

Global Agenda

# Network of Global Agenda Councils 2012-2014: Midterm Reports



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## Preface



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Welcome to the Global Agenda Councils' 2012-2014 Midterm Reports, which are intended to provide a snapshot of the work being done by our unique, global network to provide new thinking and potential solutions about the most pressing issues and opportunities of our time.

The Network of Global Agenda Councils is a community of more than 1,600 thought leaders drawn from academia, business, government, international organizations and society who are the foremost experts in their fields. Grouped into 88 Councils, our members volunteer their extensive knowledge, expertise and passion to jointly shape the global, regional and industry agendas, as well as find new pathways to address global challenges and make the most of new opportunities presented to us.

We believe it has become the world's foremost intellectual network. At this mid-way point in their terms, we asked each of our councils to describe the context of the challenge they are trying to tackle and what they're doing to shape the global agenda.

This report shows that the councils, which cover issues as diverse as ocean health and sustainable consumption to youth unemployment and the international monetary system, are creating powerful ideas that are having a measurable impact on the lives of people and the sustainability of the planet.

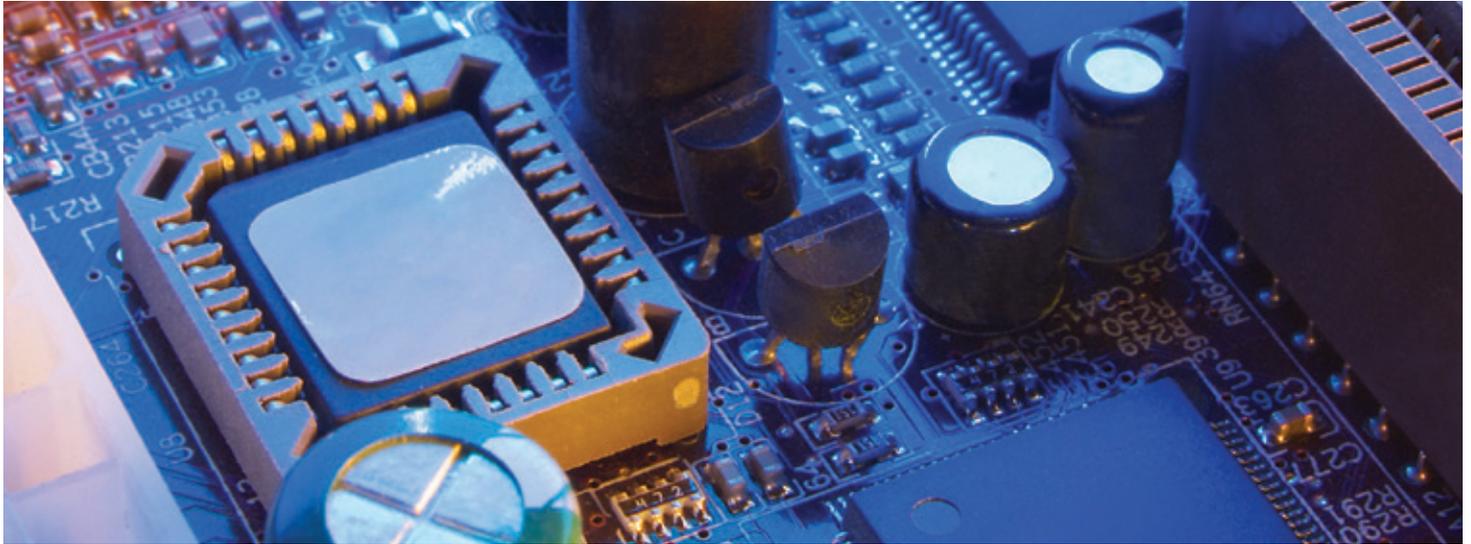
They do this in two ways. Firstly, they are creating engaging thought-leadership, including policy papers, journal articles, op-eds, blogs and other content, that influences global public policy. In the past year alone, for instance, members from a number of councils have published [books](#), in international news [media](#), and numerous [posts](#) on the Forum:Blog.

They are also generating a tremendous range of initiatives with the potential to impact the lives of people around the world. In the past several months alone, for example, our councils have [advised Vladimir Putin](#) on risks in the Russian economy; they have created an [entrepreneurship programme](#) to find a set of effective and scalable solutions for youth unemployment; and they have launched a [report](#) at the World Trade Organization making the case for a multilateral agreement on foreign direct investment.

These projects are shaping political and business agendas, raising public awareness, and establishing standards and best practices. These reports are not intended only as a showcase, however. We hope they provide all the information needed by members of our community and the public to actively take part in the work of our councils. If you have an idea about how a council can better address the challenge it is facing, we encourage you to get in touch with us.



# Global Agenda Council on Advanced Manufacturing 2012-2014



## Understanding/Context

Manufacturing is one of our most important economic activities. It has the greatest multiplier effect on economies and is a major driver of knowledge-building and job creation. Around the world, more than 300 million people are employed in manufacturing, accounting for some 14% of global employment. Nevertheless, the share of manufacturing activities and employment as a percentage of GDP continues to drop globally – it now rests at 17% compared to 27% in 1970. In some economies, this share is declining rapidly, such as the United States where it was 12% in 2010. In other countries, the decline is less rapid, such as in China, where it accounted for 33% in 2010.

One of the main challenges surrounding manufacturing is that the metric of describing it as a percentage of GDP fails to reflect the sector's global and complex nature, especially as it relates to worldwide value chains, and its impact on capabilities and knowledge dissemination across value chains. To identify and address the fundamental drivers behind the future development of advanced manufacturing, more relevant metrics must be established and more public and private stakeholders aligned at the global level. To achieve this, the Global Agenda Council on Advanced Manufacturing has been working on two initiatives.

## Shaping the Agenda

Firstly, we are working to identify and establish a common framework describing manufacturing capabilities that will support public-private dialogue. The framework could be based on global value chains, knowledge networks and manufacturing capabilities measurement. Gary Gerreffi, a professor at Duke University and expert on value chains, is leading a diverse group to compile relevant case studies on

global value chains in specific regions and four industries: apparel, medical devices, smart phones and automotive. Jean Paul Rodrigue of Hofstra University is also defining a framework to measure manufacturing capabilities with the support of organizations such as the United Nations Industrial Development Organization (UNIDO).

**“Nevertheless, the share of manufacturing activities and employment as a percentage of GDP continues to drop globally – it now rests at 17% compared to 27% in 1970.”**

Secondly, we are working on the development of a global platform to foster high-level dialogue and negotiations in the manufacturing sector. This could be a Global Manufacturing Forum supported by an international organization such as UNIDO. To ensure we are on the right path, we have held talks with senior government and business leaders and heads of international organizations, including Pascal Lamy, the Director General of the World Trade Organization and Kandeh Yumkella, the Director General of UNIDO. The Council is also seeking support from relevant institutions worldwide, including international organizations, governments and industry, and plans to present strategic recommendations to the G20.

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## Understanding/Context

Over the next four decades, the rapid ageing of populations will be one of the most powerful transformative forces in society. Although this demographic shift first started in developed economies, it is fast becoming a global challenge: while the proportion of people over 65 years old around the globe is currently 10%, it is expected to jump to 22% by 2050. This will have significant impact in areas such as public health and economic prosperity. It is vital that key actors across society fully understand the current and upcoming transformations, as well as the potential risks and opportunities they bring. While the topic of ageing is increasingly attracting attention, much of the debate is limited in scope and often grounded in outdated stereotypes. Concrete strategies, appropriate to 21st-century social and business environments, are urgently needed.

## Shaping the Agenda

To support different societal actors in this important global transformation, the Global Agenda Council on Ageing is working on several initiatives intended to inform stakeholders about opportunities that come with ageing as well as potential risks that could result from a lack of anticipation and inaction. First, the Council has designed a set of “Global Principles for Age-Friendly Businesses”, which highlight key measures and examples that should help companies remain profitable through this important change, while creating new opportunities in the workplace for people over 65. Second, the Council has started to develop a conceptual model for a “Global Ageing Preparedness Index”, which will be a comprehensive mechanism to guide countries on how this demographic transformation will impact them and how well they are prepared to maximize the opportunities and minimize the associated costs. Finally, the Council has also

been active in the preparatory discussions for the post-2015 Development Agenda, to ensure that population dynamics are included in the next set of development goals.

**“While the proportion of people over 65 years old around the globe is currently 10%, it is expected to jump to 22% by 2050.”**

In the coming year, the Council on Ageing will continue its efforts to raise awareness around the topic of ageing, working closely with actors at the policy level and with business leaders seeking increased interaction with these actors as well as their engagement with specific Council-led initiatives and dialogues. The Council will organize a high-level meeting with business leaders to examine the role companies can play in the context of ageing populations. The Council will finalize the conceptual model of the Global Ageing Preparedness Index, for discussion at the World Economic Forum Annual Meeting 2014. Finally, the Council will translate the book *Global Population Ageing: Peril or Promise?* in other languages to increase its impact.

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# Global Agenda Council on Anti-Corruption & Transparency 2012-2014



## Understanding/Context

Corruption distorts markets, undermines development and makes business unsustainable. According to the World Bank, corruption increases the cost of doing business up to 10% globally. In the 2012 Global Compact Annual Implementation Survey – the largest survey on corporate sustainability practices with input from over 1,700 businesses – 39% of respondents ranked corruption as a major obstacle to sustainable development. Sustainability and market growth cannot be attained where corruption is prevalent.

While game-changing ideas and large-scale initiatives are difficult to implement, a “coalition of the willing” is rapidly developing, with business and government leaders around the world exhibiting greater interest in supporting anti-corruption initiatives. The Global Agenda Council on Anti-Corruption believes this reflects a tipping point towards

## Shaping the Agenda

The Council has succeeded in proposing a global work plan that leading companies, non-governmental organizations, government officials and international development agencies are implementing; words are becoming action as a global agenda is forming. The coordinated work plans of the Council, the Partnering Against Corruption Initiative (PACI) and the Business 20 (B20) recommendations (improving transparency and anti-corruption) are focused on a set of action items that already demonstrate measurable progress. The key focus areas are:

- High-level reporting mechanisms to address bribery and solicitation
- Voluntary disclosure to assist businesses with exposing corrupt practices
- Collective action within and across industries
- Capacity building for small and medium-sized enterprises

A key component of the Council’s implementation strategy has been the integration of its work plan into the agendas of other Councils, e.g. the Councils on Competitiveness, the Rule of Law, Africa, Illicit Trade, Organized Crime, and India. This extended platform has broad support and engagement within the Global Agenda Council community, reflecting the link corruption has to society, business, the economy and geopolitics.

**“Corruption increases the cost of doing business up to 10% globally.”**

The Council has also collaborated on a regional basis. In April 2013, PACI, along with the United Nation’s Global Compact, the Organisation for Economic Co-operation and Development, Transparency International and the UN Office of Drugs and Crime, organized an anti-corruption workshop on India. The Chair of the Council, Peter Solmssen, and members of the Global Agenda Council on India were also present and discussed solutions for that country. The summary of this workshop will be issued with the support of both Councils and used to engender additional collective action initiatives in India.

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# Global Agenda Council on the Arctic 2012-2014



## Understanding/Context

The Arctic sea ice is melting. Perhaps the place where the effects of climate change are most evident, each summer holds less and less ice over the years – although it always returns in winter. Global interest in the Arctic and its future is growing, and numerous often contradictory opinions are being voiced. The complexity of the issues surrounding the region makes it very difficult for stakeholders, including even some experts, to have a clear, holistic picture of the facts. Commercial activity in certain areas of the region is not new (already, around one-fifth of the world's nickel comes from the Russian Arctic), yet the potential for novel industries to emerge and activity to begin occurring offshore is strong. The Global Agenda Council on the Arctic has set out to demystify the region, state the opportunities and identify the challenges for decision-makers.

## Shaping the Agenda

The Council began by writing a booklet highlighting the five most prevalent myths, opportunities and challenges on the region:

1. The Arctic is an uninhabited, unclaimed frontier that is not regulated or governed.
2. The region's natural resource wealth is readily available for development.
3. The Arctic will be immediately accessible as sea ice continues to disappear.
4. The Arctic is tense with geopolitical disputes; it is the next flashpoint for conflict.
5. Climate change in the Arctic is only of local and regional importance.

The Council's first step was to guide dialogue on the Arctic in Forum communities. The first draft of the booklet was

presented to targeted participants at the Annual Meeting 2013 in Davos during various private meetings, including the "Arctic Development" session, which attracted more than 50 participants and featured the prime minister of Denmark, the chief executive of EN+Group, the minister of foreign affairs of Norway and the former chief executive of Shell as panellists.

**"The complexity of the issues surrounding the region makes it very difficult for stakeholders, including even some experts, to have a clear, holistic picture of the facts."**

The Council's work is also establishing the Forum as a driver of global discussions on the Arctic. Council members are heavily integrated in numerous international events, where they often promote the booklet's ideas. In addition, the Council published three blog posts over the course of the year in an effort to reach a wider audience, while the content of the booklet was adapted for publishing in Booz & Company's *strategy+business* magazine.

During the next year, the Council will build on the booklet by enriching the five challenges highlighted in it. It aims to publish a final, historical benchmark piece: *State of the Arctic in 2013*. In parallel, the Council will provide input for Arctic events – including the Arctic Circle conference, headed by the president of Iceland, in October 2013.

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# Global Agenda Council on Biodiversity & Natural Capital 2012-2014



COMMITTED TO  
IMPROVING THE STATE  
OF THE WORLD



## Understanding/Context

Pressure on the Earth's ecosystems and the remaining natural capital stock is significant. A few figures point to losses: an estimated 35% of mangroves, 20% of coral reef areas, and 80% of planetary forest cover have disappeared.

**“The Economics of Ecosystems and Biodiversity (TEEB) estimates that the costs for losses in biodiversity are around US\$ 4.7 trillion per year – quantified in terms of the environmental and social costs of lost ecosystem services and pollution.”**

Deforestation, climate change, population growth and industrial development continue to affect the remaining natural capital base. Declining natural capital influences human development and opportunities. This impact is visible today and expected to become more severe as pressure increases.

## Shaping the Agenda

The Global Agenda Council on Biodiversity & Natural Capital has identified the disconnection between natural capital and the economy as one of the biggest challenges to address. The Economics of Ecosystems and Biodiversity (TEEB) estimates that the costs for losses in biodiversity are around US\$ 4.7 trillion per year – quantified in terms of the environmental and social costs of lost ecosystem services and pollution. For industry, the primary production sector runs losses in “unpriced” natural capital costs to the order of US\$ 7.3 trillion – about 13% of global economic output, according to TEEB. Globally, damage to forests and other aspects of

nature could halve living standards for the world's poor and reduce world GDP by about 7% by 2050, it says.

To bridge the current disconnect, the Council's work started by synthesizing expertise from members in a compelling business case highlighting the significant linkages between natural capital and industry operations along the value chain. The next step is to validate and refine the arguments with key industry leaders that have been identified as “game changers” in terms of their impact on driving land-use change. This will lay the ground for a public-private “natural capital platform” to advance the long-term management of natural capital between value chain players and host governments.

Beyond the realm of the Council, collaboration opportunities will be prioritized with influential external networks such as the World Business Council for Sustainable Development, the Consumer Goods Platform and TEEB for Business coalition. The Council is also seeking input from other Global Agenda Councils linked to the finance and consumer industries in preparation for the Summit on the Global Agenda 2014.

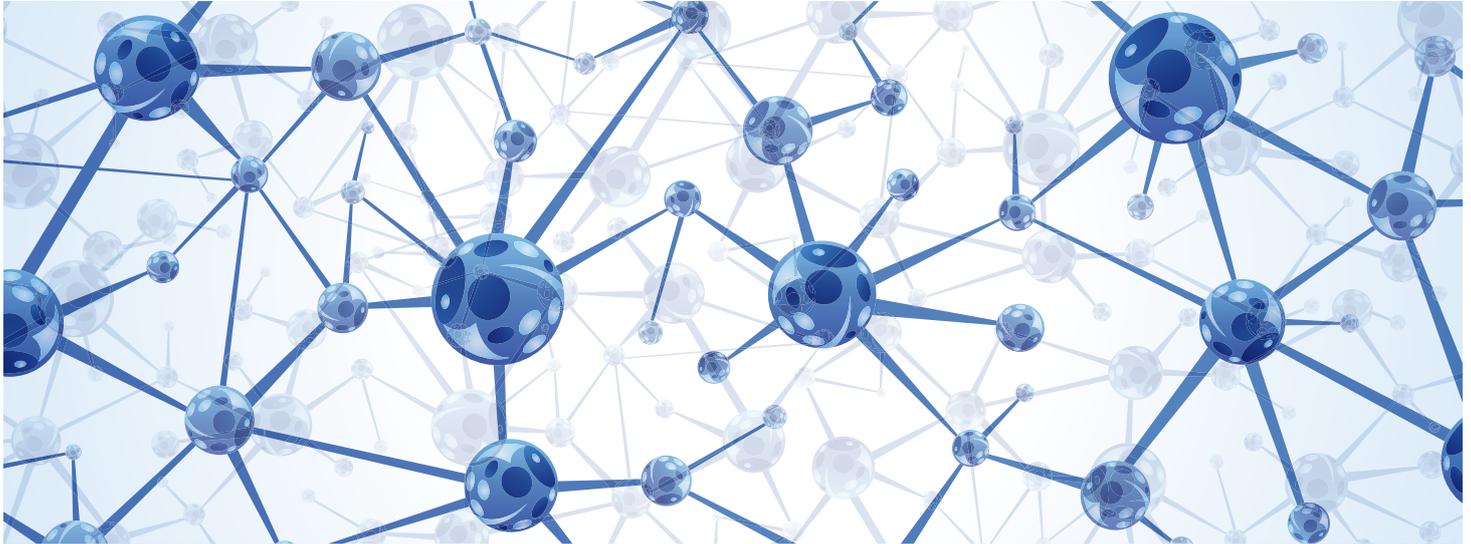
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# Global Agenda Council on Biotechnology 2012-2014



## Understanding/Context

In recent years, research combining chemistry and biology has driven valuable discoveries for human health, energy and agriculture. The application of science and technology to living organisms, known as biotechnology, has led to numerous advances: vaccines and drugs have been created to combat disease; fuels, materials and chemicals have been produced from converted biomass; and genetically modified seeds have improved crop yields, increased resource efficiency and boosted health and nutrition. At the same time, methods have been developed to utilize areas previously unsuited for human use, such as deserts and ocean surfaces.

However, several barriers are preventing advances in biotechnology from becoming widely used. The Global Agenda Council on Biotechnology has identified public perception and public policy as the two areas of focus of its work, both of which are crucial factors in raising investment for these new technologies.

## Shaping the Agenda

The Council has initially focused on public perception of biotechnology. Council Members identified the 10 most important breakthroughs of biotechnology that they believe can help solve such global challenges as limited resources and the rapidly growing demand for energy, food and nutrition, and presented them during a Biotechnology Week on the World Economic Forum's website.

The list was accompanied by blogs, in which Council Members explained the implications and benefits of these biotechnological breakthroughs in detail. The campaign, How could biotechnology improve your life, received high visibility online, with thousands following it on the website and through social media. These breakthroughs were also presented at the

Governors Meeting for the Chemicals Industry at the World Economic Forum Annual Meeting 2013 in Davos-Klosters.

**“The application of science and technology to living organisms, known as biotechnology, has led to numerous advances: vaccines and drugs have been created to combat disease; fuels, materials and chemicals have been produced from converted biomass; and genetically modified seeds have improved crop yields, increased resource efficiency and boosted health and nutrition.”**

Looking ahead, the Council will try to influence existing regulation around biotechnology, developing a set of recommendations to policy-makers on how to use biotechnological advancements for the well-being of society. Council Members will also shape the Forum's programmes for upcoming events by providing insights into biotechnology and through initiatives such as the Forum's 3B Platform (biorefineries, biotechnology and bioenergy), a partnership to facilitate innovation related to biotechnology around the world.

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# Global Agenda Council on Catastrophic Risks 2012-2014



## Understanding/Context

Potential catastrophic risks, from the potential for global pandemics of the Coronavirus from Saudi Arabia or the H7N9 avian flu virus from China to the recent financial crisis, seem always present. Political leaders encourage their citizens to put their faith in specialized institutions designed to deal with specific types of risks, predominantly natural disasters, such as special United Nations agencies. However, the approaches to building resilience and coping with the impact of catastrophic risks have changed little in recent years.

The interdependencies and cascading effects of events are rarely considered. For example, governments, international organizations and “centres of excellence” are collaborating on the development of antivirals and public health systems to address pandemics. However, the impact of a pandemic on livelihoods and the resulting effects on the economy are less well understood, and the experiences of joint public-private collaboration on building resilience are rarely considered.

## Shaping the Agenda

The Global Agenda Council on Catastrophic Risks is attempting to build opportunities for experience-sharing and broader consideration of resilience, not only on the initial consequences of a catastrophic event but also on other aspects of government, society, and the economy. The Council has been conducting activities to address these concerns and to create new opportunities:

- By creating and providing case studies to the World Economic Forum Risk Response Network’s “Leading Practices Exchange”, the Council has been contributing to a database of knowledge with a credible assessment process.
- A series of workshops has been designed to explore how multistakeholder partnerships help build national resilience to catastrophic risks. The process is designed to bring together

leaders from different sectors to encourage network building. The first event took place in March 2013 in Santiago, hosted by the Government of Chile, to look at the reconstruction process after the earthquake there.

- Having begun a process to develop a framework for the assessment of national resilience, the Council aims to provide questions and suggest data sources for the assessment of the exposure and resilience of countries to catastrophic risks.
- The Council also produced a call to action for world leaders at the Annual Meeting in Davos-Klosters.

**“However, the approaches to building resilience and coping with the impact of catastrophic risks have changed little in recent years.”**

Looking ahead, the Council will produce an executive summary of the predominant themes and consolidate the lessons learned from across the different types of catastrophic risks. Additional network and partnership events will take place in New York or Washington, London, New Delhi and Tokyo. The next phase of national resilience assessment activities will be to test and define the questions and data sources. The work will also produce timely opinions on catastrophic risks as they occur.

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# Global Agenda Council on Climate Change 2012-2014



## Understanding/Context

A growing consensus is emerging among the scientific and business communities that weather and climate extremes are on the increase, and that climate change precipitated a number of recent natural disasters. These include the European heat wave of 2003, drought in East Africa in 2011, and in summer 2012 the worst drought in the United States since 1956. Losses resulting from climate-related disasters remain unacceptably high – in economic, social and human terms – making it imperative to build resilience, particularly in vulnerable areas.

## Shaping the Agenda

The Global Agenda Council on Climate Change aims to develop practical recommendations to guide private and public actors to attract low-carbon investment and strengthen climate resilience. The Council is currently focusing on two activities:

- Measuring vulnerability to build more resilient societies: When looking at building better prepared societies, economies and businesses, what are the existing tools, key principles and information that are useful to consider before taking action?
- Evaluating and showcasing successful examples: What is the value proposition for businesses to invest in adaptation across the value chain? How can public policy enable and stimulate effective action at scale, especially in the private sector? The World Economic Forum and the United Nations Framework Convention on Climate Change (UNFCCC) have concluded a partnership to launch a pillar entitled Innovative Financing for Climate-friendly Investment under the UNFCCC Momentum for Change Initiative. With members of the Council serving on the Advisory and Review Boards of the initiative, the Council is using

this platform to submit, assess and select examples of successful mobilization of investment for climate mitigation and adaptation actions on the ground with potential for scale.

**“Losses resulting from climate-related disasters remain unacceptably high – in economic, social and human terms – making it imperative to build resilience, particularly in vulnerable areas.”**

Building on this experience, the Council will conduct a series of interviews within the Network of Global Agenda Councils, as well as with other relevant experts from the insurance and financial sectors, to explore possible new mechanisms to further incentivize investment in climate smart initiatives.

Findings and recommendations arising from this work will be offered back into relevant official processes and international entities, including the Green Climate Fund, and into countries' climate change mitigation and adaptation efforts. The group will share its findings to stimulate wider debate throughout the international events occurring towards the end of the year. These include the Global Green Growth Forum in Copenhagen in October 2013 and the 19th Session of the Conference of the Parties to the UNFCCC in Warsaw in November 2013.

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# Global Agenda Council on Competitiveness 2012-2014



## Understanding/Context

Competitive economies have in place factors, policies and institutions that ensure higher levels of productivity which, in turn, ensure rising prosperity. The importance of competitiveness is widely recognized but achieving improvement is a complex process. Leaders often find it difficult to identify measures that will have the most impact and to gather the necessary political support and momentum for reforms that enhance competitiveness. This is particularly true at the regional and municipal levels, where factors that drive competitiveness and interaction with the national level are not fully understood.

## Shaping the Agenda

The Global Agenda Council on Competitiveness seeks to raise awareness of the importance of competitiveness for economic growth and to identify ways countries can systematically transform their economies. It monitors key trends, identifies global risks, charts relationships, addresses gaps in knowledge and recommends ways to address global challenges. To this end, the Council cooperated with the Global Federation of Competitiveness Councils in 2012 to create private sector-led National Competitiveness Councils in countries lacking such organizations.

