publics mondiaux, en particulier pour la sécurité en cas de pandémie et pour l'action climatique, une partie de la mission principale des Institutions financières internationales (IFI).

2.This additional US\$15 billion per year of international financing in global public goods for prevention and preparedness includes a key proposal to establish a new US\$10 billion annual Global Health Threats Fund plus US\$5 billion a year to increase funding of existing international institutions, including to strengthen the World Health Organization (WHO) and create dedicated pandemic preparedness concessional financing windows in the World Bank's International Development Association (IDA) and Multilateral Development Banks (MDBs).

3.The Panel calls for the creation of a new Global Health Threats Board, which would bring together Finance and Health Ministers and International Organizations to provide systemic oversight and ensure timely and effective resourcing and coordination of international efforts to mitigate pandemic threats.

4.The Panel finally calls to make global public goods, especially for pandemic security and climate action, part of the core mandate of the International Financial Institutions (IFIs).

ATELIER 2

Énergie, climat et environnement

Reprise post-Covid : stimuler les investissements durables pour amorcer une baisse des émissions de gaz à effet de serre (GES)

Le monde est à un tournant. Nous comprenons désormais clairement les implications interdépendantes du changement climatique et de la dégradation de la biodiversité, et les événements climatiques de 2021 ont rappelé à quel point ces menaces sont redoutables. Le monde dispose d'un budget carbone de plus en plus réduit, et les efforts actuels sont encore largement insuffisants. Le dernier rapport du GIEC souligne que le maintien de la hausse des températures à 1,5°C est désormais presque impossible, 2°C est même extrêmement difficile. Le G20 a reconnu que 1,5°C doit être l'objectif ultime, mais il n'a pas pris de nouvelles mesures. Avant la COP26, certains des principaux émetteurs ont adopté des objectifs nets zéro, mais globalement, l'amélioration des contributions nationales déterminées est souvent insuffisante ou à la traîne. Un prix mondial du carbone n'est pas envisageable. Si l'UE et le Royaume-Uni ont les ambitions de décarbonisation les plus avancées, ils doivent encore les réaliser (des propositions politiques importantes sont toutefois en cours). Les États-Unis, le Canada et le Japon ont revu leurs ambitions à la hausse, mais l'Australie, la Russie, la Turquie, le Brésil, le Mexique, certains pays du Moyen-Orient n'intensifient pas leurs efforts. Et de nombreuses économies en développement sont toujours aux prises avec un accès insuffisant à l'énergie et des progrès globalement médiocres en ce qui concerne les objectifs de développement durable : au mieux, elles réduiront la croissance de leurs émissions, et affirment souvent à juste titre que, bien que n'ayant aucune responsabilité dans le réchauffement climatique mondial, elles seront les plus touchées. La reprise de 2021 est différente de celle de 2010, mais les émissions de GES continueront d'augmenter car le charbon alimente la reprise, ce qui rend le chemin vers le zéro net encore plus escarpé. Et le monde est confronté à des prix des matières premières très élevés et à une inflation imminente, ce qui fait des préoccupations sociales des questions brûlantes.

Dans le même temps, les technologies à faible émission de carbone sont plus abouties et compétitives que jamais, et elles offrent de formidables opportunités économiques. Elles peuvent immédiatement produire d'énormes résultats de décarbonisation si leurs applications sont étendues. L'innovation s'accélère et le progrès technologique changera la donne. Les critères ESG deviennent centraux dans les stratégies d'entreprise et ont de larges et de profondes implications pour des chaînes de valeur entières. Les destructions d'actifs physiques et financiers dues au changement climatique sont reconnues comme pouvant être considérables et dévastatrices. Des taxonomies sont en cours d'élaboration et des progrès rapides dans l'écologisation du système financier est une réalité mondiale qui, bien sûr, est toujours en cours et imparfaite. Les grandes entreprises mondiales se

WORKSHOP 2

Energy, Climate and Environment

The post-Covid recovery: boosting sustainable investments to start a decline in GHG emissions

The world is at a turning point. There is now a clear understanding of the intertwined implications of climate change and biodiversity degradations, and 2021 climate events have reminded how daunting the threats are. The world has a narrowing carbon budget and current efforts are still largely insufficient. The latest IPCC report stresses that keeping temperature increase at 1.5°C is now almost impossible, 2°C is even extremely challenging. The G20 has recognized that 1.5°C must be the ultimate objective but has fallen short of any new actions. Ahead of COP26, some of the leading emitters have embraced net zero targets, yet overall, enhanced National Determined Contributions are often insufficient or lagging. There is no global carbon pricing within reach. While the EU and UK have the most advanced decarbonization ambitions, they still have to deliver – important policy proposals are being laid out though. The US, Canada and Japan have been upgrading their ambition, but Australia, Russia, Turkey, Brazil, Mexico, some Middle East countries are not stepping up efforts. And many developing economies are still struggling with poor energy access and overall poor progress with Sustainable Development Goals: at best, they will reduce the growth of their emissions, and often rightly claim that while bearing no responsibility for global warming, they will be the most hit. The 2021 recovery is different from the 2010 one, but GHG emission will continue to rise as coal powers the recovery, making the road to net zero even more steep. And the world is facing sky high commodity prices with inflation looming, making social concerns burning issues.

At the same time, low carbon technologies are more mature and competitive than ever before, offering tremendous economic opportunities. They can immediately deliver huge decarbonization results if scaled up. Innovation is accelerating and technological progress will be a game changer. ESG is becoming central to corporate strategies with deep and wide implications for entire value chains. Physical and financial asset destructions from climate change are being recognized as potentially tremendous and devastating. Taxonomies are being worked out and rapid progress in greening the financial system is a global reality which, of course, is still in the making and imperfect. Leading companies worldwide are preparing to decarbonize their scope 1, 2 and 3 activities as their future competitiveness and attractiveness relies on effective decarbonization and credible ESG credentials. For countries not effectively engaged in a net zero trajectory with carbon intensive energy

préparent à décarboner leurs activités de portée 1, 2 et 3, car leur compétitivité et leur attractivité futures reposent sur une décarbonisation efficace et sur des références ESG crédibles. Pour les pays qui ne sont pas effectivement engagés dans une trajectoire nette zéro et qui ont des approvisionnements en énergie à forte intensité de carbone ou des activités environnementales nuisibles, l'accès futur au commerce international, aux financements, aux investissements et aux aides sera de plus en plus restreint. En Europe, le prix du carbone a dépassé les 50 euros/tonne et des propositions politiques sans précédent, mais très sensibles, sont présentées dans le paquet « Fit for 55 ». Aux États-Unis, le paquet « Infrastructures » pourrait donner un coup de fouet aux investissements et aux infrastructures durables. Les prix élevés des matières premières peuvent susciter un élan unique pour s'engager dans la diversification énergétique et économique.

La question fondamentale est désormais : comment accélérer les efforts de décarbonisation, comment produire un élan beaucoup plus large, saisir les opportunités, réduire les risques et les coûts, et opérer une transition en douceur de l'économie intensive en carbone vers la nouvelle économie qui reste encore de bien des manières à créer ?

Questions à aborder :

- Comment les pays et les industries riches en pétrole et en gaz peuvent-ils transformer et saisir les opportunités de la nouvelle économie ? Quelles sont les meilleures options pour la diversification énergétique au Moyen-Orient, et quelles sont les opportunités pour les économies engagées dans des trajectoires nettes zéro ?
- Comment le monde peut-il réduire fortement sa dépendance au charbon et réduire ses émissions de méthane ?
- Un prix mondial du carbone est-il enfin possible, et quels devraient être les principes fondamentaux d'une coopération mondiale sur le climat et l'environnement ?

ATELIER 3

Sécurité alimentaire

En 2015, le monde s'est engagé à éradiquer la faim, la malnutrition et l'insécurité alimentaire par le biais des Objectifs de développement durable (ODD.2). Malheureusement, 6 ans après l'adoption de ces objectifs, des millions de personnes souffrent toujours de sous-alimentation et de malnutrition dans le monde, en particulier dans les pays en développement. Les données montrent que sur la période 2015-2019, le nombre de personnes sous-alimentées dans le monde est passé de 635 millions à plus de 687 millions, soit une augmentation de 1,3 % représentant environ la moitié du taux de croissance de la population mondiale (lequel est de 3 %). La majorité de ces personnes sous-alimentées se trouve dans des pays en développement en Asie, en Afrique ou en Amérique latine, généralement dans le Sud global.

supplies or harmful environmental activities, future access to international trade, finance, investments and aid will be increasingly restricted. In Europe, carbon prices have topped 50 EUR/tonne and unprecedented, yet highly sensitive, policy proposals are being laid out in the Fit for 55 package. In the US, the infrastructure package could give a boost to sustainable infrastructures and investments. High commodity prices offer a unique momentum to engage into energy and economic diversification.

The fundamental issue now is: how to accelerate decarbonization efforts, how to create a much broader momentum, seize opportunities, reduces risks and costs and operate a smooth transition from the carbon intensive economy to the new economy which is still in many ways to be created.

Questions to be addressed:

- How can oil and gas rich countries and industries transform and seize opportunities from the new economy? What are the best options for the Middle East energy diversification and what opportunities are there with economies engaged in net zero trajectories?
- How can the world sharply decrease its reliance on coal and reduce methane emissions?
- Is a global carbon price finally possible and what should be the core principles of a global cooperation on climate and the environment?

WORKSHOP 3

Food Security

In 2015, the world committed to eradicating hunger, malnutrition, and food insecurity through the Sustainable Development Goals (SDG.2). Unfortunately, 6 years after the adoption of these goals, millions of people still suffer from undernourishment and malnutrition around the world, especially in developing countries. Data shows that over the period 2015-2019, the number of undernourished people in the world increased from 635 to over 687 million, an increase of 1.3% which is about half of the world population growth rate (3%). The majority of these undernourished people are in developing countries in Asia, Africa, or Latin America, typically in the Global South.

Indeed, malnutrition's burdens in terms of human suffering, death, and disease are considerable, but



WPC 2019, Marrakech, October 12 - Sergey Storchak, Jean-Claude Trichet

En effet, le fardeau de la malnutrition, en termes de souffrance humaine, de décès et de maladies, est considérable, mais son poids économique est également énorme : par exemple, en Éthiopie, 44 % des enfants de moins de cinq ans sont sous-alimentés, ce qui entraîne une perte économique moyenne de 16,5 % du PIB par an, tandis qu'en Ouganda et au Swaziland, la part des enfants sous-alimentés est respectivement de 33,4 % et 40 %, et les pertes économiques dues à la dénutrition chronique de ces enfants sont estimées à 5,6 % pour l'Ouganda et à 3,1 % pour le Swaziland.

Assurer la sécurité alimentaire est l'un des défis majeurs des prochaines décennies, d'autant plus que les obstacles incontournables s'accumulent. Face à une forte croissance démographique associée à une urbanisation rapide, la demande de nourriture devrait augmenter d'environ 50 % d'ici 2050, ce qui impliquera d'utiliser des ressources naturelles supplémentaires déjà limitées et également rares. Répondre aux besoins alimentaires de base d'une population mondiale estimée à plus de 10 milliards d'individus d'ici 2050 et faire face à la menace existentielle posée par le changement climatique est un véritable défi. En outre, des scénarios plus pessimistes sont avancés, car ce chiffre aura tendance à augmenter en 2021 en raison des graves perturbations économiques et sociales causées par la propagation du virus mortel du Covid-19, qui a également entraîné des changements dans les modes de consommation et la crainte de pénuries alimentaires.

Dans le même temps, assurer la sécurité alimentaire ne consiste pas simplement à produire plus (à assurer la disponibilité des produits), car ce concept est complexe, donc exigeant. Il nécessite de satisfaire simultanément à trois autres critères, à savoir l'accès,

economic burdens are also huge. For example, in Ethiopia, 44% of children under five are undernourished, resulting in an average economic loss of 16.5% of GDP annually, while in Uganda and Swaziland, the shares of undernourished children are 33.4% and 40% respectively and the economic losses due to chronic undernutrition among these children are estimated at 5.6% for Uganda and 3.1% for Swaziland.

Ensuring food security is one of the major challenges of the coming decades, especially as more compelling obstacles accumulate. Faced with significant population growth combined with rapid urbanization, the demand for food by 2050 will have to grow by about 50%, which will require the use of already limited additional natural resources that are also scarce. Meeting the basic food needs of a world population estimated at more than 10 billion by 2050, and coping with the existential threat posed by climate change, is a tough challenge. In addition, more pessimistic scenarios are foreseen as this figure will tend to increase in 2021 due to the severe economic and social disruptions caused by the spread of the deadly Covid-19 virus, which also has led to changes in consumption patterns and fear of food shortages.

At the same time, ensuring food security is not simply a matter of producing more—ensuring availability—as this concept is complex, therefore demanding. It requires the simultaneous satisfaction of three other criteria, namely, access, utilization, and stability. Therefore, food security is multi-dimensional which requires interventions at multiple levels, namely political, economic, technological, social, cultural, etc.

In today's context of widespread uncertainty and dislocation, all governments and decision-makers, irrespective of their countries' level of socio-economic development, should rethink their food policies and



WPC 2019, Marrakech, October 12 - Paul Kagame, Thierry de Montbrial

l'utilisation et la stabilité. Par conséquent, la sécurité alimentaire est multidimensionnelle et impose d'intervenir à plusieurs niveaux, politique, économique, technologique, social, culturel, etc.

Dans le contexte actuel d'incertitudes et de bouleversements à grande échelle, tous les gouvernements et décideurs, quel que soit le niveau de développement socio-économique de leur pays, devraient repenser leurs politiques alimentaires et mettre en place des systèmes alimentaires financièrement viables pour protéger les moyens de subsistance des groupes vulnérables et mieux rebâtir en intégrant des pratiques durables. Les questions fondamentales à se poser sont plus précisément les suivantes :

- Quelles sont les principales ressources sur lesquelles nous pouvons nous appuyer durablement pour renforcer les systèmes alimentaires dans le monde, et en particulier dans le Sud ?
- Comment pouvons-nous investir de manière adéquate dans la recherche et le développement agricoles et dans la formation des agriculteurs pour augmenter durablement la productivité ?
- Quel rôle peut jouer l'accès au commerce et aux outils de gestion des risques pour assurer la sécurité et la souveraineté alimentaires ?
- Quels filets de protection sociale abordables mais efficaces devons-nous mettre en place pour accroître la résilience aux chocs (climatiques, sanitaires) ?

put in financially viable food systems to protect the livelihood of vulnerable groups and build back better by integrating sustainable practices. Specifically, key questions to address are:

- What are the main resources upon which we can sustainably rely to strengthen food systems in the world, especially in the South?
- How can we invest adequately in agricultural research & development and farmer training to increase productivity sustainably?
- What role can access to trade and risk management tools play in achieving food security and sovereignty?
- What affordable yet effective social safety nets must we build for increasing resilience against shocks (i.e. climate, health shocks)?

ATELIER 4

L'Afrique

Les vents qui ont balayé ces deux dernières années le globe terrestre n'ont pas manqué de secouer le continent africain dans toutes ses fragilités, sans aucun préjudice néanmoins pour la position attractive et d'espérance que ce continent occupe.

Certes, l'Afrique, à part fournir des matières premières et servir de marché aux firmes des pays développés, ne pèse pas lourd dans l'économie mondiale et ne joue aucun rôle déterminant dans l'édiction des règles du commerce international. Cependant tous les rapports et toutes les études sérieuses convergent pour soutenir qu'il s'agit d'un continent d'avenir.

Dans ce sens, et deux années après notre précédent atelier, quel bilan tirer à notre tour de cette période placée sous le signe de la pandémie du Covid-19 au regard des grandes tendances ayant caractérisé l'évolution de l'Afrique et sa place dans le concert des nations, au prisme notamment des questions et des préconisations émises en 2019 lors de la session de Marrakech ?

Déjouant les pronostics les plus pessimistes, l'Afrique, le moins touché jusqu'ici des continents par la pandémie, a su, plus ou moins efficacement selon les États, maîtriser, sous l'influence de divers facteurs avancés (jeunesse de la population, climat, mesures de tests et de traçage généralisées, confinement, vigilance aux frontières...), et tout au moins à ses débuts, la crise au niveau sanitaire.

Elle s'approprie aujourd'hui, au lendemain de l'amorce de l'atténuation d'une « troisième vague », plus meurtrière, à trouver, avec une solidarité accrue de la part de la communauté internationale, des solutions durables aux faiblesses structurelles constatées dans ses systèmes sanitaires et à sa dépendance en matière de vaccination, doublée de fortes résistances des populations en la matière.

Ainsi, et sans pour autant occulter toutes les conséquences économiques, financières et sociales souvent dramatiques pour les populations les plus vulnérables induites par cette situation nonobstant la mobilisation des gouvernements, des professionnels de la santé et de la société civile, tous porteurs de mesures innovantes de tous ordres, il semblerait qu'après une période de récession inédite accentuée par cette crise succédant à des années de croissance remarquable du PIB, une embellie se profile.

