

Inside the Global Agenda Councils

A collection of the Network's achievements in the 2012-2014 term

November 2014



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Looking Forward



Introduction



Martina Larkin
Senior Director, Head of Global Knowledge
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Welcome to Inside the Global Agenda Councils, which showcases the highlights of the World Economic Forum's Network of Global Agenda Councils over the past term.

The Network is the world's largest community of influencers dedicated to promoting innovative thinking on critical global issues, regions and industries, and incubating projects, campaigns, and events for the public good. In an era marked by short-termism and silo-thinking, the Network of leaders from academia, government, business, and civil society fosters interdisciplinary and long-range thinking to help forge solutions for the world's prevailing challenges.

This publication illustrates the scope of issues covered by the Network, from good governance to the competitiveness of cities; from intellectual property to water and agriculture. It shows the variety of ways Councils can address global issues by shaping political and business agendas, raising public awareness, and establishing standards and good practices.

What is it like to serve on a Council? Four members of the 2012-2014 Councils from government, academia, business and civil society recount their experiences of being part of the Network.

In a special section, we present a shortlist of Council projects selected as nominees for the new Global Agenda Council Vision Award. The prize recognizes Global Agenda Councils that have helped to create significant impact. The aim is to highlight individual breakthrough Council projects and/or collaborative cross-Council initiatives realized over the past two years. The Global Agenda Council Vision Award will officially be announced during the Summit on the Global Agenda, which will take place from 9-11 November 2014, in Dubai, United Arab Emirates. Three other notable projects are featured – one aimed at galvanizing greater private sector investment and financing for African agriculture; another that produced a set of guiding principles for age-friendly business; and the third on the incubation and support given by the Global Agenda Council on Oceans to the Ocean Health Index.

Also included are some of the best of content produced by Councils, such as a summary of the report on the competitiveness of cities produced by the Global Agenda Council on Competitiveness, which outlines six global "megatrends" that are especially relevant to cities, and an article written by Robert Kagan for *POLITICO* Magazine in February 2014 based in part on his work for the Global Agenda Council on the United States.

Finally, we showcase successful events organized by the Councils on Values, and on Design & Innovation.

We are very proud of the exceptional and important work done by our members during the 2012-2014 term, and look forward to continue supporting their work to improve the state of the world.

Being Part of the Network: Interviews with Members

Members from the 2012-2014 Global Agenda Councils from government, academia, business and civil society describe their experiences as part of the Network.

Harnessing the Power of Business to Tackle the Challenges of an Ageing Population

Alexander De Croo's first World Economic Forum meeting was the 2013 New Champions conference in Dalian, China. As Minister of Pensions and a Deputy Prime Minister of Belgium, he was deeply involved in pension reforms there, and so it was just a short step from that "summer Davos" meeting to the Forum's Global Agenda Council on Ageing.

De Croo says that, with members all over the world, it is not always easy to find a moment where everyone can participate in the conference calls. However, the Council chairs and manager did a good job of organizing the group's efforts, with worthwhile results, says De Croo.

In a 2012 fact sheet, the Global Agenda Council on Ageing cited a United Nations Population Fund report stating that Japan at that time was the only country with more than 30% of its population over the age of 60, but that by 2050, 64 countries would be in that situation. And while people aged 60 and over are now about 12% of the world's population, that figure will reach 21% by 2050.

In other words, the world is ageing, but the demographics of falling birth rates and greater lifespan are not uniform. Already the issue is very, very acute in Japan, De Croo notes. In Europe the situation is almost the same, while China is about ten years behind, and Africa is younger still.

So some developing regions can learn from the successes and failures of Japan and Europe in managing this state of affairs, he says. But "we all know that all the countries in the world will end up in a situation where a very large population is over 65."

This is plainly a tremendous human good. Just 47 years on average in 1950, global life expectancy today stands at 69. But few states are preparing adequately for the social and economic change that ageing brings. In Belgium, for example, the average retirement age is 59, far too young to sustain the growing number of retirees. In Sweden, by contrast, the average retirement age is 65.

The Global Agenda Council on Ageing spent its 2012-2014 term on two main issues, de Croo says. The first involved harnessing the power of business as a partner in ageing. With its usual agility, the private sector has found many opportunities to sell products to ageing populations – from investment planning to incontinence supplies. But business has not been equally alert in the area of human-resource policy.