While the discussion of competitiveness is often focused at the national level, the Council recognizes the value of extending analysis to subnational and sometimes subregional levels in many countries to encourage effective action on competitiveness. Currently the Council is focusing on city-level competitiveness, given that more than half of global gross domestic product is produced in cities. The Council is conducting a survey to identify the main sources of information on cities and the factors that drive city competitiveness. It is also compiling case studies of cities that have implemented

measures that significantly improved their competitiveness. Council Members will use these studies to draw lessons for the political economy process.

**“The importance of competitiveness is widely recognized but achieving improvement is a complex process.”**

Looking ahead, the Council will focus on two related workstreams. The first is the development of a set of tools to help leaders in city competitiveness from around the world communicate and focus on the key challenges and emerging solutions, and examples of where these are taking place. These tools include a mapping of centres of excellence globally, identification of the key drivers of city competitiveness, awareness of the emerging trends and initiatives, and an annotated list of websites to stimulate the transfer of ideas and approaches. The second is an effort to identify city-level case studies that combine “what to reform” with “how to reform” agendas to provide best-practice lessons for other cities seeking to raise their competitiveness. Both workstreams will come together in an integrated report on city competitiveness to be presented in September 2013.

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# Global Agenda Council on Complex Systems 2012-2014



## Understanding/Context

Complexity is not so much a subject of research as a new way of looking at phenomena. It is inherently interdisciplinary in that it takes its problems from the real world and its concepts and methods from all fields of science. Complexity lies at the root of important issues that people face every day, such as hunger, energy use, water supply, healthcare, climate change, security, increasing urbanization, sustainability, innovation and the impact of technology.

## Shaping the Agenda

The Global Agenda Council on Complex Systems is developing holistic strategies to help other Global Agenda Councils understand the relationships between the different issues that are addressed within the network. To this end, the Council published a [white paper](#), *Perspectives on a Hyperconnected World*, for the 2013 Annual Meeting in Davos-Klosters, describing how a complex-systems perspective can bring clarity and insight to many of the world's problems. For example, it highlights that through a complex systems perspective, rather than looking at a financial instrument, policy-makers would look at how the instrument interacts in the larger scheme of global markets, and rather than think about poverty, they might look at how income relates to conflict, politics and the availability of water. Instead of looking at a system in isolation, complexity scientists step back and look at how the many parts interact to form a coherent whole.

To further raise awareness, Council Members have begun work with other Councils, such as the Councils on Catastrophic Risks and on Design & Innovation, to develop joint workshops incorporating a complex-systems perspective into their work. Council Members are also working with the World Economic Forum to provide a data analysis of Forum events to study interlinkages and demonstrate the effectiveness of data-driven network analysis.

**“Complexity lies at the root of important issues that people face every day, such as hunger, energy use, water supply, healthcare, climate change, security, increasing urbanization, sustainability, innovation and the impact of technology.”**

In the coming year, the Council aims to expand these activities and promote its work for greater application within other Councils. It will contribute to talk on financial system resilience, drawing on a range of experts and stakeholders. Ultimately, the Council aims to raise awareness of complexity approaches among a new generation of leaders.

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# Global Agenda Council on Conflict Prevention 2012-2014



## Understanding/Context

The world has no shortage of violent, armed conflicts or potential flashpoints for unrest: an escalating civil war and humanitarian crisis in Syria, an insurgency in Mali, and growing tensions on the Korean Peninsula. Continuing struggles for control in Libya, South Sudan and Somalia have also exposed the fragility of these nations. The challenge for conflict prevention is to get stakeholders to see themselves as partners and collaborate – especially the private sector, which can contribute enormously towards peace. To address conflict prevention at the policy-making level, coalitions of non-governmental organizations and international agencies have urged the United Nations to include a pillar on peace, security and human rights in its post-2015 development agenda that contains a new framework to build on the Millennium Development Goals (MDGs).

## Shaping the Agenda

The Global Agenda Council on Conflict Prevention has focused its work on a specific case where best practices for conflict prevention could be practically brought to bear. The Council, therefore, chose to direct its efforts to support Myanmar's political evolution and opening to the world. During the Summit on the Global Agenda 2012 in Dubai, the Council collaborated with nine other Councils on a private discussion on the role of investment in Myanmar's transition. This cross-council effort was followed by a report titled *Natural Riches? Perspectives on Natural Resource Management in Conflict-affected Countries*, launched in early June at the 2013 World Economic Forum on East Asia in Myanmar. The publication includes 11 chapters, each contributed by different Councils and describing how responsible management of a country's natural resources can be a force for peace.

The Council on Conflict Prevention also cooperated with the Councils on Human Rights and Fragile States on a luncheon discussion during the Summit in Dubai, with UN Deputy Secretary-General Jan Eliasson on how the pillar of peace, security and human rights could be incorporated into the new MDGs.

**“The challenge for conflict prevention is to get stakeholders to see themselves as partners and collaborate – especially the private sector, which can contribute enormously towards peace.”**

The conclusion of the dialogue – that peace and human rights are fundamental to development efforts and are at peril without security – was crafted by the Forum into an op-ed was directed at the UN's High-Level Panel of Eminent Persons meeting in Bhutan in March to refine recommendations on the new MDGs. Judy Cheng-Hopkins, Chair of the Council on Conflict Prevention, had brought the message on the goals to an Informal Gathering of World Economic Leaders on this topic at the 2013 Annual Meeting in Davos. Over the next year, the Council will continue its work on natural resource management by partnering with Myanmar's government on public consultations on the possible role of extractive industries in the country's peace process.

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# Global Agenda Council on Data-Driven Development 2012-2014



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## Understanding/Context

Humanity has been transformed by networks that combine people and computers in new ways. This transformation has affected the world's economies, the way business is conducted and societies are governed, and even individual interactions. Data is being collected from billions of interactions across billions of devices, altering our socio-economic landscape forever.

Despite these changes, the nature of these human-to-machine networks is not fully understood, and their maximum potential remains untapped. Essentially, the value of these interactions lies in the ubiquitous data that is becoming available. Patterns of human experience can be analysed, including call records, GPS data, financial transactions, clicks on social networks and many more.

An important challenge is how to use the many big data sets that are available to provide real benefit to the public. To date, attempts have been limited, although this is still an emerging field. Many governments are now making anonymous data available online, and individual developers are using it to suggest improvements in public services, utilities and infrastructure. That said, opportunities for concerted, international action remain. In particular, how can the developed world use the technology it has created to assist the developing world?

## Shaping the Agenda

The Council is attempting to develop a coherent framework around the use of data in disaster-response scenarios to increase the effectiveness of crisis management and to limit the disruption caused by these events. Over the next year, the Council intends to advance the issue of data-driven development, building trust and understanding how data

analytics can be better leveraged as part of multistakeholder efforts to address global challenges.

**“Data is being collected from billions of interactions across billions of devices, altering our socio-economic landscape forever.”**

The Council will produce a set of guidelines and principles to define best practices in data usage for increased transparency, predictability and accountability for the trusted flow of data. Finally, its members will develop insights and use cases designed to foster the exchange of knowledge, establish an evidence base for better decision-making, and aid in the discovery of new insights and innovations.

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## Understanding/Context

The role of design and innovation has never been as relevant and powerful as it is in today's rapidly changing, interconnected and complex world. Design and innovation is a creative response to the critical need to drive development and growth against a backdrop of austerity, resource scarcity, growing unemployment and inequality, demographic shifts and new patterns of demand and supply. It can be considered a practice, a tool, an approach or a discipline that aims to create value for society.

As businesses, governments, international organizations and people face a world of increasing complexity, a new way of seeing, understanding and managing complex systems is needed. The Council is focusing on demonstrating the holistic nature of design and innovation and on proposing creative responses to global issues such as education, policy-making, urban development and complexity. These impact areas, intricately connected with the relevant industry and issue Councils, are integrated with the workstreams of the industry and regional centres concerned to deliver value to their communities.

## Shaping the Agenda

The Council has initiated a series of dialogues to raise awareness and understanding of the role of design and innovation as a creative response to the salient issues of today. In November 2012, the Council hosted a panel discussion on the role of design and innovation in education. The participants came from academia, think tanks and business. They shared insights on examples of alternative education models – including the emergence of disruptive innovations such as MOOCs (Massively Open Online Courses) – and discussed the opportunities and challenges of

designing educational systems that are more closely aligned with the needs of today. The dialogue series was hosted by Tim Brown, Chief Executive Officer, IDEO, USA (see the [blog post](#) on the event). It has served as a successful model for furthering the agenda of the entire network.

**“Design and innovation is a creative response to the critical need to drive development and growth.”**

With the objective of further exploring how design can help tackle today's challenges, the Council organised a workshop at the Massachusetts Institute of Technology's Media Lab in July 2013. In August 2013, the Council and invited participants, in conjunction with the INDEX Awards in Copenhagen, will explore how design and innovation policies and strategies can be implemented to boost national competitiveness and stimulate sustainable economic growth.

The Council will also focus on social cohesion and will explore how cities can be designed to integrate communities sustainably and resiliently and to enhance the quality of life they offer. The Council will participate in the Innovative City Forum which will take place in October in Tokyo.

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# Global Agenda Council on Digital Health 2012-2014



## Understanding/Context

The transformational power of information and communication technologies (ICTs) drives digital health, much the way it does other industries such as banking and retail. However, it is only now that using and adopting ICTs in healthcare is gaining momentum, a change from the previous slow pace of uptake. Today's burgeoning digital health technology sector is encouraging. Health-related data can make a powerful impact on the global health landscape by improving the safety, efficiency and quality of healthcare. One of the biggest innovations in this space is delivering more data to consumers through mobile, social and Web applications. This information can empower individuals to make more informed decisions concerning their health and behaviour. In addition to advantages for both practitioners and patients, digital health presents many social and economic benefits including cost savings, increasing the productivity and efficiency of populations, creating jobs, sustainability and improving the use of health resources.

However, the widespread adoption and implementation of digital health technology faces several challenges. First, financial issues accompany the introduction of new technology as it is a costly process requiring significant resources. Information about the return on investment on such activities is scarce. Second, policies and regulations are needed, particularly in the area of managing personal data. This is important for trustworthy and reliable data sharing. Finally, while many digital health efforts already exist, there is little sharing of best practices. With countries at different levels of development, communicating the successes and failures of digital health initiatives is valuable to driving progress.

## Shaping the Agenda

The Global Agenda Council on Digital Health is working to address these issues by highlighting the benefits of digital health both from a healthcare and economic perspective. Several workstreams have been identified, including the economic benefits of digital health, best practice and lesson sharing, and creating opportunities for health data sharing.

**“Health-related data can make a powerful impact on the global health landscape by improving the safety, efficiency and quality of healthcare.”**

The Council has also worked in collaboration with the Global Agenda Council on Personalized & Precision Medicine to launch the “Enabling Health Transformation through Data Sharing” project. This project aims to create a multistakeholder partnership for health data to explore how to make data sharing a reality, with a governance mechanism to ensure trust and sustainability. The Council also aims to create a publication or other communications tool to share information. At the same time, the joint project with the Council on Personalized & Precision Medicine will be a flagship initiative for both Councils next term and perhaps beyond.

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# Global Agenda Council on Emerging Multinationals 2012-2014



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## Understanding/Context

The growth of emerging multinationals is redefining the global socio-economic landscape. Developing markets accounted for 60% of incremental world GDP between 2000 and 2010. Over the next decade, most of the world's expected population growth of approximately 750 million people will be in these economies. Emerging multinationals can become a bridge to advanced economies, both by promoting responsible business practices and playing a positive role in their societies.

## Shaping the Agenda

The Global Agenda Council on Emerging Multinationals has identified youth unemployment and innovation by emerging multinationals as critical issues, and intends to inform better practice, policy and theory. In May 2013, the Council organized a high-level Innovation Workshop at the Neusoft Headquarters in Dalian, China, addressing three key issues: the innovation challenges emerging multinationals face while addressing growth opportunities in developed countries (*south-north innovation*); the innovation challenges while growing in other developing countries (*south-south innovation*); and innovation to capture growth opportunities in domestic markets, especially underserved population (*inclusive innovation*).

Working closely with the Council on Youth Unemployment, the Council on Emerging Multinationals has created the TEN Youth programme. The scheme aims to provide the talent enterprise requires, while reducing youth unemployment by developing innovative mentoring schemes, creating quality internships and increasing apprenticeships available to young people.

The final report on the Dalian workshop will be shared with the Forum community as well as leaders of emerging multinationals worldwide. Over the next 12 months, the Council also hopes to deepen and take forward its initiative on youth unemployment and deliver a set of detailed protocols on mentoring and apprenticeship for enterprises.

**“Developing markets accounted for 60% of incremental world GDP between 2000 and 2010. Over the next decade, most of the world’s expected population growth of approximately 750 million people will be in these economies.”**

It is also organizing a workshop on the topic of sustainability and emerging multinationals called Off-line 2014, which may take place in South Africa. Finally, the Council plans to publish in the *Harvard Business Review* the results of its research on the rise of emerging-market multinationals and the phenomenon's implications for the global business and policy-making community.

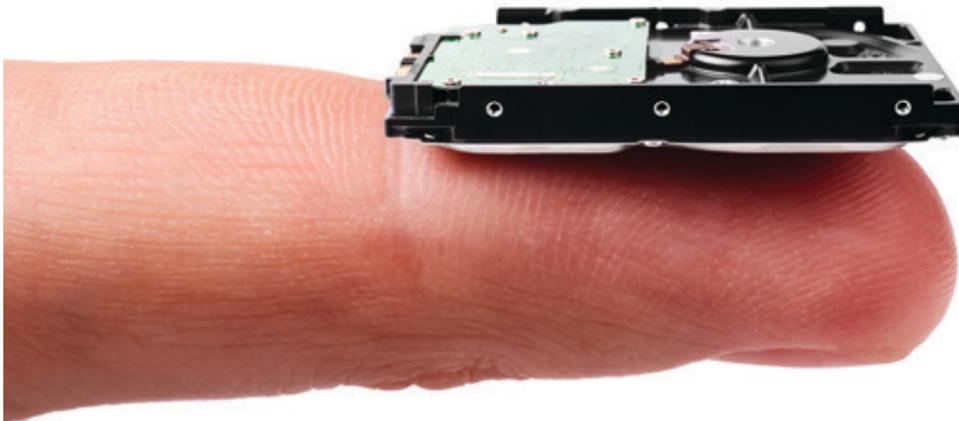
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# Global Agenda Council on Emerging Technologies 2012-2014



## Understanding/Context

New technology is arriving faster than ever and holds the promise of solving many of the world's most pressing challenges, such as food and water security, energy sustainability and personalized medicine. In the past year alone, 3D printing has been used for medical purposes; vehicles running on energy provided wirelessly by sensors in the ground were tested in South Korea; and drugs that use nanotechnology and can be delivered at the molecular level have been developed in medical labs. However, certain new technologies, such as genetically modified crops, have been greeted with scepticism by the public and media. The Council on Emerging Technologies has proposed that public perception, government regulations and investment flows play the greatest role in effectively moving new promising technologies from the research lab to people's lives.

## Shaping the Agenda

To positively influence the public perception of emerging technologies, the Council published a list of 10 technologies that currently appear to hold the most promise for addressing global challenges. "The Top 10 Emerging Technologies for 2013" became the most popular blog post in the history of the World Economic Forum, attracting more than 40,000 readers within a week of its publication. It was picked up by mainstream media publications (*The Washington Post*, *MIT Technology Review*, *El Mundo*) and was very popular on social media. The Council was also a major contributor to the Forum's "New Energy Harnessing" project, which aims to identify new technologies that can efficiently harness and store energy. Finally, the Council has been putting effort into creating a Centre for Emerging Technology Intelligence under the auspices of neutral hub organizations in the Americas, Europe and Asia to produce a coherent, informed prospectus

on the development and use of emerging technologies and their implications for society.

**"In the past year alone, 3D printing has been used for medical purposes; vehicles running on energy provided wirelessly by sensors in the ground were tested in South Korea; and drugs that use nanotechnology and can be delivered at the molecular level have been developed in medical labs."**

In the next term, the Council will attempt influence investment flows to these new technologies. To do that, it is planning to examine the impact of the 10 identified technologies on existing industries and their potential to form new ones, as well as their impact on society in general. It will then make recommendations that will be shared with key business players within the industries and communicated to the broader Forum community. The Council will also continue to shape public perception by gathering science and technology experts from across the Network of Global Agenda Councils and other Forum communities to identify and highlight the most promising new technologies in 2014 that could have an impact on global challenges.

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# Global Agenda Council on Employment 2012-2014



## Understanding/Context

The world faces a serious jobs crisis. Unemployment is set to rise in 2013 in a number of countries and more than 200 million people will be without work. More than two in five of the jobless are under the age of 24. In the EU, more than one in five people in this age range cannot find a job. Increasing numbers of workers around the world are being forced into short-term contracts or the informal economy. Globally, the creation of productive jobs that enable poverty to be reduced in emerging and developing countries is insufficient to keep pace with the growth of the working-age population and rural-urban migration. In advanced countries, job destruction outpaces new job openings, leading to rising unemployment and falling employment participation rates.

## Shaping the Agenda

High and persistent unemployment and under-employment, and uncertainty about the immediate future are depressing consumption and investment, weakening growth prospects and the ability to address the fiscal and other imbalances brought about by the economic crisis. Working in collaboration with the Global Agenda Councils on Youth Unemployment and on Education & Skills, the Council identified the need to break this vicious circle by proposing a holistic action plan for job creation through a series of measures, ranging from introducing labour market reforms and active labour market programmes to scaling up apprenticeship and training schemes.

To define and attract commitment to this plan, the Council published a set of recommendations for the public and private sectors that built on previous work of the Council and the B20 Task Force. These recommendations were released and presented at the Annual Meeting 2013 in Davos

in a series of sessions to galvanize support and influence the global economic agenda. As a result of this and parallel efforts, the goal of job creation has been included in the G20 agenda under the Russian presidency. A set of blogs published by different Council Members in January helped to create momentum and raise awareness of the severity of the jobs crisis and the need for action.

**“Unemployment is set to rise in 2013 in a number of countries and more than 200 million people will be without work.”**

Going forward, the Council will focus on better understanding the nature of the skills mismatch and on providing a set of recommendations, to be presented at the Annual Meeting 2014, to improve the match between available and needed skills and current and future jobs. As new data become available through the efforts of both the Organisation for Economic Co-operation and Development's Programme for the International Assessment of Adult Competencies and the European Centre for the Development of Vocational Training, new insights on dealing with the nature of the skills mismatch, providing education and training, and designing jobs within companies will be possible.

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# Global Agenda Council on Energy Security 2012-2014



## Understanding/Context

Energy security is the reliable, stable and sustainable supply of energy at affordable prices and social costs. Exploring and implementing long-term sustainable solutions in this complex field are vital to promote peace and economic growth. Currently, one of the most important examples in this global landscape is China. Chinese energy demand continues to grow with coal accounting for 70% of the primary energy mix and 80% of electricity production. The Chinese market has traditionally been heavily controlled by the state with prices often not reflecting costs of production and with a disconnect between fuel/generation prices. Moreover, environmental sustainability has suffered, as meeting demand has taken precedence over other concerns. China is taking steps to reform the pricing of electricity, coal and natural gas by limiting further growth of demand and tackling pollution, which is now a source of serious public concern.

## Shaping the Agenda

Conscious of the importance of China on the global energy map, the Chair of the Global Agenda Council on Energy Security, Lin Boqiang, was recently asked by the Chinese Government to provide recommendations for the Chinese energy sector. The Council proposed potential solutions, described their possible effects and shared experiences from other countries. These recommendations also included comments from the Energy Industry Community.

At a global level, the Council has also continued discussions on energy security and climate change. The group found that existing policies aimed at facilitating the development of environmentally sustainable energy technologies are neither efficient in advancing technology, nor economically sustainable. For example, the renewable equipment industry

occasionally suffers bankruptcy on a spectacular scale, public cuts in subsidies hinder retrofitting efforts, and project developers face challenges integrating production capacity with the grid. All the while, investments and subsidies flow towards the deployment of mature technologies, rather than into innovation and research and development.

**“Chinese energy demand continues to grow with coal accounting for 70% of the primary energy mix and 80% of electricity production.”**

Over the next 12 months, the Council on Energy Security plans to create and examine case studies to assist in developing a broader set of policy recommendations for energy technology innovation. The creation and transfer of new energy technologies between countries is an area of great interest and importance when it comes to the evolving energy map. The Council plans to leverage its unique position to examine where these developments are happening and how they might be facilitated.

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# Global Agenda Council on Financing & Capital 2012-2014



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## Understanding/Context

The role of financial institutions is to provide financing and capital to meet the needs of individuals, companies and society as a whole. When they do this well, they help to create and maintain an efficient and functional economy by facilitating sustainable growth and prosperity. But in the current environment, certain impediments make it harder for capital to flow where it is most needed.

## Shaping the Agenda

The World Economic Forum created the Council on Financing & Capital last year to identify these impediments and to find ways in which they can be overcome. The Council outlined a “vicious cycle” that hampers the efficient allocation of capital. It has four distinct yet interconnected elements:

- Unduly complicated regulatory compliance burdens
- A lack of trust in financial institutions and regulators
- A lack of transparency
- A failure by the media to present bias-free reports about the financial system

The Council took steps to address this cycle in two specific ways. The first was to identify how mistrust of financial institutions and regulators stems from a lack of understanding of the roles banks should perform. This work was validated at a session entitled “Banks in the Real Economy” at the Annual Meeting 2013. The second was the drafting of a white paper – “Breaking the Logjam of Capital Allocation” – which was used during the Annual Meeting to raise awareness and provide thought-leadership on these issues. The Council Chair also presented this white paper at the financial services “Access to Capital” private session at the Annual Meeting.

For the next 12 months, the Council’s objective is to further define the impediments that prevent small and medium-sized enterprises (SMEs) from accessing financing. It is focusing on these companies because of their extensive contribution to economic growth.

**“But in the current environment, certain impediments make it harder for capital to flow where it is most needed.”**

The Council will conduct a brief survey and use the results to provide an opinion on the differences between perceptions of what is happening in the SME space and reality. The ultimate goal is to use the Council’s survey results, as well as other literature, to find ways to improve access to finance for SMEs.

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# Global Agenda Council on Fiscal Sustainability 2012-2014



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## Understanding/Context

In the aftermath of fiscal shocks threatening the economic stability of the Eurozone, there is an increasing convergence of opinion about the necessity to establish a fiscal union in addition to the European Union's monetary union. However, what such a fiscal union would actually mean lacks clarity and common understanding among European and global experts.

Defining the key characteristics of the European institutional design and assessing the political feasibility of a fiscal union, together with other proposals, are among the main priorities for the Global Agenda Council on Fiscal Sustainability. The European fiscal crisis has proven once again the interconnected nature of global economies and the contagion of consequences that policies in one country or region may have on the rest of the world. It is not only Europe that is affected. The United States, Japan and other countries are increasingly concerned about the long-term stability of public finance in their countries.

## Shaping the Agenda

The Council aims to develop solutions to address the challenge of fiscal sustainability in advanced economies, reviewing European and other global policies through the lens of political economy, as well as structural mechanisms, adjustment processes and their implications for the rest of the world. Council Members recognize that in addition to continuing problems in Europe, the debate on the US fiscal challenges as well as fiscal concerns in emerging markets require structural approaches and long-term commitment from policy-makers.

To address the challenges of public finance, the Council is focusing its efforts on preparing a comprehensive e-book covering the global landscape of fiscal challenges in different parts of the world: Europe, the United States, China and Japan.

**“The European fiscal crisis has proven once again the interconnected nature of global economies and the contagion of consequences that policies in one country or region may have on the rest of the world.”**

The e-book should be completed by October 2013. The Council held a series of thematic discussions on these issues over the course of the year – redesign of fiscal institutional architecture in Europe, long-term implications of fiscal imbalances in the United States, and growing concerns over the health of public finance in China. These debates will continue throughout the coming year, with a number of virtual discussions bringing together regional perspectives on fiscal sustainability in Europe, the United States, China and Japan.

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# Global Agenda Council on Food Security 2012-2014



## Understanding/Context

The global economic crisis has exacerbated food insecurity, leaving 870 million people in hunger. Shortfalls and volatility in global food supplies and prices are likely to intensify due to higher costs of production, greater demand for food and energy, and climate change. Efforts to achieve food security historically have suffered from insufficient investment and a lack of coordination in a complex landscape of issues and stakeholders. The challenges remain the same today, although the threat of a food crisis is perhaps more real than ever. Yet this risk can be alleviated through policy reforms, targeted investment and innovative ways to increase production and access to food. New initiatives, innovative financing and multistakeholder partnerships are gathering momentum in the fight against food insecurity.