Le dernier rapport de la Banque mondiale sur les perspectives économiques mondiales prédit à cet égard que l'économie subsaharienne devrait rebondir de 2,7 % en 2021, singulièrement sous l'effet de l'accès aux vaccins, de la réponse appropriée au changement climatique, de la gestion des risques de l'endettement, facteurs principaux du redressement africain. Au-delà, et comme le suggère le rapport de

WORKSHOP 4

Africa

The winds that battered the globe in the last two years have not failed to shake the African continent in all its fragility, without any prejudice to its attractive and hopeful position.

It is true that Africa, apart from supplying raw materials and serving as a market for firms from developed countries, does not weigh much in the world economy and does not play a decisive role in the establishment of international trade rules. However, all the reports and serious studies converge to support that it is a continent of the future.

In this sense, two years after our previous workshop, what conclusions can we draw from this period dominated by the Covid-19 pandemic with regard to the major trends that have characterized the evolution of Africa and its place in the concert of nations, particularly in light of the questions and recommendations issued at the Marrakech session in 2019?

Defying the most pessimistic forecasts, Africa is the continent least affected so far by the pandemic. It has been able, at least at the beginning, and more or less effectively depending on the country, to control the crisis at the sanitary level, taking into consideration various factors (youth of the population, climate, generalized testing and tracing measures, lockdown, border vigilance...).

Today, in the aftermath of the starting mitigation of a more deadly "third wave", Africa is about to find sustainable solutions to its structural weaknesses in terms of health systems, dependence on vaccines and strong resistance from local populations, in a context of increased solidarity from the international community.

Thus, it would seem that from this period of unprecedented recession, exacerbated by Covid-19, which followed years of remarkable growth in GDP, an upturn is emerging. This is notwithstanding all the dramatic economic, financial and social consequences of Covid-19 for the most vulnerable populations, and the mobilization of governments, health professionals and civil society that have introduced innovative measures of all kinds.

In this context, the latest World Bank report on the Global Economic Prospects predicts that the sub-Saharan economy should bounce back by 2.7% in 2021, through access to vaccines, appropriate response to climate change, and debt risk management, which are the main factors of the African recovery. Beyond that, and as suggested in the June 2021 Report of the Ibrahim Governance Weekend, why not take advantage of this recession to rethink the terms of economic and social growth?

There is no doubt that substantial reforms implemented in the last months will be instrumental in achieving the Sustainable Development Goals (SDGs)

la réunion de l'Ibrahim Governance Weekend de juin 2021, pourquoi ne pas mettre à profit cette récession pour repenser les termes de la croissance économique et sociale ?

Nul doute que les réformes substantielles en voie d'achèvement de l'Union africaine initiées sous l'égide du président Kagame en vue d'une efficacité accrue de l'Organisation et le recentrage de ses priorités, tout comme les étapes significatives franchies au cours de ces deux années dans la voie de l'intégration, continentale, telle la mise en œuvre effective, le 1er janvier 2021, de la Zone de libre échange continentale africaine (ZLECAF), ou régionale, à l'instar de la décision prise par la CÉDEAO de se doter d'une monnaie commune, seront de même d'un concours déterminant pour la réalisation des Objectifs de développement durable (ODD) et de l'Agenda de l'Afrique à l'horizon 2063, tout comme pour l'affirmation du rôle de l'Afrique sur la scène internationale.

Témoigne de cette dernière le processus de renégociation des accords de Cotonou liant l'Union européenne et les États ACP, mené conjointement par la Commission et le ministre des Affaires étrangères du Togo, ayant abouti le 15 avril 2021 au paraphe du nouvel Accord, ainsi que la diversification et la consolidation des partenariats stratégiques noués par nombre de pays avec l'Afrique, dans un souci renforcé de respect et d'intérêt mutuels, tel qu'il en est notamment dans le domaine de la lutte contre le terrorisme, en particulier au Sahel, qui connaît des modifications notables dans son approche et ses outils, thème au cœur des débats d'une des séances plénières à venir.

Mais que valent ces efforts s'ils ne sont pas mis en perspective avec la situation institutionnelle et politique qui prévaut aujourd'hui dans nombre d'États où les droits de l'Homme sont bafoués, les libertés restreintes, les élections contestées, l'État de droit menacé, en particulier par des coups de force à répétition, tels qu'ils cristallisent au cours de ces derniers mois l'attention et nous interpellent fortement ? Double coup de force au Mali, le 18 août 2020 puis le 26 juillet 2021 ; le 26 juin 2021, en Tunisie, le président Kais Saïed limoge son Premier ministre et suspend le Parlement ; à la suite du décès, le 20 avril 2021, du président du Tchad, Idriss Déby Itno, prise de pouvoir par une junte militaire, avec à sa tête le fils du Président défunt ; en Guinée, arrestation, le 5 septembre 2021, du président Alpha Condé, par des militaires qui prennent le pouvoir.

Et ce, en dépit des instruments juridiques et des mécanismes dont les États africains et les organisations régionales, continentales et internationales auxquelles ils sont parties, excipant d'un lien étroit entre paix, démocratie et développement, se sont dotés particulièrement dans les années 1990-2000 en vue de promouvoir ou de sauvegarder la stabilité politique et la bonne gouvernance, en proscrivant notamment tout coup d'État, tout putsch, et toute

and the African Union's Agenda 2063, as well as in affirming the continent's role on the international scene. Indeed, the African Union (AU), under the aegis of President Kagame, initiated an important reform to increase AU's effectiveness and to redirect its priorities. During the last two years, there were also significant steps taken towards continental integration, such as the effective implementation of the African Continental Free Trade Area (AfCFTA) on January 1, 2021. The ECOWAS decision to adopt a common currency also accounts to the recent extensive efforts towards regional integration.

The renegotiation process of the Cotonou Agreement between the European Union and the ACP States, conducted jointly by the Commission and Togo's Minister of Foreign Affairs, which led to the signature of the new Agreement on April 15, 2021, testifies to Africa's increased role on the international scene. In the same way, the diversification and consolidation of the strategic partnerships forged between Africa and a number of bear witness to a strengthened concern for mutual respect and interest. This is notably the case in the fight against terrorism, particularly in the Sahel region, which is undergoing significant changes in its approach and tools, a theme at the heart of the debates of one of the upcoming plenary sessions.

But what are these efforts worth if they are not put into perspective with the institutional and political situation that prevails today in many states where human rights are violated, freedoms restricted, elections contested, and the rule of law threatened? These repeated power plays have been crystallized over the last few months and are of great concern to us. Firstly, the two coups d'état in Mali, on August 18, 2020, then on July 26, 2021. Secondly, on June 26, 2021, in Tunisia, President Kais Saïed dismissed his Prime Minister and suspended the parliament. Thirdly, following the death of the President of Chad, Idriss Déby Itno, on April 20, 2021, a military junta headed by the son of the deceased President seized power. Finally, in Guinea, on September 5, 2021, President Alpha Condé was arrested by the military who took power.

This is despite the legal instruments and mechanisms that African states and regional, continental and international organizations have adopted during the 1990s and 2000s to promote or safeguard political stability and good governance. Based on the close link between peace, democracy and development, they prohibit coups d'état, putsches and any breach of the constitution. Specific measures were also taken to avoid post-election crises.

All of these constitute a breach of constitutionality, which is prohibited by the various texts adopted by the AU, notably: the Algiers Decision of 1999 on anti-constitutional changes of government; the Lomé Declaration of 2000 on the OAU's Reaction to Anti-Constitutional Changes of Government; the Constitutive Act of the African Union of July 11, 2000; and the African Charter on Democracy, Elections and



WPC 2019, Marrakech, October 13 - Karim El Aynaoui, Thomas Gomart, Andrés Rozental

rupture de constitutionnalité. De même, des mesures spécifiques ont été prises pour éviter les crises post électorales.

Tous les coups de force évoqués sont constitutifs d'une rupture de constitutionnalité interdits par les différents textes adoptés par l'Union africaine, notamment la Décision d'Alger de 1999 sur les changements anti constitutionnels de gouvernement, la Déclaration de Lomé de 2000 sur la Réaction de l'OUA face aux changements anti constitutionnels de gouvernement, l'Acte constitutif de l'Union Africaine, du 11 juillet 2000 et la Charte africaine de la démocratie, des élections et de la gouvernance du 30 janvier 2007.

Les auteurs de ces coups de force ont su se donner à chaque fois une justification : au Tchad, la guerre à mener contre les terroristes et les rebelles du Nord du pays ; en Tunisie, le recours à la notion de circonstances exceptionnelles au titre de l'article 80 de la Constitution ; au Mali, l'évocation du chaos, de l'anarchie et de l'insécurité prévalant dans le pays du fait des responsables des destinées de ce dernier. Enfin, en Guinée, les conditions d'accession au troisième mandat présidentiel et la répression sur les opposants.

Deux questions surgissent :

- La première : depuis les Indépendances africaines, on a relevé des coups d'État et des putschs (ou pronunciamientos), étant entendu qu'il y a un coup d'État lorsqu'un organe constitutionnel écarte les autres institutions pour s'arroger leurs compétences (Tunisie), et putsch, lorsqu'un organe non investi de pouvoir politique écarte les institutions constitutionnelles et s'arroge ledit pouvoir (Tchad, Mali, Guinée).

Or, ces dernières années est apparu en Afrique un nouveau procédé de coup de force utilisant de manière illégitime les institutions pour ôter à la loi son caractère général à des fins strictement personnelles,

Governance of January 30, 2007.

The perpetrators of these coups de force have always given themselves a justification. In Chad, it was the war to be waged against terrorists and rebels in the north of the country. In Tunisia, they used the "exceptional circumstances" provided by the Article 80 of the Constitution. In Mali, they described the chaos, anarchy and insecurity prevailing in the country due to those who ruled the country. Finally, in Guinea, the military who seized power justified their action by mentioning the conditions that led to a third presidential term and the repression of opponents.

Two questions arise:

- Firstly, since African independence, there have been several coups d'état and putsches (or pronunciamientos). One can speak of a coup when a constitutional body rules out other institutions to take over their competences (Tunisia). A putsch is when a body not invested with political power moves aside constitutional institutions and seizes power (Chad, Mali, Guinea).

In recent years, however, a new type of coup has emerged in Africa. It uses institutions illegitimately to bypass the general character of the law for strictly personal purposes, for example, by changing the constitution to secure a third presidential term, which was previously prohibited. This process is improperly called a "constitutional coup". Shouldn't we call it "tripatouillage" ("fiddling") or "tripotage" ("jiggy-pokery")?

- Secondly, at the end of the ECOWAS (Economic Community of West African States) Extraordinary Summit held on September 16, 2021, in Accra on Mali and Guinea, the Heads of State and Government affirmed that the consolidation of democracy and good governance is crucial for development, peace



WPC 2019, Marrakech, October 14 - Jim Bittermann, Renaud Girard, Motoshige Itoh, Jean-Claude Gruffat, Josef Joffe, Qiao Yide, John Sawers

par exemple en changeant la constitution pour obtenir un troisième mandat présidentiel jusqu'alors interdit. Ce procédé est appelé de manière impropre « coup d'État constitutionnel ». Ne pourrait-on pas le caractériser par une terminologie propre, en l'appelant, par exemple, « tripotouillage » ou « tripotage » ?

- La deuxième : à l'issue du Sommet extraordinaire de la CÉDÉAO (Communauté économique des États de l'Afrique de l'Ouest), tenue le 16 septembre 2021 à Accra sur le Mali et la Guinée, les Chefs d'État et de gouvernement, affirmant que la consolidation de la démocratie et de la bonne gouvernance est cruciale pour le développement, la paix et la stabilité de la région, ont décidé d'une relecture du Protocole additionnel de 2001 sur la démocratie et la bonne gouvernance. La preuve est ainsi faite que les mesures et sanctions prescrites par les divers instruments des années 1990 et suivantes, n'ont pas eu les effets escomptés. Il est évident que les dispositions prises aux fins notamment de l'alerte précoce permettant de prévenir les crises et les coups de force n'ont pas eu leur pleine efficacité. Ne sommes-nous donc pas interpellés pour proposer de nouvelles actions ?

De façon plus générale, et dans un contexte de remise en cause, partout, des formes d'expression de la démocratie, nul ne pourrait mettre en doute, au cours de ces dernières années, le recul de la gouvernance sur le continent africain. Ce recul ne saurait être

and stability in the region. They thus decided to review the 2001 Additional Protocol on Democracy and Good Governance. This demonstrates that the measures and sanctions prescribed by various instruments implemented in the 1990s and beyond have not had the desired effect. It is obvious that the early-warning measures to prevent crises and coups have not been fully effective. Therefore, are we not called upon to propose new actions?

More generally, in a context where forms of democratic expression are being challenged all over the world, no one can deny the Africa decline in terms of governance over the past few years. This decline cannot be traced to the Covid-19 pandemic. The decline in terms of democracy and freedom obviously predates the pandemic. Notwithstanding the fact that the pandemic and related policies have, as in many other parts of the world, only exacerbated the weaknesses and even the excesses at work, which again calls for in-depth discussions.

Thus, the question remains as to whether poor governance, political instability and insecurity within African states do not undermine Africa's weight in international relations.

However, Africa has also raised awareness on peoples' right to their heritage. Specifically, the request made in 2016 by the Republic of Benin's President Patrice Talon to France has prompted a widespread and rapid mobilization on the part of many governments, international organizations,

attribué à la pandémie de Covid-19. Le reflux de la démocratie et donc des libertés est à l'évidence antérieur à la pandémie, même si cette dernière et les politiques liées n'ont pu, comme à maints égards ailleurs dans le monde, qu'accentuer les faiblesses, voire les dérives à l'œuvre, ce qui, là aussi, nous incite à des échanges approfondis.

Au total, la question demeure de savoir si la mal gouvernance, l'instabilité politique et l'insécurité à l'intérieur des États africains n'entachent pas le poids de l'Afrique dans les relations internationales. La question mérite d'être posée.

Cependant, on peut constater que l'Afrique, dans le même temps, a aussi fait bouger les lignes de la conscience et de la réflexion internationales, en particulier sur la question des droits de chaque peuple à son patrimoine. Plus précisément, la demande adressée, en 2016, par le président de la République du Bénin, Patrice Talon, à la France, qui l'a accepté par la voix du président Macron, avec une loi subséquente, de restituer des biens culturels spoliés – les objets ainsi identifiés seront ainsi effectivement accueillis au Bénin avant la fin de l'année 2021 – a suscité une mobilisation généralisée et rapide de la part de nombre de gouvernements, d'organisations internationales, de musées et de tous les acteurs concernés, en impulsant d'ores et déjà un élan remarquable à la coopération internationale muséale et patrimoniale.

On notera, enfin, après une certaine éclipse contrastant avec l'effervescence intellectuelle et militante de la lutte contre l'esclavage, puis le colonialisme et les premiers pas des indépendances, le retour de la prise de parole de nombre de penseurs et acteurs africains désireux de mieux peser dans les échanges sur le devenir du monde, grâce à des regards croisés sur l'histoire et en faisant mieux valoir les valeurs et les savoirs de l'Afrique.

museums and other relevant stakeholders, already giving a remarkable boost to international cooperation in museums and heritage. Through the voice of President Macron, France translated this request into a subsequent law to return misappropriated cultural property. The objects thus identified will be received by Benin before the end of 2021.

Finally, it is interesting to note the return of many African intellectuals and actors who wish to better exert influence in conversations on the future of the world, and who promote Africa's values and knowledge systems through transversal views on history.

Participants Participants



ABDELATIF
Soumeya

Medical doctor, Director of companies. First Vice President of the Robert Schuman Institute for Europe, member of the European Academy of the Great East region in France, former auditor of the Institute of Advanced Studies in National Defence (IHEDN).



ACHI
Patrick

Prime Minister of the Republic of Côte d'Ivoire since March 2021. He previously served as Secretary General of the Presidency and then Minister of State. He was also simultaneously Executive Secretary of the National Council for Economic Policy in charge of the 2030 Strategic Plan and the 5-year government program "Côte d'Ivoire Solidaire 2021-2025". Prior to that, he served as Minister of Economic Infrastructure. Before joining the public service, acquired significant experience in the private sector both as an entrepreneur and consultant in strategy and management. He holds a master's degree in physics from the University of Cocody in Côte d'Ivoire, an engineering degree from the École supérieure d'électricité (Supélec) and a master's degree in management from Stanford University.