That's why the Global Agenda Council is arguing that the older population should be seen as "the only natural resource we have which is growing instead of depleting", de Croo says. "This is an



Alexander de Croo is Vice-Prime Minister and Minister of Pensions of Belgium. He is a Member of the Global Agenda Council on Ageing.

insight that came during the discussions ... We're putting a positive spin on the fact that if people live longer, it's an opportunity to keep them participating in society longer," which promises substantial human and social benefits, along with economic gains.

So the Global Agenda Council consulted business people, scholars, government officials and others to build a set of voluntary guiding principles for age-friendly businesses. This work has gone well; the principles were published early in 2014. Some corporations have shown interest, and de Croo asserts that the 2014-2016 Global Agenda Council on Ageing will continue to promulgate the idea.

The seven principles (to "encourage an inclusive environment and discourage age-related discrimination"; foster "cross-generational mentoring and learning"; support employee financial planning and healthy lifestyles, etc.) can become building blocks for more sophisticated corporate policies, de Croo suggests.

De Croo concludes that being part of the Global Agenda Council has been a huge benefit. He says that being able to talk to a group of experts in your field from the rest of the world, from the business world, the academic world and the government world has been a tremendous benefit.

The Guiding Principles for Age-Friendly Businesses can be found at:
<http://businessofageing.serverpros.com/our-projects/business-principles/>



Elizabeth Economy is C.V. Starr Senior Fellow and Director for Asia Studies at the Council on Foreign Relations. She was a Member of the Global Agenda Council on China from 2008 to 2014 and is currently a Member of the Global Agenda Council on the United States.

Reflections from a Seasoned Member of the Global Agenda Council on China

Across the World Economic Forum's 80 Global Agenda Councils and six broad-focus Meta-Councils, China's growing global role looms large. The pace of change in China is marking our times on every subject, from ageing to water quality.

For that reason, the Global Agenda Council on China is not a Global Agenda Council like the others. Few people anywhere know that better than Elizabeth Economy. A senior fellow at the US-based Council on Foreign Relations, the author of several books and many articles on China, and a frequent US government consultant, Economy has been a three-term Member of the Global Agenda Council on China.

Economy says there are "enormous and incredibly wonderful things" about her six years on the Council. However, "the China Council is a little bit different from some others". It has a majority of Chinese Members, including government officials, and "there's close coordination between the China Council and the Chinese government".

In her first term, from 2008 to 2010, the Global Agenda Council focused on climate change, at a time when there was growing enthusiasm, in the West at least, for global approaches to

this challenge. The Council on China proposed a worldwide, web-based platform where businesses, NGOs and governments could exchange best practices in controlling greenhouse-gas emissions and in related subjects. The idea was that China, like other industrialized countries, could acquire practical ideas and see the growing sense of global community on the issue.

Sculpting the proposal involved "a terrific effort with a lot of input from all the different Members of the Council", Economy says. "We were able to take this directly to [the Annual Meeting in] Davos," she recalls, "and a number of NGOs were appraised of the idea" as was the US State Department.

In the end, however, "I don't think anybody who heard about it at that moment adopted it". Still, she adds, a similar service now exists online. This was not the first time, nor will it be the last, that a Global Agenda Council was ahead of its time.