## Shaping the Agenda

The Global Agenda Council on Food Security has defined sustainable food and nutrition security for all as a strategic objective. It believes this can be achieved by:

- Increasing productivity with an emphasis on smallholder farmers, especially women and vulnerable groups
- Investing responsibly in agriculture for food and nutrition security
- Improving environmental sustainability through the efficient use of natural resources and reducing environmental degradation
- Reducing food loss and waste
- Enabling access to nutrition for vulnerable populations to ensure human capital for long-term growth
- Supporting public-private collaboration to accelerate the impact at international and national levels, including through global platforms such as the G20 and G8, and national multistakeholder cooperation

To aid in this process, the Council is exploring common measurement frameworks for sustainability and nutrition outcomes and effective strategies for responsible investment in agriculture for food and nutrition security. Together with the Council on Logistics & Supply Chain Systems, the Council has supported the launch of a new initiative on food waste to manage post-harvest losses that focuses on improving global food supply, economic returns and the environmental sustainability of food value chains. The Council is also advising the Forum's New Vision for Agriculture and Grow Africa projects and helping generate greater awareness of food insecurity through global platforms such as the G20, G8, the EU and the Association of Southeast Asian Nations.

**“Yet this risk can be alleviated through policy reforms, targeted investment and innovative ways to increase production and access to food.”**

During the next year, council members will continue to explore strategic areas related to food security, expand the networks of stakeholders that can influence food security issues, and contribute to change in national agriculture sectors through public-private collaborations, especially in Africa and Asia.

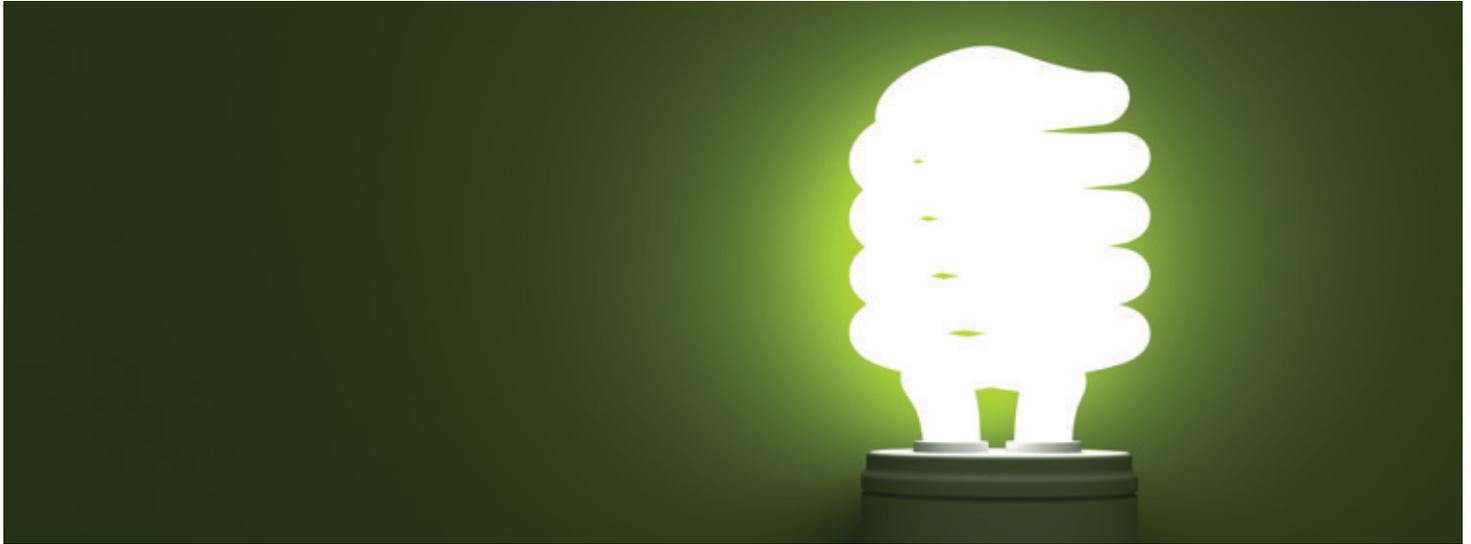
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# Global Agenda Council on Fostering Entrepreneurship 2012-2014



## Understanding/Context

Entrepreneurship is being nurtured worldwide. The roles of the public and private sectors, and the effectiveness and timeframes of different schemes are still being debated, but there is broad agreement that entrepreneurship is a good way to grow economies, spur innovation and create jobs. Some large corporations have begun to acknowledge that, like governments, their internal cultures are not promoting innovation, so they are supporting or acquiring start-ups. Consistent, sustainable entrepreneurship faces hurdles, including a lack of alignment between stakeholders on the ways to foster entrepreneurship, inconsistent or stifling regulations, scarce investment, piecemeal quick fixes with unrealistic expectations, a focus on investment rather than impact, and corporate reluctance to engage with start-ups.

## Shaping the Agenda

To address these challenges, the Council on Fostering Entrepreneurship is highlighting the value of supporting entrepreneurial ventures. Its call for action formed the basis of a multistakeholder discussion at the Annual Meeting 2013 in Davos. Other efforts include a [publication of teaching case studies](#) by Daniel Isenberg, a professor of entrepreneurship practice at Babson College; a [blog post on the democratization of innovation](#) by Krisztina Holly, an American innovation expert; a [syndicated article on how start-ups grow](#) by Esther Dyson, an American angel investor and commentator on innovation; and a planned video on how to support entrepreneurial ventures.

To directly support entrepreneurs, the Council has been working on an entrepreneurship content platform that will be open to the public, curated by trusted sources and promoted globally. The platform will offer advice, links to relevant organizations and pertinent document templates in different

languages for different jurisdictions worldwide. It is developed in collaboration with the Ewing Marion Kauffman Foundation, a non-profit organization in the United States, and Global Entrepreneurship Week (GEW), an international initiative. The beta version was launched in March 2013 during the Global Entrepreneurship Conference for entrepreneurs, investors, researchers, thought leaders and policy-makers. The Council also contributed to the World Economic Forum's Investors Industry project on Building Scalable Friendly Entrepreneurial Ecosystems, which examines entrepreneurs' perspectives on the environment for early-stage companies to achieve sustainable growth.

**“Some large corporations have begun to acknowledge that, like governments, their internal cultures are not promoting innovation, so they are supporting or acquiring start-ups.”**

In the coming year, the Council will use the content platform to disseminate its collective expertise to entrepreneurs and start-up investors worldwide. The official launch is scheduled for November 2013 during the Summit on the Global Agenda and the GEW. The Council will also continue to urge companies and governments to back entrepreneurial ventures by publicizing guidelines on how they can extend support and examples of companies that do so profitably.

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# Global Agenda Council on Fragile States 2012-2014



## Understanding/Context

Some 1.5 billion people in an estimated 40 countries live marked by persistent vulnerability and fragility. Various referred to as “fragile and conflict-affected countries”, these are countries confronted by a myriad of simultaneous and often overwhelming challenges, including armed conflict or political violence; serious and persistent human rights violations; and threats from organized crime and terrorist networks. Looked at through a different lens, however, today’s fragile states are potentially tomorrow’s emerging markets. More than three-quarters of states classified as “fragile” possess extensive mineral and energy resources and post impressive growth rates. For instance, in 2013, many fragile states posted growth rates of more than 5% – the Democratic Republic of Congo (8.2%), Cote d’Ivoire (7.0%), Timor Leste (10.0%), Afghanistan (6.5%) and Haiti (6.5%). These compare to a projected growth of 1.3% in advanced economies, and a contraction of -0.3% in the Eurozone.

## Shaping the Agenda

The Global Agenda Council on Fragile States has focused its efforts on promoting greater awareness and recognition of the “emerging” or “frontier” possibilities – the great opportunities for development – in fragile states. The Council developed a white paper to make the case that fragile states are dual in nature – both vulnerable and full of promise – and therefore require greater engagement by investors and the international community. The premise of the white paper was at the core of a lunch session held during the Annual Meeting 2013 in Davos entitled “Building Resilient Economies.”

The Council also participated in a discussion held during the Summit on the Global Agenda 2012 in Dubai on the role of peace, security and human rights in the new Millennium Development Goals. The results of the discussion were transcribed into a joint op-ed, published in The Huffington Post in March 2013, ahead of an important meeting in Bhutan of the High-Level Panel of Eminent Persons. Similarly, the Council contributed to a discussion across the Network of Global Agenda Councils to address the opening up of Myanmar. Finally, the Council contributed its ideas for a chapter in the book entitled *Natural Riches? Perspectives on Responsible Natural Resource Management in Conflict-affected Countries*.

**“More than three-quarters of states classified as “fragile” possess extensive mineral and energy resources and post impressive growth rates.”**

Over the coming year, the Council plans to produce a white paper on investment in fragile states, to be launched at the Annual Meeting 2014. In tandem, the Council will support the publication of a special edition of *This is Africa*, dedicated to the opportunities presented by fragile states.

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# Global Agenda Council on the Future of Government 2012-2014



## Understanding/Context

The digital revolution is transforming politics and the nature of government. From education improvement and tax collection to better healthcare systems and job creation, technology is putting pressure on governments to deliver more with less. Citizens' voices are increasingly "present" in the public policy-making processes, and their demands for an "always-on", connected government are intensifying through social media. Governments are responding to increased demands to keep up with their technologically enabled and agile citizenry. They are realizing that technology can act as an enabler to transform government processes, enhancing the provision of public services and enabling higher productivity.

## Shaping the Agenda

The Global Agenda Council on the Future of Government is set to produce a "smart" toolbox with transferable best governance practices. It will address the operational question of how technology can improve the future of government with respect to six priorities:

- The anti-corruption work stream led by Lord Peter Mandelson and Jimmy Wales will address the issue of "big data and better government". They will examine how a more intelligent debate can be stimulated on the opportunities and challenges of compiling, aggregating and disseminating big data in the public realm.
- The political representation group led by Jane Fountain will discuss the evolution of political representation in the digital era to answer questions such as in what ways information technology improves political representation.
- The bureaucracies group led by Victor Cha and Rolf Alter will answer key questions related to stovepiping and how IT can be leveraged to reduce the lack of coordination between governments and other stakeholders.

- The delivery of services group led by Jacques Attali will discuss how IT can enhance government services and transform service delivery models.
- The trust stream led by Anders Borg and Diana Farrell will find examples of how IT can build trust in government. It will function as a point of convergence for all the other workstreams.
- The conflict stream run by Jared Cohen will address the evolving nature of organized conflict. Increasingly, everyone faces the risk of being caught in the crossfire, both in the virtual and physical battlefields, as governmental institutions and their challengers contest for power.

**“Governments are responding to increased demands to keep up with their technologically enabled and agile citizenry.”**

The "smart" toolbox will be presented and challenged at the Summit on the Global Agenda 2013 in Abu Dhabi. The Council aims to release its findings around the toolbox in early 2014 through a media campaign. Relevant governance sessions will be organized at the Annual Meeting 2013 or at one of the Forum's regional meetings. The Council will also take part in similar initiatives by key organizations that are leading the government transformation debate.

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# Global Agenda Council on the Future of the Internet 2012-2014



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## Understanding/Context

Awareness concerning the impact of the Internet on a range of areas, including consumer rights, human rights, business models and political security is increasing. The number of devices that can connect to the Internet continues to increase, as does the breadth of access and volume of data involved in online interactions.

Despite this increase in awareness, traffic and usage, the public discourse surrounding Internet governance remains unclear; as a result, there is a risk that the benefits and opportunities offered by the Internet could be eclipsed. This lack of clarity has been heightened during recent debates over regulation and security, demonstrating that key leaders and decision-makers are not well acquainted with the technology and its effects. At the same time, technical and academic discussions surrounding the Internet are often difficult to understand or communicate, making them inaccessible to the general public.

The challenges surrounding this issue reveal that, although the value of the Internet is clear to many, its future is uncertain. This has been complicated by the plethora of different organizations that claim responsibility for different areas of the Internet, and by the private companies who supply the infrastructure to maintain it. Recent events, for example the World Conference on International Telecommunications, have been extolled as both a threat to a “free and open” Web, as well as an opportunity to redistribute the balance of power between nations.

## Shaping the Agenda

Over the past year, the Global Agenda Council on the Future of the Internet has opened a discussion on how

to most effectively communicate the opportunities and pitfalls surrounding different models of Internet governance. In developing a clear and neutral framework for this conversation, the Council produced an infographic outlining the issue, accompanied by a preliminary set of recommendations for world leaders that was distributed during a cross-industry session of chief executives at the Annual Meeting 2013, and a workshop on hyperconnectivity organized by the Forum in June 2013.

**“The challenges surrounding this issue reveal that, although the value of the Internet is clear to many, its future is uncertain.”**

In the next 12 months, the Council intends to further develop its initial recommendations and make them more relevant and actionable for the target audience. The key priority for the Council is to ensure that the benefits and advantages of the Internet are properly understood, both at the legislative and public levels. After initiating this conversation in 2012-2013, the Council will continue to engage the relevant stakeholders in discussions during the coming year.

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# Global Agenda Council on the Future of Media 2012-2014



## Understanding/Context

The media, entertainment and information industry has long played a role in informing, educating and entertaining consumers and citizens. Recently, new technologies and changes in consumption habits have influenced how the industry creates, distributes and transforms content into profit. As the industry continues to innovate with respect to content, formats and business models, it must also balance its economic imperative and social role.

Media in general, and social networks and entertainment in particular, have recently demonstrated an immense influence on communities regarding political, social, health and environmental issues. In the longer term, the challenge facing the industry is to find the right business models to ensure creative, high-quality content, while still embracing the disruptive nature of participatory media. However, in the immediate term, the Global Agenda Council on the Future of Media has identified trust and accuracy of information as the two most pressing challenges facing this sector.

## Shaping the Agenda

During the past 12 months, the Council has determined that the media industry remains misunderstood by many other sectors of society, whether business, government, civil society or academia. In itself, this is a challenge to the industry, since it cannot serve other sectors without a proper appreciation of their expectations. To address this, the Council has undertaken a research survey, developed in collaboration with the European Commission, to understand the impact of media on future society.

Over the next 12 months, the Council intends to use this research base as part of its strategy to develop an in-depth analysis report on the future of media.

**“Media in general, and social networks and entertainment in particular, have recently demonstrated an immense influence on communities regarding political, social, health and environmental issues.”**

It will highlight the key success factors for the media industry, as well as actionable items that leaders can employ to ensure a robust and sustainable future for the media sector.

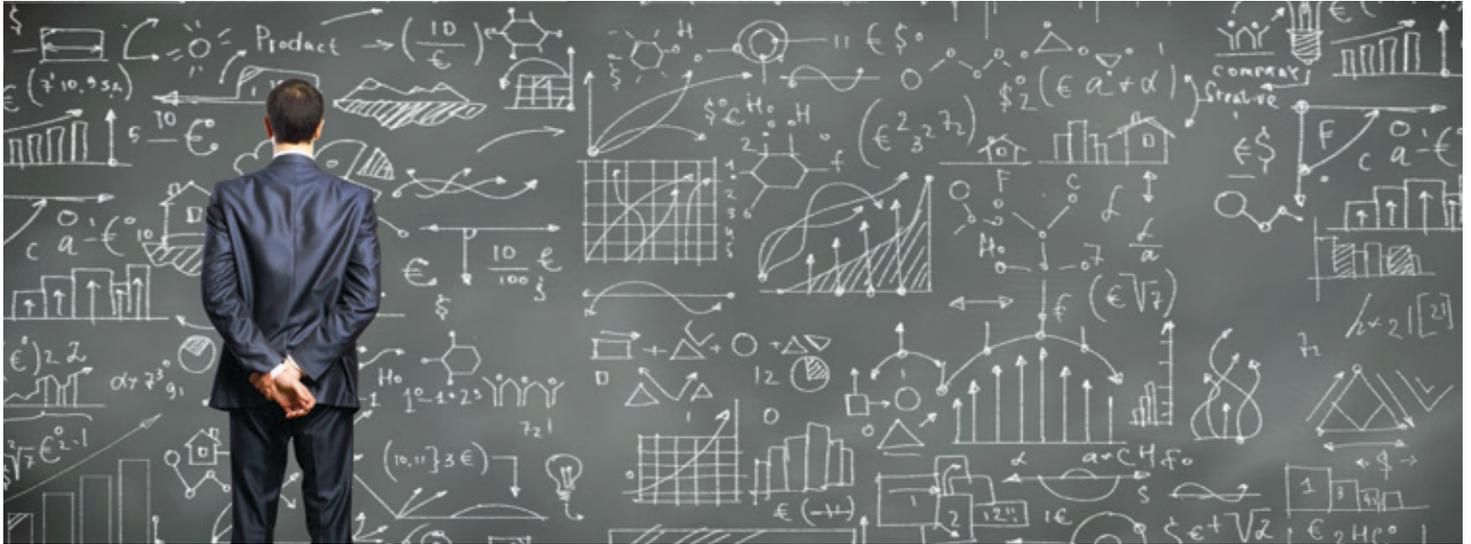
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# Global Agenda Council on the Future of Universities 2012-2014



## Understanding/Context

Higher education and research face the pressure of globalization, competition and commercialization. The rising cost of higher education in the western world, combined with increasing strains in the job market and a poor economic environment, contribute to these pressures. According to CourseSmart, an e-textbook provider, tuition in the United States has increased 1120% since 1978. It is no surprise, therefore, that the recent boom in massive open online courses (MOOCs) has occupied debates and newspaper columns over the past 12 months. Directly or indirectly, the boom in MOOCs is putting higher education on the spot, along with the larger research sector. The speed at which change will happen has yet to be determined, but there is agreement that change will be deep, and that those universities that will be able to turn their challenges into opportunities will thrive.

## Shaping the Agenda

In this context, the Council on the Future of Universities has identified three broad challenges and opportunities:

1. The roles of technology and online education, which are testing the entire learning and teaching model
2. The evolving roles of research and knowledge creation, which are under pressure from technology, funding and governance issues, new players and other factors, and which may no longer only be the prerogative of universities
3. The challenge of the values of the university and the social contract it holds with society in a world that is more global

To date, the Council has focused on technology and online education in response to the surge in MOOCs. Faculty, presidents and senior university administrators, the public

sector, and business and media leaders have contributed to the debate through sessions at World Economic Forum meetings, as well as through blog posts by individual Council Members discussing important topics such as “Imagining the Universities of the Future” and “Challenges for Research Universities”. The Council also contributed to the World Economic Forum Education Brainstorm Workshop, a roundtable discussion between senior university representatives held in November 2012 in New York. It aimed to find new ways to transform the education ecosystem, to identify key challenges and find new forms of collaboration. Based on these inputs, the Council has produced a detailed outline of the main areas and questions, and a survey supporting a conceptual mapping of universities as related to the Network of Global Agenda Councils’ topics and clusters.

**“Directly or indirectly, the boom in MOOCs is putting higher education on the spot, along with the larger research sector.”**

Going forward, the group will focus on knowledge creation and research, and on values. The Council will produce a high-level report on the three priority areas, aiming to set the agenda by means of challenging universities as they rethink their role, and raising a call to arms on the future of higher education and research.

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# Global Agenda Council on Geopolitical Risk 2012-2014



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## Understanding/Context

The world is increasingly interconnected yet borders still matter in a globalized world. Geopolitics has become increasingly important, not just because of shifting power dynamics, but also because issues of security have become intertwined with those of trade, migration, employment and other forms of international relations. Traditional superpowers can no longer be confident of their positions and strength on the international stage, and this dispersion of power has changed the dynamics of geopolitics: countries like China and Brazil command more negotiating power than before; some like Tunisia and Egypt have gained democracy albeit violently; and others like Syria and North Korea have rigidly stayed the same and even receded in terms of the freedom they provide to their citizens.

## Shaping the Agenda

The Global Agenda Council on Geopolitical Risk aims to establish geopolitical risk as a primary category in the discourse on economic and political global governance, at a time when increasing uncertainty along geo-economic and geopolitical lines makes it imperative to study these issues in a multidimensional and multistakeholder manner.

The Council produced and published an e-book in 2012, entitled "*What's Next? Essays on Geopolitics That Matter*". Each chapter of this e-book is an insight into a different region of the world and the changes it is going through. As a collection rather than a comprehensive portrait of the geopolitical risks facing various regions, it provides an illustration of where the world might be headed. The topics covered include the Eurozone crisis, the role of the International Monetary Fund (IMF), the Russian Federation's long-term future in global politics, the Arab Spring, the

divergent paths of emerging markets, the geopolitics of Asia, innovation in US foreign policy and the future of Afghanistan. The Council also produced a white paper entitled "The Vulnerability of Elites", which was released at the Annual Meeting 2013 in Davos and received substantial media coverage. It highlighted the adverse impact of the lack of leadership in times of geopolitical uncertainty.

**"Traditional superpowers can no longer be confident of their positions and strength on the international stage."**

The Council aims to produce the *What's Next?* book as a series every year, providing analysis on risks and geopolitical hotspots to look out for. It aims to launch this book at the Summit on the Global Agenda 2013 in Abu Dhabi in November, and hopes to include in its discussions the relevant Global Agenda Councils. The Council is also holding a roundtable discussion with the Global Agenda Council on the United States regarding the role of the US in geopolitics and the best way to use its influence in the global arena.

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# Global Agenda Council on the Global Financial System 2012-2014



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## Understanding/Context

In a recent report, the International Monetary Fund (IMF) has warned that new risks to global financial stability are already emerging before many of the vulnerabilities created by the financial crisis of 2008 have been solved. The recent banking crisis in Cyprus, in particular, underscored the ongoing uncertainty in Europe: even small nations can create significant threats to the global financial system, and policy-makers must continue their efforts to address key vulnerabilities in the system. Not surprisingly, ensuring global stability and strengthening the global financial architecture remain core concerns of the G20 during the Russian presidency this year, as well as for other international organizations such as the IMF and the Financial Stability Board.

## Shaping the Agenda

In this environment, the Global Agenda Council on the Global Financial System decided to focus on generating ideas to tackle the remaining vulnerabilities in the system, and to take a deeper look at the relationship between financial institutions and sovereigns. In particular, the Council is investigating what generates the positive and negative aspects of interdependence among financial institutions and sovereigns, with the aim to identify where policy has made this interdependence healthy or unhealthy. Specific issues where the Council has set up working groups to take a deep-divide approach include cross-border resolution, fragmentation in the banking system, liquidity issues, relationships within the financial architecture and resolution regimes for non-banking financial institutions.

The Council plans to take a multiphased approach to generate impact from the work that is under way. During the remainder of its first year, the Council will work towards producing a high-level report that will make recommendations on its core areas of focus. In addition, collaboration with other Councils, such as the Global Agenda Council on the International Monetary System, on topics such as the fragmentation of banking systems, has already started.

**“even small nations can create significant threats to the global financial system, and policy-makers must continue their efforts to address key vulnerabilities in the system.”**

All this work will form the basis for the Council to engage in a longer-term conversation with the G20, the FSB and other international organizations focused on strengthening the resilience and stability of the global financial system. Going forward, the Council intends to foster a much closer relationship with Australia during its G20 Presidency from the middle of 2014. By inviting their Sherpa to the Council, the Council aims to act as an informal adviser to shape the G20 agenda early on.

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# Global Agenda Council on Global Trade & FDI 2012-2014



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## Understanding/Context

Foreign direct investment (FDI) is a powerful instrument for growth and development. Today, it is recognized as a crucial driver of trade, via global value chains. FDI increases investment flows, which boosts the global economy, creates jobs, promotes knowledge and increases productivity. Statistics from the United Nations Conference on Trade and Development (UNCTAD) and the International Monetary Fund show that worldwide FDI grew by an annual average of 9% between 2000 and 2011. This correlates positively with the global average gross domestic product (GDP), which grew by an average of 7% in the same period. In addition, a UNCTAD study reports a significant correlation between levels of inward FDI and participation in global value chains.

## Shaping the Agenda

This year, the Global Agenda Council on Global Trade & FDI produced a report, "Foreign Direct Investment as a Key Driver for Trade, Growth and Prosperity: The Case for a Multilateral Agreement on Investment". Building on the work done in previous years, the Council's aim was to identify ways of enhancing prosperity worldwide by encouraging more FDI inflows to both developed and developing countries. The Council reached two main conclusions. First, different barriers and distortions are preventing the realization of FDI's full potential. Second, the current fragmented governance of FDI is not the best means to tackle those barriers and distortions. This fragmentation is an obstacle in itself and contributes to the confusing landscape facing investors.

The Council makes a strong case in its report for a multilateral agreement on investment. Although previous attempts to negotiate such an agreement have been unsuccessful, the Council is convinced that the global situation has changed. In particular, the rise of emerging economies and the spread

of global value chains have shifted the North-South debates that doomed previous efforts. Today, the convergence of political, economic and technological trends has created the right circumstances to pursue a multilateral agreement on investment.