ADAMAKIS
Emmanuel

Elder Metropolitan of Chalcedon. He studied at the Sorbonne in Paris and then at the Catholic Institute and the St. Sergius Orthodox Theological Institute. He was ordained a priest in 1985 and continued his doctoral studies at the Holy Cross Institute of Theology in Boston, United States. In 1995, he was appointed Director of the Office of the Orthodox Church to the European Union in Brussels, Belgium. After being elected Metropolitan of France, he served as Vice President and President of the Conference of European Churches (CEC) as well as Co-President of the Council of Christian Churches in France. In February 2021 he was unanimously elected Elder Metropolitan of Chalcedon.



AHMED
Masood

President of the Center for Global Development since January 2017. He enjoys a 35-year career driving economic development policy initiatives relating to debt, aid effectiveness, trade, and global economic prospects at major international institutions including the IMF, the World Bank, and the DFID. He served for 8 years as Director, Middle East and Central Asia Department. Before that, he served as the IMF's Director of External Relations, and Deputy Director of the Policy Development and Review Department. Previously, he was Director-General, Policy and International at the UK government's Department for International Development (DFID) and also held various managerial and economist positions at the World Bank.



ALAUX-LORAIN
Jean

Civil servant within the French Corps des mines, he joined the Ministry of Economy and Finance in 2019. Before joining the public sector, he worked for Facebook AI Research and McKinsey in Paris.



AL BUSAIDI
Ahmed bin Hilal

Ambassador of the Sultanate of Oman to the United Arab Emirates. Previously, he served as Ambassador of the Sultanate of Oman to the Kingdom of Saudi Arabia, Non-Resident Ambassador to the Republic of Djibouti and Permanent Representative of the Sultanate of Oman to the Organization of Islamic Cooperation. Before that, he held several diplomatic positions. He was Director of the Political and Economic Affairs Office of the Gulf Cooperation Council, and Director of the Middle East and Iran Desk, before being appointed Deputy Head of the Arab Department for Gulf Cooperation Council Affairs.



AL GHURAIR
Abdul Aziz

His Excellency Abdul Aziz Al Ghurair is the Chairman of the Board of Directors of Mashreq. Previously, His Excellency was the CEO of Mashreq for nearly 30 years and under his leadership, Mashreq has grown from a small local bank to a leading customer centric financial institution in the region known for its innovative products and services. Furthermore, His Excellency is also a member of the Board of Directors of Abdullah Al Ghurair Group of Companies, one of the biggest and most successful business groups in the United Arab Emirates and the Middle East, with operations spanning more than 20 countries and business roots stretching back half a century.



AL KETBI
Ebtissam

Dr Ebtissam Al-Ketbi is Chairwoman of Emirates Policy Center. She is an assistant professor of Political Science at the Faculty of Human and Social Sciences, UAE University. She attained her Ph.D. in Political Science at the Faculty of Economics and Political Sciences, Cairo University. She is Secretary General of Gulf Development forum and also Board member of Association of political sciences. She is also a trustee's board member of Arab Unity Studies Center and of Arabic Organization for Transparency. She served as a member of Consultative committee of the UAE Center for Strategic Studies, director of woman program in Gulf research Center 2005 and Member of core team of Arabic Human Development Report 2006.



AL NAHYAN
Sheikh Shakbut
bin Nahyan

His Excellency Sheikh Shakhbut bin Nahyan Al Nahyan was appointed at the Federal Government as Minister of State in the Ministry of Foreign Affairs and International Cooperation in February 2021. Previously, His Excellency has served as UAE ambassador to the Kingdom of Saudi Arabia. He played a vital role in fostering and developing mutual relations, enhancing bilateral cooperation in various fields, and realizing the common interests of people of the two brotherly countries. Before that, His Excellency has served in the Ministry of Foreign Affairs and International Cooperation.



AL-ORAIBI
Mina

Editor in Chief of *The National* newspaper, a daily English language regional newspaper based in Abu Dhabi. An Iraqi-British journalist, Mina has over 18 years of experience covering Middle Eastern, European and American affairs. She has conducted multiple high profile interviews including with Iraqi Prime Minister Mustafa AlKadhimi, US Secretary of State Mike Pompeo, former President of the World Bank Jim Yong Kim and former UK Prime Minister Tony Blair. Previously, she was a Senior Fellow at the Institute for State Effectiveness (ISE) and a Yale World Fellow.



ALMARAR
Khalifa
Shaheen

His Excellency Khalifa Shaheen Almarar was appointed Minister of State of Foreign Affairs and International Cooperation in the United Arab Emirates in February 2021, after serving as Assistant Minister for Political Affairs at the Ministry of Foreign Affairs and International Cooperation and Director of the Department of International Organizations at the Ministry of Foreign Affairs in Abu Dhabi. Previously, he served as Ambassador Extraordinary and Plenipotentiary of the United Arab Emirates to the Republic of Turkey, to the Islamic Republic of Iran, to the Syrian Arab Republic, and as a Non-Resident Ambassador to the Republic of Armenia.



AL MARRI
Abdulla
Mohammad
Saeed Bin Touq

His Excellency Abdulla Bin Touq Al Marri was appointed Minister of Economy of the United Arab Emirates (UAE) in July 2020. Prior to his appointment, H.E. Al Marri held important positions in the government as a senior, top-ranking official. He was the Secretary General of the UAE Cabinet since 2017, during which he was instrumental in strengthening the interdependence between the federal and local governments. In this role, he also spearheaded many initiatives to get the pulse of the people and know their sentiments, as well as build the UAE's long-lasting relations with international organizations such as the World Economic Forum.



AL SAUD
Prince Faisal bin
Farhan

Minister of Foreign Affairs, Ministry of Foreign Affairs of Saudi Arabia. Formerly, 20-year business career, including: Chairman of the Board, Al Salam Aerospace Industries, a Riyadh-based joint venture with Boeing; also established the Shamel Investment and Training Company, a supplier of defence and security equipment and consulting services to government agencies and private companies. Most recently, served as Adviser to the Royal Court of King Salman of Saudi Arabia. As Senior Adviser to the Ambassador of Saudi Arabia to the United States in Washington DC, helped manage the embassy's engagement with US media, experts and opinion leaders; led embassy initiatives to expand bilateral cultural programmes, exchanges and regional outreach.



AL SAYEGH
Ahmed Ali

His Excellency Ahmed Bin Ali Al Sayegh was appointed as Minister of State to the United Arab Emirates Cabinet in September 2018. With three decades of international experience and business leadership, H.E. supports the government actively in initiatives and efforts that drive the nation's economic diversification plans and the sustainable future of the UAE. His Excellency holds a number of positions including: Chairman of Abu Dhabi Global Market (ADGM), Board Member of Abu Dhabi Development Fund, Board Member of Etihad Aviation Group, Deputy Chairman of Emirates Nature - WWF and serves as the co-Chair of the UAE-UK Business Council.



AL MHEIRI
Mariam

Minister of State for Food and Water Security in the United Arab Emirates since July 2020. Her Excellency Almheiri is responsible for monitoring national food stocks, investing in food technology, and following up international relations in this area. H.E. Almheiri is currently representing the UAE in the Food and Agriculture Organisation of the United Nations (FAO) as well as the International Center for Biosaline Agriculture (ICBA). She is a member of the Board of Directors in the Abu Dhabi Agriculture and Food Safety Authority (ADAFSA) and a member of the Board of Trustees of the Khalifa International Award for Date Palm and Agricultural, the Dubai Future Foundation (DFF) and the World Economic Forum's Global Future Council on Food Systems Innovation.



AL MUBARAK
Khalidoon
Khalifa

His Excellency Khalidoon Khalifa Al Mubarak is Managing Director and Group Chief Executive Officer of Mubadala. Through organic growth, acquisition and merger, Mubadala has become a \$232 billion business with assets in more than 50 countries across six international offices. In addition to his commercial responsibilities, Khalidoon holds a number of UAE Government and Abu Dhabi Government responsibilities, including: a Member of the Abu Dhabi Executive Council since 2006; a Founding Member of Abu Dhabi's Supreme Council for Financial and Economic Affairs; the Presidential Special Envoy to China since 2018; and the Founding Chairman of the Abu Dhabi Executive Affairs Authority.



AL ZAABI
Salem

Director of the Department of International Security Cooperation at the Ministry of Foreign Affairs and International Cooperation, United Arab Emirates. He started his diplomatic career as UAE Defense Attaché to France and a Liaison officer to NATO, before being assigned as the Commander of the Signals Corps and then the Director of Training in the Armed Forces GHQ, and finally as the Executive Director for Policy and Cooperation in the Ministry of Defense before retiring in the rank of a Major General and joining the Ministry Of Foreign Affairs and International Cooperation in the beginning of 2017.



ANDLER
Daniel

Emeritus professor at Sorbonne Université and a member of the Académie des sciences morales et politiques. He began his academic career as a mathematician, specializing in logic and teaching at Paris 7 and other universities. He then was appointed as professor of philosophy of science at the universities of Lille, Nanterre and finally Paris IV. He is chiefly interested in cognitive science and artificial intelligence, and in their import for education, collective decision and public policy. He was the Founder and first Director of the Department of Cognitive Studies at the École normale supérieure in Paris.



ANDREWS
John

Author and journalist, specializing in geopolitics as a contributing Editor to *The Economist* and *Project Syndicate*. A graduate in Arabic from Cambridge University and in education from London University, he taught at the University of Libya and then at the American University of Beirut before embracing journalism in time for the Lebanese civil war. His subsequent career with *The Economist* included positions in London as industry editor and Asia editor, along with foreign postings that ranged from Hong Kong and Singapore to Brussels, Paris, Los Angeles and Washington DC. More recently he has worked with the UN Environment Program, with the Rockefeller Foundation on fragile states and with BBVA's OpenMind on world conflicts.



ANDRIES
Karen

Deputy Vice President Foreign Institutional Relations, TotalEnergies. Karen Andries joined the Public Affairs Department of TotalEnergies in September 2019. From 2015 to 2019 she was Deputy Director of Business Development in the Middle East, Asia and North Africa within Refining & Petrochemicals at TotalEnergies. Karen Andries joined the Marketing & Services department of PetroFina in 1997 in Brussels. She subsequently held several positions in the Gas, Renewables & Power and Exploration & Production divisions of TotalEnergies and in various countries such as Angola and Indonesia.



BADRÉ
Bertrand

Managing Partner and Founder of Blue like an Orange Sustainable Capital. Former Managing Director and Chief Financial Officer of the World Bank Group. Previously, he served as the Group Chief Financial Officer at Société Générale, and before that as the Group Chief Financial Officer of Crédit Agricole (2007-2011). He was Managing Director of Lazard in Paris responsible for the Financial Institutions Group (2004-2007). In 2003, he was invited to join President Chirac's diplomatic team and was closely involved in the preparation of the G8 summit in Evian. He graduated from the École nationale d'administration (ENA), the Institut d'études politiques de Paris, Sorbonne Paris IV University and from HEC.



BAPTISTE
Philippe

Chairman and CEO of the French Centre for Space Studies (CNES). Previously, he was Advisor to the Prime Minister, Édouard Philippe, and Chief of Staff to Frédérique Vidal, the Minister for Higher Education, Research and Innovation. A scientist from the digital sphere, he is a specialist in algorithms, combinatorial optimization, operational research and artificial intelligence. He was a Partner and Director with Boston Consulting Group and Chief Technology Officer of Total. Before that, he was a researcher at the CNRS and IBM's Watson Research Center and a lecturer at École Polytechnique. He served as Associate Director-General of CNRS and sat on the board of INRIA, the French national institute for research in computer science and control.



ANTIL
Alain

Director of the Ifri Sub-Saharan Africa Center. He works on Mauritania and security issues in the Sahel. He teaches at the Institut d'études politiques (IEP) of Lille and Paris I Panthéon-Sorbonne University. He holds a PhD in political geography from the University of Rouen.



APPERT
Olivier

Chairman of France Brevets and Scientific Advisor of the Energy Center of Ifri, he has been President of the French Energy Council (the French committee of the World Energy Council) and also General Delegate of the French Academy of Engineering. Previously, he was Chairman and Chief Executive Officer of IFP Energies Nouvelles (2003-2015). Prior to that, in 1999 he was appointed Director of the International Energy Agency's Long-Term Cooperation and Policy Analysis Directorate. From 1989 to 1994, he headed the Oil and Gas Department of the French Industry Ministry. He worked as Executive Vice President of the IFP in charge of research and development activities (1994-1998).



BARK
Taeho

President of Lee&Ko Global Commerce Institute, a leading global law firm in Korea and Professor Emeritus (former professor and Dean) of the Graduate School of International Studies (GSIS) at Seoul National University. He is currently participating in the Task Force on Global Capitalism in Transition of the Trilateral Commission as an Asia-Pacific member. He served as Minister for Trade of the Korean government (from December 2011 until March 2013). In spring 2013, Dr Bark was in the race for the Director-General position of the WTO as the Korean candidate. He also served as Chairman of the International Trade Commission of the Korean Government.



BARRAULT
François

Chairman and Founder of FDB Partners SPRL, an investment and advisory firm in TMT and publishing. In 2011, he was appointed Chairman of IDATE DigiWorld, the leading European think tank and consultancy organization dedicated to Internet, Telecommunications and Media. He has had unique and diversified entrepreneurial and corporate experiences in the technology sector. He started his career as a researcher in Robotics, Artificial Intelligence with IBM Corporation. He served as President and CEO of Lucent EMEA and then as International CEO and corporate officer. He was also CEO of BT Global Services and a BT Group PLC Board member.



ASLAN
Ali

Internationally renowned TV presenter and one of the world's foremost moderators of high profile events. His international career in broadcast journalism spans more than two decades and three continents and includes work for CNN in Washington DC, ABC News in New York and Deutsche Welle TV in Berlin. A globally sought-after moderator of international conferences & summits, Aslan has interviewed and shared the stage with many global leaders and public figures, including former US President Bill Clinton, German Chancellor Angela Merkel, French President Emmanuel Macron, Canadian Prime Minister Justin Trudeau, European Commission President Ursula von der Leyen, to name a few.



BADER
Kristian

Chief Operations Officer, Norge Mining. Dr. Kristian Bader has extensive experience as Operations Adviser, most of which he gained as line manager and project manager in companies in the financial and technological industries. Kristian has furthermore founded and built up various companies. His strengths lie in the analysis, conception and implementation of organizational structures and processes and in the strategic development of these. He is also passionate about developments in the fields of technology, digitization and automation. Kristian has a Doctorate in Business Administration and holds Executive Master's degrees in Business Law and Art Market Studies.



BARTHOLOMEW Ist

His All-Holiness Bartholomew Ist was elected Archbishop of Constantinople - New Rome and Ecumenical Patriarch in 1991. His personal experience and theological formation give him a unique perspective within ecumenical and inter-religious relations and environmental issues. Therefore, he plays a vital role in the reconciliation within Christendom. Ordained to the Diaconate in 1961 and to the Priesthood in 1969, he served as assistant Dean at the Patriarchal Theological School of Halki and then as Director of the Private Patriarchal Office of Ecumenical Patriarch Dimitrios (d. 1991).



BEKELE-THOMAS
Nardos

Resident Coordinator for Nations (UN) in South Africa. She was previously the Senior Director of the Office of the Secretary-General. She also served as the UN Resident Coordinator and UNDP Resident Representative in the Republic of Kenya and the Republic of Benin. Her interest includes promotion of human development; anchored on the principles of economic, social and political rights for all. She has excelled as a Private Sector Policy Adviser focusing on the promotion of trade and investment in African countries through private/public sector partnerships in the United States.



BELTRAN
Jacques

Vice President, Public Sector, Dassault Systèmes. He started his career as a research fellow at the French Institute of International Relations (IFRI), focusing on European security and transatlantic relations. He has worked for EADS-AIRBUS as senior manager in charge of international development. In 2005, he was appointed Diplomatic Advisor to the French Minister of Transport and Infrastructure, D. Perben. From 2007 to 2015 he worked for Alstom group, in the energy and rail transportation sector, in various capacities. In 2016, he joined the regional council of Paris Region as Deputy Director-General and Special Advisor to the President, in charge of European affairs, international cooperation and tourism, until September 2019.



BENCHOUFI
Mehdi

Co-founder of echOpen, a low-cost handheld ultrasound device connected to smartphones, he is a Public Health practitioner at Hôtel-Dieu Hospital, former assistant professor in Clinical Epidemiology and PhD in Mathematics. He is mainly involved in the interfaces between connected medicine and open technologies: ultrasound imaging, methodology for the development of Artificial Intelligence solutions. He was a pioneer in Blockchain applications for the quality of clinical trials.



BIOT
Jacques

He has international professional experience in higher education and research (First Executive President of École Polytechnique, 2013-2018), life sciences (Roussel-Uclaf, Pasteur-Mérieux Serums and Vaccines, now parts of Sanofi; JNBD, strategic consulting firm in health technology, divested to ICON; and Guerbet, GBT, Euronext), industry and technology financing, and public administration (Prime Minister's office). He currently serves as a Board member or advisor to companies in the field of digital transformation and artificial intelligence, and a Trustee to several scientific academic institutions. He currently chairs the Board of Directors of Huawei Technologies France.