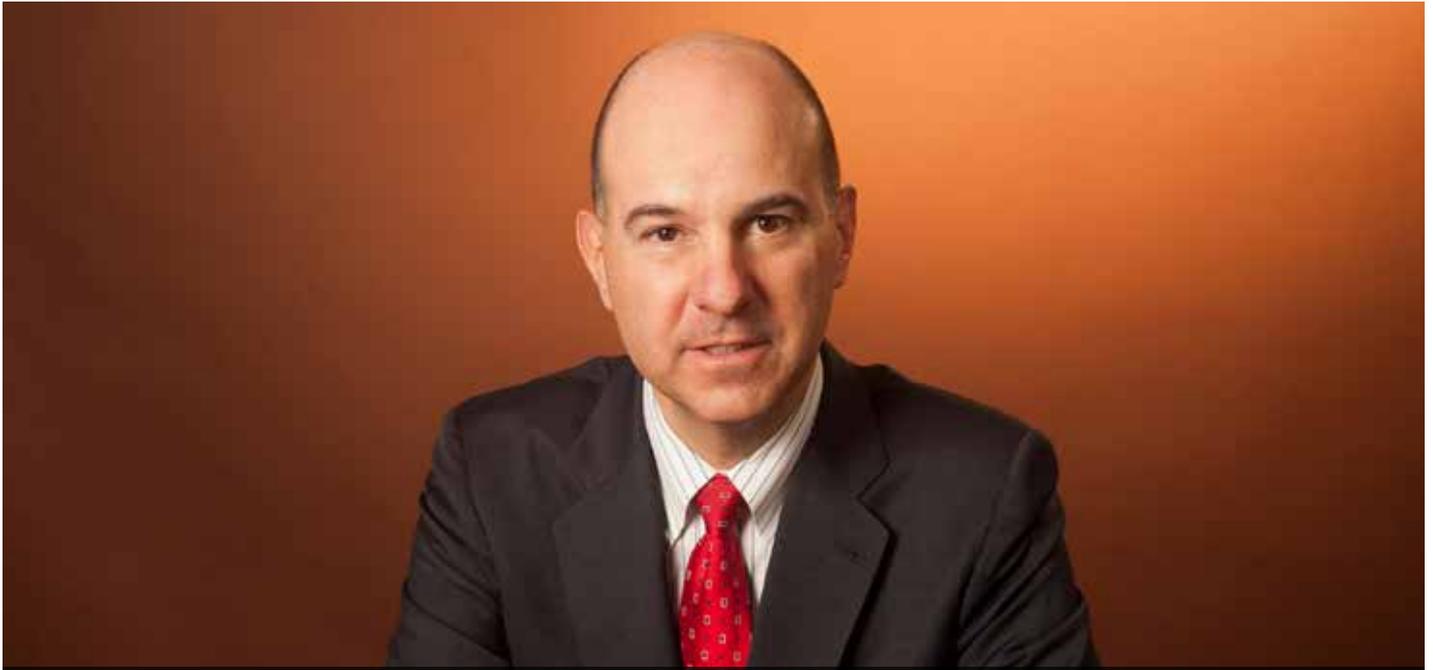
During her next Council term, from 2010 to 2012, the Council on China wrote two papers. The one Economy wrote herself on China and social media was "a little ahead of its time", she acknowledges with a laugh, but the other one "actually came up with some new findings". It was about China and the Trans-Pacific Partnership (TPP), a proposed trade pact among 12 countries, not including China.

"The sense was that China was adamantly opposed to the TPP", Economy says, seeing the deal as "an effort to contain China. But the paper that we commissioned and the research ... demonstrated quite clearly that there were strong pockets of interest in various ministries within China in understanding the TPP, and eventually potentially joining the TPP". This was "path-breaking research ... I don't think it led to any policy change, but that wasn't really the point".

During the 2012-2014 term, Economy says, "the focus was on something that was very much of interest to the Chinese government, which was China's resource quest, and thinking about how China can have a positive impact globally through its drive for resources". "The strongest success we had here was the paper jointly authored between a Member of the Global Agenda Council on China and the Global Agenda Council on Latin America. Our scholar, Taotao Chen, of Tsinghua University, and their scholars worked very closely to produce quite a strong paper ... it had a direct line into Beijing", says Economy, herself the author of a book on China's drive for natural resources.

The paper Economy mentions was not the only example of the China unit's work with other Global Agenda Councils. "One of the things that I found very interesting", she says, "was the opportunity to sit with other Councils and other regional Councils in particular", citing a specific meeting of the China, Korea and Japan Global Agenda Councils. Overall, she says, the China unit and the whole Global Agenda Council Network are highly useful. For Members from academia and NGOs, "as important as an actual product coming out of a Council may be, it's probably almost as important to have the opportunity to interact with your counterparts from other countries and other institutions".

For the 2014-2016 term, Economy has moved to the Global Agenda Council on the United States. There, too, she is confident, the web of connections among Global Agenda Councils will be invaluable: What can be learned from Council colleagues "informs your own thinking, your own research. Especially for those of us who sometimes play in the policy world, and try to offer advice to our own governments, it's hugely beneficial".



David Kappos is Partner at Cravath, Swaine & Moore LLP. He was Chair of the Global Agenda Council on the Intellectual Property System 2012-2014. He is currently Chair of the Global Agenda Council on the Economics of Innovation.

Moving IP Law Out of the Realm of Theory, Into Practice

An idea is just an idea, says David Kappos, until it enters the marketplace. When that happens, “we have a name for that, we call that innovation ... we call that ‘the iPad’, we call that ‘Google Search’.”

To get to market, however, innovation requires a legal framework. As the pace of change quickens, therefore, intellectual property (IP) law becomes steadily more important. And the World Economic Forum, Kappos says, is working to build the foundations for a robust global structure of IP law.