**"FDI increases investment flows, which boosts the global economy, creates jobs, promotes knowledge and increases productivity."**

The Council's view is that a multilateral agreement on investment should be negotiated within the World Trade Organization (WTO), where all member countries could express their views. It could also result in an agreement with near universal coverage. The Council recommends that WTO members establish a working group on investment regulations whose goal would be to identify and clarify the key facts, issues and effects. This could potentially lead to the development of a work programme. Discussion on the Council's core activity for the next term is on-going; however, it will most likely be related to the wide dissemination of the report, as well the drafting of a new report on a related topic.

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# Global Agenda Council on Governance for Sustainability 2012-2014



## Understanding/Context

The global environmental landscape has become increasingly complex, particularly as a greater dependency on resources for economic growth exerts constant pressure. Studies suggest that over 1.4 billion people have no access to either electricity or decent water, 870 million people still go hungry and 600 million jobs will be needed within the next 10 years.

In addition, the international community is facing issues such as the definition of the sustainable development goals (SDGs) that will contribute to the UN development agenda beyond 2015. At the Conference of the Parties to the United Nations Framework Convention on Climate Change held in 2011 in Durban, South Africa, an understanding was reached to negotiate a new, legally enforceable and universal International Climate Change Agreement, to be implemented by 2015. This offers a significant opportunity to explore how the multilateral climate-governance architecture could become more effective, acknowledging the limits of the current nation-driven negotiation mechanisms.

A multilateral process remains essential to address today's challenges. Decision-makers also recognize that complementary governance models could help to tackle some of these issues faster. Governments must define the goals, policies and laws needed to move towards sustainable development. However, given the urgency and complexity of the challenge, governments are encouraged to embrace multidimensional approaches that will lead to speedier action.

## Shaping the Agenda

To develop firm proposals for practical, effective governance structures that will spur sustainable development worldwide, the Global Agenda Council on Governance for Sustainability

is scheduled in June 2013 to start publishing *Green Lights*, a series of brief reports that showcase scalable and replicable ideas for multistakeholder cooperation. The Council also has initiated a task force of selected members of the Network of Global Agenda Councils – led by Ida Auken, Denmark's Minister for the Environment – to provide targeted and actionable input to the global effort to define the SDGs by 2015.

**“Governments must define the goals, policies and laws needed to move towards sustainable development.”**

During the next year, the Council will continue to circulate best practices of bottom-up dynamics for sustainable development, conceptualize new governance models for sustainability, and promote understanding and leadership to enable the necessary shifts in governance. The idea is to stimulate wider debate by examining ways to articulate a new kind of possible global architecture for sustainability governance that reflects multilateral and multidimensional attributes. At the same time, the Council will continue its efforts to highlight successful partnerships through the *Green Lights* reports and will contribute via the task force to the post-2015 development agenda.

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## Understanding/Context

At a time of immense global economic and social challenges, the potential for business activity to have an impact on human rights has come into clear focus. Acknowledgement of the need for business to respect internationally recognized human rights standards is growing. [The Human Rights Risk Atlas 2013](#) analysis by Maplecroft of 197 countries found that 32 nations present an “extreme” risk of human rights violations – a 60% increase over the past six years.

The United Nations has endorsed new “Guiding Principles on Business and Human Rights” (UNGPs) that give companies a global standard and framework for mitigating the risk of adverse effects on human rights linked to business activity. However, practical guidance and greater awareness and dissemination of these principles are indispensable. Businesses need to acknowledge that greater attention to human rights concerns can help them respond to key challenges, from addressing climate change and food security, and accessing healthcare and development, to tackling the economic crisis.

## Shaping the Agenda

Members of the Global Agenda Council on Human Rights developed workstreams to further enhance and encourage the implementation of the UNGPs and to support the activities and aims of the UN working group in this area. At the Annual Meeting 2013 in Davos, in collaboration with Microsoft, the Council hosted an interactive workshop to stimulate debate on the current situation in business and human rights, in particular as regards activities in high-risk environments and emerging economies. The session explored the implications for business and heard executives’ perspectives on what does and does not work when designing human rights policies and attempting to manage human rights impacts.

The Chair of the 2012-2013 Council term, Mary Robinson, participated in the Annual Meeting session on “The Moral Economy: From Social Contract to Social Covenant” and highlighted the UNGPs as the “building block” for changing norms and behaviours. The Council also published [blog posts](#) emphasizing the importance of business engagement on human rights during the week of International Human Rights Day 2012. In addition, a workshop on implementing standards for business and human rights was organized at the 2013 World Economic Forum on East Asia in Myanmar.

**“Acknowledgement of the need for business to respect internationally recognized human rights standards is growing.”**

In the coming year, the Council will continue to connect with business communities to further the implementation and awareness of the UNGPs. It plans a series of workshops throughout the year with its new Chair, Michael H. Posner, who launched the first centre on business and human rights at NYU’s Stern School of Business. Council Members are also working closely with other Councils to develop a Web-based platform and a set of resources to facilitate greater access to the UNGPs.

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# Global Agenda Council on Illicit Trade 2012-2014



## Understanding/Context

In an era of unprecedented openness in commerce, travel, communication and finance, illicit trade has reached macroeconomic proportions, with goods being manufactured on one continent, trafficked in another, and sold and consumed on a third. The value of this shadow economy, primarily driven by the sale of counterfeit goods, is estimated at US\$650 billion worldwide. Including money laundering, this figure increases to US\$2 trillion, compared with a legitimate global trade figure of about US\$10 trillion.

## Shaping the Agenda

The Council on Illicit Trade seeks to raise awareness on the different facets of illicit trade and provide technological and policy solutions. While technology and accountability are critical components in dismantling illegal enterprise, the development of a multistakeholder approach engaging the private sector, governments and civil society is also essential to enforce regulatory frameworks, monitor supply chains and raise awareness of the issue. Another key social impact of illicit trade that demands action is the scourge of human trafficking.

The Council has developed an online app, to be launched in summer 2013, called "Should I buy it?" as well as a website to raise consumer awareness on counterfeiting. This data-centric world shift represents a transformation in how illicit trade can be tackled. The Council has also published a paper on the link between unlawful commerce and Millennium Development Goals (MDGs), and another on illegal financial flows.

Further, a pilot project with the Global Agenda Council on Organized Crime aims to help Guatemala become the first corruption-free nation, and it is hoped that this example becomes a reference model for other countries. Both Councils have also brought key international organizations that fight illicit commerce together to develop a methodology for measuring its impact, which will contribute directly to the Organisation for Economic Co-operation and Development Task Force on Charting Illicit Trade. The Council is also working to provide a platform to tackle human trafficking. It will examine the connections between the illegal movement of people and other global issues, sectors and regions, and provide a safe place for dialogue and support for businesses that want to cooperate to address the problem.

**“The value of this shadow economy, primarily driven by the sale of counterfeit goods, is estimated at US\$650 billion worldwide.”**

In the coming year, the Illicit Trade Council will be merged with the Council on Organized Crime. The new entity will develop a methodology to measure the impact of illicit trade and further develop its human trafficking initiative, while continuing to work on specific issues, such as the link between illicit trade and MDGs, as well as the flow of illegal cash that stems from illegitimate business.

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# Global Agenda Council on Informed Societies 2012-2014



## Understanding/Context

A healthy democracy requires an informed citizenry, or so the theory goes. This argument assumes that citizens receive impartial and objective information, delivered via a free and diverse media, leading to a robust exchange of opinions. Members of society are thus able to participate fully in community decisions and democracy can flourish. In practice, however, it is widely acknowledged that the media has not served this purpose. Concentrations of ownership, the assimilation of mass media, concerns over private interests – in everything ranging from advertising to sourcing – have forced a rethink of the respected notions of free speech, impartiality and objectivity.

The recent rise in communication technologies has exacerbated this problem and made it more pertinent than ever. Although these tools can give users greater control over their information diet, the speed at which news is disseminated has increased, the channels through which information is sourced have changed and the platforms have multiplied, challenging the ability of media organizations to ensure accurate and unbiased reports. There have been a number of cases, notably on Twitter, where false information has rapidly spread online and fooled traditional media outlets. At the same time, the largest media groups have a near-monopoly on news coverage, resulting in issues and groups being under-represented.

Given this disconnect between theory and reality, what must be done to foster the development of an informed society? The fundamental problems surrounding media are persistent and likely to endure. Nonetheless, issues of transparency and accountability, media literacy and privacy must be addressed. At the same time, questions over how best to integrate new communication channels into “old” media remain. Fundamentally, the priority is to develop a model for a society

in which all citizens have access to reliable and pertinent information, allowing them to make better-informed decisions.

## Shaping the Agenda

In spring 2013, the Global Agenda Council on Informed Societies launched a *Blueprint for Informed Societies*. The objective of this document is not to act as a prescriptive, “one-size-fits-all” proposal. Instead, it is designed to serve as a model and guide for how societies can improve their level of “informedness”, to benefit their societies and the world as a whole.

**“Nonetheless, issues of transparency and accountability, media literacy and privacy must be addressed.”**

Over the next 12 months, the Council intends to work further on an Index of Informed Societies, by continuing research and statistical analysis, with the long-term aim of developing a complete and full ranking of the world’s nations and their level of “informedness”. The Council has also developed a university seminar series that can be tailored to any programme, which can be used to promote the messages of this Index.

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# Global Agenda Council on Infrastructure 2012-2014



## Understanding/Context

Infrastructure projects – including ports, pipelines, hospitals, highways, and water, sewage and phone systems – provide the bedrock of national prosperity and well-being. They facilitate transport, promote communication, provide energy and water, boost the health and education of the workforce and enable the whole economy to flourish. The costs of building infrastructure are vast, but the costs of failing to make such investments are incalculable. Improved infrastructure produces abundant benefits for the economy, environment and social progress. However, many countries, developing and developed, are facing significant infrastructure deficits, owing to growing populations, urbanization, changing demands and ageing assets. The strong demand for infrastructure and its insufficient provision imply a global investment gap of about US\$1 trillion yearly through 2020. The development of environmentally clean infrastructure would raise this estimate by an additional US\$200-US\$300 million yearly.

## Shaping the Agenda

The Council on Infrastructure has identified three main questions that need to be addressed to bridge the supply and demand gap in infrastructure in the world today:

1. **Infrastructure financing:** What should the public sector do to facilitate the flow of private capital to infrastructure?
2. **Infrastructure funding:** What needs to be done to bridge the gap between the cost of infrastructure services and the budgetary resources available to deliver them?
3. **Infrastructure delivery, operation and management:** How can infrastructure be built more efficiently and existing resources be better used?

Thus far the Council has focused on infrastructure financing and infrastructure delivery, operation and management. On

infrastructure financing, the Council played a critical role in shaping the agenda for the “Private High-level Roundtable on Global Infrastructure Financing” at the Annual Meeting 2013 in Davos, where the Council collaborated with the World Bank and the International Finance Corporation on drafting a background paper and led key discussions, including on new sources of capital for infrastructure, the constraints facing private-sector infrastructure investors, and levers to address these constraints.

**“The strong demand for infrastructure and its insufficient provision imply a global investment gap of about US\$1 trillion yearly through 2020.”**

On infrastructure operation and management, the Council helped provide the core ideas and set the direction on this issue for the Forum’s “Strategic Infrastructure Initiative.” The Council will be part of the steering committee of this initiative and continue to serve as a think tank and hands-on supporter. Over the next year, the Council will continue to play the role of thought leader in the Forum’s infrastructure-related work, especially on the three areas identified by the Council, through sessions and initiatives

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# Global Agenda Council on Institutional Governance Systems 2012-2014



## Understanding/Context

International organizations are essential yet polarizing actors in today's multidimensional and multistakeholder world. Their missions range from improving global health to defining trade policies to preventing wars and rebuilding societies. They are called on to solve some of the world's most entrenched issues – what Kofi Annan called “problems without passports”. Throughout their history, international organizations have been criticized for being ineffective, slow to react and lacking in power. There is some merit to these criticisms. But much of the problem stems from the lack of transparency regarding their strategies, the impact of their work and their methods for self-evaluation. Without sufficient accountability, international organizations risk coming under increased criticism and scrutiny. They could find themselves spending more time defending their existence than focusing on their mission.

## Shaping the Agenda

The Global Agenda Council on Institutional Governance Systems seeks to open up the discussion on accountability and raise its profile among international organizations. It is working on a “state of accountability” index, covering leading international organizations, which would highlight their current accountability status. The Council will also produce a report addressing the importance of institutional and practical accountability, including the accountability of an organization's leader.

The Council has been working with external researchers to gather the information needed to produce the index and the report, and to build a solid methodological base for this work. Once it has finalized this, it aims to conduct workshops with international organizations to gain their feedback and

support. The Council will release a short report at the Summit on the Global Agenda 2013 in Abu Dhabi that focuses on the importance of accountability and provides a taster of the index.

**“Without sufficient accountability, international organizations risk coming under increased criticism and scrutiny. They could find themselves spending more time defending their existence than focusing on their mission.”**

Ideally, the Council will encourage a larger public debate on this topic and persuade international organizations to actively support and encourage greater transparency in their functioning and leadership.

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# Global Agenda Council on the Intellectual Property System 2012-2014



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## Understanding/Context

Science, technology, knowledge and creativity are critical to human progress. For the past 200 years, the global Intellectual Property (IP) system has worked to incentivize creativity, ensure quality and reward invention. The global IP system is a long-term investment engine requiring long-term thinking to deliver long-term value. Despite its complexity, it is fundamental to human progress.

## Shaping the Agenda

The Global Agenda Council on the Intellectual Property System has identified three key areas for progress: Vision 2030; IP and the Creative Economy; and IP for Humanity. To ensure that society continues to harness the benefits of the world's knowledge for generations to come, the Council developed [Vision 2030](#). As part of this initiative, the Council has designed two ongoing projects, a research project on IP Fundamentals, to improve the rigour of research that is critical to policy-making in the IP arena, and a project launched on World IP Day, highlighting the Top 10 Innovative National Policy Measures to Promote Intellectual Property Creation and Its Commercialization.

To stimulate broader support for the global IP system, the Council has published in mainstream and non-traditional media (*Forbes*, *Managing IP* magazine, the Forum:Blog, etc.). It has presented a [video](#) during global IP events, and as teaching material at UCLA. It organized a workshop in Rio de Janeiro to see how this vision could be applied at the national level; a similar event is planned in China in 2014. To improve the IP system for creative content in a changing world, the Council has defined a series of [six megatrends](#) that are shaping the creative economy and [seven digital copyright principles](#) that it has disseminated through mainstream media.

The Council is now working to produce a paper on managing rights in the global creative economy, including smoother licensing systems and better registries for locating rights holders.

The Council has worked on a number of projects to improve access to the benefits of IP for the “bottom of the pyramid”, including a survey of mechanisms that incentivize IP rights holders to address humanitarian problems. The Council is also working on a pro bono IP project with Novartis, to be launched in South Africa. Together, these projects aim to raise the profile of the potential for the IP system to play a critical role in social and economic development around the world.

**“The global IP system is a long-term investment engine requiring long-term thinking to deliver long-term value.”**

Over the coming year, the Council will develop an initiative focusing on unleashing innovation in the informal economy. This will start as a research effort and develop into a publication. It will also continue to work closely with the Forum to integrate insights generated by the Councils in different events, including the World Economic Forum Annual Meeting of the New Champions 2013 and the Annual Meeting 2014 in Davos Klosters.

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# Global Agenda Council on the International Monetary System 2012-2014



## Understanding/Context

As a result of the continuing fallout from the financial crisis, the global macroeconomic system still faces a number of challenges: slow or declining economic growth; exchange-rate volatility; asymmetry in the adjustment mechanisms between the United States, whose currency lies at the heart of the current system, and the rest of the world; excessive accumulation of foreign reserves by emerging economies; and excessive spillovers of the US monetary policy on other countries. Almost six years into the most severe economic downturn since the Great Depression, policy-makers around the world are attempting to steer their economies to safe harbour and away from the storms still bashing large parts of the global economy.

One of the spill-over effects still playing itself out is the decline of the US dollar as the dominant international reserve currency. Within the past 15 years, there has been a somewhat significant change in the composition of global reserve currencies, with the US dollar less dominant and other currencies featuring in reserve holdings.

## Shaping the Agenda

In this context, the Global Agenda Council on the International Monetary System is focusing on the outlook for the global monetary system, in particular on evaluating the costs and benefits of maintaining the status quo of having a single international reserve currency. One of the main challenges to be addressed by the Council is how policy tools can be utilized to manage risk and the spillover effects associated with a unipolar reserve currency system globally. Moreover, the Council is analysing the sustainability of the current international monetary system dominated by the dollar, and is discussing the outlook for a global economic system where the dollar remains the dominant international currency.

Over the past year, the Council has analysed the risks, opportunities and policy options for engineering a multipolar currency system. With Europe's slow march towards coordinated action on fiscal austerity and the euro, the currency may regain its strength and increase its share in global currency reserves.

**“One of the spill-over effects still playing itself out is the decline of the US dollar as the dominant international reserve currency.”**

The continued strong growth of the Chinese economy means it surpasses the United States as the largest contributor to global GDP. Once China removes the current capital controls and allows full convertibility, the yuan will emerge as a global reserve currency. The Council's analysis has served as the basis for a report on the internationalization of the renminbi, which will be presented at a high-level conference on the international monetary system to be held in Shanghai for Chinese policy-makers and central bank officials. In the coming year, the Council will continue to analyse the dynamics of the global monetary system and key actions taken by policy-makers to ensure macroeconomic stability.

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# Global Agenda Council on Logistics & Supply Chain Systems 2012-2014



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## Understanding/Context

After years of booming trade growth, the global logistics sector was badly hit by the economic downturn, even as supply-chain risk gained prominence in the wake of several very visible disruptions. Recovery in the sector has been slow, but on the brighter side, environmental efficiency has significantly improved, assisted by the slow-steaming of deep-sea container ships to conserve fuel; e-commerce distribution services also have grown fast. The sector's core challenge today remains the efficient linking of producers and consumers around the world.

## Shaping the Agenda

While broadly exploring the opportunities and risks in its sector, during 2012-2013 the Global Agenda Council on Logistics & Supply Chain Systems has been recommending action points to the chief executives in the World Economic Forum's Supply Chain & Transportation community. The Council has also contributed to the "Enabling Trade: Valuing Growth Opportunities" project, helping to analyse the cost of logistical barriers to trade and recommending solutions. Lowering those barriers could unlock more value than could tariff reduction alone. Towards that end, the Council is supporting work that eases constraints on agricultural supply chains in Africa and East Asia; such barriers are responsible for a significant fraction of global food waste.

Although the industry has taken steps to encourage demand-driven sustainability through improved reporting and operational efficiency, the Council recommends paying greater attention to the adaptation of logistics systems to climate change. To limit the latter's impact, the Council argues that environmental sustainability needs to return to the global agenda, having taken a back seat during the economic slowdown.

Another emerging issue with which the sector and the Council are grappling is the challenge of harnessing enormous, global supply-chain datasets to provide new value.

**“Recovery in the sector has been slow, but on the brighter side, environmental efficiency has significantly improved, assisted by the slow-steaming of deep-sea container ships to conserve fuel; e-commerce distribution services also have grown fast.”**

In a highly competitive and fragmented business environment, the adoption of commonly accepted metrics, exchanges and standards will help supply chains to better connect buyers and sellers around the world. The Council will support progress on these topics in 2013-2014 through expert discussion, publications and advice to industry.

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# Global Agenda Council on Long-term Investing 2012-2014



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## Understanding/Context

Many governments have started looking to institutional investors, such as pension funds and sovereign funds, to finance infrastructure. While some long-term investors have capital to invest in infrastructure (albeit not enough to meet the demand), for various structural reasons the available capital is often not invested.

**“Financially oriented institutional investors – a primary focus of governments seeking capital – are constrained by their mandate to maximize risk-adjusted financial returns.”**

The Council on Long-term Investing is focusing on identifying the key structural obstacles, and the methods to address and overcome as many of them as possible.

## Shaping the Agenda

Currently, the Council is focusing on overcoming the infrastructure finance gap between how institutional investors typically invest, and the manner in which many governments would like this to be done. Financially oriented institutional investors – a primary focus of governments seeking capital – are constrained by their mandate to maximize risk-adjusted financial returns. Moreover, institutional investors typically invest in existing assets in developed markets. In contrast, governments most often seek capital for yet-to-be-developed infrastructure in both developed and developing markets.

To help reduce the infrastructure-financing gap, the Council is developing a blueprint for policy-makers to create a framework that attracts capital for infrastructure. This framework aims to provide policy-makers with an overview of

who the long-term financial investors are, and what attracts them to certain aspects of infrastructure investments. It will also highlight key policy and regulatory elements that drive or hinder the flow of capital towards infrastructure. Starting with the assumption that capital is scarce, the blueprint should enable governmental entities seeking to attract infrastructure capital to become more competitive, with a particular focus on equity capital, while addressing debt financing as well.

The Council will also support and drive an infrastructure initiative that develops political and regulatory risk mitigation tools. This will be done in partnership with development finance institutions, for use by infrastructure investors, particularly in emerging markets. The project is currently getting under way. In the first year of this Council term, an assessment was conducted to settle on this idea and the concept note was written.

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# Global Agenda Council on Measuring Sustainability 2012-2014



## Understanding/Context

The global sustainability landscape has become increasingly complex, particularly as a greater dependency on resources for economic growth puts the planet under constant pressure. According to the United Nations Environment Programme, world leaders have signed about 500 internationally recognized agreements in the past 50 years, including 61 related to the atmosphere; 155 agreements on biodiversity; 179 related to chemicals, hazardous substances and waste; 46 land conventions; and 196 conventions broadly related to issues dealing with water. After trade, the environment is now the most common area of global rule-making. Awareness and understanding of global environmental and social problems and their trends and interrelations have increased. However, the complexity and level of uncertainty of these problems have also increased. This makes policy, investment and management decisions very difficult to develop in a rational and integrated way.

## Shaping the Agenda

To address this issue, the Global Agenda Council on Measuring Sustainability aims to incorporate existing facts and figures in an open data system and use this information to enhance decision support capabilities for geospatial risk and integrated resource management. Such a system could provide a service to governments around the world. At the same time, this system could make governments more accountable to citizens. For example, citizens would have access to credible and reliable data on which to base advocacy campaigns. It could deliver reliable performance indicators for corporate responsibility, and support efforts to reassess the meaning of competitiveness in a world of resource scarcity and potential conflict.

The urgency of addressing the issues of energy, water and food security led the Council to choose food security as a prototype to develop its data platform. During the first year of this term, the Council has submitted an authoritative review of existing sustainability frameworks, which will be published in an academic journal in the next few months. This review will provide a new framework to support the rationale behind the data platform.

### “After trade, the environment is now the most common area of global rule-making.”

In the coming year, the Council aims to design the data platform and is exploring:

- Processes and programmes that would encourage greater amounts of environmental data collection and sharing between scientists, governments and industry, particularly in more standardized ways
- How an open data platform would support a range of stakeholders at the country level in critical decision-making with respect to resources and risk management

The ultimate goal of the Global Agenda Council on Measuring Sustainability is to create an online data platform that can be used free of charge by the public.

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# Global Agenda Council on Migration 2012-2014



## Understanding/Context

More than 400 million people worldwide are considered migrants. US President Barak Obama's announcement that in his second term he would seek immigration reform revived debate on managing migration flows in the Americas. In Europe, prolonged recession and stagnant employment growth have led to anti-immigrant sentiment and to proposed legislation to restrict the rights of migrants in countries such as Switzerland and the United Kingdom. To advance the rights agenda on migration and to enhance its role in development, the United Nations has begun preparatory discussions for the second High-level Dialogue on International Migration and Development at its General Assembly in October 2013.

## Shaping the Agenda

The Council on Migration agreed to address the growing negative sentiment on migration as well as weaknesses in policy-making on migration, namely the absence of private sector and economic perspectives. It has focused its efforts on "new thinking" for the High-level Dialogue, developing arguments based on the contributions migration makes to the economy and society, and making the case for including the private sector as an equal player in migration policy-making. The Council submitted a white paper, *The Business Case for Migration*, to the President of the United Nations General Assembly in May 2013, telling the positive story of migration and emphasizing the important role business already plays in the process. The Council has also completed a series of eight case studies on business and migration, which will be published in time for the High-level Dialogue.

On another area of interest, the Council joined forces with Members of the Councils on Organized Crime, on Illicit Trade

and on Advanced Manufacturing to launch a Global Agenda Council task force on human trafficking. The objective is to better understand the interconnections between human trafficking and other global issues, sectors and regions, and to provide a vehicle for dialogue and support for businesses wishing to cooperate further against human trafficking.