BITTERMANN
Jim

CNN's senior European correspondent in Paris since 1996. Previously he was an ABC Paris correspondent from 1990 to 1996 and the NBC Paris and Rome correspondents from 1978 to 1990. In his long tenure in France he has covered every Presidential campaign since 1981, and travelled widely throughout Europe, the Middle East and Africa on major news stories. He covered Pope John Paul II for more than 25 years, has reported on famines in Sudan, the Iranian and Philippines Revolutions, the Gulf War, civil wars in Lebanon and Somalia, and the collapse of the Soviet Union. His many journalistic honors include television Emmys and a Royal Television Society award for team coverage of the Paris terrorist attacks.



**BENSALAH
ALAOU**
Assia

Ambassador at Large of his Majesty Mohamed VI, the King of Morocco, she is as well: Vice President of the Association of Moroccan-Japanese Friendship, and a Member of the BOT of a number of institutions: "The Orientation Council of the Royal Institute of Strategic Studies (IRES), Rabat, Morocco; "The Moroccan-British Society"; the CITpax (Centro Internacional de Toledo para la Paz), of the Jury of " Hassan II International Prize for Water, Rabat, and Member of the Association « Leaders for Peace», Paris. Dr Assia Bensalah Alaoui holds a PhD in Law, Paris II University and a Master in English Studies.



BESNAINOU
Pierre

Honorary Chairman of the French Judaism Foundation. He served as Chairman of the European Jewish Congress (ECJ) (2005-2007) and of the French Unified Jewish Social Fund (FSJU) (2006-2014). He also co-chaired the Unified Jewish Appeal of France (AUJF) (2006-2014). In January 2010, he took over from David de Rothschild as President of the French Judaism Foundation, position he held until 2014. He started his career first as an entrepreneur in household appliance and then in internet with LibertySurf (internet service provider). He is also a member of the Board of Governors at the Shimon Peres Center for Peace and of the Weisman Institute France.



BLANCHARD
Olivier

French macroeconomist who has spent his professional life in the U.S. He first taught at Harvard, then at MIT, where he was chairman of the economics department from 1998 to 2003. From 2008 to 2015, he was on leave as the chief economist of the IMF. He is now the Fred Bergsten Senior Fellow at the Peterson Institute in Washington. He also remains Robert M. Solow Professor of Economics emeritus at MIT. He is the author of many books and articles, including two textbooks in macroeconomics, one at the graduate level, and one at the undergraduate level. He is a fellow and past council member of the Econometric Society, past president of the American Economic Association, and a member of the American Academy of Sciences.



**BORRELL
FONTELLES**
Josep

High Representative of the European Union and Vice President of the European Commission. He was a Minister of Public Works and Environment from 1991 to 1996, member of the European Parliament from 2004 to 2009 and its President from 2004 to 2007. Borrell became President of the European University Institute in 2010 and Jean Monnet Chair at the Institute of International Studies at Complutense University of Madrid. In 2018, he was appointed as Foreign Minister for the Spanish government and in 2019 High Representative of the European Union for Foreign Affairs and Security Policy.



BILOA
Marie-Roger

Media Consultant and Adviser on African Affairs with Africa International, an umbrella entity including the "Club Millennium" and MRB-Networks.com, an issues- and solutions-oriented TV channel focussing on Africa's development, in partnership with 10 major West-African TV. Born in Cameroon, educated in Cote d'Ivoire, France and Austria, Marie-Roger Biloa graduated from the universities of Abidjan, La Sorbonne in Paris and Vienna. She is also an alumni of the Diplomatic Academy in Vienna, where her name is on the Hall of Fame, and of the Harvard Kennedy School of Governance. She is a frequent TV guest (TV5Monde, France24, Aljazeera, RFI, i-Télé, ARD, ZDF) to comment current news and African politics.



BINGMANN
Holger

Managing Partner, Bingmann Pflüger International. For many years, he has held leading positions in industry and associations. He is President of the German Chapter of the International Chamber of Commerce (Paris), member of the Board of Directors of KfW (Frankfurt/Berlin), and member of the Executive Committee of, among others, the German Federal Association of Wholesale, Foreign Trade and Services (BGA), the German Employers' Association (BDA), and the German eCommerce Association. Holger Bingmann is shareholder of Pressevertrieb München Holding, advisory board member of several press wholesalers and founder and owner of the Digital Business University, Berlin.



BRÉCHOT
Christian

MD, PhD. He joined the USF Health Morsani College of Medicine as Senior Associate Dean for Research in Global Affairs, Associate VP for International Partnerships and Innovation, Professor in the Division of Infectious Disease, Department of Internal Medicine, and heads USF's Initiative on Microbiomes. He is also President of the Global Virus Network. In addition to his past role as President of the Institut Pasteur, he has held senior positions at Institut-Merieux, Inserm (the French NIH) as well as Paris Descartes University. Dr. Bréchet's research activities have focused on viral hepatitis, microbiomes, and viral infections.



BREUILLAC
Arnaud

Senior Advisor to the Chairman & CEO, Total Energies since September 1st, 2021. He joined TotalEnergies in 1982 and has served in various positions in its Exploration & Production Division, including Abu Dhabi, the United Kingdom, Indonesia and Angola as well as the Refining Division in France. He was notably a member of Total Executive Committee and President, Exploration & Production, responsible for the Company's very large and increasingly diverse upstream portfolio around the world from 2011 to 2021. He graduated from the Ecole Centrale de Lyon in 1981.



CABESTAN
Jean-Pierre

Senior Researcher at the French National Centre for Scientific Research (Centre national de la recherche scientifique), attached to the French Research Institute on East Asia (IFRAE) of the National Institute of Oriental Languages and Civilisations. Prior to September 2021, he was Chair Professor of Political Science, Department of Government and International Studies, Hong Kong Baptist University. He was Head of the Department from 2007 to 2018. He is also Associate Researcher at the Asia Centre, Paris and at the French Centre for Research on Contemporary China in Hong Kong.



CHARAFEDDINE
Raed

Central Banker; Commercial Banker; Strategist & Leadership Expert; Social & Economic Reformist; Thought Leader. High-level senior finance professional with profound expertise in public and private sectors in the Middle East and Africa (MEA). International strategist in central banking, regulation and supervision, and financial markets, including direct operational experience in commercial banking. Board member of international and regional monetary and financial organizations. Social and economic reformist focusing on economic inclusion, poverty alleviation, women and community empowerment. Writer and speaker on strategy, leadership, monetary policy, finance, economics, and organizational and personal development.



COTTE
Basile

A senior French civil servant training at the École des Mines de Paris, Basile Cotte joined the Corps des Mines in 2020. He graduated as an engineer from the "Applied Mathematics" program at École Polytechnique and is now pursuing a Master's degree in Economics at the Paris School of Economics. During his studies, he had the opportunity to work for Morgan Stanley in London before joining Neoen in Paris, an independent renewable energy developer.



COUNSELL
Benedict

Vice President at JOKR, a rapid grocery delivery startup primarily operating in the US, Latin America and Europe. Previously he worked as a Vice President at SoftBank Group International. Benedict has experience in the mobility sector, the last-mile delivery sector, and the not-for-profit sector in various senior management roles across various successful startups. He holds a Bachelor's degree in European Studies from King's College London.



CHARBIT
Stéphane

Managing Director in the Sovereign Advisory Department of Rothschild & Co. He advises a number of governments, sovereign wealth funds and state-owned companies on economic development, financial policy and debt management, across Europe, Sub-Saharan Africa, the Middle East, Central and Latin America. He is an active member of various think tanks and research initiatives related to economic and social inequality, and progressive reforms. He graduated from Harvard University, Sciences Po Paris, ESCP and holds Law and Economics degrees from Paris University.



COEURÉ
Benoît

Head of the BIS Innovation Hub and a member of the BIS's Executive Committee. Previously, he was a member of the Executive Board of the European Central Bank, responsible for market operations and European and international relations. Prior to joining the ECB, Mr Coeuré served in various positions at the French Treasury. He was Deputy Chief Executive, then Chief Executive of the French Debt Management office; Assistant Secretary for Multilateral Affairs, Trade and Development, co-chair of the Paris Club, and G8 and G20 Finance Sous-Sherpa; then Deputy Director-General and Chief Economist of the French Treasury.



DASHTI
Rola

A leading Kuwaiti economist and long-time champion of women's rights, gender equality and democratic reform. She is currently Under-Secretary-General, Executive Secretary, Economic and Social Commission for Western Asia (ESCWA). She served as a member of the Supreme Planning Council in Kuwait and Minister for Planning and Development and Minister of State for Parliamentary Affairs. In May 2009, she and three others became the first women to be elected to the Kuwait parliament. She has held key positions in research and development institutions and has worked for major national and international financial and development institutions, such as the National Bank of Kuwait and the World Bank.



DAVID
Dominique

Advisor to the Executive Chairman, Ifri, Editor of *Politique étrangère* and co-Director of the annual report *Ramses*. He is also President of the Austro-French Centre for Rapprochement in Europe. Former Executive Vice President of Ifri. Previously, he was in charge of the Security Studies Department at Ifri. Before joining Ifri, he was Deputy Director of the Institut français de polémologie (French Institute of Polemology), and then Secretary-General of the FEDN (Fondation pour les études de défense nationale). He also taught at the Military School of Saint-Cyr, at the Paris I University and at the Institut d'études politiques de Paris (IEP). His studies and publications deal with strategic issues, particularly with French strategy and European issues.



COMANESCU
Gabriel

CEO & Chairman of the Board, Grup Servicii Petroliere, top offshore construction and drilling holding in the Black Sea. Mr. Comănescu established Grup Servicii Petroliere in 2004 and has served as President of the Board ever since. Mr. Comănescu has a degree in Naval Electromechanical Engineering from the "Mircea cel Bătrân" Naval Academy, Constanta, Romania. Shortly after graduating, in 1992, Mr. Comănescu set out to become one of the most successful business men in the industrial sector. Throughout his career he received various awards and acknowledgements, maintaining a constant presence in the Wealthiest Romanians list.



CORREIRA SACKO
Josefa Leonel

H.E. Ms Josefa Leonel Correia Sacko, an Angolan national, is a leading African Agronomist. She was elected as the new Commissioner for Rural Economy and Agriculture of the African Union Commission in 2017. Prior to that, she was a Special Adviser to two Ministers in Angola. The former Secretary General of the Inter African Coffee Organization (IACO) for 13 years in Cote D'Ivoire where she represented Coffee economy for 25 African Coffee producing countries. The other notable cooperation/partnerships she has worked with include the Regional Economic Communities (RECS), namely, SADC, COMESA, ECOWAS and EAC, where she has actively participated to address the challenges encountered by small scale farmers in Africa, ensuring that they remain a central focus in regional and national policy making for development.



DELAPALME
Nathalie

Executive Director of the Mo Ibrahim Foundation since 2010. She previously served as Inspecteur général des finances at the French Ministry of Economy and Finances, as Africa Advisor to several French Ministers of Foreign Affairs and Ministers of Development, and as Advisor at the Finances and Budget Commission of the French Senate. She graduated from the Institut d'études politiques de Paris and holds a degree (DEA) in applied economics.



DESOUCHES
Christine

Honorary lecturer at the Université de Paris I (Panthéon-Sorbonne), expert-consultant to international organizations and member of the strategic council of IFRI. Through her research, relationships in the field and various positions held in the Organisation internationale de la Francophonie (OIF), she has become a specialist in democratisation, crisis and conflict resolution, transition and peace-building processes, especially in Africa. In the OIF, her positions have included Chief of Staff, delegate for peace, democracy and human rights and Special Advisor for political and diplomatic affairs to the Secretary-General from 1988 to 2010.



DOSSOU
Robert

Lawyer at the Paris Bar and currently practicing at the Bar of Benin, President of the African Association of International Law. Former Chairman of the Bar, he was a Member of Parliament, Minister of Planning and then Minister for Foreign Affairs. Former President of the Constitutional Court of Bénin, expert consultant, he has carried out and still carries out various missions for various international organizations. He is an arbitrator of international trade. President of the National Preparatory Committee of the National Conference of Benin, he is also a former professor at the University of Paris I and then at the University of Abomey-Calavi (UAC BENIN), and honorary dean of the Faculty of Law and Political Sciences of the UAC.



DREDHA
Ermal

Ambassador of the Republic of Albania to Abu Dhabi, United Arab Emirates. Mr. Dredha joined the Ministry of Foreign Affairs in 2001. During his career, he has carried out different positions in MOFA. From 2010 until 2013 he served as State Protocol Director to Albanian MOFA, and from 2013 to 2016 as Consul General of the Republic of Albania to Bari, Italy. From 2016 up to today is serving as Albanian Ambassador to the United Arab Emirates. He holds a MA in International Relations from Tirana University.



EKUÉ
Serge

President and Chairman of the Board of the West African Development Bank (WADB) since August 28, 2020. Prior to his arrival at the WADB, he was Head of Natixis' Corporate and Investment Banking (CIB) activities for the United Kingdom in London since 2016. He combined this responsibility with that of Market Solutions for Europe, Middle East and Africa (EMEA). Mr. Ekué was also responsible for the Africa and Russia Departments of Natixis. A recognized expert in Financial and Capital Markets, Mr. Ekué headed Natixis' Asia-Pacific Market Activities for nearly six years (2010-2016) before assuming the position of Chief Executive Officer of the Hong Kong-based bank.



ELBEGDORJ
Tsakhiagiin

Former President of Mongolia (2009-2016). He is a public servant, a humanitarian, and a policymaker. He led the peaceful Mongolian democratic revolution in 1990 and served as Honorary President of the Mongolian Democratic Union and "Young Leaders" foundation. He served as Member of Parliament four times, Chairman of the Democratic Party of Mongolia and Prime Minister of Mongolia for two times. Elbegdorj is a Commissioner for the International Commission against the Death Penalty and a Patron of the World Sustainable Development Forum. Elbegdorj graduated from Harvard University's John F. Kennedy School of Government.



DROUIN
François

President of ETI FINANCE (SMEs and Midcaps financing), GAGEO (Asset based lending) and IFIMM (Real estate). Former Chairman of the Board for the Autoroutes et Tunnel du Mont Blanc and of Société Française du Tunnel Routier du Fréjus, former Vice President of the French Public Investment Bank (BPI). Former Chief Executive Officer of OSEO (the French Agency for Innovation and SMEs financing). Former Engineer at the Directorate of Navigation of the Nord-Pas-de-Calais Region, Managing Director of the Caisse de Dépôts (French public financial institution) for the Normandie Region and later on for the Bourgogne region, Chairman of the Board for the Caisses d'Epargne and for the Crédit Foncier de France.



DUÇKA
Dorian

Former Deputy Minister of Energy and Industry of Albania (2013-2015). He joined the international private sector in 2015. He has served as External Advisor on Investments to the Prime Minister of Albania since 2016. Previously, he was Director of the European Integration and International Projects at the Ministry of the Economy, Trade, and Energy of Albania (2009-2013). He was also Director of Project Management Unit for the TAP Trans Adriatic Pipeline. He has founded and been involved in several Albanian and international non-governmental organizations such as the Albanian Free Forum, IDEA Institute. He graduated from the Eastern Mediterranean University in Famagusta, Cyprus. He pursued postgraduate studies at King's College London.



ETOURNEAU
Matthieu

Co-founder and CEO of Royal Technologies Ltd, a Dubai-based insurtech company that intends to redefine the insurance industry in the Middle East. He is also the representative in the United Arab Emirates of MEDEF International, the French business federation. Previously, Matthieu was the managing director for the Middle East of French insurance company Siaci Saint-Honoré. He also held various positions both in the private sector and the public administration: managing director of the Centre français des affaires de Téhéran, a business intelligence boutique advising French corporates on issues related to Iran, head of Middle East at MEDEF and economic attaché at the French Embassy in Equatorial Guinea.



EYL-MAZZEGA
Marc-Antoine

Director of Ifri's Center for Energy & Climate since 2017. Prior to joining Ifri, he spent six years at the International Energy Agency (IEA), notably as Russia & Sub-Saharan Africa Program Manager where he conducted oil and gas market analyses and was responsible for institutional relations with these countries and regions. He also held various other positions, such as at the Robert Schuman Foundation, where he was in charge of a Ukraine observatory. A French and German national, he holds a PhD from Sciences Po Paris in international relations.



EAVES
Sally

Chair of Cyber Trust and Senior Policy Advisor for the Global Foundation of Cyber Studies and Research. A highly experienced Chief Technology Officer, Professor in Advanced Technologies and Global Strategic Advisor, Dr. Sally Eaves is an International Author and Keynote Speaker on Digital Transformation, Sustainability, HealthTech, FinTech and Social Impact. She specializes in the application of AI, Cloud, CyberSecurity, Blockchain, IoT & 5G disciplines for both business and societal benefit at scale. Sally has also founded 'edtech' enterprise Aspirational Futures to enhance accessibility, literacy, inclusion and diversity in education, technology and beyond, with her latest book 'Tech For Good' set to be released in early 2022.