He should know. Kappos, a four-year veteran of the Forum’s Global Agenda Council on the Intellectual Property System, knows his way around the field. Formerly IBM’s vice-president and assistant general counsel for IP, he later spent four years as a US undersecretary of commerce and director of the US Patent and Trademark Office, before becoming a partner at Cravath, Swaine & Moore, a prominent New York-based law firm. He has received a number of honours and awards in the IP-law community.

While he was Chair of the Forum’s Global Agenda Council on the Intellectual Property System, Kappos says, he came to appreciate fully the Forum’s power as a tremendous convenor. “If it calls a meeting, people will come; if it reaches out, people will respond”. As the Chair of the Council, Kappos made significant contributions himself, notably in proposing, with co-authors, seven key principles that should govern digital copyright everywhere. One of them states: “Copyright law should reflect an appropriate balance between the rights of creators and copyright owners and the interests of consumers and other users of works”.

Those principles, he notes, are just the start of discussion. “Digital copyright is a major global issue” today, but finding accord on basic principles among so many governments, private sector players and others is a challenge. If innovation is to flourish, however, a healthy IP climate with sturdy underpinnings of agreement will be required. We are, Kappos says, “at the beginning, not the end, of the process”.

Written with John Villasenor of the Brookings Institution and Tiffany Misrahi, the Council’s former manager, that 2013 paper has itself become part of the global dialogue, Kappos says, making it a fine example of the Forum’s ability to help shape debate. The paper was intended as a stepping stone towards development of international IP law, “and it absolutely was. It became part of the discussion in Washington DC right now, around a very large comprehensive project called the Green Paper, coming [soon] out of the United States Copyright Office, that explores similar themes”. Also, he notes, “many governments in Europe are working on digital copyright agendas”. The paper’s “full effect is not yet known because, like any stepping stone, it depends on who steps on it in the future. But that was the idea”.

The Forum’s work on IP law is also bursting out of the realm of theory into practice. The Pro Bono IP Initiative matches inventors in developing countries who may be legally unsophisticated or short of resources, with qualified local lawyers who can help them navigate their national patent systems. The pilot project, in Colombia, should be running by early 2015, says Corey Salsberg, a Swiss-based IP attorney with the pharmaceutical firm

Novartis, so far the principal corporate supporter of the plan. Other countries are also interested.

Supported by the World Intellectual Property Organization (WIPO), this effort must also be coordinated with each national government involved. In this whole field, the complex multinational legal environment adds difficulty. National laws, Kappos observes, can “have a dramatic impact on innovation outcomes, so we need to somehow figure out how to get something that is borderless”.

Multinational corporations, experienced in crossing borders, can help with this. The Global Agenda Council on IP, working with the Global Agenda Council on Emerging Multinationals, has been “exploring models for collaboration between developing-economy multinationals and multinationals based in developed countries”, says Kappos. Meanwhile the Global Agenda Council on the Intellectual Property System, working with the Council on Data-Driven Development, was involved in a conference last spring in Seattle, USA, on the intersection of IP law and big data. The scope and variety of these projects reveal the magnitude and diversity of the burgeoning intellectual-property-law field.

Recently the Global Agenda Council on the Intellectual Property System was rolled into a broader one, as part of this year’s reorganization of the Network of Councils. Kappos is now part of the new Council on the Economics of Innovation. He jumped in enthusiastically. “We didn’t wait for November to get this new Council going”. In July, as Chair of the Global Agenda Council on the Intellectual Property System, Kappos personally phoned each Member of the new Council on the Economics of Innovation; the group’s first conference call was held in August. Many more stepping stones must be placed.

The digital copyright principles are available at: http://www3.weforum.org/docs/GAC/2013/WEF_GAC_IntellectualPropertyRights_GlobalCreativeEconomy_Report_2013.pdf



Kanan Dhru is Founder and Managing Director of the Research Foundation for Governance in India. She served on the Global Agenda Council on India 2012-2014. She is a Global Shaper at the World Economic Forum’s Ahmedabad hub.

Kanan Dhru Remembers the Day the World Economic Forum Came into Her Life

Kanan Dhru joined the World Economic Forum Global Agenda Council on India after being a Global Shaper. Her stint with the GAC has left her full of enthusiasm for the Council, and for the Forum as a whole.

Sharing experiences and ideas with like-minded people has stimulated and encouraged her own work at the Research Foundation for Governance in India (RFGI), which she launched in Ahmedabad in 2009.

“Of course the World Economic Forum is a great brand to be associated with”, she says. “But what comes with that is responsibility.”