**"In Europe, prolonged recession and stagnant employment growth have led to anti-immigrant sentiment and to proposed legislation to restrict the rights of migrants in countries such as Switzerland and the United Kingdom."**

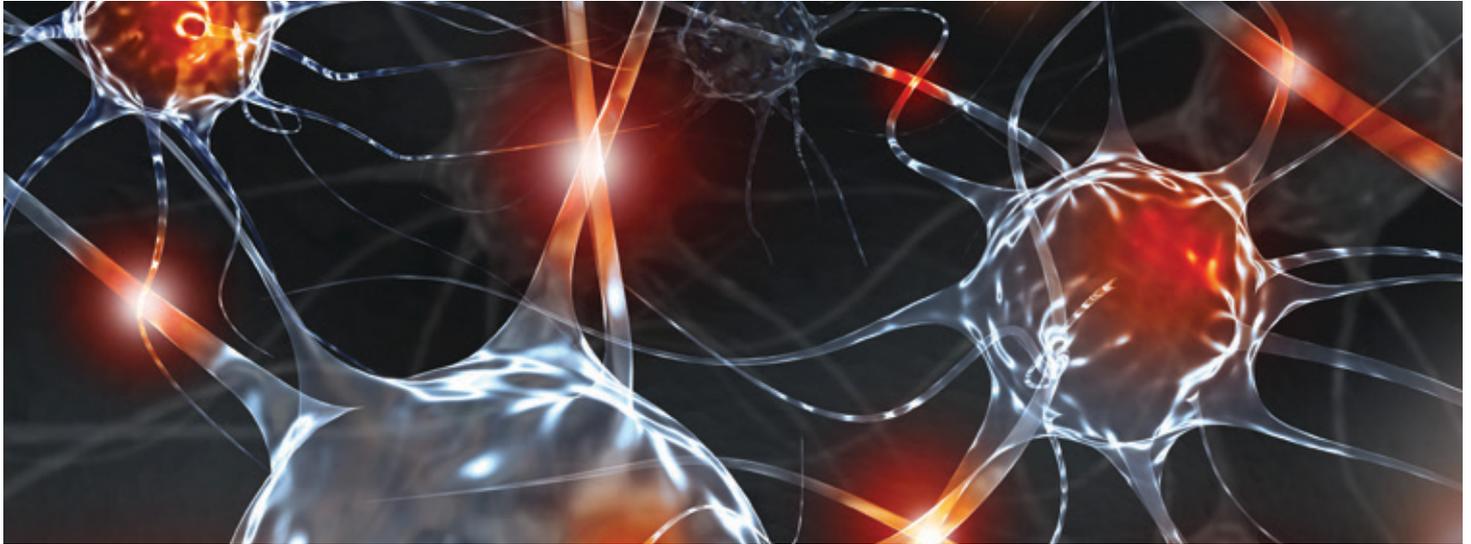
In the second year of the term, starting in July 2013, the Council will carry forward its recommendations on the business case for migration by supporting the Global Forum on Migration and Development Business Roundtables in Sweden and India to raise awareness and broaden consultations on international migration and development.

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# Global Agenda Council on Neuroscience & Behaviour 2012-2014



## Understanding/Context

Neuroscience is increasingly prominent on the global agenda. Currently, two of the world's largest multidisciplinary science projects are the BRAIN Initiative in the United States and the Human Brain Project in the European Union. Understanding the human brain is one of the greatest challenges of modern science, and advances in this field have the potential to revolutionize technology as well as the health of the brain.

Knowledge about how people reason and make decisions has fuelled interest in behavioural economics and is changing the way that policy-makers and civil society groups try to influence the behaviour of citizens and consumers. Increasingly, they understand that lasting change is easier to achieve when the actions that individuals need to take are simple to understand and execute.

## Shaping the Agenda

To support these trends, the Council on Neuroscience & Behaviour has been working on two projects. In the area of neuroscience, the Healthy Brain project is helping policy-makers to appreciate how people's brains change and adapt through their lives and how the right policy interventions can support the "brain health" of a population. The Council will also provide an economic case for these interventions – such as encouraging people to sleep longer or eat a better diet. This will start to prepare the groundwork so that new research findings can be turned into direct policy approaches at the population level.

The Council is also drafting a paper to explain behaviour change to policy-makers, which should increase the adoption of new approaches to governance based on a better understanding of behaviour. This work emphasizes

the promises of behavioural approaches – especially in times of austerity. It also addresses some of the perceived obstacles that might prevent their wider adoption. Ultimately, behaviour change is one of the approaches to help support evidence-informed policy and help our societies reach better governance.

**“Knowledge about how people reason and make decisions has fuelled interest in behavioural economics and is changing the way that policy-makers and civil society groups try to influence the behaviour of citizens and consumers.”**

In the coming year, the Council will build on the work of both projects to help position neuroscience and behaviour change on the global agenda and to raise awareness of their potential to improve the world.

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# Global Agenda Council on New Economic Thinking 2012-2014



## Understanding/Context

Recent financial crises reveal how little is understood about the interconnectedness of macroeconomic policies, financial markets and risks. The Global Agenda Council on New Economic Thinking is focusing on the new economic policies that address growing concerns around the stability and predictability of financial markets, rising economic pressures on societies and individuals, and the need for faster economic growth and development around the world.

## Shaping the Agenda

The Council on New Economic Thinking is taking an interdisciplinary approach to economic problems that is characterized by a willingness to re-examine basic assumptions and inconsistencies in existing theoretical frameworks. Through this approach, the Council aims to help create a better future by promoting a better understanding of the major challenges faced by society and by providing solutions.

The Council on New Economic Thinking aims to:

- Influence economic policy to achieve more inclusive growth, by disseminating new thinking already developed via the World Economic Forum's convening and social media platforms, and by creating new thinking through identifying knowledge gaps and influencing research agendas through university networks and think tanks such as iNET (the Institute for New Economic Thinking)
- Examine ways to create more stable and robust financial markets, and consider how best to design regulatory systems and pre-empt the root causes of volatility
- Continue encouraging academic environments conducive to innovative and cross-disciplinary thinking, which also reward unconventional ideas – particularly with respect to peer-reviewed publications and tenure track positions

To foster greater cross-disciplinary thinking, the Council is facilitating closer collaboration between iNET and the World Economic Forum's programme development team.

**“Recent financial crises reveal how little is understood about the interconnectedness of macroeconomic policies, financial markets and risks.”**

At the Annual Meeting 2013 in Davos, a dinner attended by Nobel prize-winning economists and other leading practitioners and academics focused on what the economics textbook of the future would look like to prepare young leaders and informed decision-makers across business and government and for individuals and households. Over the next 12 months, the Council will work more closely with policy-makers to develop policy solutions on inclusive economies and financial market regulation design.

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# Global Agenda Council on New Energy Architecture 2012-2014



## Understanding/Context

A global energy transition is under way, but progress is slow, incremental and varies widely according to geography. History has shown that energy transition is not an abrupt change but one that unfolds over decades. Worryingly, the current trajectory will not solve the major energy challenges of today, which include the carbon problem, and energy access and security issues. The global community faces the challenge of delivering sustainable, affordable and secure energy for all.

## Shaping the Agenda

The Global Agenda Council on New Energy Architecture aims to expedite this transition in the next five years by focusing on three workstreams. First, the Council has developed a discussion paper, *Financial Regulation – Biased against Clean Energy and Green Infrastructure?*, which was distributed at the Annual Meeting 2013 in Davos-Klosters, published on the Forum's website and through social media channels, and covered on the Bloomberg New Energy Finance website. The paper identifies several areas in which the regulation of investment itself, rather than policy relating to underlying assets, companies or technologies, may be holding back the flow of investment in clean energy. It also addresses the potential impact of financial regulation on clean energy investments.

Second, the Council contributed to the development and increasing visibility of the Global Energy Architecture Performance Index. The index was created by the World Economic Forum and independent experts, many of whom are affiliated with the Council, and provides decision-makers with a tool to monitor the performance of energy systems and a basis for assessing areas for improvement.

Third, the Council is considering the possibility of introducing a high-level educational programme for new energy policy-makers entering their assignments. The vision is to establish this with partner institutions possessing the required capabilities.

**“History has shown that energy transition is not an abrupt change but one that unfolds over decades. Worryingly, the current trajectory will not solve the major energy challenges of today, which include the carbon problem, and energy access and security issues.”**

Work is in the exploratory phase and will be a core focus over the coming months. The Council hosted a joint private event at the World Economic Forum on East Asia in Nay Pyi Taw, Myanmar, in June 2013 where Council Members began generating interest in the concept.

Over the coming 12 months, the Council hopes to engage finance ministers and the finance community in national energy mix planning.

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# Global Agenda Council on New Growth Models 2012-2014



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## Understanding/Context

Adapting growth models to achieve widely shared economic and social goals is of great concern and interest to a wide range of audiences: leaders in politics and policy, business, academia and civil society, and interested engaged citizens, across a full spectrum of countries, with diverse circumstances. The International Monetary Fund recently downgraded the global growth forecast for 2013. According to revised forecasts, economic output will expand by 3.6% in 2013, down from July estimates of 3.9%. Yet, important elements of growth in both developed and developing economies have come to be reasonably well understood as a result of experience and analysis. Among them, macroeconomic stability, a functioning market system with entry and exit mechanisms, incentive structures, sufficiently defined property rights to support private investment, integration in the global economy, high levels of public and private investment and economic diversification.

## Shaping the Agenda

The Global Agenda Council on New Growth Models seeks to advance practical discussion of what adaptations are required to begin to stimulate growth. The Council does not believe new growth models are needed – the “machine” does not need to be replaced. Rather, different “modes/settings” need to be identified for existing growth models. These include sustainability and balance sheets, various structural and policy constraints on growth, and a set of inclusiveness and distributional issues. The Council’s goal is to suggest ways of thinking concisely and critically about defining and dealing with these through actions by individuals, governments, businesses, financial institutions, civil society organizations and education institutions.

The Council is preparing a policy paper aimed at government and business leaders. Chapters will cover inclusivity/sustainability, institutional innovation, trade/fiscal/financing, an entrepreneurial ecosystem, measurement and human capital. During its first year, the Council also created six working groups that are actively engaged in advancing the discussion within each of these areas.

**“According to revised forecasts, economic output will expand by 3.6% in 2013, down from July estimates of 3.9%. Yet, important elements of growth in both developed and developing economies have come to be reasonably well understood as a result of experience and analysis.”**

During the coming year, several events will feed into the preparation of the policy paper, including the Annual Meeting of the New Champions 2013 and the Summit on the Global Agenda 2013 in Abu Dhabi. The final paper will be presented at the Annual Meeting 2014 in Davos-Klosters.

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# Global Agenda Council on New Models of Leadership 2012-2014



## Understanding/Context

A profound shift is taking place in the context of leadership and what it takes to flourish as a leader. The change is driven by significant demographic and societal transformation, fundamental technological advances and constant globalization, as well as complex multistakeholder issues and resource scarcity. This shift profoundly impacts the challenges leaders face and the aspirations, competencies and attitudes of success.

These changes are revealing a new leadership style that is shaped by leaders' profound sense of purpose, which can be described in three ways: through the emotional capacity of leaders (values, courage, self-awareness, authenticity); by their intellectual and cognitive development (creativity, innovation, world view, systems thinking); and by the extent and depth of their social relationships and networks (community building, alliances, collaboration, virtual worlds). Today's leaders need a dual attention capability: alertness to subtle, telling signals as well as a larger systems awareness. Tomorrow's leaders will need to go beyond the limits of the systems within which society operates today to perceive what those systems might become.

## Shaping the Agenda

The Council on New Models of Leadership is investigating a leadership model that draws on leaders' "inner and outer journeys". The "inner journey" brings deep insight, helping leaders discover their authenticity, and provides the resilience so crucial for judgement under pressure. The "outer journey" describes the crucible experiences, occurrences that shape leaders and forge leadership qualities through challenge, risk and effort at the "edge of the system". The new leadership model requires leaders to engage in new work. This new

work is about helping people and communities move from egosystem awareness (generating the well-being of a narrow interest group) to ecosystem awareness (generating the well-being of the whole). The process of moving from egosystem to ecosystem awareness requires a profound intellectual, emotional and social journey – a journey to the real sources of presence and self.

**“Tomorrow’s leaders will need to go beyond the limits of the systems within which society operates today to perceive what those systems might become.”**

Over the next 12 months, the Council aims to create a website to collect direct comments in digital audio files and photographs from a wide sample of today's leaders. It also intends to publish articles in high-profile publications and is considering hosting an event focused on deepening the dialogue between leaders and about leadership, on a theme to be determined.

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# Global Agenda Council on New Models of Travel & Tourism 2012-2014



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## Understanding/Context

At a time when job creation and economic growth are at the top of the global agenda, the travel and tourism industry can play a critical role in creating employment opportunities worldwide while spurring nations' economic growth. The sector already accounts for 9% of global GDP – a total of US\$ 6 trillion – and creates 120 million direct and 125 million indirect jobs.

## Shaping the Agenda

The Council on New Models of Travel & Tourism is committed to supporting the development of a strong travel and tourism sector capable of contributing effectively to nations' economic development. It believes that traditional visa systems are a barrier to the growth of the travel and tourism sector and, consequently, to the creation of exports and jobs. The Council aims to develop a framework to improve and eventually replace traditional visa processes with a *smart visa process*. While streamlining current processes to take advantage of new technologies, including Internet and videoconferencing, the smart visa process would lead to the introduction of electronic visas compatible with mobile applications, and eventually to a state where no visas would be required at all.

To achieve this, the Council is developing a framework for travel facilitation that includes a structure for the implementation of smart visa and border processes. The framework aims at facilitating dialogue between industry and government on possible models of collaboration and at providing them with practical recommendations and tools. For this, inputs will be incorporated from discussions held at various World Economic Forum events around the world as well as the Latin American and Caribbean Air Transport

Association Summit in Mexico in November 2013. Further, the Council is creating a depository of policies and practices to aggregate the latest information on smart visas from around the world with the aim of encouraging the exchange of information and identifying key success factors.

**“The sector already accounts for 9% of global GDP – a total of US\$ 6 trillion – and creates 120 million direct and 125 million indirect jobs.”**

In parallel, the Council's Members are spreading the message in global policy-making institutions as well as the media. During its first term, the Council put together a “Call for Action on Facilitation of Travel” that was brought to the G20 meeting agenda in Mexico in 2012. On 25 April 2013, in the context of the Forum's Travel & Tourism Summit in Peru, three Latin American countries – Peru, Ecuador and Colombia – signed a Letter of Intent to start working together to implement a new smart visa system. A similar Letter of Intent was signed by Myanmar, Indonesia, the Philippines and Cambodia during the Travel and Tourism High Level Meeting in Nay Pyi Taw, Myanmar, on 5 June 2013.

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# Global Agenda Council on Nuclear, Biological & Chemical Weapons 2012-2014



## Understanding/Context

North Korea set off a flurry of debate and activity in the field of weapons of mass destruction (WMD) in February 2013 when it detonated its third nuclear device. The test escalated the situation on the Korean Peninsula. The resulting war of words, and diplomatic signals across the Atlantic, reminded policy-makers of the need to resolve definitively the nuclear aspirations of pariah nations. Rumours that chemical weapons had been used in the civil conflict in Syria, and warnings from the Obama administration that it intended to take firm measures if WMD are used, sparked debates and scepticism among the WMD community. Could chemical weapons in Syria or weak nuclear devices in North Korea be the next “WMD in Iraq” episode?

## Shaping the Agenda

The Council on Nuclear, Biological & Chemical Weapons began two ambitious projects this term. First, to promote a better understanding of WMD issues and the capacity to manage them, the Council created a public repository of information and educational materials on the subject. Members collected their materials on a platform lent by the Preparatory Commission for the Nuclear Test-Ban Treaty Organization and asked other Global Agenda Councils to provide feedback and input. The second project aims to encourage greater collaboration among stakeholders. The Council developed a concept for a “Champions for Peace” award that would recognize industry players who, through their business practices, have aided non-proliferation. In early 2013, the concept and a tentative timeline of actions were disseminated within the Forum community for consultation. The Council also consulted on the agenda of the third Nuclear Security Summit, which will take place in the Netherlands. Specifically, it developed recommendations on countering

nuclear terrorism and the creation of a Global Alliance Against Nuclear Terrorism. These will be presented during a workshop at the 2014 Summit.

**“Rumours that chemical weapons had been used in the civil conflict in Syria, and warnings from the Obama administration that it intended to take firm measures if WMD are used, sparked debates and scepticism among the WMD community.”**

In the second year of this term, the Council will try to bring together organizations that can support the creation of a large online course on WMD. It will also promote a workshop at the Annual Meeting 2014 on the Champions for Peace award, in partnership with the World Health Organization, the Organisation for the Prohibition of Chemical Weapons and the International Atomic Energy Agency.

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## Understanding/Context

Oceans offer great opportunity for economic growth and development and support the very existence of humanity through oxygen provision and climate regulation. Awareness of potential ocean resources is growing rapidly but our seas are badly managed. This has led to challenges such as collapsing fish stocks, rising sea levels and increasing piracy. “Business as usual” is not sustainable and step changes must occur in resource management practices. The Global Agenda Council on Oceans plays a central role in identifying the challenges and promoting sustainable management practices through its activities. A multitude of efforts around ocean conservation and management exist globally, but it is crucial that the Council promote efficient collaboration among them.

## Shaping the Agenda

At the Annual Meeting 2013 in Davos-Klosters, the Council released a vision statement on [Seafood Traceability](#). The meeting also saw a session on the issue of [Bolstering Ocean Resilience](#). Moderated by Tony Haymet, Director of the Scripps Institution of Oceanography, the high-level panel included H.S.H. Prince Albert II of Monaco; President Olafur Ragnar Grimsson of Iceland; Frans Muller, Member of the Management Board of Metro Group; and Rachel Kyte, Vice-President for Sustainable Development at the World Bank. Also at the Annual Meeting 2013, the Council convened a private discussion between key members of the Global Ocean Commission, the World Bank and the business community on future collaboration. And at the 2013 World Economic Forum on Africa, the Council gathered Xavier-Luc Duval, Vice-Prime Minister and Minister of Finance and Economic Development of Mauritius; Trevor Manuel, Minister of the National Planning Commission (NPC) of South Africa; and Geoffrey White, Chief Executive Officer of Lonrho, to discuss the crucial role of

sustainable ocean resource management for Africa’s growth and development. On 8 June 2013, the Forum hosted a World Oceans Day Web campaign, including a [blog of expert views](#), a video on [Ideas for Change](#), and an [interactive trip to the oceans of the future](#).

**“Awareness of potential ocean resources is growing rapidly but our seas are badly managed.”**

The Council will continue to play a key role in bringing together major stakeholders at Forum events. Council Members aim to enhance collaboration with other organizations, such as the World Bank’s Global Partnership for Oceans and the Global Ocean Commission; pursue alignment with the Global Sustainable Seafood Initiative; strive to promote a global will to ensure that wild-caught seafood and other fish products are legal, healthy, fully traceable and accurately labelled; and enhance collaboration with the business community.

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# Global Agenda Council on Organized Crime 2012-2014



## Understanding/Context

Football, banking secrecy and endangered species were the most high-profile victims of organized crime in 2012-2013. News of the break-up of a scheme that rigged football matches in Europe over many years revealed the vulnerability of sport to organized crime and raised concerns of collusion between athletics organizations and criminals.

**“Without reliable, replicable and sound data and estimates on the scale and nature of the problem, policies and strategies to combat organized crime are unlikely to be effective.”**

A deliberate leak of information on secret bank accounts reinforced – once again – the importance of addressing the enabling role that open financial flows and banking secrecy play for illicit activities and networks. Meanwhile, the CITES (Convention on International Trade in Endangered Species of Wild Fauna and Flora) Conference in Bangkok drew attention to the illegal market for endangered species and biological materials, a major threat to biodiversity and conservation efforts.

## Shaping the Agenda

The Global Agenda Council on Organized Crime is trying to address a fundamental weakness in policy-making and collaboration in this field: the lack of good data and information on the impact of organized crime and illicit trade. Without reliable, replicable and sound data and estimates on the scale and nature of the problem, policies and strategies to combat organized crime are unlikely to be effective. The Council has requested collaboration from six international agencies – the United Nations Office on Drugs and Crime, the World

Customs Organization, the Organization of American States, the European Monitoring Centre for Drugs and Drug Addiction, Europol, and the Organisation for Economic Co-operation and Development (OECD) – all of which agreed to provide resources to the project.

A kick-off meeting was held in Milan in February 2013 and first findings on a methodology to measure the impact of illicit trades were presented to the OECD in April. During the spring, the Council agreed to collaborate closely with the Council on Illicit Trade to further develop the methodology. The Council provided ideas and guidance to the Latin America team’s public security dialogue project. During the Summit on the Global Agenda 2012 in Dubai, two dedicated brainstormings on drug trafficking and security were held with Members of sister Global Agenda Councils. Members of the Council also launched a Global Agenda Council-wide working group on human trafficking to further understand the interconnections between trafficking and other global issues, sectors and regions as well as provide a safe place for dialogue and support for businesses that want to cooperate further on human trafficking.

Over the coming year, the Council will continue to refine its proposal for a methodology to measure the impact of illicit trade, for presentation to stakeholders at the Annual Meeting 2014. Similarly, the Council will collaborate with others to develop a common narrative on how businesses can approach illicit trade, organized crime and anti-corruption.

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# Global Agenda Council on Personal Transportation Systems 2012-2014



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## Understanding/Context

Ever since Henry Ford invented industrial manufacturing, the automobile has been the prime mode of personal transportation. Governments around the world have invested heavily in building the relevant infrastructure to support this system of personal transportation. It has provided individual mobility, employment, innovation and wealth to many nations. However, with dense levels of car ownership in developed nations, tremendous growth in emerging markets and urbanization at record levels, this system has started to fail. Megacities are struggling with congestion and poor air quality. They cannot keep up with needed infrastructure expansion or they struggle to finance its upgrade. New models of car ownership are evolving, governments are strongly pushing for alternative-energy vehicles to improve air quality in cities, and consumers hope that new information technologies will help them to improve their travel experience and reduce time wasted in traffic. However, alternative-energy vehicle sales have been disappointing, sustainable business models for new ownership are still lacking, and the integration of new information technologies and intermodal transportation is still far from being seamless.

## Shaping the Agenda

To support cities in the development of their future personal transportation systems, the Council has developed a vision of and framework for how cities can improve personal mobility in the near future. The framework outlines possible actions that can be taken, best practice examples, and new ideas for alternative solutions. Further, it references the urban mobility index of the Young Global Leader community to have a quantitative measurement of how cities can improve personal transportation by using the framework.

The Council has also been asked to join the Advisory Board of the World Economic Forum's "Future of Urban Development Initiative" to work with selected Chinese cities to help them solve their transportation challenges and build sustainable transport systems.

**“Megacities are struggling with congestion and poor air quality. They cannot keep up with needed infrastructure expansion or they struggle to finance its upgrade. New models of car ownership are evolving, governments are strongly pushing for alternative-energy vehicles to improve air quality in cities, and consumers hope that new information technologies will help them to improve their travel experience and reduce time wasted in traffic. ”**

Over the next 12 months, the Council will work closely with two to three cities to advise them on improving their personal transportation systems. The Council's objective is to improve personal mobility in those cities by sharing insights, providing direction and catalysing change.

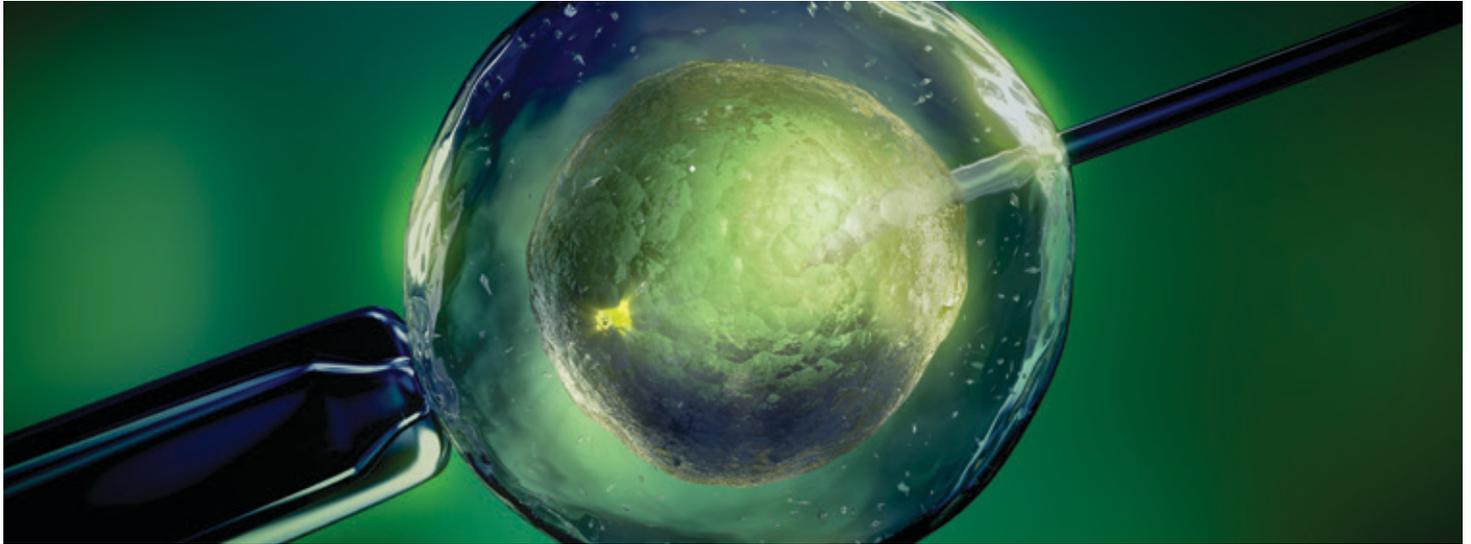
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# Global Agenda Council on Personalized & Precision Medicine 2012-2014



## Understanding/Context

Personalized medicine combines established clinical parameters and emerging molecular information to create preventative, diagnostic and therapeutic solutions tailored to individual patient requirements. Precision medicine offers meaningful changes in healthcare – refining diagnosis, treatment and patient prognosis, and bringing major efficiency savings. Recent biotechnological advances have led to an explosion of disease-relevant molecular information that has brought the promise of personalized medicine within reach.