EIZENSTAT
Stuart

Senior Counsel, Covington & Burling LLP. He has held key senior positions, including Chief White House Domestic Policy Advisor to President Jimmy Carter (1977-1981), US Ambassador to the European Union, Under Secretary of Commerce for International Trade, Under Secretary of State for Economic, Business and Agricultural Affairs, and Deputy Secretary of the Treasury in the Clinton Administration (1993-2001). He has played a major role in providing justice to Holocaust Survivors in the Clinton and Obama administration (1993-present). His articles appear in *The New York Times*, *Financial Times*, *International Herald Tribune*, *Washington Post*, and *Foreign Affairs* magazine.



FAHMY
Nabil

Founding Dean of the School of Global Affairs and Public Policy, he is a career diplomat. He was Foreign Minister of Egypt. During his distinguished diplomatic career over three decades, he served as Ambassador to the United States and Japan, as well as in numerous government and international positions. His work focused on international and regional security, disarmament and non-proliferation, conflict resolution and Arab-Israeli diplomacy. He was Chairman of the UN Advisory Board on Disarmament Matters and Vice Chairman of the UN General Assembly's first committee dealing with disarmament and international security. He also founded the School of Global Affairs and Public Policy at The American University in Cairo.



GADIO
Cheikh Tidiane

President of the Pan-African Institute for Strategies, Peace-Security-Governance. Member of the National Assembly of Senegal since 2017, he became Vice President in October 2019. He was the Special Envoy of the Organization for Islamic Cooperation (OIC) to the Central African Republic and Special Representative of the OIC SG for Africa. He was Minister of Foreign Affairs of the African Union and Senegalese Abroad, before serving as Minister of State, Minister of Foreign Affairs of the Republic of Senegal. Former President of the Dakar International Forum on Peace and Security in Africa, he is President of SARATA HOLDING LLC. He holds a DEA from Paris-Sorbonne V University and a PhD in Communication and International Development from Ohio State University.



GALAS
Godefroy

French high civil servant in training at the École des Mines de Paris, he joined the Corps des mines in 2019. He is also a graduate engineer from Télécom Paris, a graduate of the Grande École program of HEC Paris and holds a master's degree in "Public Affairs" from the Panthéon-Sorbonne University. During his training, he worked for the industrial companies General Electric, Alstom, TotalEnergies and Vesuvius, as well as for the investment fund Astorg in Paris. In the service of the French State, he would like to commit to digital transformation and cybersecurity issues, in an environment where technological developments are disrupting both the public and private sectors.



GARGASH
Anwar
Mohammed

Diplomatic Advisor to the President, United Arab Emirates. He joined the Federal Government in 2006 as Minister of State for Federal National Council Affairs, and then he was appointed as Minister of State for Foreign Affairs and Minister of State for National Council Affairs. Later, he was appointed as Minister of State for Foreign Affairs. He was Chairman of the National Elections Committee, Chairman of the National Committee to Combat Human Trafficking, Chairman of the Board of Trustees of the Al Owais Cultural Foundation. He is a member of the Board of Trustees of the Emirates Diplomatic Academy. He received his PhD from King's College, Cambridge and holds Bachelor's and Master's Degrees in Political Science from George Washington University.



GRUFFAT
Jean-Claude

Chairman of the Competitive Enterprise Institute, a free market think tank based in Washington DC. He is a Governor of the American Hospital of Paris and the President of its US based American Foundation. He also serves on the board of Atlas Network and is a member of the Leadership Council of United Way Worldwide. He joined the investment banking firm of Weild Capital LLC, after five years with the New York based Galileo Group. He held various positions with Citigroup, Country Corporate Officer for France, Global Relationship Bank Market Manager for France, Belgium, and Luxembourg, and Director of Citibank International PLC. He has a PHD in-law and a master in political science from the University of Lyon, France.



GUÉRIN
Gilles

Managing Director of Bordier & Cie in Geneva. Former Managing Partner of EFG Bank in Geneva, his area of expertise is private asset management. He is a member of the Board and treasurer of the WPC Foundation. He previously worked as a money market dealer at the Al Saudi bank in Paris, then as treasurer for Europe at the National Bank of Abu Dhabi in Paris. He received a degree in Economics from the University of Neuchâtel and an advanced management degree from the École des Cadres de Lausanne.



GERGORIN
Jean-Louis

Member emeritus of the French Conseil d'État and senior lecturer at Sciences Po Paris, he is the owner of JLG Strategy, a cyber, aerospace and defense consultancy. He has held numerous executive positions such as Executive Vice President and member of the Executive Committee of EADS (now Airbus), as well as Director of Policy Planning of the French Foreign Ministry. He is a former Trustee and member of the Council of the IISS. Co-Founder and Steering Committee member of the French American Cybersecurity Conference, he is a co-author with Léo Isaac-Dognin of *Cyber. La guerre permanente* (2018). He graduated from the École Polytechnique and École nationale d'administration, and is an alumnus of the Stanford Executive Program.



GHITA
Cosmin

Director General of Nuclearelectrica, Romania. He has worked for the Romanian Government as advisor to the Prime-Minister on energy market and security of supply. Previously, he was a Partner within Amerocap, working on energy deals in CEE, and assisted Chevron in Washington DC and Bucharest in promoting its CEE natural gas from shale exploration campaign. Mr. Ghita has a major in political economy and an international education experience shared between Romania, the United States of America and Russia. He is also the co-founder of Aspire Academy, a leadership and business summer program led by Harvard and Ivy League Professors in Romania.



GUIGOU
Élisabeth

Founding President of Europartenaires and President of the Anna Lindh Foundation for the Dialogue between Cultures. She was first appointed administrator at the Ministry of Finance and later Secretary-General of the Paris Club. In 1981, she served as Advisor to Jacques Delors, Minister of Finance, before becoming Chargé de mission to the President of the Republic from 1982 to 1990. Between 1990 and 2017, she was successively Minister Delegate for European Affairs, member of the European Parliament, Minister of Justice, Minister of Employment and Solidarity, Deputy Seine-Saint-Denis, Vice President of the French National Assembly and President of the Foreign Affairs Committee of the French National Assembly.



HALALAI
Traian

Executive President of Banca de Export-Import a României EximBank SA since November 2012. He has extensive experience in the banking sector as Deputy General Manager and member of the Board of Directors of Banca Romaneasca SA, a member of the National Bank of Greece Group, as well as CFO of ING Romania and member of various Boards of Directors of entities within ING Group Romania. He holds a MBA degree from the Doctoral School of Finance and Banking (DOFIN) in Bucharest and completed a specialized fellow training at Erasmus University in Rotterdam, the Netherlands. Along with his studies and professional experience, he also developed a teaching career at the Academy of Economic Studies in Bucharest.



GIRARD
Renaud

Senior reporter and war correspondent at Le Figaro. He has covered major worldwide political crises and armed conflicts for the past 30 years. Expert on geopolitics, he publishes every Tuesday his international column in *Le Figaro*. He wrote several books on the Middle East and the major diplomatic issues of the West. He regularly takes part in international conferences. He is also a Professor at the Institut d'études politiques de Paris and a member of the Editorial Board of the *Revue des deux Mondes*. In 2014, he was awarded the Grand Prix de la Presse Internationale by the foreign correspondents in Paris. He graduated from the École normale supérieure and the École nationale d'administration.



GOMART
Thomas

Director of Ifri. He previously was its Vice President for Strategic Development and the Director of its Russia/NIS Centre. As Lavoisier Fellow at the State Institute for International Relations (University-MGIMO, Moscow), Visiting Fellow at the Institute for Security Studies (European Union - Paris) and Marie Curie Fellow at the Department of War Studies (King's College, London), he has acquired a diversified international experience. As researcher, he is currently working on Russia, digital governance, country risk, and think tanks. He recently published *Guerres Invisibles. Nos prochains défis géopolitiques*, Editions Tallandier, 2021. He has a PhD in History (Paris I Panthéon-Sorbonne) and an EMBA (HEC).



**HALFERTY
HARDY**
Kerry

Lecturer and consultant. Her varied career has spanned the public, private, and non-profit sectors in Europe and the Americas, with a particular emphasis on the policy, agriculture, and healthcare fields. She created and lectured in a course in nonprofits and civil society and lectures on innovation, entrepreneurship and the policies and conditions that help promote them. Both as a consultant and as a Board member, she advises companies and international NGOs. She holds a BA in German studies and an MS in Management.



HANDLEY
Peter

EU official, currently heading the team on energy-intensive industries, raw materials and hydrogen at the European Commission's Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs. Previously, head of policy coordination for Energy Union, 2030 climate and energy package, low emission mobility strategy and the circular economy at the Secretariat General. Past EU trade negotiator (steel, WTO market access and industrial tariffs). Former UK government official, coordinated UK preparations for 1992 UN Conference on Environment and Development (UNCED). Graduated in French and Politics from the University of Bristol. Studied at France's Ecole Nationale d'Administration (ENA).



HECKER
Marc

Director of research and communications at Ifri and Editor-in-Chief of *Politique étrangère*. He holds a PhD in political science from University Paris 1 Panthéon-Sorbonne and taught for many years a course on terrorism at Sciences Po. He published several books including *La Guerre de vingt ans* (Robert Laffont, 2021 with Elie Tenenbaum), *Intifada française ?* (Ellipses, 2012) and *War 2.0: Irregular Warfare in the Information Age* (Praeger, 2009 with Thomas Rid; translated in Chinese in 2011). His articles appeared in major journals (*Policy Review*, *Internationale Politik*, *Commentaire*, *Etudes*, etc.).



HOAGLAND
Jim

Contributing Editor to *The Washington Post* since January 2010, after serving two decades as Associate Editor and Chief Foreign Correspondent. He has served in a variety of reporting, editing, and opinion-forming roles since joining the newspaper in 1966. He was awarded two Pulitzer prizes and other journalism honors. He began his journalism career as a reporter with *The Rock Hill Evening Herald* in 1960 while still in college. He is the author of a book, *South Africa: Civilizations in Conflict*, published in 1972. He graduated with an A.B. in Journalism from the University of South Carolina and he has done graduate work at the University of Aix-en-Provence and Columbia University.



KAGAME
Paul

President of the Republic of Rwanda. In 2019, he was elected Chairperson of the East African Community, and has been leading the institutional reform of the African Union (AU) since 2016. He is currently Chairperson of the AU Development Agency New Partnership for Africa's Development as well as African Union Leader for Domestic Health Financing. Beginning in 1990, as commander of the forces of the Rwandan Patriotic Front, he led the struggle to liberate Rwanda. The hallmarks of his administration are peace and reconciliation, women's empowerment, promotion of investment and entrepreneurship, and access to information technology, a cause he also champions as Co-Chair of the Broadband Commission for Sustainable Development.



KAISER
Karl

Senior Associate of the Project on Europe and the Transatlantic Relationship, Belfer Center for Science and International Affairs. Adjunct Professor Emeritus at Harvard Kennedy School, he taught at the Universities of Bonn, Johns Hopkins in Bologna, Saarbrücken, Cologne, the Hebrew University, and Harvard University. He was a Director of the German Council on Foreign Relations in Bonn and Berlin as well as an Advisor to Chancellors Brandt and Schmidt. He holds a PhD from Cologne University and an honorary doctorate of the Russian Academy of Sciences. He was educated at the Universities of Cologne, Grenoble and Oxford.



HOSOYA
Yuichi

Professor of international politics at Keio University and Managing Director & Research Director at the Asia-Pacific Initiative, Tokyo. He is also Senior Researcher at the Nakasone Peace Institute, Senior Fellow at The Tokyo Foundation for Policy Research, and Senior Adjunct Fellow at the Japan Institute of International Affairs. His research interests include postwar international history, British diplomatic history, Japanese foreign and security policy, and contemporary East Asian international politics. He was a member of the Prime Minister's Advisory Panel on Reconstruction of the Legal Basis for Security, and of the Prime Minister's Advisory Panel on National Security and Defense Capabilities. He studied international politics at Rikkyo (BA), Birmingham (MIS), and Keio (PhD).



HUR
Kyung-wook

Senior Advisor to Bae, Kim & Lee LLC and President of the Korean Bretton Woods club. He is also a Board member of Samsung Life Insurance. He served as Ambassador of Korea to the Organization for Economic Co-operation and Development. He also held the position of Vice Minister for the Ministry of Strategy and Finance, Secretary to the President for National Agenda, Senior Economist for the International Monetary Fund. He holds a MBA from the Stanford Graduate School of Business and graduated from the Department of Business Administration, Seoul National University.



KARAKULLUKÇU
Memduh

Founding Board member (2009-) and First President (2009-2019) of the Global Relations Forum. He is the Founding Partner of the Turkish online legal informatics initiative, Kanunum and the Chairman of Kroton Consulting. His policy work includes technology and economic development, technology and security, global energy dynamics, and global economic and financial governance. Previously, he served as Founding Managing Director of Istanbul Technical University's (ITU) ARI Science Park and as a member of the academic staff at ITU and the London School of Economics and Political Science (LSE). He received a BS in electrical engineering and economics from MIT, an MSc in finance from LSE, and a JD from Columbia University.



KASSIS
Elias

President of Total E&P UAE and TotalEnergies Country Chair in the United Arab Emirates, a position he has held since May 2021. Previously, he held the position of Vice President Energy Transition in the MENA division of TotalEnergies Exploration & Production. He also served as Vice President North Africa in the MENA division, and Managing Director of the TotalEnergies E&P affiliates in Yemen, Malaysia and Iraq. Prior to that, he was Vice President in the TotalEnergies E&P Middle East division, and Vice President Venezuela in TotalEnergies E&P Americas Division. He holds an Engineering Master's Degree from the Institut National Polytechnique de Grenoble and a Master's Degree in Finance from ESSEC Business School.



JACQUET
Pierre

President of the Global Development Network. He belongs to the higher French civil service Corps des Ponts et Chaussées and is a member of the French Cercle des Economistes. He is the former Chief Economist and Executive Director of Strategy of the French Development Agency and a former Deputy Director of Ifri. He is a professor of economics at the French graduate engineering school Ecole nationale des Ponts et Chaussées (ENPC). He chaired the Department of Economic and Social Sciences and has been a Professor of Economics at ENPC since 1994. He is president of the Scientific Council of the FARM Foundation, member of the Scientific Committee of Credit Agricole S.A., and non-resident fellow of the Center for Global Development.



JANSEN
Sabine

Professor of International Relations at the Conservatoire national des arts et métiers in Paris and Research Fellow at the Laboratoire interdisciplinaire de recherches en sciences de l'action, she is Vice President of the Committee for Parliamentary and Political History and Delegated President of the Society for the History of the 5th Republic. She founded and was the Editor of *Histoire@Politique* from 2007 to 2014 at Sciences Po Paris. She serves as Editor of *Questions internationales*, Secretary-General of *Revue historique* and member of the Editorial Board of *Parlements*, four peer-reviewed journals. She is currently working on think tanks, decision-making and expertise in the field of international relations.



KASTOUÉVA-JEAN
Tatiana

Head of Russia-NIS Center of Ifri since January 2014. Before joining Ifri in 2005, she taught international relations for the French-Russian Master at MGIMO University. She developed a rich expertise on issues linked to youth, higher education and innovation in Russia: she is the author of the book *Les universités russes sont-elles compétitives ?* (CNRS Editions, 2013). She heads the trilingual electronic collection *Russie.Nei.Visions*. She holds a degree from the State University of Ekaterinbourg, a Franco-Russian Master in International Relations from the University of Sciences Po and MGIMO University, and from the University of Marne-la-Vallée in France. In 2020, she published *La Russie de Poutine en 100 questions* (Paris, Tallandier).



KAZATCHKINE
Michel

Special Advisor to the Joint UN Program on HIV/AIDS (UNAIDS) for Eastern Europe and Central Asia, he has over 35 years of experience in global health as a leading physician, researcher, administrator, advocate, policymaker, and diplomat. He is Emeritus Professor of Immunology at Paris Descartes University, Senior Fellow with the Global Health Centre of the Graduate Institute for International and Development Studies in Geneva, and a member of the Global Commission on Drug Policy. He was Executive Director of the Global Fund to fight AIDS, Tuberculosis and Malaria, Director of the French Agency for Research on AIDS, and UN Secretary-General's Special Envoy on HIV/AIDS in Eastern Europe and Central Asia.