The RFGI, of which Dhru remains Managing Director, focuses principally on rule-of-law issues, of which her country has many. “India really needs law and justice-delivery reforms”, she says, and her term on the Global Agenda Council on India has sharpened her understanding of how important such changes are, and how they are best approached.

“It’s such a useful think tank”, she says. “All these qualified people thinking about change and positive outcomes. Just being part of that gave me great confidence”. Her fellow Council Members, she says, were “people pursuing change in a positive way, for positive outcomes. It was such an empowering opportunity.”

It was 2012 when Sunil Parekh called from the Forum. Parekh is a prominent local businessman in Ahmedabad who wanted to recruit her for the Global Shapers network. The Global Shapers is a Forum initiative that identifies and brings together those with ideas and energy in 356 hubs around the world.

“It was a fantastic opportunity,” she recalls. “I was so excited that they wanted me as a member of the Ahmedabad hub.”

Dhru was a logical choice. As her 30s begin, Dhru has already sampled life in the private sector, been a visiting scholar at Stanford University, worked briefly at the World Health Organization and been associated with different Indian governmental initiatives. But her civil-society work, through the RFGI, has been her main focus since she returned to India.

One prominent element of the RFGI’s awareness work is Pagloo, an earnest little cartoon boy with glasses, whose adventures – in both Gujarati and English – are designed to introduce young children to concepts of law, justice and the courts. Other awareness and research projects have dealt with a range of law and governance matters, voter turnout, court backlogs, the internal democracy of political parties, and the

like. The Foundation is also involved in consulting work on such issues, with a range of government agencies.

This sort of activism can be draining. In a *Huffington Post* essay in September 2013, Dhru wrote of the difficulties of working in these fields in India: “Perhaps working for social change requires way too many personal sacrifices,” which are becoming “more and more difficult for those from the young generation, or perhaps the social sector has always ended up attracting very few serious players. Isn’t it a shame? What our society needs the most are motivated young minds willing to work for [national] development.”

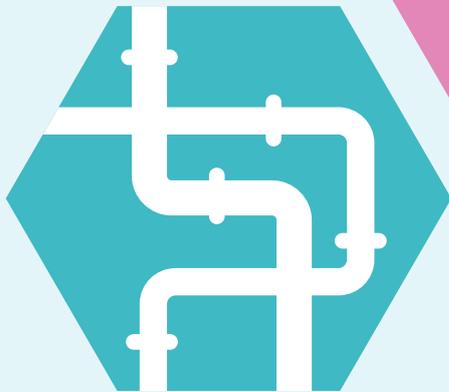
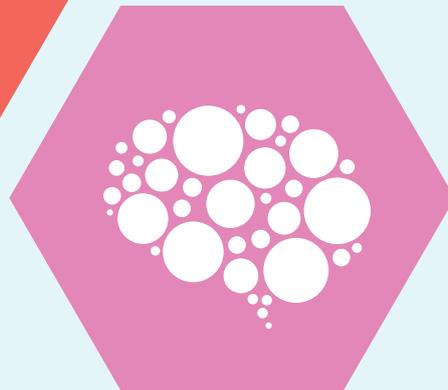
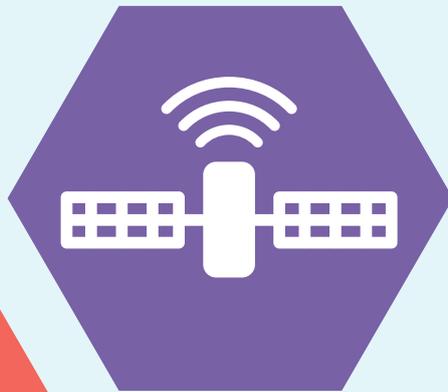
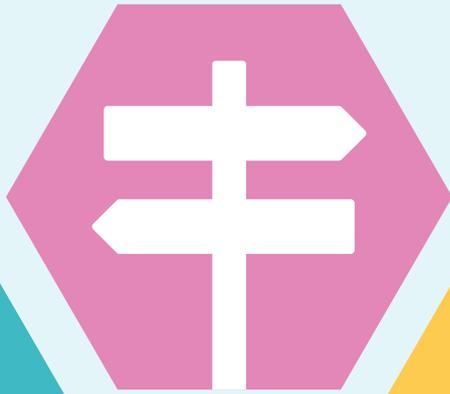
Her own motivation, she makes clear, was intensified by her connection with the other Members of the Global Agenda Council on India. In the context of Forum meetings, and specifically within the Council on India, it is possible to speak candidly of social problems, such as the one exemplified by a horrendous 2012 gang rape in Delhi. The story made headlines around the world, but in India people are still a bit intimidated to discuss the issue of rape candidly, or indeed to address the whole question of women’s place in society.