Already, the cost of obtaining a single human-genome sequence has fallen from US\$ 95 million in 2001 to only about US\$ 21,000 in January 2011 and is projected to shrink further to US\$ 1,000 in a few years. Other evidence of the promise's fulfillment: in the area of oncology, genetic biomarkers may guide therapeutic decision-making. The personalized approach is expected to deliver significant healthcare benefits to patients. But ensuring a smooth transition will depend on establishing frameworks – to regulate, compile and interpret the influx of information – that can keep pace with rapid scientific developments.

## Shaping the Agenda

The Global Agenda Council on Personalized & Precision Medicine has identified several issues that are slowing the advance of personalized medicine, including poor data interoperability between entities working on such approaches, and a lack of harmony in regulatory and payer policies around the world. Accordingly, the Council is working on three specific streams to increase cross-sector collaboration.

The first group is scheduled to publish a white paper in November 2013 at the Summit on the Global Agenda that

will make an economic, medical and societal rationale for investing in personalized health. The second group will work on accelerating personalized health through data sharing. It will collaborate with a larger information and communications technology (ICT) project on “data commons” led by the World Economic Forum, highlighting the need for data interoperability, in particular for science and medicine.

**“Already, the cost of obtaining a single human-genome sequence has fallen from US\$ 95 million in 2001 to only about US\$ 21,000 in January 2011 and is projected to shrink further to US\$ 1,000 in a few years.”**

The third group is working to remove roadblocks to the implementation of personalized and precision health through a series of discussions as well as a policy paper on regulatory and payer harmonization across different geographies. This paper will be published in time for the Annual Meeting 2014.

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# Global Agenda Council on Population Growth 2012-2014



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## Understanding/Context

The world's population surpassed 7 billion in 2011 and is expected to reach 9.3 billion by 2050. Rapid population growth can amplify the number of challenges facing a country, such as in health, employment, education, economic growth and access to vital resources. Key actors need to understand the nature of the current and upcoming demographic transformations, as well as the potential risks and opportunities that come with these changes. While raising awareness on potential risks linked to population growth, however, it is also necessary to keep in mind that countries face a variety of challenges and have their own traditions and beliefs. Addressing population growth requires tailored solutions.

## Shaping the Agenda

The Council on Population Growth is working on several initiatives to raise awareness and spark action. Firstly, the council is developing tailored recommendations for the governments of three countries – Nigeria, Rwanda and Pakistan – that are undergoing important demographic transformations and may be able to realize a positive “population dividend” in the coming decades. Secondly, the Council has been instrumental in the global consultations for the post-2015 Development Agenda by helping to organize high-level consultations in New York in collaboration with the United Nations Population Fund. The objective is to ensure that population dynamics and related challenges are included in the final set of goals and will be a priority on the development agenda for the coming years. Thirdly, the Council has driven high-level discussions on population growth at various World Economic Forum events, including the Annual Meeting 2013 in Davos-Klosters and the 2013

World Economic Forum on Africa in Cape Town. These discussions have been organized in collaboration with key partners, such as the Bill & Melinda Gates Foundation.

**“While raising awareness on potential risks linked to population growth, however, it is also necessary to keep in mind that countries face a variety of challenges and have their own traditions and beliefs. Addressing population growth requires tailored solutions.”**

In the coming year, the Council will continue to support various countries as they undergo important demographic transformations, will develop case studies and policy proposals for decision-makers in key countries undergoing demographic shifts. The Council will also continue to participate in consultations on the post-2015 Development Agenda.

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# Global Agenda Council on Poverty & Sustainable Development 2012-2014



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## Understanding/Context

The Millennium Development Goals (MDGs) have been the central reference point for global development since they were established in 2000. As the first global policy vision based on mutual accountability between developing and developed countries, they set a compelling agenda to cut many forms of extreme poverty in half by 2015 and have helped to foster many development breakthroughs. But the MDGs mark only a halfway point, and the development community at large has begun preparing for the post-2015 era. The UN and its partners have been leading the effort, which includes the UN High Level Panel on the Post-2015 Development Agenda, tasked by the UN Secretary-General with formulating recommendations for a new framework to help inform discussion among member states through 2015.

## Shaping the Agenda

The Council on Poverty & Sustainable Development has helped to design, organize and host over a dozen public and private sessions at the Forum's global and regional events aimed at informing, facilitating and building support for a successful bridge from the MDGs to a post-2015 process. These sessions, including Informal Gatherings of World Economic Leaders, private workshops, plenary sessions, WorkStudios and IdeasLabs, have brought together hundreds of key actors and helped to raise awareness, foster dialogue, develop a common understanding and build agreement around many issues. Members of the Council have organized, hosted and participated in many high-level forums and dialogues, while contributing several policy papers and opinion pieces, including the influential paper, *Getting to Zero: Finishing the Job the MDGs Started*.

As a key element of its efforts, the Council also collaborated with partners such as the UN Foundation and ONE Campaign

to emphasize implementation priorities over the MDGs' final 1,000 days to 2015.

**“But the MDGs mark only a halfway point, and the development community at large has begun preparing for the post-2015 era. The UN and its partners have been leading the effort, which includes the UN High Level Panel on the Post-2015 Development Agenda, tasked by the UN Secretary-General with formulating recommendations for a new framework to help inform discussion among member states through 2015.”**

The Council will continue to support multistakeholder contributions to critical aspects of the evolving debate. The Council will also continue to leverage the Forum platforms to facilitate consultations alongside and in support of the UN-led intergovernmental process.

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# Global Agenda Council on Responsible Mineral Resources Management 2012-2014



## Understanding/Context

The development of mineral resources is a key driver of global economic growth and provides unparalleled opportunities for resource-rich countries. The importance of creating a responsible approach to mineral development has never been clearer, as projects face mounting opposition, from Conga in Peru to Oyu Tolgoi in Mongolia. While the role of mining in economic development is increasingly recognized, there is still debate over how mining should be conducted and a general lack of trust between stakeholders.

## Shaping the Agenda

For a number of years, the World Economic Forum and the Council have been leading the “Responsible Mineral Development Initiative” (RMDI), which is examining stakeholder engagement and how the extractive industry can create shared value, and recently published the *Responsible Mineral Development Initiative 2013 report*. Council Members also helped design the concept of “mineral value management and presented their key findings at the private RMDI meeting at the Annual Meeting 2013 in Davos and at other meetings, including two of the largest mining conferences in the world.

The Council is now examining what the Forum’s mining and metals community should work on after it wraps up the RMDI initiative and is working with the Forum’s Metal and Mining Team to create four papers examining critical topics for the industry to be presented at the Annual Meeting in 2014, including:

- How industry can interact and work better with NGOs
- New models of infrastructure investment in the mining and metals sector

- Downstream (value chain) challenges and opportunities in the sector, including responsible sourcing and greater calls for transparency, for both conflict minerals and more traditional minerals
- The industry’s role in economic competitiveness and contribution to a future sustainable economy

**“The importance of creating a responsible approach to mineral development has never been clearer, as projects face mounting opposition, from Conga in Peru to Oyu Tolgoi in Mongolia.”**

The Council is also establishing a “hot topics” process to inform the Forum’s Mining and Metals Governors of new and important developments in the area of mineral resources.

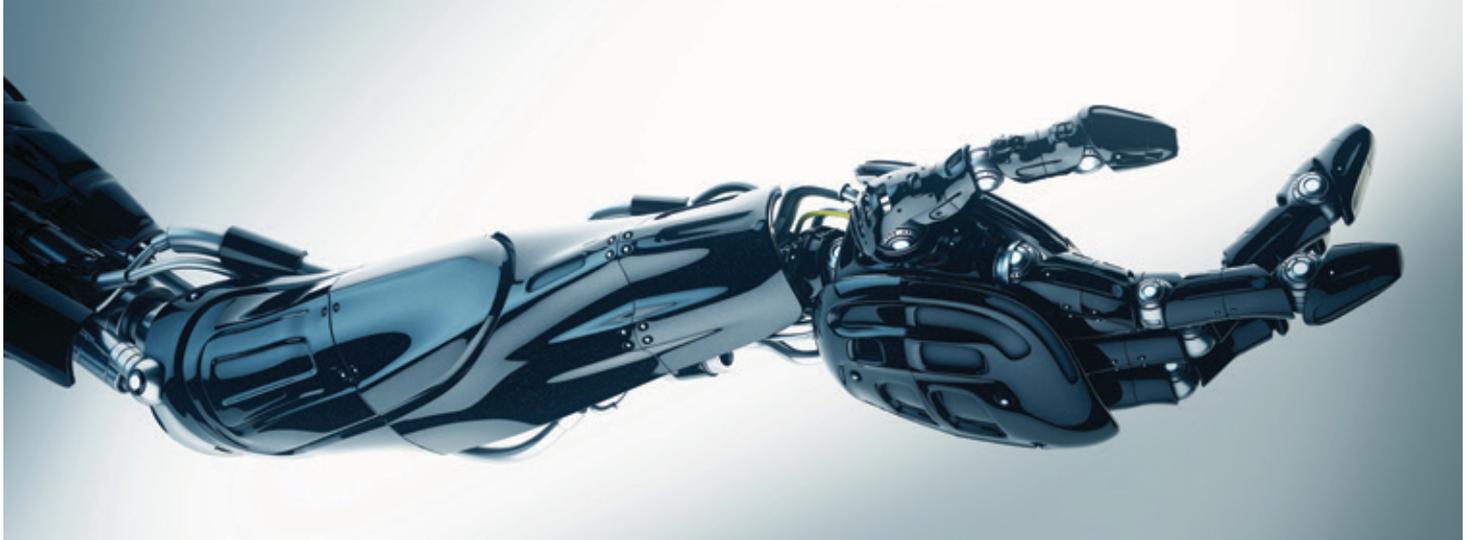
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# Global Agenda Council on Robotics & Smart Devices 2012-2014



## Understanding/Context

Technological advances in robotics over the past few years have been impressive: robots have been used in factories; as exploratory vehicles in deep sea and space; for minimally invasive surgical procedures; as automated vacuum cleaners and even as exoskeletal artificial limbs. Drones have been deployed not only for military strikes, but also during humanitarian emergencies. Devices and appliances used in everyday life are increasingly “smart”, with Internet connectivity multiplying exponentially the capabilities of phones, watches, eyeglasses and cars. However, as these trends emerge and develop, few people can fully understand – and in some cases accept – what it means for them in the context of the social, technical, economic, legal and cultural changes.

## Shaping the Agenda

The Council has set itself the challenge of educating those people who are not aware of the future implications of robotics, from citizens to policy-makers. To do this holistically, it has established three focus areas: robotics; data streams and smart devices; and smart devices and robotic technologies.

- Robotics: Currently being produced, a short documentary on robotics will describe the solutions robots can offer for cognitive and physical support for an ageing population, and a website will explain the structure of robotic sensor-based distributed systems.
- Data streams and smart devices: The Council will collaborate with the Global Agenda Councils on Personalized & Precision Medicine, Wellbeing & Mental Health, and Education to examine the potential of personal devices and their interaction with the Cloud distributed digital network. In each area of collaboration, concrete descriptions will be developed of how existing and easily accessible tools can serve as enablers.

- Smart devices and robotic technologies: The Council plans to extend the model developed last year to drive the global transformation of smart devices and robotic technologies. A progression from the former to the latter is taking place, equivalent to the movement from direct manipulation to (almost) total autonomy. Smart devices that deal with cognitive deficits and health data serve as an example. As a person ages, autonomy is increasingly delegated to the robot. This gives rise to the notion of *distributed autonomy*.

**“Devices and appliances used in everyday life are increasingly “smart”, with Internet connectivity multiplying exponentially the capabilities of phones, watches, eyeglasses and cars. However, as these trends emerge and develop, few people can fully understand – and in some cases accept – what it means for them in the context of the social, technical, economic, legal and cultural changes.”**

The Council plans to develop a suite of applications to be downloaded and piloted with collaborating Councils before the Summit on the Global Agenda 2013.

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## Understanding/Context

The global landscape for business has changed dramatically in recent decades; just as the impact of companies on society and the environment has increased, so have company responsibilities. Business leaders, investors, civil society and other stakeholders – government, policy-makers, regulators, the broader public and individual citizens – have recognized the global demand for business models that incorporate shared values, but the mechanisms to create and sustain such models have not met demand. The Global Agenda Council on the Role of Business has identified a range of actions businesses might take to tackle social problems. The challenge for business, according to a white paper published by the Council in March 2012, is to increase value for stakeholders while safeguarding the societal ecosystems in which it operates.

## Shaping the Agenda

In January, at the Annual Meeting 2013 in Davos-Klosters, the Council released another white paper, *Defining the New Business Covenant*, focusing on the need for business leaders and stakeholders to collaborate to build a safer, healthier, more prosperous world. This paper describes three key groups the Council could potentially work with to pursue business models that balance commercial and social needs:

- **Investors:** Given the re-examination of the role of investors following the financial crisis, the Council sees an opportunity to work with these stakeholders to achieve better outcomes for the world's citizens. In particular, the Council foresees reducing the short-term focus of business leaders and broadening their perspectives beyond generating shareholder value to maximize stakeholder value.

- **Policy-makers:** Opportunities exist for businesses to work with governments to redress income and education inequalities.
- **Corporate boards and their leadership (in particular, non-executive chairmen):** Corporate boards play an essential role in shaping the culture, goals and modes in which businesses operate. Improving dialogue with such boards can help ensure businesses serve as engaged corporate citizens.

**“The challenge for business is to increase value for stakeholders while safeguarding the societal ecosystems in which it operates.”**

In the coming year, the Council believes it can contribute in three key areas: creating a handbook profiling companies that have built profitable businesses that generate value for the societies in which they operate; mapping existing policies to help create environments where business can provide responsible solutions to global challenges; and liaising with key stakeholders (investors and policy-makers) to discuss how an enabling environment might be produced to create sustainable business models.

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# Global Agenda Council on the Role of Civil Society 2012-2014



## Understanding/Context

A duality currently defines civil society. On the one hand, civil society is more vibrant and dynamic than ever, with social movements emerging in different parts of the world, and in spontaneous, online forums on issues ranging from air quality and women's rights to corruption. Politicians and private-sector leaders are recognizing civil society as an essential ingredient in effective, stable democracy, and as a vital contributor to innovative development solutions.

**“The Council is interested in exploring the changing roles of civil society, business and government through the lens of specific issues, and in starting a dialogue with the private and public sectors on practical models of engagement and action on societal problems.”**

On the other hand, the enabling environment of civil society is coming under increasing threat worldwide from various restrictive conditions, including legal measures, funding cuts and barriers to assembly, as noted in the *State of Civil Society 2013* report from CIVICUS, a global alliance for citizen participation.

## Shaping the Agenda

The Council has been focusing on this challenge of how civil society can participate more effectually in setting global agendas on, and finding solutions to, societal problems. It also seeks to demonstrate why civil society is essential in all its diversity, not only the formalized elements. In 2013 the Council is embarking on an in-depth analysis of a specific

geography, Kenya, and will use a set of case studies to understand how roles and relationships between civil society, business and government are evolving to build a strong social contract.

By sharing knowledge and lessons learned based on specific examples of innovative relationships, the Council aims to draw conclusions that will foster new thinking in other geographical contexts, and in global decision-making processes. The Council is interested in exploring the changing roles of civil society, business and government through the lens of specific issues, and in starting a dialogue with the private and public sectors on practical models of engagement and action on societal problems.

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# Global Agenda Council on the Role of Faith 2012-2014



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## Understanding/Context

The religious landscape has shifted over the past decades. Evidence shows that in some societies the role of faith is fading, with an increasing number of people having no religious affiliation and a general resistance to identify as someone who practises religion. Conversely, 80% of the world's population adheres to a religion, and in these societies recognition of the role played by faith and religious culture in public life and in tackling global problems is growing. In such societies, faith groups exercise authority, strengthen the social capital and provide services; they advocate for change and mobilize communities. There is a sense that the space where faith and society interact is evolving in dynamic ways, and that changes in society are affecting the relationships between faith groups and other societal and economic stakeholders.

## Shaping the Agenda

These shifts create an opportunity for collaboration to seek positive change and social transformation. Members of the Global Agenda Council on the Role of Faith are committed to restoring faith to public life and promoting faith-based dialogue between the public and private spheres. Council Members understand the increasing desire of many leaders to find a trusted vehicle for speaking openly about their faith and assessing their understanding of the relevance of faith.

In 2012 the Council developed an online survey for global leaders and executives to consider the significance of faith in society. The survey sought to elicit from them the issues, problems and geographic areas where they felt faith plays a role, and posed key questions about attitudes, beliefs and general perceptions pertaining to religion and faith. It is expected to generate a unique pool of knowledge on

the place religious belief holds in public life, and a renewed understanding of religion in today's society. The Council also worked to create a Forum blog series on public perceptions of how faith can have impact on many sectors and challenges in society.

**“There is a sense that the space where faith and society interact is evolving in dynamic ways, and that changes in society are affecting the relationships between faith groups and other societal and economic stakeholders.”**

Over the next year, the Council aims to continue these initiatives and will disseminate the implications of restoring religion to the public sphere, including results from the online survey. It will also report on the issue of bringing religion into the mainstream by developing a one-page statement, the core principles of which will emphasize the practical value of faith and the role of faith groups in achieving positive change.

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# Global Agenda Council on the Role of the Arts in Society 2012-2014



## Understanding/Context

The arts continue to gain recognition as a vital part of society. In education, the arts develop the creativity and alternative thinking skills required to interpret the world and more fully participate in it. New technologies are allowing unique and hybrid art forms while changing conventional relationships between the art maker and the consumer, empowering the rise of the “citizen artist”. The hot spots of arts and innovation are shifting to emerging countries such as India, Brazil and the African continent. Despite the benefits of the arts to society, many governments continue to severely reduce financial support for the cultural sector as part of austerity measures. Conflicts, such as those in Mali and Syria, are also destroying important heritage sites.

## Shaping the Agenda

The Council believes the severe lack of recognition of the critical societal role of the arts is a key challenge. As artist Mallika Sarabhai has stated: “Art is not the cherry on the cake, it is the yeast.” During its first year, the Council’s main objective was to communicate to leaders that the arts are not a marginal aspect of society, and that artists can meaningfully help address important issues. To do so, the Council has helped develop arts programmes at World Economic Forum meetings. In terms of outreach, the Council published a [blog post](#) on the arts as a basic human need and broadcast a [live interview](#) with the Chair, Caroline Watson.

The Council is working to illustrate the role of the arts to a broader audience by developing a website with examples of artistic projects that have a positive impact on the world. The first phase, consisting of organizing and assembling the content, has just been completed.

The Council will decide how to best disseminate powerful stories on how the arts are changing the world. Council Members will likely develop a series of thematic blog posts to provide ongoing and relevant content for the website.

**“The hot spots of arts and innovation are shifting to emerging countries such as India, Brazil and the African continent.”**

Finally, the Council will continue to develop projects with other Global Agenda Councils and stakeholders, like the workshop held during the 2013 World Economic Forum on Africa, where participants interacted with local children to discover the community-based project for Cape Town youth, Afrika Tikkun.

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# Global Agenda Council on the Rule of Law 2012-2014



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## Understanding/Context

This year, the rule of law made its appearance on the global agenda as not only a human rights issue but also a business and global governance issue – it is a truly multistakeholder concern. For the first time, 193 state leaders declared during the UN General Assembly opening debate that the rule of law is important and adopted a Declaration on the Rule of Law at national and international levels. In addition, the International Bar Association's annual meeting programme reached beyond the typical orders of business and billable hours; business lawyers talked about war crimes, ethics, human rights, torture, anti-corruption, legal education, corporate social responsibility and world organizations.

Today, it is beyond doubt that all stakeholder groups are necessary actors in the current dialogue on the rule of law. More and more instances of transnational governance are arising in which coalitions of actors work to regulate, set standards and resolve disputes in an area of broad concern because one state or group of states lacks the capacity or does not have the political will to do so. The emergence of such new forms of governance can be seen in examples such as the Kimberly Process in the diamond trade, the Financial Stability Board in the financial crisis, and the Global Compact on business and human rights.

These coordinated efforts are innovative alternatives meant to solve problems in the absence of full international governance characterized by robust rule of law. Developing binding international treaties based on the state model on issues such as global warming, mineral extraction and global health promotion are simply not sufficient to create real and lasting change.

## Shaping the Agenda

The Global Agenda Council on the Rule of Law refers to such initiatives as "Coordinated Governance". At the start of this term, the Council developed a framework for analysing forms of coordinated governance that was featured in a panel session at the World Bank's Law, Justice, and Development annual gathering in Washington DC. In the process of developing this framework, the Council started to identify areas of success or failure in coordinated governance and the function of the rule of law in contributing to more positive outcomes.

**“For the first time, 193 state leaders declared during the UN General Assembly opening debate that the rule of law is important and adopted a Declaration on the Rule of Law at national and international levels.”**

Over the coming period, the Council aims to publish a body of learning as a set of case studies to help decision-makers and reformers develop creative solutions to global issues through coordinated governance informed by a rule of law awareness and ethic. The UN Secretariat has requested that the Council share its findings on coordinated governance as a follow-up to the 2012 rule of law declaration.

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# Global Agenda Council on Social Innovation 2012-2014



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## Understanding/Context

Social innovation, fast becoming a priority for decision-makers at the highest levels worldwide, refers to the application of practical, sustainable, market-based approaches that bring about social or environmental change, with an emphasis on underserved populations. There is broad agreement that many conventional efforts to tackle extreme poverty and the associated lack of access to basic services have failed, and that governments must be prepared to collaborate with the private sector on new ideas. As governments search for guidance and inspiration on how to scale cost-effective solutions to social problems, social innovation has taken centre stage.

## Shaping the Agenda

To engage governments on a policy agenda, the Council on Social Innovation has worked closely with the Schwab Foundation for Social Entrepreneurship and its research partners to conduct nearly a year of analysis. The resulting report, *Breaking the Binary: Policy Guide to Scaling Social Innovation*, was launched at the first Social Innovation Summit, held in Lima, Peru, on 23 April 2013. Convened under the theme “Developing an Action Plan to Advance Social Innovation” and co-chaired by four Council Members, the Summit was designed to advance policy frameworks in Latin America and internationally. Ministers from Brazil, Colombia and Peru engaged in interactive discussions with social entrepreneurs, representatives from foundations, investors and business executives on how social innovation and social entrepreneurship can be encouraged most effectively and what the appropriate role of government should be. The event culminated in the launch by Carolina Trivelli Avila, Minister of Development and Social Inclusion of Peru and a Member of the Council, of a national task force in collaboration with the Inter-American Development Bank and the National Confederation of Private Business Association of Peru to promote social innovation there.

Separate launch events of the *Policy Guide to Scaling Social Innovation* are planned in the United States in May and in the United Kingdom in June, in coordination with the G8 Social Investment Forum in London. Council Members will actively participate in those launch events and contribute their insights to a special blog series as part of the social media outreach strategy.

**“Governments search for guidance and inspiration on how to scale cost-effective solutions to social problems, social innovation has taken centre stage.”**

Over the coming months, the Council will collaborate on additional opportunities to elevate the social innovation policy agenda in national and multilateral settings. Acknowledging the critical role that capital providers play in supporting and scaling social enterprises, from early stage grants and philanthropic capital to commercial investments, the Council will focus on a separate workstream on “aligning capital providers for greater development impact”. This includes launching a scoping study in the summer of 2013 to determine whether select foundations, development finance institutions and commercial investors have a genuine interest in joining forces under a joint capital structure and, if so, to identify under what conditions they would contribute funds.

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# Global Agenda Council on Social Media 2012-2014



## Understanding/Context

Social media is changing rapidly. New companies, tools and apps appear all the time, with varying degrees of success. Many are now offshoots of or mergers with established platforms. The launch of Twitter's new #music service and Facebook's takeover of Instagram are examples. Generally, Facebook still dominates the sphere. The website accounts for 83% of the time people spend on social media websites in the United States, according to comScore. That said, other players are starting to carve out space. Tumblr and Pinterest – two platforms that encourage image sharing – make up almost 8% of online social networking. This reflects the growing interest in visual media, a trend underlined by the global boom in online video.