KELLER
Daniel

President of the ENA Alumni Association and former member of the Economic, Social and Environmental Council of France as a qualified person, he is Head of the pension support division at Malakoff-Humanis, a social protection group. He began his career at the French Ministry of the Economy and Finance as a civil administrator in the General Tax Directorate and then in the Tax Legislation Department. He held various responsibilities within the Renault Group in the Sales Department, in the distribution network, in France and in Europe, as well as in central functions, as Head of Worldwide Sales Quality for the Group. He served as President of the Grand Orient de France and later Director of Transformation at Humanis.



KEPEL
Gilles

Chair of Middle East and Mediterranean studies at ENS in Paris and of the Middle East Freethinking Platform of the Italian Switzerland University in Lugano. Specializing in the contemporary Arab world and Islam in the West, he teaches at the University of Paris Sciences & Lettres. He is the author of widely-acclaimed books translated into many languages, including the latest one, *The Prophet and the Pandemic / From the Middle East to Atmosphere Jihadism*. Recently released in French, it has topped the best-seller lists and is currently being translated into English and a half-dozen languages. His previous book's English version, *Away From Chaos / The Middle East and the Challenge to the West*, was published in 2020 by Columbia University Press.



KOLEILAT KHATIB
Dania

Co-Founder and President of the Research Center for Cooperation and Peace Building. She is an affiliated scholar at the Issam Fares Institute for Public Policy and International Affairs at the American University of Beirut (AUB) and a member of the steering committee and an advocacy consultant for the ESCWA National Agenda for the Future of Syria program. Editor of *The Syrian Crisis: Effects on Regional and International Relations* (2020), she is a weekly columnist in *Arab News*. She has been a guest speaker on several high-profile platforms such as NATO, the European Parliament and the Heritage Foundation and the Hoover Institute. She holds a PhD in Politics from the University of Exeter as well as an MBA and a BBA from the AUB.



KOTTI
Randy

Graduate of École Polytechnique, Randy Kotti is an Engineering student of the French Corps des mines. He completed his military service within the Defense Mission of the French Embassy in the Ivory Coast. He also interned in M&A with Goldman Sachs in London and Big Data in San Francisco before joining Neoen in Australia, an independent renewable energy developer. He is now pursuing the Master in Public Administration in International Development (MPA/ID) at the Harvard Kennedy School.



KIM
Sung-woo

Chief Executive Officer of the MiCo BioMed Co., Ltd., an innovative LabChip-technology based diagnostic company in Korea that generates various biochemical, immunological and molecular diagnostic products including Covid-19 detection kits and systems. He founded NanoBioSys Inc. in 2009 and invented a portable molecular diagnostic system to detect multiple infectious disease pathogens rapidly using an inexpensive disposable plastic microfluidic Lab-on-a-Chip. He has been working with international organizations such as the UN, WHO and Institute of Pasteur. He received Ph.D. in Biological Sciences at Columbia University and worked for Harvard Medical School as a research faculty over 13 years.



KIVINIEMI
Mari

Managing Director of the Finnish Commerce Federation since 2019. She served as OECD Deputy Secretary-General. 41st Prime Minister of Finland, she previously held various positions in the Finnish government, including Minister of Public Administration and Local Government, Minister for Foreign Trade and Development and Minister for European Affairs. She was a Member of Parliament, chairing and participating in a vast number of committees. Deputy Party Leader of the Finnish Centre Party, she was elected Leader of the Party. She sits on the Board of Directors of Blic Public affairs and the Supervisory Board of Messukeskus Helsinki. She holds a Master's degree in Social Sciences from the University of Helsinki.



KOWAL
Pawel

Professor at the Institute of Political Studies of the Polish Academy of Sciences. He is a political scientist, historian, columnist, expert on Eastern policy, co-founder of the Museum of the Warsaw Rising, lecturer at the University of Warsaw and Chairman of the Scientific Council of the Research Station of the Polish Academy of Sciences in Kyiv. Member of the Polish Parliament - Sejm, he also serves as Deputy Chairman in Foreign Affairs Committee. He was Secretary of State in the Ministry of Foreign Affairs, member of the National Security Council, member of the European Parliament and its Foreign Affairs Committee, and Chairman of the EU delegation to the EU-Ukraine Parliamentary Commission. He is a member of the editorial board of the bi-monthly *New Eastern Europe* and the Supervisory Board of Alwernia SA.



KRAMARZ
Jean

Director of the Healthcare activities of the AXA Partners Group. He is a specialist in the development of healthcare services in France and around the world. Before joining the AXA Group, where he launched medical teleconsultation for the general population in France, he was Director of New Services for the Malakoff-Médéric Group, Director of Development for Europ Assistance, Director of International Health Subsidiaries for the Gras Savoye Group. He also worked in the French public sector, including in the Oil & Gas and Automotive Departments of the Ministry of Industry and in the Treasury Department of the Ministry of Finance. He is an alumnus of Sciences Po Paris and the École nationale d'administration.



KLICH
Bogdan

Senator in the Polish Parliament since 2011. He is Chairman of the Foreign and EU Affairs Committee in the Polish Senate. Previously, he served as Minority Leader of the Polish Senate, Minister of Defence and was a member of the European Parliament. He also managed the Information Department at State TV Centre in Krakow, was Head of the International Centre for Development of Democracy in Krakow and Head of the Institute for Strategic Studies. He was an Adviser to the government plenipotentiary for Poland's accession negotiations with the EU. He is a lecturer at the Institute of European Studies at the Jagiellonian University. Senator Klich has authored numerous publications on foreign policy and international security. He founded the Institute for Strategic Studies think tank in Krakow.



KOCH
Christian

Director of Research for the Gulf Research Center. He leads the Tafahum Project on a Security Roadmap for West Asia and the Arabian Peninsula sponsored by the German Federal Foreign Office and is a member of the Bertelsmann Foundation Strategy Group on "The EU and Russia, Turkey, Iran, Saudi Arabia: Strategies for the EU Neighbourhood". He was a Senior Advisor and Director of Research at the Bussola Institute in Brussels. Prior, he served as Director of the Gulf Research Center Foundation, Research Program Leader on Gulf-Europe Relations at the Gulf Research Center in Dubai and as Head of Strategic Studies at the Emirates Center for Strategic Studies and Research in Abu Dhabi. He received his PhD from the University of Erlangen-Nürnberg.



LABLANCHY
Jean-Pierre

Medical Doctor and Psychiatrist, Dr. Lablanchy is a member of the Supervisory Board of Edeis. He is specialized in the management of conflict situations, and in particular in the management of post-traumatic syndromes. He participates in work on sleep, biological rhythms, and physiological and psychological adaptation factors. He has been practicing in Paris for 37 years, with an involvement in corporate work. He has carried out numerous consulting missions including with Progress, Danone, Rians, Laboratoires Debat, Spie Batignolles, L'Oréal, EDF, Normédic, La Poste, and with the government of Senegal. He also collaborated with IMS Health and the General Management of Manpower.



LAÏDI
Zaki

Senior Advisor to the High representative and Vice President of the European Commission Josep Borrell since 2020. He previously served as Special Advisor to Pascal Lamy, European Commissioner for Trade, and later as Strategic Advisor to the French Prime Minister from 2014 to 2017. Founder of the think tank Telos, he was Executive Director of the French think tank En Temps Réel. His fields of research are Europe as a global actor, trade and politics, and global politics. He is a prolific writer: he is the author of numerous books, academic papers, articles, comments in the press, etc. He was awarded the Legion of Honour. He has a PhD in International Relations from Sciences Po Paris.



LEE
Hye Min

Senior Advisor of KIM & CHANG and Visiting Professor of Hankuk University of Foreign Studies in Seoul. He joined the Korean Foreign Service in 1980. Former Minister-Counsellor of the Korean Permanent Delegation to the OECD in Paris, he then served as Director-General and Deputy Chief Negotiator for the Korea-US Free Trade Agreement. Later, he was Deputy Minister for Trade and Chief Negotiator for the Korea-EU Free Trade Agreement. Former Ambassador to the Philippines and to France, he also held the position of G20 Sherpa as well as Ambassador for International Economic Affairs of the Republic of Korea. He graduated from Seoul National University and received his PhD in Economics from the University of Paris I Panthéon-Sorbonne, France.



LEÓN GROSS
Bernardino

Director-General of the Anwar Gargash Diplomatic Academy. He has served as the UN Special Representative and Head of the UN Support Mission in Libya. Previously, he was the European Union SR to the Southern Mediterranean, Secretary-General at the Spanish Prime Minister Office and Secretary of State of Foreign Affairs. His career has focused on mediation and negotiations, covering also intercultural dialogue, security, energy and migration. He founded with Edward Said and Daniel Barenboim the Barenboim-Said Foundation. He holds a diploma in International Relations from the University of Barcelona and a degree in Law from the University of Malaga, Spain, and followed post graduate courses at London King's College and Sorbonne University.



MARITON
Hervé

Former Minister and former member of the French Parliament, he has been Mayor of Crest since 1995. He is Chairman of the Franco-British Council and of the federation of overseas companies (FEDOM). Member of the steering committee of the Republicans, he was opposition spokesperson on the Finance Committee, special rapporteur on the budget for ecology, energy, transport and agriculture, Chairman of the friendship group with Russia and Vice Chairman of the friendship group with the United Kingdom, as well as member of the delegation for overseas territories. He was Minister for Overseas Territories. He is a Corps des Mines General Engineer. He graduated from the Ecole polytechnique and the Institut d'études politiques de Paris.



MEYER
Jean-Claude

Vice Chairman International of Rothschild & Cie. Before joining Rothschild in 1989 as General Partner, he was Managing Director of Lazard Frères & Cie from 1976 to 1988. Previously, from 1973 to 1976, he was Advisor to DATAR (*Délégation à l'aménagement du territoire et à l'action régionale*), an office of the French Prime Minister. He is a member of the board of Ifri, the French Institute of International Relations. He is a Commander of the Legion of Honor. Graduate of the Institut d'études politiques de Paris, he holds an MA in law and has attended the PhD Management Program of Paris Dauphine University.



LORIDANT
Éponine

Civil servant within the French Corps des mines, Éponine Loridant went to a binational French-German high school and studied at the French engineering school Ecole Polytechnique. As part of her education, she worked for a humanitarian organization in Ivory Coast and at the French embassy in Switzerland.



MAKRAM-EBEID
Mona

Egyptian Senator and former member of Parliament. She is an Advisor to the UN High Representative for the Alliance of Civilizations, Miguel Ángel Moratinos, and is a Distinguished Lecturer in the Political Science Department at the American University in Cairo. She has been a member of the National Council for Human Rights since 2012 and an Advisor to the Minister of Labor and Immigration responsible for Egyptians abroad since 2011. She was a member of the World Bank's Council of Advisors for the Middle East & North Africa Region. She was an Advisor to the Supreme Council of the Armed Forces in 2012 and served on the Committee for Policy Development (UN, 2001-2004). She is a graduate of Harvard University.



MICHEL
Jacques

Chairman of BNP Paribas Middle East and Africa for Corporate and Institutional Banking. He serves on several BNP Paribas boards, including BNP Paribas MEA, BNP Paribas Investment Company in Saudi Arabia and BNP Paribas Wealth Management subsidiary in Dubai. He was CEO and Country Head of BNP Paribas India, and a member of the Executive Committee of BNP Paribas Asia-Pacific. Prior to that, he was Deputy CEO/Chief Risk Officer of Fortis Bank Asia-Pacific in Hong Kong. Foreign Trade Advisor of France – Official representative of the French business community overseas, he was elected President of the French Foreign Trade Advisors' Hong Kong Chapter and he is President of the Bahrain Chapter. He graduated from ESSEC.



MKENDA
Adolf Faustine

Minister of Agriculture of Tanzania. Before his appointment, he served in various capacities as Permanent Secretary Ministry of Natural Resources and Tourism (2019-2020), Permanent Secretary Ministry of Foreign Affairs and East Africa Cooperation (2018-2019) and Permanent Secretary Ministry of Industry, Trade and Investment (2017-2018). Former Senior Lecturer in Economics and Associate Dean of the faculty of Arts and Social Sciences of the University of Dar es Salaam, he has specialized in Welfare Economics, Econometrics and Environmental and Resource Economics. He holds a PhD in Environmental Economics from Gothenburg School of Economics, as well as an BA and MA, both in economics from University of Dar es Salaam.



MALGIN
Artem

MGIMO-University Vice-rector, professor of the Department of International Relations and Russia's Foreign Policy. Artem Malgin is a Member of the Valdai Discussion Club Scientific Council, Member of the Scientific board at the Security Council of the Russian Federation, Member of the Council "Russian-Polish Center for Dialogue and Understanding", coordinator of the Russian-French Civil Societies Forum "Trianon Dialogue". Graduated from MGIMO-University. Holds a PhD in International relations.



MALLIKARJUN
Manu

Social entrepreneur working in the fields of international relations and development, he is currently working on the post-production of a film series that aims to explore various global issues concerning politics and economics. He is writing a book for the same purpose. He has worked in the private sector in fields of Information & Communication Technology, Finance, and Outsourcing, with the firms Fidelity Investments, Futures First, and Convergys. He holds a master's degree in International Relations from the Johns Hopkins SAIS, a master in Creación Literaria from Universitat Pompeu Fabra, a bachelor's degree in Electronics and Communication Engineering from R.V. College of Engineering.



MONTEILLER
Pierre

Engineering student from the French Corps des mines since 2020. He graduated from the École normale supérieure in Paris in Mathematics and is currently training to become a senior civil servant. During his studies, he contributed at MIT and Humboldt Universität to machine learning projects applied to industry. Convinced of the impact of these technologies, he worked for the pharmaceutical company Guerbet and its artificial intelligence division and the marketing agency M13h.



MOREIRA
Carlos

Founder, Chairman and Chief Executive Officer of WISEKey. Before founding his company in 1999, he served as United Nations Expert on cybersecurity during 17 years. He is recognized worldwide as an Internet pioneer and has a unique profile, which combines extensive high level international diplomacy experience and emerging technologies expertise. He has received many international awards for his commitment to secure the Internet. He is very active in disruptive cryptotechnology, AI, blockchain, IoT and cybersecurity. He is also an expert in M&A, fundraising, IPOs, and listed companies. He is the coauthor of The transHuman Code bestseller book.



MOULIN
Jacques

CEO of IDATE DigiWorld since July 2017. Jacques Moulin started his career with Thomson SA. He joined France Télécom-Orange Group in 1991 and participated in its transformation in B2B, consumer, and human resources segments both in France and abroad. He held various managerial and operational posts as well as others within Orange Group: human resources manager of the Eastern Parisian Region, human resources manager of Orange Business Services, Regional Manager for Lorraine then Territorial Manager for the Eastern Region (Alsace-Lorraine, Burgundy, Franche-Comté). Prior to joining IDATE DigiWorld, Jacques was CEO of Sofrecom, a consulting firm that specializes in assisting large corporations in their digital transformation.



MOURTADA-SABBAH
Nada

Secretary-General of the University Leadership Council. Prof. Dr. Mourtada-Sabbah was named as the founding Vice Chancellor for Development and Alumni Affairs of the American University of Sharjah in 2009. She has held visiting professorships at leading universities and research institutions in the US and Europe, including the University of California at Berkeley and the Institut d'études politiques de Paris. She received a BA with distinction from the American University in Beirut. She holds a PhD in Public Law with distinction from the University of Paris II. Her books include *Globalization and the Gulf* (UK: Routledge, 2007) and *The US President, War Powers, and Military Tribunals in the USA* (University of Paris Press, 2017).



NGUYEN VAN MAI
Manon

Engineering student of the French Corps des mines. She graduated from the "Sciences for environmental challenges" track at École Polytechnique and is currently training to become a civil servant. She completed six months of military service on a surveillance frigate in the French Southern and Antarctic Lands. During her studies, she worked for the biotech startup Embleema and for the industrial groups Butagaz and EDF.



NICOLET
Patrick

Founder and Managing Partner of Line Break Capital Ltd. He spent over twenty years working at Capgemini — including seven as a Group Executive Board member — assuming a number of global leadership positions. In December 2020, he concluded his last mandate as Group CTO during which he oversaw the Group's Technology, Innovation and Ventures agenda, as well as the global Cybersecurity and IT functions. Prior to that, he led the creation of the first Swiss incubator — Y-Parc — for which he has been recognized by the World Economic Forum at Davos as a Global Leader for Tomorrow (the precursor to the Forum for Young Global Leaders).



MUSHIKIWABO
Louise

Secretary-General of La Francophonie since 2019. Former Minister of Foreign Affairs, Cooperation and the East African Community and former Minister of Information of the Republic of Rwanda. After living in the US for some 20 years, she worked in Tunisia at the African Development Bank in the communications directorate. In 2008, the President of Rwanda called her to join the government team. Deeply affected by the genocide against the Tutsis, she co-authored *Rwanda Means the Universe* (St. Martin's Press, 2006). In 2018, *Jeune Afrique* magazine featured her as one of the most influential African figures on the continent. As a language and interpretation graduate from the University of Delaware, she is fluent in French and English, besides her native Kinyarwanda.



NARAYANAN
Mayankote
Kelath

Executive Chairman of CyQureX Systems Pvt. Ltd., a UK-US Cyber Security joint venture. Former Governor of the State of West Bengal. Former Senior Advisor and National Security Advisor to the Prime Minister of India. He led India in institutionalized security and strategic dialogues with several countries including Brazil, France, Japan, Sri Lanka, Germany, Russia, UK and the USA. Prior to this, he was Director of the Intelligence Bureau and Chairman of the Joint Intelligence Committee. He also headed the Prime Minister's Task Force on Developing an Integrated Capability to address Internal Security Challenges. He has dealt extensively with a whole range of issues concerning internal, national and global security.



NOLAND
Marcus

Executive Vice President and Director of Studies at the Peterson Institute for International Economics. He has been associated with the Institute since 1985. He is concurrently a Senior Fellow at the East-West Center. He was previously a Senior Economist at the Council of Economic Advisers in the Executive Office of the President of the United States. He has held research or teaching positions at several universities, including Yale University, the Johns Hopkins University, the University of Southern California and Tokyo University. He graduated from Swarthmore College and he holds a PhD from Johns Hopkins University. He co-authored *Hard Target: Sanctions, Inducements, and the Case of North Korea* (Stanford University Press, 2017).



OUALALOU
Fathallah

Senior Fellow at the Policy Center for the New South, Morocco. He is an economist, with a PhD in Economics from the University of Paris. He was Mayor of Rabat, Minister of Economy and Finance of the Kingdom of Morocco, Member of the Moroccan Parliament, President of the National Union of Students of Morocco (UNEM). He has also been a University Professor, Chairman of the Association of Moroccan Economists (AEM) and of the Union of Arab Economists. He has authored many papers on economic theory, financial policy, international economic relations, with a focus on the Euro-Afro-Mediterranean area. His latest publication is *La mondialisation et la pandémie. Chroniques de confinement* (PCNS. Rabat. 2021).



NASR
Samir

President of ECE Consultants SAL since 1982. Chairman of Phoenician Funds Holding (Lebanon), and Executive Director of the Mouflon Fund (Cyprus). He was a consultant at the OECD and Professor of Economics. He has been Chairman at the National Investment Guarantee Corporation (1993-2018) and economic and financial advisor at various GCC countries. He received a Master's Degree in Economics from the American University of Beirut and a PhD in Economics from Paris.



NAUMKIN
Vitaly

President of the Institute of Oriental Studies, Russian Academy of Sciences (RAS) since 2015, Director (2009-2015), Deputy Director (1989-1994). He is Professor, Dr. of Science and Full Member of RAS. He has been serving as Editor-in-Chief, *Vostok (Oriens)* journal since 1998. Professor and Chair of the Faculty of World Politics, Moscow State University since 2003, Professor at the High School of Economics, Moscow. He was Member of the High Level Group, UN Alliance of Civilizations project (2005-2007), currently Goodwill Ambassador for the Alliance of Civilizations. From 2016 until now he has been Senior Political Advisor to the Special Envoy of the Secretary-General of the UN for Syria.



PALACIO
Ana

International Lawyer specializing in international and EU law. She was a member of the European Parliament where she chaired the Legal Affairs and Internal Market as well as the Citizens Rights, Justice and Home Affairs Committees. She served as Minister of Foreign Affairs of Spain and was a member of the Spanish Parliament where she chaired the Joint Committee of the two Houses for EU Affairs. She has been Senior Vice President and General Counsel of the World Bank Group and Secretary-General of ICSID. Palacio has been a member of the Executive Committee and Senior Vice President for International Affairs of AREVA, and served on the Council of State of Spain. She is a Visiting Professor at Georgetown University.



PANNIER
Alice

Head of the Geopolitics of Technology program, launched at Ifri in October 2020. Her research focuses on the geopolitical dimension of new technology, European technology policies, and transatlantic relations. She has also worked for a long time on European security and the foreign and defense policies of European countries, especially France and the UK. Prior to joining Ifri, she was Assistant Professor in International Relations and European Studies at the Paul H. Nitze School of Advanced International Studies at Johns Hopkins University in Washington. Previously, she was a postdoctoral researcher at the Institute of strategic research (IRSEM) at the French Ministry of Armed Forces.



PERTHES
Volker

Special Representative of the Secretary-General for Sudan and Head of the UN Integrated Transition Assistance Mission in Sudan. Former Executive Chairman and Director of SWP, the German Institute for International and Security Affairs (2005-2021), where he was also Senior Advisor. In 2015-2016, he also served as UN Assistant Secretary-General and Senior Advisor to the UN Special Envoy for Syria; from 2016 to 2018 he chaired the Ceasefire Task Force for Syria on behalf of the UN. He earned his doctoral degree in 1990 from the University of Duisburg. He was an assistant professor at the American University of Beirut (1991-1993) and has been teaching International Relations at Humboldt University Berlin and other schools.



PLOQUIN
Xavier

Senior Associate and Chief of Staff to the Chief Executive Officer of Meridiam, an investment company specialized in sustainable infrastructure. Former Advisor for Energy, Industry and Innovation in the private office of the French Ministry for the Ecological and Inclusive Transition. He held various positions in the French Ministry of Economy and Finance, in the fields of energy and corporate financing. He also worked for Total Gas & Power New Energies USA and L'Oréal. He graduated from the École Polytechnique and Mines Paristech, Paris, France.



ROBERT
Virginie

Foreign Desk Editor of *Les Echos*, the French business newspaper. She was the daily newspaper's New York correspondent, where she covered the financial crisis and the two Obama presidential elections. Earlier in her career at *Les Echos*, she held various positions as an IT writer and created a special section dedicated to the Internet economy and innovation. Her first job was as a business writer for *01 Informatique*, the leading French IT trade magazine. She authored *L'irrésistible montée de l'économie sociale* (éd. Autrement, 2007). She is the vice President of the European-American Press Club in Paris and a member of the French Diplomatic Press Association. She holds a Master of Journalism from Medill School, Northwestern University, ILL.



ROBIN
Arnaud

A graduate of École Polytechnique in Applied Mathematics and Computer Science and an Engineering student of the French Corps des Mines. During his initial training, he assisted teaching in Mathematics at Shanghai Jiao Tong University before doing an internship in finance at Jane Street in London. He then pursued his path at Google in the Chrome browser team. Arnaud also worked on crisis management at the SNCF group. He is currently an operations research Master student at the Massachusetts Institute of Technology, in partnership with Wayfair, an online furniture company.



QIAO
Yide

Vice Chairman and Secretary-General of Shanghai Development Research Foundation (SDRF), Outside Expert for International Finance and Economy at the Ministry of Finance. Mr. Qiao was enrolled into Kennedy School of Government at Harvard in 1985. After graduation, he entered Harvard Institute for International Development and did research work. In 1995, he returned to China as Chief Representative and Managing Director of New York Life until May, 2003. Then he entered SDRF, as responsible for the daily work, a position he still holds today. Prior to studying in the United States, he conducted research at the Institute of World Economy, Shanghai Academy of Social Sciences, as an Assistant Director.



RABINOVICH
Itamar

Professor Emeritus of Middle Eastern History at Tel Aviv University, President Emeritus and Counselor of the Israel Institute (Washington and Tel Aviv), and a Distinguished Fellow at the Brookings Institution. He is the Vice Chairman of the Institute for National Security Studies (INSS) in Tel Aviv. He served as Ambassador of Israel to the USA and Chief Negotiator with Syria and as the President of Tel Aviv University. He has been a member of Tel Aviv University's faculty since 1971. He co-authored a book with Itai Brun, *Israel Facing a New Middle East: In Search of a National Security Strategy* (Hoover Institution Press, 2017) and with Carmit Valensi, *Syrian Requiem: The Syrian Civil War and its Aftermath* (Princeton University Press, 2021).



ROMAIN
Benjamin

Founding Partner of Okan Partners, strategy and financial advisory boutique dedicated to Africa since 2012. Former McKinsey, PAI Partners and Ardian, Benjamin has developed an expertise in financial advisory and fundraising in Africa. At Okan, he mainly leads infrastructure, agriculture and mining sectors. Benjamin graduated from HEC Paris.



ROZENTAL
Andrés

Eminent Ambassador of Mexico and President of Rozental & Asociados. Andrés Rozental also holds non-executive Board positions in several important multinational companies in Europe and Mexico. He was a career diplomat for more than 35 years, having served his country as Mexico's Ambassador to the United Kingdom (1995-1997), as Deputy Foreign Minister (1988-1994) and as Ambassador to Sweden (1983-1988). He was Mexico's Permanent Representative to the United Nations in Geneva (1982-1983), and has held senior responsibilities within the Mexican Foreign Ministry and abroad. Andrés founded the Mexican Council on Foreign Relations and since 1994, has the lifetime Rank of Eminent Ambassador.



RAMA
Edi

Prime Minister of the Republic of Albania. He entered politics in the capacity of the Minister of Culture, Youth and Sports, in 1998. In 2000, he became mayor of Tirana Municipality. He was re-elected as Mayor of Tirana in 2003 and 2007 and led the Albanian Capital for 11 years. In 2005, he was elected Chair of the Socialist Party of Albania. With a remarkably rich and diverse career path, he counts his contribution in arts, sports and teaching, as a publicist and politician. His involvement in the public and political life of the country starts with the movement for democracy that led to the dismantling of the communist regime in Albania.



REYNDERS
Didier

Commissioner for Justice in charge of Rule of Law and Consumer Protection, European Commission. He was a guest lecturer at the universities of Liège and Louvain until he became European Commissioner for Justice (2019). After presiding over the Belgian railways and the Belgian Airways Agency, he was elected Deputy Chairman of the PRL (Liberal party), before becoming an MP. He became Minister of Finance and concurrently Deputy Prime Minister. He was Chairman of the Mouvement Réformateur (liberal party alliance), Minister of Foreign Affairs, Foreign Trade and European Affairs. He became Minister of Foreign Affairs and European Affairs, in charge of Beliris and Federal Cultural Institutions, and also Minister of Defense.



RUDD
Kevin

President and Chief Executive Officer of Asia Society, President of the Asia Society Policy Institute. Kevin Rudd served as Australia's Prime Minister and as Foreign Minister. As Prime Minister, he led Australia's response during the Global Financial Crisis — Australia was the only major advanced economy not to go into recession. He is also internationally recognized as one of the founders of the G20. As Prime Minister and Foreign Minister, he was active in global and regional foreign policy leadership. He was a driving force in expanding the East Asia Summit to include both the US and Russia in 2010. On climate change, he ratified the Kyoto Protocol in 2007. He is Chair of the Board of the International Peace Institute.



SAGER
Abdulaziz

A Saudi expert on Gulf politics and strategic issues, Dr. Abdulaziz Sager is the Founder and Chairman of the Gulf Research Center, a global think tank based in Saudi Arabia with a well-established presence and worldwide network of partners and offices in both the Gulf region and Europe. In addition to having authored and edited numerous publications, Dr. Sager frequently contributes on major international media channels such as Al Arabiya, France 24, CNN and BBC. Dr. Sager has also chaired and moderated the Syrian opposition meetings in Riyadh in 2015 and 2017. Dr. Sager holds a PhD in Politics and International Relations from Lancaster University, with a focus on Gulf security affairs.



SCHWEITZER
Louis

Former General Commissioner for Investment (2014-2018). He served as Chairman of the French Foreign Affairs Council until 2017 and currently serves as Special Representative of the French Foreign Minister for the Franco-Japanese partnership. He is the President of Initiative France, a not-for-profit organization whose aim is to finance the creation and development of small enterprises. He was Chairman and CEO of Renault (1992-2005). During his tenure, he was also President of the Management Board of Renault Nissan BV (2002-2005). Formerly, he was a Civil Servant at the Budget Department and then served as Chief of Staff of Laurent Fabius, who was Minister of Budget, Minister for Industry and Research, and Prime Minister.



SHEK
Daniel

Former Ambassador of Israel to France. During his 27-year long career in Israel's diplomatic service, he also served as Director of European Affairs, Spokesman of the Foreign Ministry and Consul General in San Francisco. He has extensive experience in European Affairs and has participated in several chapters of Arab-Israeli negotiations, in particular while working with the late Shimon Peres. He has for many years taken part in devising media strategies for the Foreign Ministry and is considered an expert on public diplomacy. Since leaving the Foreign Service, he has co-founded NEXUS Elite Task Force and teaches Diplomacy at Tel Aviv University. He is among the leaders of the Israeli Regional Initiative, a civil society organization.



SUR
Serge

Agrégé in Public Law, Emeritus Professor of Public Law, University of Paris Panthéon-Assas, where he set up the Master of International Relations (2000-2012). He was Deputy Director of the UNIDIR, Geneva and ad hoc Judge at the International Court of Justice in The Hague. He is the Founder and was Director (1999-2012) of the Thucydides Center-Analysis and Research in International Relations, and Director (2000-2020) of the French Yearbook of International Relations (AFRI). He is also Editor-in-Chief of the bimonthly journal *Questions internationales* since 2003 (Documentation française). He received the Edouard Bonnefous Award from the French Academy of Moral and Political Sciences, Institut de France.



SUZUKI
Kazuto

Professor of Science and Technology Policy at the Graduate School of Public Policy at the University of Tokyo, Japan, and Senior Fellow of Asia Pacific Initiative, the independent policy think tank. He has worked in the Fondation pour la recherche stratégique in Paris, France as assistant researcher and as the Associate Professor at the University of Tsukuba. He served as Professor of International Politics at Hokkaido University until 2020, and as an expert in the Panel of Experts for Iranian Sanction Committee under the UN Security Council (2013-2015). He currently is the President of Japan Association of International Security and Trade. His research focuses on the conjunction of science/technology and international relations.



SIGAL
Robert

CEO of the American Hospital of Paris. He is also leading the International Patients working group of French Healthcare, an organization created under the auspices of the Minister of Foreign Affairs. Professor Sigal has been President and Chief Commercial Officer of InSightec, the leading MedTech company for MR guided Focused Ultrasound. From 2007 to 2013, he spent seven years at GE Healthcare, including as General Manager and President of GE Healthcare France. Prior to joining industry, he had a 17-year career at Institut Gustave Roussy, the largest comprehensive cancer center in France. He was successively staff radiologist, Professor and Chairman of the Department of Radiology, and finally Executive Medical Director.



SINAPI-THOMAS
Lucia

Executive Director of Capgemini Ventures since January 2019. Ms. Lucia Sinapi-Thomas started her career as a tax and business lawyer in 1986, before joining Capgemini in 1992. She was successively Group Tax Advisor, Head of Corporate Finance, Treasury and Investors Relations, then took over Risk Management and Insurance and was member of the Group Review Board. She was Deputy Chief Financial Officer and was appointed Executive Director Business Platforms of Capgemini Group. She is a member of the Board of Directors of Capgemini SE, Bureau Veritas and Dassault Aviation. She graduated from ESSEC business school and Paris Law University – Panthéon Assas, was admitted to the Paris bar and has a financial analyst degree.



TABET
Riad

President of Berit International Holding SA, President of Batilban-France, Franco-Arab Consortium for development, Board member of the Executive Committee of the Franco-Arab Chamber of Commerce, Paris, Board member and founding member of the Lebanese American Chamber of Commerce, Beyrouth. He was Advisor to the Lebanese President for the French-speaking world (1986-1988) and Advisor to the Minister of Finance for the private sector (1999-2001). He is the author of numerous books and studies on economic development, environment and land-use planning. He graduated from the Institut d'urbanisme, Paris-Sorbonne University.



TOLA
Dritan

Ambassador of Albania to France, and non-resident in Monaco and Portugal, Representative to the International Organization of the Francophonie. He worked for a long time in the EU, notably at the European Commission and the European External Action Service, where he was in charge of political issues and European and regional developments. He chaired the Ad Hoc Committee on Membership and Changes in Status of the Francophonie and is a founding member of the Groupe des Ambassadeurs Francophones de France, of which he has been elected Vice President three times. He has been president or member of steering committees of various international organizations and programs in the field of development and democratization.



STOIAN
Marius

President of Club România. He started his career in journalism in 1990 as editor of the *Tineretul Liber* newspaper. He then worked as a press correspondent for a Romanian newspaper and TV channel, in Hungary and Republic of Moldova. He then became Personal Advisor for the Secretary of State for the Romanians Abroad (2000) and for the Minister of Tourism (2001-2003). He was Under Secretary of State for Foreign Trade (2009). He is a member of Chatham House, London, and also a member of the Aspen Institute Romania. He graduated in Journalism and Communication Sciences.



SULZBERGER
David A.