## Shaping the Agenda

The Global Agenda Council on Social Media believes social media can have a significant positive impact. By giving a platform to anyone who wants to use it, it has the potential to open and democratize societies. But social media can also create an illusion of community, diversity, power and freedom. In addition, it is unclear where – if anywhere – the limits of communication lie. Social media may give disproportionate exposure to radicalized voices.

The Council has been examining the tension between identity and anonymity. On the one hand, people can use social media to develop distinct communities and connections. Often these emerge anonymously. In the transgender community, for example, people can use anonymity as a protective cover with which to explore their identities. But if societies are to build systems and commerce based on trust, online identities must at times be authentic. The Council has also investigated social media literacy. Social

media can narrow or influence the world view of their users in ways those users do not always understand. For example, algorithms built into social media contain formula biases that foreground news from people who match the user's profile while filtering out comments from people who might offer a different perspective.

**“That said, other players are starting to carve out space. Tumblr and Pinterest – two platforms that encourage image sharing – make up almost 8% of online social networking. This reflects the growing interest in visual media, a trend underlined by the global boom in online video.”**

Over the next year, the Council plans to explore these challenges further and to ensure that the other Global Agenda Councils and the wider public understand their implications. The Council plans to use online video seminars to unpack the issues and, significantly, will make these available publicly, to ensure that understanding is not limited to a small cross-section of society.

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# Global Agenda Council on Social Security Systems 2012-2014



## Understanding/Context

Social security systems worldwide must adapt to demographic shifts, economic cycles and evolving fiscal policies, among other issues. Many countries with growing numbers of older people are looking to gradually increase retirement ages and extend working lives. Government pension commitments also pose a challenge to fiscal sustainability, particularly when public expenditures on old-age pensions must be balanced against governmental responsibilities of providing healthcare, education and employment promotion, which are essential to the development of future generations. A core challenge is to provide a strong environment and effective tools that allow individuals to contribute to a pension system and to save for their own retirement beyond the minimum guaranteed by a social protection floor..

## Shaping the Agenda

The Council agrees that, when designing a social security system, every country has to find a realistic and appropriate balance between collective solidarity and individual responsibility. To achieve these new balances, social security systems must be both sustainable and flexible. The Council is addressing the need for greater understanding of this “balance” by collaboratively building a “Framework for Sustainable Social Security Systems”. The framework rests on eight key building blocks, for which the Council is presenting ideas and recommendations:

1. Coherence and flexibility of the social security system
2. Higher levels of financial literacy as the bedrock of effective and sustainable social security
3. The development of effective capital markets
4. The role of the private sector

5. The existence and sustainability of a publicly run foundation pension floor
6. Decent employment as the best social security system
7. Better mobility of social security systems around the world
8. Tools to manage demographic realities

The Council presented the initial concept of the framework during a private session on social protection at the Annual Meeting 2013 in Davos-Klosters.

**“Government pension commitments also pose a challenge to fiscal sustainability, particularly when public expenditures on old-age pensions must be balanced against governmental responsibilities of providing healthcare, education and employment promotion, which are essential to the development of future generations.”**

The results of the first year fed into a public session on social protection at the 2013 World Economic Forum on East Asia in Myanmar. The Council will bring its framework to other international conferences in the field, with the objective of disseminating ideas and receiving feedback.

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# Global Agenda Council on Space Security 2012-2014



## Understanding/Context

From North Korea's satellite launch to the shocking meteor impact in Russia, space was in the news as a very public source of risk in the past year. But there was great progress, too. A private sector firm ferried supplies to and from the International Space Station for the first time. From tourism to mining asteroids, space entrepreneurialism is growing rapidly, with activity diversifying away from purely government programmes.

Space technologies and services are also empowering civil society organizations. They are using satellite imaging capability that was once the preserve of intelligence agencies to defend human rights, prosecute war criminals and protect wildlife and World Heritage sites. Yet space security remains detached and distant in the imaginations of most decision-makers. Too often they overlook some of the short-term opportunities to use space-based technologies and services to help with some of Earth's most pressing challenges. These include monitoring climate change and delivering connectivity and education services to remote areas.

Over the longer term, the number of government and private sector bodies with activities in space will continue to increase, and they will use space in a wide range of ways. Hence the sustainability of Earth's orbits will become a governance challenge.

## Shaping the Agenda

The Global Agenda Council on Space Security is writing a report – *Bringing Space Down to Earth* – that will quickly and accessibly explain how existing space-based capabilities and services could help to mitigate risk, build resilience and solve global challenges on Earth. Council Members will further

develop the draft of this publication at a workshop created with other Global Agenda Councils hosted by the Institute of Air and Space Law at McGill University in Montreal, Canada.

**“Yet space security remains detached and distant in the imaginations of most decision-makers. Too often they overlook some of the short-term opportunities to use space-based technologies and services to help with some of Earth's most pressing challenges. These include monitoring climate change and delivering connectivity and education services to remote areas.”**

The Council will launch the finished version at the Summit on the Global Agenda 2013 in Abu Dhabi. Over the next 12 months, the Council will explore other ways to raise awareness and develop projects to help implement some of the ideas in its report.

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# Global Agenda Council on Sustainable Consumption 2012-2014



## Understanding/Context

A clear gap exists between the intentions and actions of consumers regarding sustainability. When consumers are surveyed around the world, 72% say they are willing to buy green products, yet only 17% actually do. The launch of the 2012 initiative, “Engaging Tomorrow’s Consumer”, focused on the consumer demand side of the issue and explored the key question: “How can companies engage consumers to trigger simple behavioural shifts that enable more sustainable lifestyles, grow demand for more sustainable products and create business value?”

The Global Agenda Council on Sustainable Consumption has identified the demand side of sustainable consumption as a key challenge of the sustainability agenda, while it simultaneously presents significant opportunity. The difficulties in creating real and meaningful behavioural change among consumers are significant, requiring a deep understanding of personal and contextual elements, and the linking of those elements to effective triggers that stimulate action. The Council argues that long-term behavioural change in consumers towards more sustainable lifestyles can be achieved if stakeholders work together.

## Shaping the Agenda

Over the past year the Council on Sustainable Consumption initiated a process to help businesses understand how to engage consumers to trigger behavioural shifts towards a more sustainable lifestyle. Since the Summit on the Global Agenda 2012, the Council has become deeply involved in the Forum’s “Engaging Tomorrow’s Consumer” initiative, which shares the Council’s overall aim. In 2013 the Council will support the project’s Board Members, consisting of business

community representatives, to achieve the project’s objective: to design key, collaborative initiatives that will create a movement to change consumer attitudes and behaviours around sustainability.

The Council has formed three working groups to focus on:

- Personas and language: developing examples of different consumer groups and the language they respond to
- Behavioural change: understanding successful interventions in leading change among consumers
- Movement architecture: creating a social media movement around an issue to generate momentum and change

**“The difficulties in creating real and meaningful behavioural change among consumers are significant, requiring a deep understanding of personal and contextual elements, and the linking of those elements to effective triggers that stimulate action.”**

Over the next 12 months, the Council will continue its work on these focal points and its support of the “Engaging Tomorrow’s Consumer” project.

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## Understanding/Context

With the capture of Osama bin Laden and the winding down of the wars of 9/11, the field of terrorism is facing an important new inflection point. Policy-makers and scholars are debating whether the war against terror will continue to be as important and urgent as it was over the past decade. They are also debating what the implications of success would mean for the institutions created to keep the world safe from terrorists.

An increasing reliance on technology and drones to carry out counter-terrorism operations continues to trouble relationships between the United States and Europe and their allies in Afghanistan and Pakistan. Similarly, the use of the Internet for cyberattacks or terrorism requires new approaches from governments, civil society and businesses. The attacks on the Boston Marathon in April 2013 revived doubts of nations' ability to prevent terrorism and raised new questions about the real threat from the "enemy within", or terrorists living among their target communities.

## Shaping the Agenda

In the first year of this term, the Council chose to promote greater collaboration with civil society in counter-terrorism as a means to improve preventive efforts and community-based or local initiatives to reduce the draw of terrorism. The Council drafted a white paper on why civil society and the private sector should play a greater role in preventing terrorism. The white paper also discusses how they could fulfil this role.

In addition, the Council focused its attention on the implications of the new inflection point in the field, collaborating on a [video](#) that dispels five common myths about terrorism. Drawing from an extensive dataset on

terrorist attacks collected by START (the National Consortium for the Study of Terrorism and Responses to Terrorism at the University of Maryland), the Council debated how myths such as "terrorists attack primarily foreign targets" or "terrorist attacks are highly deadly" have affected the public imagination and policy-making. The video was produced in collaboration with the Council on Foreign Relations and START and will be released in June 2013.

**"An increasing reliance on technology and drones to carry out counter-terrorism operations continues to trouble relationships between the United States and Europe and their allies in Afghanistan and Pakistan."**

In the next 12 months, the Council will host a workshop to discuss the findings of its deliberations on the role of civil society in counter-terrorism. The Council will also consider the impact of geopolitical events on terrorism, namely the civil war in Syria and the withdrawal of coalition troops from Afghanistan.

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# Global Agenda Council on Urbanization 2012-2014



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## Understanding/Context

The growth of cities and unprecedented rural-to-urban migration throughout Asia, Latin America and parts of Africa are frequently cited as defining global trends of the 21st century. While urban growth often conjures up images of shiny skyscrapers and fast-moving transit systems, the truth is that these emerging areas are not postcard cities. Rather, the “face” of the trend is marked by informal settlements, or slums, on the periphery of urban centres, and the informal economy.

Informal settlements result from the inability of governments to provide adequate infrastructure services for incoming or existing residents, and to create functional markets that generate housing opportunities. Informal settlements are thus a coping mechanism whereby residents fulfil their basic housing and infrastructure needs themselves, outside of the legal realm. The health and environmental conditions are usually dire: fewer than 35% of cities in developing countries have treated wastewater and half of solid waste within most cities in low- and middle-income countries is not collected.

Access to economic opportunity tends to be slim in informal settlements, making the informal economy the dominant lifeline. Residents lack easy access to road and public transportation networks or face arduous commutes, while the lack of legal residences creates a barrier to obtaining jobs in the formal sector.

## Shaping the Agenda

The Global Agenda Council on Urbanization recognizes that informality has negative and positive sides. On the one hand, informal settlements and the informal economy are coping mechanisms in the absence of functional civil and economic institutions. Yet they also represent an impressive display of entrepreneurship and job creation at the hands of people. Many

quality of life and business innovations have been born on the edge of legality when government has not seen or intentionally ignored informal settlements and commerce.

The Council has been working on identifying best practices from communities around the world in addressing the vulnerabilities of informal settlements and the informal economy, and best practices to unlock the positive externalities – be they at the hands of residents, companies or government.

**“While urban growth often conjures up images of shiny skyscrapers and fast-moving transit systems, the truth is that these emerging areas are not postcard cities.”**

Looking ahead, these best practices will be showcased in an innovatively formatted publication, called *Urban Anthologies Volume II: Addressing Informality*. The Council will share the publication with mayors, civic institutions and business leaders through the World Economic Forum network and via the Network of Global Agenda Councils. This publication builds on the Council’s work in 2011-2012, which resulted in *Urban Anthologies Volume I: Learning from Our Cities*.

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# Global Agenda Council on Values 2012-2014



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## Understanding/Context

Despite worldwide hyperconnectivity, widespread conflicts continue. The challenges of connecting with others of different opinions, values, beliefs, faiths and cultures are growing. Moreover, given the failings of financial institutions and the distrust towards governments, world leaders are struggling with issues of how to rebuild the public's trust. In this context, the Global Agenda Council on Values is exploring how social and mobile technologies can be used to help young people around the world gain respect for each other and resolve conflicts. It is looking for successful models and best practices, as well as methods to leverage appropriate technologies to accomplish this aim. The Council is identifying the hurdles and investigating how a multistakeholder alliance can be engendered to collaborate in reaching these goals.

## Shaping the Agenda

The Council is tackling these pressing issues by using the *New Social Covenant and the Silicon Values* project. The objective of the *New Social Covenant* is to inform key business, government and civil society representatives and to inspire the use of the covenant to shift practices and cultures towards improving the state of the world. At the World Economic Forum Annual Meeting 2013 in Davos-Klosters, the Vice-Chair of the Council, Jim Wallis, spoke during "The Moral Economy: From Social Contract to Social Covenant" session, highlighting the need for a new social covenant built on trust, rather than a transactional contract. Council Members also hosted a multilateral meeting at the Annual Meeting to discuss the *New Social Covenant*. The formation of the New Social Covenant Steering Board (NSCSB) – comprised of leaders from business, government and civil society – resulted from these meetings. Its purpose is to enact a strategy to push the New Social Covenant more aggressively before

the Forum's Annual Meeting 2014. Simultaneously, the Silicon Values project successfully gained the commitment of leading tech and social media leaders. A series of workshops and events have been scheduled in the summer of 2013 to engage the wider tech community to create an online environment conducive to empathy, diversity and inclusion.

**"The challenges of connecting with others of different opinions, values, beliefs, faiths and cultures are growing."**

Over the next 12 months, the Council will continue to use social media platforms to communicate and highlight elements of the *New Social Covenant and Silicon Values*, including digital media through the Forum platform or the Council's [micro-blog](#). In partnership with select World Economic Forum Global Shapers (leaders under the age of 30), the Council will organize a series of "Silicon Values" dinners in San Francisco, New York and London. These will engage the tech and design communities in a dialogue on the power and responsibility of technology in "embracing the other". These conversations will be documented and will be complemented with voices from the non-tech industry.

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# Global Agenda Council on Water Security 2012-2014



## Understanding/Context

Scientists at the 2013 Annual Meeting of the American Association for the Advancement of Science suggest that by 2030 people will withdraw more than 40% more freshwater from available sources than can be renewed, and that close to 4 billion people will live in areas where the demand for water will far exceed available supplies. This situation will create significant economic and political challenges. *Water Security: The Water-Food-Energy-Climate Nexus*, published by the World Economic Forum Water Initiative, says that in Asia, for example, agriculture currently uses 70% of annual global freshwater withdrawals and up to 90% in some parts of the region, and that governments across Asia will also need on average 65% more freshwater for their industry and energy sectors by 2030 to meet national growth aspirations.

The Global Agenda Council on Water Security believes that only far-sighted and collective action can avert future water crises and ensure water security for communities, businesses and countries. This collective action, however, will be more successful if the diverse social and economic values that different groups attribute to water and its use are respected and reflected in their actions. Members of the business community and civil society are responding to the challenge of building more water-secure societies. Governments are also recognizing the importance of better water management in coping with growing global prosperity, population growth, climate change and metropolises.

## Shaping the Agenda

The Council on Water Security is working to deepen the understanding of these emerging responses and collective action. Importantly, the Council is examining the diversity of values that must be reconciled and how public authorities

can, given the diversity, create an environment and institutional and policy frameworks to foster the emergence of effective partnerships that lead to practical and positive interventions.

**“Members of the business community and civil society are responding to the challenge of building more water-secure societies. Governments are also recognizing the importance of better water management in coping with growing global prosperity, population growth, climate change and metropolises.”**

Critical teachings and key messages from these cases will be developed and packaged to be used by a mobilized network of “ambassadors” to create opportunities to inform and inspire a broader community of action. A three-day workshop in early July convened a number of Council Members as well as other selected Members of the Network of Global Agenda Councils to advance the work of the group.

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# Global Agenda Council on Well-being & Mental Health 2012-2014



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## Understanding/Context

A healthy and satisfied population creates not only a more productive workforce, which in turn improves a country's economic growth, but also an enhanced quality of life, leading to more sustainable development. While the effects of mental health differ from country to country, the Global Agenda Council on Well-being & Mental Health has chosen to concentrate on well-being and mental health in the workforce, with a focus on Europe. In today's world, one in four European Union citizens can expect to suffer a mental health problem during a lifetime, with up to 10% of the European population experiencing some type of depressive or anxiety-related disorder every year. Poor mental health in Europe (and elsewhere) can be linked to productivity losses and has economic implications for the healthcare system.

## Shaping the Agenda

As the world moves to build on the UN's Millennium Development Goals, health and well-being will increasingly become a shared responsibility, as stated in the discussions around the Sustainable Development Goals (SDGs). These are being led by the United Nations Development Programme and incorporate various UN organizations and agencies, along with non-governmental organizations and national governments. But too many issues are vying to be included in the SDGs, and health is only one of them. The challenge is that no clear process of inclusion exists, too many organizations are duplicating efforts, and no coordinated response is forthcoming.

Meanwhile, the Council is working to produce an Internet-based app to measure and give wider public exposure to personal resilience and well-being; users of the app will be able to take preventative action and reduce the risk of mental illness. The Council is also providing extensive input on developing the MDGs by involving its members as representatives in the global process. The aim is to give well-being and mental health

recognition within a broader health context, and include them as a specific agenda on the UN's post-2015 development charter that contains a framework to develop the MDGs.

**“In today's world, one in four European Union citizens can expect to suffer a mental health problem during a lifetime, with up to 10% of the European population experiencing some type of depressive or anxiety-related disorder every year.”**

The Council plans to hold a meeting in London to raise private-sector awareness of the need to invest in programmes and policies that reduce the risk of mental illness in the workforce. Diminishing this risk would benefit the bottom line of companies and increase economic productivity. The London meeting is expected to catalyse strategic dialogue within the corporate community, potentially leading to actionable points for companies (for example, ensuring a well-being component in their annual reports). The Council also intends to engage its counterparts examining the issues of employment, labour, economic growth and sustainable economies to ensure these fields are integrated into any action or solution proposed at the London meeting.

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# Global Agenda Council on Women's Empowerment 2012-2014



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## Understanding/Context

Countries that invest in girls and integrate women into the workforce tend to be more competitive. Thus many governments are considering or already implementing policies to promote opportunities for women. Mounting research and anecdotal evidence shows that closing the gender gap is good for companies too. Those that successfully engage women can reap a rich diversity dividend. With talent shortages projected to become more severe in much of the developed and developing world, it is imperative for business to have access to female talent.

## Shaping the Agenda

The Council on Women's Empowerment has worked to raise awareness and share best practice on gender issues. It helped to conceive the idea of an open area on the Forum's website where companies can share examples of the action they have taken to address the gender gap. It has also developed a compendium outlining how the advancement of women could help to address global challenges related to demography, conflict, leadership, food security, agriculture, sustainability and resource scarcity.

This year, the Council continued to serve as a key pillar of the Forum's Women Leaders and Gender Parity Programme. It acted as an advisory body to task forces from three countries – Mexico, Turkey and Japan – that aim to close their economic gender gap by up to 10% in three years. The Council helped task force representatives by highlighting relevant research and knowledge. It also disseminated their work through various Forum events, a series of [blog posts](#) and a [video](#) on role models.

Over the next 12 months, the Council will analyse and share public and private sector actions that have successfully narrowed the gender gap.

**“Mounting research and anecdotal evidence shows that closing the gender gap is good for companies too. Those that successfully engage women can reap a rich diversity dividend. With talent shortages projected to become more severe in much of the developed and developing world, it is imperative for business to have access to female talent.”**

It will then start to integrate these lessons and experiences into a toolkit that other countries can use.

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# Global Agenda Council on Youth Unemployment 2012-2014



## Understanding/Context

The global unemployment rate among 15- to 24-year-olds is estimated at 12.6% in 2013, with 73 million people jobless worldwide, according to the International Labour Organization. Levels of informal employment among young people are soaring and they are finding it ever more difficult to find jobs that match their skills and education. Calls for urgent collective action have escalated, but the scale and complexity of the crisis limits the impact of isolated initiatives. Members of the Global Agenda Council on Youth Unemployment are urging leaders to move from discussing the issues to implementing solutions. It is clear that a collective approach is needed to address the systemic nature of the challenge, particularly at the country level. Long-term strategies to better align educational systems with labour market requirements and efforts to promote entrepreneurship are sorely needed.

## Shaping the Agenda

The Council is launching a campaign to promote bold, collective and cross-industry efforts to face the [challenges in this area](#). It has produced an [infographic](#) to familiarize decision-makers and the public with the cause of the problem, its severity and potential solutions. In collaboration with the Global Council on Emerging Multinationals, it has also proposed a project to generate knowledge of the value, models and adoption of apprenticeships and workplace mentoring. By defining successful protocols, creating implementation tools and engaging a select number of employers in programme validation, the TEN Youth programme represents an effective and scalable solution for employers to support first-time job seekers. The goal of connecting young entrepreneurs to markets is being highlighted by the Council's support of the "World Series of Innovation" and the "YouthTrade" movement. Members initiated a process in Cambodia to foster a multistakeholder national-level approach to systemic youth unemployment, and in February

2013 this resulted in the Swedish International Development Agency officially approving and financing a two-and-a-half-year project to support skills development and employment for young people.

**“Calls for urgent collective action have escalated, but the scale and complexity of the crisis limits the impact of isolated initiatives.”**

In the future, this project, carried out through the Swedish Public Employment Service with the National Employment Agency of Cambodia and a private company, HR Inc, will support the implementation of the Cambodian National Youth Strategy and Programme Plan 2012-2015 championed by the Council. To support continuous improvement in the techniques used and to scale up and replicate success, Members will document the processes and strategies employed for possible replication in other countries. In addition, to share its lessons on best practices in skills development, entrepreneurship and employability, the Council will write a chapter of case studies on youth employment for the *Education and Skills 2.0: New Targets and Innovative Approaches* report, which will be launched at the World Economic Forum Annual Meeting 2014 in Davos-Klosters.

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## Understanding/Context

Africa's narrative is changing from a continent in need of aid to a place of opportunity for growth and prosperity. Many African countries are now seeking emerging-economy status within the next two decades, which they could achieve if they are able to sustain double-digit growth. These high aspirations call for new governance models to capitalize on opportunities and address new challenges. Africa also needs to identify quality growth models that increase competitiveness and employment, while lowering poverty. Concurrently, Africa's swelling consumer base is offering new retail opportunities.

## Shaping the Agenda

After examining which challenges relevant to the continent it could have an impact on, the Global Agenda Council on Africa identified the following six focus points: three pertaining to building human capacity through education, entrepreneurship and talent mobility; one specific to the China-Africa dialogue; another to the post-2015 development agenda; and the last to natural resources management. The Council aims to produce policy briefs on each of these workstreams and provide recommendations that governments and businesses can implement. So far, the council has:

- Aligned itself with the three major regional organizations on the continent: the African Development Bank (AfDB); the African Union Commission (AUC); and the United Nations Economic Commission for Africa (UNECA). In the first year, the Council visited the AfDB's headquarters in Tunis to align its work and that of the AfDB

- Organized events during various Forum activities that reflect and highlight the priorities of the Council, such as private events at the Annual Meeting in Davos-Klosters, as well as one on the World Economic Forum on Africa in Cape Town on capacity building

**“Many African countries are now seeking emerging-economy status within the next two decades, which they could achieve if they are able to sustain double-digit growth. These high aspirations call for new governance models to capitalize on opportunities and address new challenges.”**

Over the next year, the Council will finalize the policy briefs on the above themes to advance the dialogue at the World Economic Forum Annual Meeting 2014 in Davos-Klosters. It will also prepare a presentation of the outcomes for the 2014 World Economic Forum on Africa, with specific recommendations that can be implemented in a short-term framework. At the same time, it will continue to align its work with the key regional organizations, including a visit to the AUC.

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# Global Agenda Council on the Arab World 2012-2014



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## Understanding/Context

The Arab world is experiencing a period of unprecedented change that will shape the future economic, social and governance systems of the region, in a time when long-standing relationships between developed and emerging economies are being redefined. The region possesses the key raw materials of success, including a youthful population eager to engage and contribute to the region's economy, energy endowments and some of the fastest-growing economies globally. Two years after the start of the transitions in North Africa, the promise of great outcomes is increasing the urgency for decision-makers to deliver employment and foster development throughout the region.

## Shaping the Agenda

The Council on the Arab World is working on addressing issues of the region. Firstly, the Council is focusing on rethinking the private sector's role in Arab societies. It is analysing the perceptions of various social sectors during the sensitive period of 2009-2011 and is making recommendations to strengthen governance in the sector. The Council is also focused on supporting new governments through the provision of policy recommendations applicable to times of transition. Council members were heavily involved in a roundtable with the Tunisian leadership, and will take part in a similar effort in Egypt. Additionally, an analysis led by the International Monetary Fund will examine the quick successes and longer-term economic policies needed to spur growth.

An additional priority of the Council is to spread its knowledge to the wider public within the region. To that end, Council Members have promoted the council's ideas at various meetings related to the Middle East, including the Economics Research Forum in Qatar; published a series of blogs and op-eds in leading publications during the past year to raise public awareness; and engaged youth in targeted private events during the 2013 World Economic Forum on the Middle East and North Africa.