Internationally known Art Dealer, specializing in Islamic Art. Since its establishment in 1975, his London-based company, Ahuan Islamic Art, has organized major Islamic exhibitions and supplied important Islamic works of art to numerous private collections. Ahuan has also provided important works of Islamic art to many major international museum collections, as well as notable museum collections in Islamic countries, such as the Louvre Abu Dhabi. David Sulzberger was for three years an Advisor to the ArRiyadh Development Authority planning the Saudi Arabian National Museum in Riyadh. He continues to work closely with both private collectors and government agencies in the Arab and Islamic World.



TONON
Clément

Member of the French Council of State. He graduated from HEC Paris, Sciences Po Paris and the French School of Administration. He also holds a degree from Johns Hopkins University. He started his career at the French Senate by working on international affairs. He wrote several reports on the strategic issues raised by the digital economy.



TOURAINÉ
Agnès

CEO of Act III Consultants, a management-consulting firm dedicated to digital transformation, and McKinsey Senior Advisor. Previously she was Chairwoman and CEO of Vivendi Universal Publishing (4B revenue, video games and book publishing), after spending 10 years within the Hachette/Lagardère group and 5 years within McKinsey. She is a Board member of Proximus (Belgacom), GBL (Groupe Bruxelles Lambert), Rexel, SNCF and a member of the Supervisory Board of Tarkett. She is also a Board member of several non-profit organizations such as IDATE, the French-American Foundation and chaired the French governance institute (IFA) until 2019. She graduated from Sciences Po Paris and Columbia University (MBA).



TOURÉ
Aminata

Senegalese politician and Human Rights activist. Dr. Touré has been Prime Minister, Minister of Justice, President's Special Envoy for Internal and External Affairs, President of the Economic, Social and Environmental Council. She worked for 24 years in the United Nations where she held technical expert positions in Burkina Faso, Côte d'Ivoire and Senegal. Dr. Touré led and co-led Presidential election observation missions on behalf of the African Union and The Carter Center in Mauritius, Côte d'Ivoire, Kenya, Liberia and Guyana, (2014-2020). She authored in 2021 a book highlighting Africa's contribution to International Penal Law through the Extraordinary Judiciary Chambers that tried the former President of Chad.



TRICHET
Jean-Claude

European Chairman of the Trilateral Commission, member of the *Institut de France (Académie des Sciences Morales et Politiques)*, Honorary Chairman of the Bruegel Institute (Brussels) and Honorary Chairman of the Group of Thirty (Washington). He was President of the ECB (2003-2011), Governor of Banque de France (1993-2003), Undersecretary of the French Treasury (1987-1993) and President of the Paris Club (debt rescheduling) (1985-1993). He was also Director of Airbus Group (2012-2018). He is an honorary *inspecteur général des Finances* and *ingénieur civil des Mines*. He is a graduate of the Institut d'études politiques de Paris, of the Université de Paris (in Economics) and of ENA.



VERGOPOULOS
John

CEO of Norge Mining. John Vergopoulos brings decisive, hands-on leadership to Norge Mining, as well as an international financial 'black book' and years of experience in the mineral resources sector. He has a strong fundraising track record in capital, private equity and syndicated loan markets. He has been an SME Board Director and a CEO and CFO for various publicly traded corporations in the tech and mineral resources industries. Over the years, John has been in charge of dealing with government institutions throughout Europe, Africa and Asia. He started out his career as a chartered accountant in Deloitte's London Audit Department.



VÉRON
Nicolas

Senior Fellow in Bruegel, Brussels and the Peterson Institute for International Economics (PIIE), Washington DC. He co-founded Bruegel in 2002-2005 and joined the PIIE in 2009. His research is primarily about financial systems and financial services policies, with a main geographical focus on Europe. A graduate of France's École Polytechnique and École des Mines, his earlier experience includes senior positions in the French government and private sector in the 1990s and early 2000s. He is also an independent Board member of the global derivatives trade repository arm of DTCC, a financial infrastructure company that operates on a non-profit basis. In 2012, *Bloomberg Markets* included Véron in its yearly global "50 Most Influential" list.



TSAKOK
Isabelle

Senior Fellow at the Policy Center for the New South, development practitioner, policy analyst, researcher, and teacher. As World Bank staff and consultant, Dr. Tsakok has focused on agricultural and rural development including on agricultural transformation and food security. She has taught courses on agricultural policies and institutions at the World Bank and the School of Agricultural and Rural Department, Renmin University of China, among others. She holds a PhD in Economics from Harvard University, and a BA in Philosophy/Economics from the London School of Economics. Her latest book publication is *Success in Agricultural Transformation: What it Means and What Makes it Happen* (Cambridge Univ. Press, 2011).



TUAKLI
Juliette M.

MD MPH, global leader in international, women's and children's health. Previously a Harvard Medical faculty member for many years, she now works from Accra, Ghana as CEO of CHILDAccra Medical, an acclaimed, regional medical conglomerate providing medical care, public health, and medical research and development in Africa, Europe, and the USA. She is the first female Chair of the Board of Trustees of United Way Worldwide, the largest private international NGO. She has developed Local United Ways in East, South, and West Africa. She chaired, until recently, Mercy Ship's Medical Review Committee for many years. Her work to protect vulnerable children was hailed by the Africa Union in 2016.



WANG
Jisi

Professor in the School of International Studies and President of the Institute of International and Strategic Studies, Peking University. He has been Peking University Boya Chair Professor since 2017. He is Honorary President of the Chinese Association for American Studies. He taught in Peking University's Department of International Politics, and then served as Director of the Institute of American Studies at the Chinese Academy of Social Sciences until 2005. He served as dean of the School of International Studies at Peking University. He was concurrently Director of the Institute of International Strategic Studies of the Central Party School of the Communist Party of China. He was a Global Scholar at Princeton University.



WURMSER
David

Senior Fellow and Director of the Project on Global Anti-Semitism and the US-Israel Relationship at the Center for Security Policy, as well as being a Senior Fellow at the Kohelet Policy Forum. Dr. David Wurmser also is the executive and founding member of the Delphi Global Analysis Group, LLC – a firm specializing in geopolitical risk analysis and mitigation for hydrocarbon, infrastructure, high-tech, defense and financial firms from the United States, Japan and India navigating in Israel and the Middle East – since its founding in 2007. From December 2018 until September 2019, Dr. Wurmser also served as Senior Advisor (Special Government Employee) to the US National Security Advisor, Ambassador John Bolton.



TUNCER
Faruk

Co-Founder and Chief Executive Officer of Polyteia. An entrepreneur and public policy professional passionate about the way technology is going to transform governments and cities. Polyteia enables city leaders with data-empowered governance solutions. His previous work experience ranges from non-profit sector to public sector. He has worked as a project manager for the LEAD Academy, a Berlin based social-startup promoting leadership for the public good. He is also a partner at Quinoa, a German social enterprise that focuses on offering an alternative educational model for children coming from disadvantaged backgrounds.



TYBRING-
GJEDDE
Ingvil Smine

Non-Executive Director of Norge Mining. Ingvil brings an exceptional level of experience to Norge Mining's Board as a Non-Executive Director. A representative of the Norwegian Progress Party (FrP) and the former Deputy Minister in the Norwegian Ministry of Petroleum and Energy, she will be a guiding light as the country explores its exciting economic next steps. Ingvil was also the Minister of Public Security in the Ministry of Justice and Public Security from January 2019 until January 2020. And she previously worked as a Senior Advisor in the Norwegian Ministry of Foreign Affairs, and in oil and gas management positions at Innovation Norway. She is a member of Board committees: Remuneration & ESG.



WURMSER
Michael

Founder and Deputy CEO of Norge Mining. An astute economist and entrepreneur, Michael will advise on the finances and strategic direction of Norge Mining. He has worked for Citibank Zurich, and has held a prestigious array of senior positions at multinational financial institutions in New York and Frankfurt. He has previously been mandated by various governments, finance ministries and state banks to help settle sovereign debts. Over the years, Michael has advised on structure financing for companies in the natural resources, commodities and mining sectors in Russia, the Middle East and Mongolia.



YASSEEN
Fareed

Ambassador of the Republic of Iraq to the United States. Former Ambassador of the Republic of Iraq to France. He has worked and consulted for various UN agencies and think tanks. He served as Head of Policy Planning, Iraqi Ministry of Foreign Affairs, and Diplomatic Advisor to Deputy President Adil Abd al-Mahdi. He is a Member of the American Physical Society and of the International Institute for Strategic Studies. He was educated in Iraq, Switzerland and the United States. He is a graduate of the Swiss Federal Institute of Technology in Lausanne and of the Massachusetts Institute of Technology.

Lieu de la conférence

Conference venue



Abou Dabi

Abou Dabi est la capitale fédérale des Émirats arabes unis. C'est également la capitale de l'émirat du même nom qui est le plus grand des sept émirats du pays. Établie en 1761, la ville d'Abou Dabi a été sous protection britannique de 1820 à 1971, date à laquelle les Émirats arabes unis ont déclaré leur indépendance.

Elle est le centre politique et industriel de la fédération, avec une économie qui repose en grande partie sur les exportations de pétrole. L'émirat, qui dispose d'importantes réserves de pétrole et de gaz naturel, prépare la transformation de son modèle économique à travers le programme Abu Dhabi Economic Vision 2030, qui doit le faire évoluer vers une économie fondée sur la connaissance et l'innovation. Lancé en février 2008, le projet de construction de la cité de Masdar est l'un des piliers de cette transformation ambitieuse et vise à positionner la ville comme une pionnière en matière d'énergies renouvelables.

Dans cette métropole hypermoderne qui n'était encore qu'un désert il y a quelques années, les gratte-ciels vertigineux côtoient des lieux traditionnels comme la Grande Mosquée Sheikh Zayed. Le Louvre Abu Dabi, inauguré en 2017, marque le désir affiché par Abou Dabi de rayonner sur le plan culturel et de devenir une destination touristique incontournable. C'est la première fois qu'Abou Dabi accueillera la World Policy Conference.

Abu Dhabi

Abu Dhabi is the federal capital of the United Arab Emirates. It is also the capital of the emirate of the same name which is the largest of the country's seven emirates. Settled in 1761, the city of Abu Dhabi was under Britain's protection from 1820 to 1971 when the United Arab Emirates declared its independence.

Abu Dhabi is the political and industrial center of the federation, with an economy largely based on oil exports. The emirate, which has significant oil and natural gas reserves, is preparing the transformation of its economic model through the Abu Dhabi Economic Vision 2030 program, which is intended to move it towards an economy based on knowledge and innovation. Launched in February 2008, the Masdar city construction project is one of the pillars of this ambitious transformation and aims to position the city as a pioneer in renewable energy.

In this hypermodern metropolis that was still a desert a few years ago, soaring skyscrapers stand side by side with traditional places such as the Sheikh Zayed Grand Mosque. Louvre Abu Dhabi, inaugurated in 2017, marks Abu Dhabi's desire to shine on the cultural scene and become a must-see tourist destination. This is the first time Abu Dhabi will host the World Policy Conference.



Emirates Palace

Inauguré en février 2005, le bâtiment a été conçu par John Elliot, l'architecte britannique reconnu pour sa contribution au Moyen-Orient. Situé à l'extrémité ouest de la Corniche d'Abou Dabi, l'Emirates Palace est l'un des hôtels les plus luxueux du monde.

Le corps central s'étend en deux ailes d'un kilomètre de large. La structure abrite près de 400 chambres et suites, dont la plupart sont décorées en marbre et en or.

L'entrée est gratuite pour visiter les halls d'entrée et les expositions de l'Emirates Palace, qui se trouvent à l'extrémité droite de l'entrée principale, après le Caviar Bar. L'une des expositions permanentes présente l'île de Saadiyat, l'île de la culture, qui devrait devenir le quartier culturel accueillant huit musées une fois que sa construction sera terminée.



Emirates Palace

Opened in February 2005, the building was designed by John Elliot, the British architect renowned for his contribution to the Middle East. Located at the western end of the Abu Dhabi Corniche, the Emirates Palace is one of the most luxurious hotels in the world.

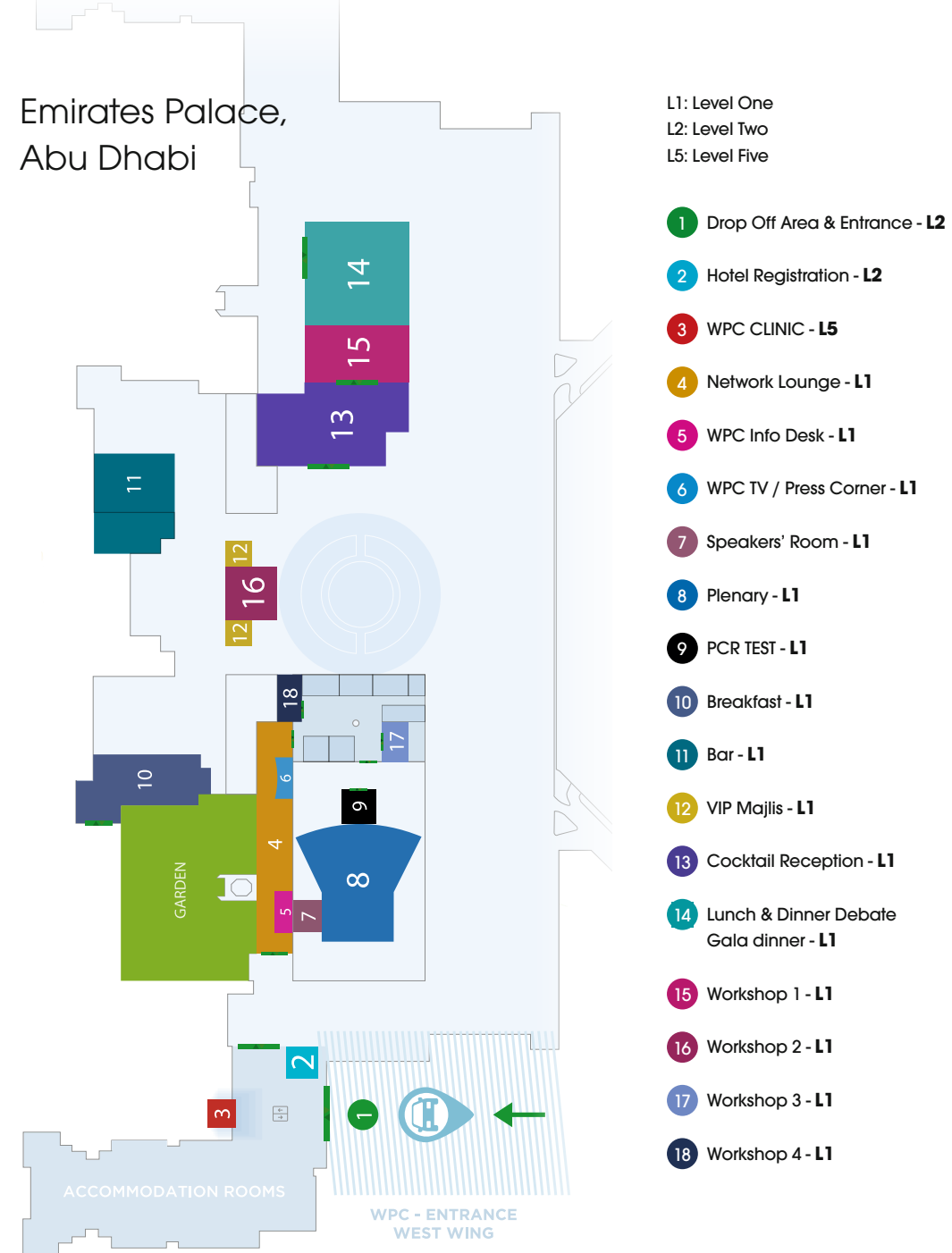
The central body extends into two kilometer-wide wings. The structure houses nearly 400 rooms and suites, most of which are decorated in marble and gold.

Admission is free to visit the lobbies and exhibits of the Emirates Palace, which are located at the right end of the main entrance, after the Caviar Bar. One of the permanent exhibits features Saadiyat Island, the island of culture, which is expected to become the cultural district hosting eight museums once its construction is completed.



Informations pratiques Practical information

Emirates Palace, Abu Dhabi



Accueil / Registration Desk

Le bureau d'accueil de la conférence
sera ouvert :

Jeudi	de 14h30 à 21h00
Vendredi	de 7h15 à 21h00
Samedi	de 7h30 à 21h00
Dimanche	de 7h15 à 20h00

The conference registration desk will be open
at the following times:

Thursday	from 2:30am to 9:00pm
Friday	from 7:15am to 9:00pm
Saturday	from 7:30am to 9:00pm
Sunday	from 7:15am to 8:00pm

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Lieu de la conférence et hébergement
Conference venue and accommodation

1 EMIRATES PALACE

West Corniche Road
Al Ras Al Akhdar
Abu Dhabi
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Cultural tour

2 LOUVRE ABU DHABI

Saadiyat Cultural District
Abu Dhabi
+971 600 565 566



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