**“The region possesses the key raw materials of success, including a youthful population eager to engage and contribute to the region's economy, energy endowments and some of the fastest-growing economies globally.”**

To further reach Arab audiences, the Council translated last year's compendium on youth employment in the Arab world entitled Addressing the 100 Million Youth Challenge into Arabic. Over the next 12 months, the Council will continue fostering discussion on transformations in the Arab world, notably by helping shape the agendas at Forum events and the Forum's initiative on Arab Employment.

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## Understanding/Context

China's economy continues its rise, driven by growing imports, a substantial trade deficit and government-led investment. Outbound investment has not been a significant part of this equation. Yet the development of foreign direct investment is offering unprecedented opportunities to the country's global economic partners. Overall, Chinese policymakers and business leaders need a more holistic and sophisticated analysis of the issues surrounding foreign investment.

## Shaping the Agenda

The Council is focusing on establishing practical and actionable recommendations for investment in new regions, such as Australia and Latin America. Africa will remain part of the focus also, due to its rapidly growing strategic importance to China. Concerning investment in Australia, the Council is seeking to investigate the possibility of significant investment in infrastructure, due to falling government income and investment cutbacks there. As the issue of Chinese investment in Latin America is relatively new to the Council, it has decided to focus on identifying the similarities and differences in investment relations between China and other regions. Regarding the China-Africa investment relationship, the issue is China's rebalancing and what it means for African governments and business.

The Council has divided into three groups to investigate specific aspects of each of these investment relationships:

- China-Africa: Cooling commodity prices and their knock-on impact on Africa; the opportunity China's departing manufacturing jobs offers to Africa; African states' leverage of China's "infrastructure advantage" for enhanced development and private sector activity.

- China-Australia: Australia's infrastructure constraints and their impact on productivity, regional and economic development and standards of living; barriers to effective infrastructure investment and development in Australia, offering Chinese expertise and advances in infrastructure (on construction, engineering, financing, labour, etc.); barriers to Chinese investment in infrastructure there (regulatory, political, legal, labour, etc.), presenting specific policy responses and practical solutions.
- China-Latin America: key considerations and areas of interest investors should take into account and their similarities and differences to those of other regions; the need to build trust and improve collaboration in the agriculture sector between investor and investee, and to determine optimal areas of investment in the region while supporting the local labour force.

**“Yet the development of foreign direct investment is offering unprecedented opportunities to the country's global economic partners.”**

Going forward, the Council Members will each draft a write-up on their subgroup's investigation. The pieces will then be compiled into a report that will be presented to the Ministry of Foreign Affairs and the National Development and Reform Commission, the Forum's most important government partners from the government.

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# Global Agenda Council on Europe 2012-2014



## Understanding/Context

Since the start of the financial crisis, the world's media have helped reinforce a negative view of Europe's economy. Their coverage has often focused on the near-fragility of the euro, but has also raised questions about the bloc's legitimacy, reform, integration, and the continent's standing relative to the rest of the world.

Such questions have reminded Europe of the challenges it faces and of the growing competitiveness gaps within the region. Countries have received international monetary assistance, bailouts and other rescue mechanisms with the strings of "austerity" attached. This has made it almost impossible for governments to build support for reforms aimed at reducing debt and fostering competitiveness. Ultimately, there are fears that austerity measures may have hampered economic progress.

## Shaping the Agenda

The Global Agenda Council on Europe believes that too much negativity has been associated with the continent. It wants to see a positive narrative highlighting the progress Europe has made while fighting the crisis. Council Members have a shared commitment to European ideals and values. They wish to see the European model of society succeed in the 21st century and be sustainable for future generations. During the past 12 months, the Council has opened a series of conversations on these issues. It has structured the discussions around four main topics:

- Improving European competitiveness and driving innovation and entrepreneurship
- Restoring political legitimacy and confidence
- Balancing increased Eurozone integration with the need to

protect the structural cohesion of the European Union as a whole

- Spearheading an open and internationally engaged Europe

Each Member of the Council is contributing to Euractiv, a European policy blog, with an op-ed that will address one of these four focus areas. Their contributions can be read [here](#).

**“Ultimately, there are fears that austerity measures may have hampered economic progress.”**

The Council's plan for the next year has three elements. First, it will complete the Euractiv series, accomplishing its goal to provide a publicly available, high-level written contribution to European debate. Second, it will distill the recommendations from the series into a workshop in the middle of 2013, where the Council will present its proposals to a small group of European policy-makers. Third, the Council will continue this work throughout the year, acting as a soft-diplomacy body within Europe. Its objective is to position itself as an advisory body for governments.

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## Understanding/Context

Two decades since the Indian economy started to liberalize, which led to unparalleled growth, the country is facing new challenges. Growth has slowed, inflation is on the rise, voters are losing trust in their leaders and the confidence of investors is waning. Yet despite this, India is expected to overtake Japan as the world's third largest economy by 2015 and surpass China as the most populous nation by 2030. The promise of favourable demographics, a rising middle class, improved trade relations with Pakistan, and a successful business sector indicate there is an opportunity to shape India's next wave of economic growth and transformation in international affairs.

## Shaping the Agenda

To address current challenges and shape India's next wave of economic growth and internal transformation, the Global Agenda Council on India has identified three areas here it can make a contribution: inclusive governance, inclusive growth, and India-Pakistan relations.

Building on recent inclusive governance, transparency and anti-corruption efforts in India, the Council published a report entitled *Transparency for Inclusive Governance* in collaboration with PricewaterhouseCoopers that was launched at the 2012 World Economic Forum on India. The report highlights three aspects of the theme – transparency, inclusiveness and growth – and provides some critical recommendations for policymakers.

To move the needle on the issue of inclusive growth, the Council is developing an initiative entitled "Impact Investing Towards Inclusive Growth." The initiative is intended to convene and help connect leaders in the fields of impact investing and social entrepreneurship to foster greater understanding of opportunities for impact investing in India, as well as to unlock greater investment capital within India.

The Council is also in the process of developing a student exchange programme and cross-border internships for college students in India and Pakistan. To raise awareness of the initiative, the Chair of the Council on India, Kavita Ramdas, and the Chair of the Council on Pakistan, Ishrat Husain, published a joint op-ed in the leading Indian daily, *The Indian Express*. Other Council Members supplemented this effort with blog posts.

**"Yet despite this, India is expected to overtake Japan as the world's third largest economy by 2015 and surpass China as the most populous nation by 2030."**

Looking ahead, the Council not only implement the India-Pakistan exchanges, but also organize an "Impact Investing for Inclusive Growth" dialogue series. Within the area of inclusive governance, the Council will continue collaborating with the Forum's Partnering Against Corruption Initiative to help develop inclusive governance solutions for India. In addition, the Council is examining how businesses and governments can achieve development in particular regions. In its initial phase, the project will focus specifically on the city of Ludhiana in northern India.

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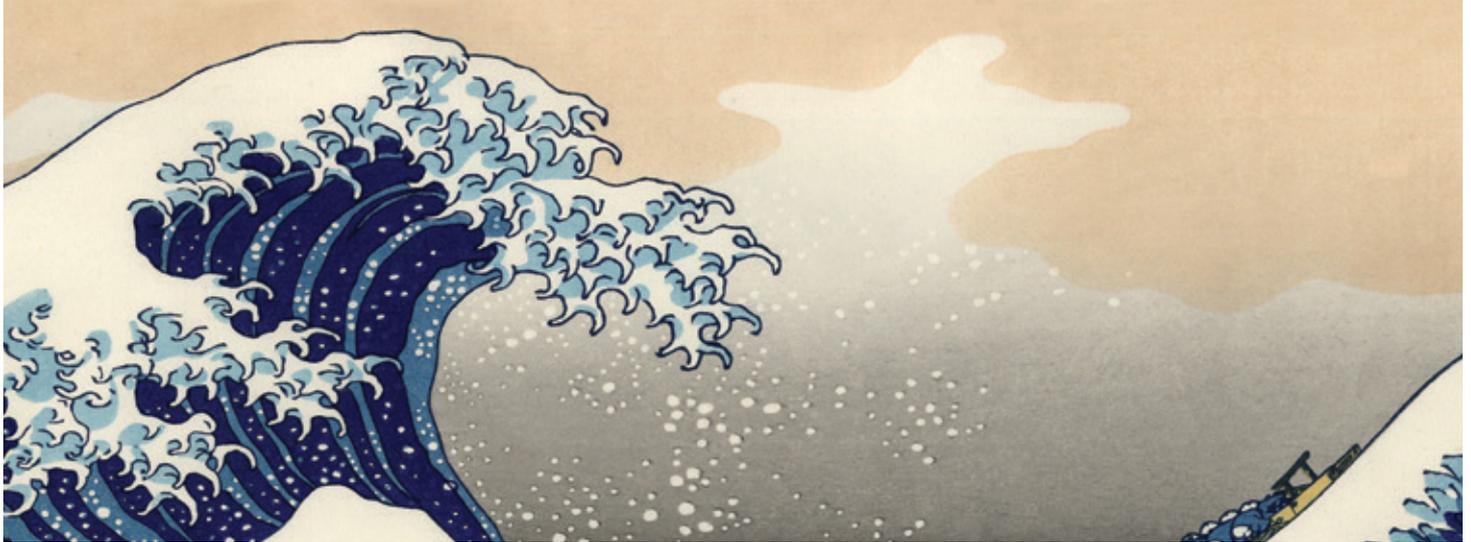
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# Global Agenda Council on Japan 2012-2014



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## Understanding/Context

Japan is going through a period of transition. Prime Minister Shinzo Abe took office for the second time in December 2012 and committed to bring about change to the country. Japan is struggling to overcome its shrinking economy and is still recovering from the devastating earthquake, tsunami and nuclear disaster of 2011. Additionally, the country's recent relationships with China, Korea and other nations in the Asia-Pacific region are characterized by a new phase of unstable geopolitical dynamics. At the same time, Japan's debate over its Trans-Pacific Partnership seems to be moving in a positive direction. At this juncture, Japan needs to address its economic issues, its ageing population, and its role and relationship with relevant Asia-Pacific players.

## Shaping the Agenda

At the Summit on the Global Agenda 2012 in Dubai, the Global Agenda Council on Japan proposed to work on fostering regional dialogues, highlighting Japan's best practices and lessons from the Great Eastern Japan Earthquake, as well as gender parity issues. In Dubai, the Council kicked off the trilateral dialogues with the Council on Korea and the Council on China, and continued them at the Annual Meeting 2013 in Davos-Klosters. The three regional Councils committed to work in strong collaboration to solve common issues, such as mounting fiscal deficits, ageing populations and social security issues.

In addressing the gender parity issue, the Council worked closely with the Global Agenda Council on Women's Empowerment and the Forum's [Japan Gender Parity Task Force](#), which aims to close Japan's gender gap by 10% by 2015. On the disaster management front, the Council used the Forum platform to disseminate the studies of the 2011

disaster. Council Members continued their efforts to engage in informal dialogues with global leaders at the Japan Global Advisory Meeting in October 2012. Participants discussed ways to rejuvenate Japan's political leadership and how to work closely with Japanese government leaders.

**“Japan is struggling to overcome its shrinking economy and is still recovering from the devastating earthquake, tsunami and nuclear disaster of 2011.”**

At the Japan Global Advisory Meeting in June 2013, Council Members will play a key role in driving the agenda for Japan's transformation. The meeting will further define the Council's direction as it tackles the geopolitical, economic and social issues facing the country. The Council will refine its direction after the Upper House election in late July. The informal bilateral and trilateral conversations between neighbouring countries have been scheduled to take place at various Forum events, including the Annual Meeting of the New Champions 2013 in Dalian, China, in September. For the remainder of the Council term, the Global Agenda Council on Japan will use these meetings to further its agenda and to play an active advisory role to key decision-makers in the country.

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# Global Agenda Council on Korea 2012-2014



## Understanding/Context

Building on its success in achieving remarkable growth over past decades, South Korea is seeking to maintain its economic vibrancy and competitive edge. While the country has gained worldwide recognition for its talent and innovation in manufacturing, it faces potential challenges in the diversification of sectors and in identifying new momentum for growth. The change in leadership draws global attention to South Korea's position in its engagement with North Korea and its relationship with other countries. The World Economic Forum's *Global Competitiveness Report 2012-2013* ranked South Korea 19th, a significant improvement over previous years; yet it also noted ongoing weaknesses in its institutions, labour-market efficiency and financial-market development.

## Shaping the Agenda

The Global Agenda Council on Korea has thus far focused on addressing key challenges surrounding geopolitical issues, the country's continued economic development, and its relationship with Japan and China. In the first 12 months, the Council convened a series of discussions to structure a concrete framework to establish an internal advisory board on North Korea. The purpose of the advisory board is to facilitate dialogue and to rebuild trust between North Korea and those with an interest in engaging with the country. Council Members identified key voices that should be incorporated into the effort, and maintained close observations on the turbulent situation in the peninsula. As a second focus area, the Council has launched preparations to hold a series of dialogues on "Reinventing Korea Inc.", which it hopes will create synergies with the new government's emphasis on a "creative economy". Finally, at the Annual Meeting 2013, the Chairs of the Councils on Korea, Japan and China convened

in an informal meeting, during which they agreed to continued dialogue on trilateral collaboration through commonly faced issues.

Looking ahead, the Council will maintain its course on addressing internal economic issues, the dynamics of change in terms of relations with North Korea, and also the trilateral relationship with China and Japan.

**“While the country has gained worldwide recognition for its talent and innovation in manufacturing, it faces potential challenges in the diversification of sectors and in identifying new momentum for growth.”**

At the Annual Meeting of the New Champions 2013, the Council will work with the Councils on Japan and China to facilitate a discussion on fostering closer collaboration among the three countries, and will engage with the wider Network of Global Agenda Councils on inputs to address key common issues facing China, Japan and South Korea. The Council will begin with the meeting of the North Korean Advisory Board and will convene dialogues to provide advice on various aspects of engagement with North Korea.

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## Understanding/Context

Latin America continues to be characterized by its diversity of economic models, social structures and political systems. As a whole, the region has shown high levels of resilience through a decade of steady growth, increasing confidence from the international community, poverty reduction and economic sophistication. This year, the region's gross domestic product is expected to grow at an average rate of nearly 4%.

Financially, the region has seen the results of fiscal discipline coupled with the modernization of domestic financial systems, allowing for an increase in much-needed investment. Latin American economies are currently facing an important challenge: the dynamic redefinition of their economic models to guarantee sustainable, inclusive, good-quality growth and development. One important trend will likely offer a solid platform for refining economic models: the public-private partnership. Increasingly, Latin America is accumulating valuable experience, which proves that well-functioning alliances among government, the private sector and other stakeholder groups can greatly increase the benefits of invested capital, especially in the areas of social and human capital development.

## Shaping the Agenda

During its current term, the Global Agenda Council on Latin America is identifying the success factors that drive innovative public-private partnership models across the region in the areas of social and human capital development. To date, the Council has developed a framework for selecting, evaluating and discussing these public-private partnership models. It has also initiated a diagnostic phase, which is focused on

researching and documenting examples that could be of value to the broader community.

Going forward, the Council will produce a report showcasing innovative public-private partnership models and demonstrating their importance.

**“Latin American economies are currently facing an important challenge: the dynamic redefinition of their economic models to guarantee sustainable, inclusive, good-quality growth and development.”**

The report, which will be finalized in December 2013, will be distributed and discussed during the first half of 2014.

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# Global Agenda Council on Pakistan 2012-2014



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## Understanding/Context

Pakistan is the world's sixth most populous nation and, given the young demographic (the median age is 22), it should be well positioned for robust economic growth provided critical steps are taken to improve the country's human development. The key challenges are insufficient access to quality education, the lack of employment opportunities and limited potential to expand into new markets due to barriers with its much larger neighbour, India.

As the second largest democracy in the world, with a predominantly Muslim population, the 2013 elections, won by the Pakistan Muslim League-Nawaz party, were a watershed moment for the country, which had never before experienced a peaceful transition from one civilian elected government to another. It is of paramount importance that the new government incorporate initiatives that better address human capital development and improved regional trade relations into policy as these will be central to Pakistan's growth over the short and long term.

## Shaping the Agenda

The Global Agenda Council on Pakistan has been working on two tracks. Half of the Council developed a policy recommendation on education, drafting a strategy paper that will be shared with the new government.

The other half of the Council has continued its efforts to raise public awareness of the need to liberalize trade with India, promoting enhanced trade relations between the two countries by publishing joint opinion pieces in regional media together with the Global Agenda Council on India.

Over the next 12 months, the Council intends to meet with key stakeholders in the government to submit its recommendations on education and trade policies.

**“As the second largest democracy in the world, with a predominantly Muslim population, the 2013 elections, won by the Pakistan Muslim League-Nawaz party, were a watershed moment for the country, which had never before experienced a peaceful transition from one civilian elected government to another.”**

It is hopeful the stalled plans for liberalizing trade with India may now progress given the immediate overtures of the Indian Government to the Pakistan Muslim League-Nawaz party.

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# Global Agenda Council on Russia 2012-2014



## Understanding/Context

Having quickly recovered from the global financial crisis, Russia has consolidated its position among the BRIC nations (Brazil, Russia, India and China). The country's ambition has always been to join the community of the world's wealthiest industrialized nations. However, Russia's gross domestic product grew by 3.4% in 2012, down from 4.2% in the previous year and forecasts of growth deceleration continue. Truly innovative solutions will be required if Russia is to avoid the middle-income trap.

As Russia's leaders consider avenues for reversing the downward trend, a sound foundation for sustainable growth will have to be built on greater efficiency, accountability and transparency of government services, investment in human capital, fostering of regional competitiveness and responsible stewardship of natural resource endowments. The economic, political and social developments under way in Russia are of great importance to the world community given Russia's presidency of the G20, recent accession to the World Trade Organization (WTO), the forthcoming Winter Olympic Games and chairmanship of the G8.

## Shaping the Agenda

The Global Agenda Council on Russia has identified the following areas to focus its work: lowering inflation; Russia and the G20; fostering entrepreneurship and SMEs in Russia through regional rebalancing; pension reform; and fostering citizenship. The Council established sub-committees to work on each area. The discussions to be held at the World Economic Forum Moscow Meeting, 20-21 October 2013, are focused on the Council's recommendations on the key risks confronting specific sectors of the economy and the nation

at large. The discussions will be continued at the Summit on the Global Agenda 2013 in November and at the Annual Meeting 2014 in Davos-Klosters. Council Members initiated high-level dialogues with relevant policy-makers in Russia and shared their recommendations with the Prime Minister of Russia during the World Economic Forum Moscow Meeting in October 2012.

**“However, Russia's gross domestic product grew by 3.4% in 2012, down from 4.2% in the previous year and forecasts of growth deceleration continue. Truly innovative solutions will be required if Russia is to avoid the middle-income trap.”**

In the year ahead, the Council's main role will be raising awareness and ensuring that the recommendations based on the Forum's scenarios and competitiveness work are considered in the policy debates. A more detailed report with Council recommendations will be presented to the President during the World Economic Forum Moscow Meeting in October 2013.

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# Global Agenda Council on South-East Asia 2012-2014



## Understanding/Context

South-East Asia has shown remarkable recovery since the global economic crisis of 2008 — the region's economy is projected to grow by an average of 5.5% per year between 2013 and 2017, according to the Organisation for Economic Co-operation and Development. To foster the economic revival, South-East Asia aims to form an Association of Southeast Asian Nations (ASEAN) Economic Community or AEC, which will be characterized by a single market and production base. The integration process towards creating the AEC, scheduled for 31 December 2015, is proving to be a struggle because of the diverse economic growth levels of the region's countries. The political and economic transformation happening in Myanmar, which takes on ASEAN's chairmanship in 2015, poses a further challenge, but also presents opportunities.

## Shaping the Agenda

The Global Agenda Council on South-East Asia sees the need for dialogue among significant ASEAN business and government leaders to address such vital issues as education and human capital development. The Council also is committed to playing an important role in Myanmar's development.

After the Summit on the Global Agenda 2012 in Dubai, the Council identified the main points for tackling the issues of ASEAN integration and Myanmar's development. On the first issue, the Council aims to develop the region's skills, and to collaborate with prominent business leaders on making recommendations to the ASEAN Secretariat about ASEAN integration, and ultimately the AEC. On Myanmar, the Council plans to address the country's immediate labour needs. Given Myanmar's rapid growth and renewed attractiveness to foreign companies, the Council intends to engage in active dialogue with the country's leading businesses and foreign stakeholders to ensure responsible investment in Myanmar.

At the 2013 World Economic Forum on East Asia, the Council led two multistakeholder conversations on ASEAN integration and Myanmar's development. One private discussion yielded recommendations from prominent business leaders on how best to accelerate ASEAN integration, and a draft proposal for submission to ASEAN business leaders. The second conversation was a roundtable discussion, between the international community and Myanmar's government and businesses, on fostering partnerships to address the country's urgent need for skills and labour.

**“To foster the economic revival, South-East Asia aims to form an Association of Southeast Asian Nations (ASEAN) Economic Community or AEC, which will be characterized by a single market and production base.”**

The Council will maintain its close collaboration with the ASEAN Secretariat and ASEAN business leaders. Council Members also will work in Myanmar with other Forum communities, such as the Global Shapers and Forum of Young Global Leaders, to facilitate and mentor projects that address the country's critical issues, including employment, education and sustainable investment.

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# Global Agenda Council on Ukraine 2012-2014



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## Understanding/Context

Ukraine's economy has suffered significantly during the global financial crisis; its GDP has shrunk by almost 15%. The crisis has exposed Ukraine's dependency on heavy industries and the country's vulnerability to big fluctuations in commodity prices, especially those of steel, Ukraine's top export. Over 20 years after independence, many still attribute the young nation's economic woes to its Soviet legacy, weak institutions and the difficult transition from command to market economy.

## Shaping the Agenda

The Council has identified the following areas on which to focus its work:

- Competitiveness (rule of law, business environment, social safety net and social security reform, small and medium enterprise support, innovation and entrepreneurship promotion, education and skills, property rights, etc.)
- European Union - Ukraine relations
- Energy security

The Council has established subcommittees to work on each area. It is building on the wider expertise of the Global Agenda Councils community to develop innovative solutions for the identified priorities.

In the year ahead, the Council's key task will be to serve as an advisory board for the World Economic Forum's "Strategic Dialogue on the Future of Ukraine" project, in which many of the Council Members are already heavily engaged and are providing vital inputs. During the consultative process needed to develop the scenarios, the Council is well-placed to advise the project team, and identify and connect key stakeholders.

It will also contribute to the deliberations at the upcoming Strategic Dialogue on the Future of Ukraine meeting in Kyiv on 5-6 November 2013.

**“The crisis has exposed Ukraine’s dependency on heavy industries and the country’s vulnerability to big fluctuations in commodity prices, especially those of steel, Ukraine’s top export. Over 20 years after independence, many still attribute the young nation’s economic woes to its Soviet legacy, weak institutions and the difficult transition from command to market economy.”**

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# Global Agenda Council on the United States 2012-2014



## Understanding/Context

In the second half of the 20th century, the United States and its allies sought to uphold global order, provide strategic political leadership and military strength, and underwrite stability through assistance for reconstruction and development. With mixed success, the US has arguably taken responsibility for maintaining order and a stable balance of power. It has justified its involvement in strategic affairs by aiming for stability, reconstruction and development in troubled nations, and views this goal as synonymous with democratic ideals. In the opinion of some, America has carried this responsibility perhaps more than any other nation in the modern era.

Meanwhile, the beginning of the 21st century has been difficult for America. Globally, the US remains the world's foremost military power, yet a shift appears to be taking place in geopolitical spheres, including threats of terrorism, compounded by an economic shift from developed to developing economies, global warming and resource scarcity. At the same time, the US has experienced its deepest economic recession in 70 years, and although measures (such as the "fiscal cliff") were in place to force the hand of legislators, the outcome remains uncertain as partisanship characterizes the political landscape.

## Shaping the Agenda

During the past year, the Global Agenda Council on the United States has discussed the role of America in today's world, and how it should position itself in the future. The Council's basic conclusion characterizes the US as in a situation of flux. Prevailing public opinion and budget constraints inside the country create the risk of a nation that retreats from the international stage. This is occurring during

a time many world leaders would welcome, and possibly depend upon, a US foreign policy that is engaged and active on a variety of fronts, whether geopolitical, economic, development-related or otherwise.

**“Globally, the US remains the world's foremost military power, yet a shift appears to be taking place in geopolitical spheres, including threats of terrorism, compounded by an economic shift from developed to developing economies, global warming and resource scarcity.”**

The Council has developed a roundtable discussion series that will be implemented in several regions across the world (Latin America, Africa, the Middle East, Europe, East Asia and China). This series, which is being developed in collaboration with a major media publication, will serve as shared learning exercises, enabling the US to develop clear and actionable insights and recommendations regarding the type of leadership that is required in today's complex geopolitical environment. It is the ambition of the Council to outline a role expected for the US that is conducive with the objectives both of the US and the rest of the world.

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