But within the Network of the Global Agenda Councils, Dhru affirms that they could fearlessly confront such problems. The culture of the Forum is such that people are not ashamed, and that creates a possibility and a window to do something.

As a Forum Shaper, Dhru’s contributions during her Council term went beyond her own country. With Michelle Arevalo-Carpenter, another Young Shaper, she wrote a Forum blog post examining ways that technology is attacking court backlogs and speeding up access to justice, in a range of countries – while also noting that other problems, from sloppy case management to partisan influence, are not so amenable to computerized fixes.

Her Council term completed, Dhru continues her Foundation work in Ahmedabad, armed now with significant contacts and a broader perspective. But the biggest thing she has gained from the Forum, she says, is hope. “I know now that we are globally connected, that there are people who will help you if you are trying to make things better.”

The *Huffington Post* article can be found at: http://www.huffingtonpost.com/kanan-dhru/employment-in-india_b_3827049.html
The Forum blog post can be found at: <http://forumblog.org/2014/03/technology-disrupting-courtroom/>



Global Agenda Council Vision Awards: A shortlist of the nominees



Councils on Emerging Multinationals and Youth Unemployment



Around the globe, alarming numbers of young adults can't find jobs. The world's 1.2 billion 15- to 24-year-olds make up 17% of the global population, but 40% of the unemployed. The social implications are both obvious and ominous. And yet multinational corporations based in or operating in emerging economies often simply cannot find enough semi-skilled and skilled workers.

At the Summit on the Global Agenda 2010, in Dubai, members of the Global Agenda Council on Emerging Multinationals, in discussions with people from the GAC on Youth Unemployment, developed a way to start tackling these problems. The promising approach would work to the benefit of both enterprises and youth.

TEN Youth is a two-sided acronym anchored on enterprise engagement in repairing chronically malfunctioning labour markets. On the demand side, it stands for Talent Enterprises Need, providing companies with an innovative and efficient way of ensuring their young professionals acquire the necessary functional and behavioural skills through Mentorship and Apprenticeship models. On the supply side, it stands for Train, Employ, Nurture, which offer young people the job skills and behavioural norms that are not acquired through the educational system, but can open the door to productive work lives.

At the moment, the Council is designing and developing an app that will allow for an easier implementation of the TEN Youth principles. GAC members are using their connections among the Forum's industry teams and other communities to spread the program more widely, hoping that at the end it will also be adopted by small and mid-sized firms, putting mentoring on the map for all young professionals, and not just ivy-league high potentials working at elite firms.

TEN Youth is the result of strong engagement from a wide range of Forum colleagues and business and academic counterparts.

Councils on New Models of Travel & Tourism and on Africa



Prime Minister Mara, Aliko Dangote, President Kenyatta, President Kagame and Donald Kaberuka signing a letter of intent to move the issue of Travel Facilitation and Visa-Free travel regions forward, World Economic Forum on Africa, May 2014, Abuja.

The middle class is ready to pack its bags. In China, India and other developing countries, tens of millions of newly-minted middle-income citizens yearn to see the world. And despite some exceptions, the world is ready to welcome them, and their holiday spending.

Tourism already accounts for over 9% of worldwide employment. And the World Economic Forum Global Agenda Council on New Models of Travel & Tourism saw a way of making this industry bigger still: simplify the burdensome, antiquated process of obtaining visas.

Want to visit four countries in South-East Asia? Get one visa, good for all four. Eager to see Colombia and Peru? Get a single visa for both, and with Ecuador included.

The regional visa is a central pillar of a broader “smart travel” initiative the Global Agenda Council is promoting. This includes the free or low-cost issuance of electronic visas and improved immigration and security experiences at airports,

including fully automated check-in processes.

The Council on Travel & Tourism has moved beyond theory with the regional visa concept, starting in Latin America in 2013, where three countries signed on to a letter of intent to create a regional visa for Peru, Ecuador and Colombia. Today, the Council is working with Brazil and Mexico to do the same.

The same exercise was repeated in East Asia a few months later, with a letter of intent signed between the governments of Cambodia, Indonesia, Myanmar and Thailand. In addition, the Association of Southeast Asian Nations (ASEAN) is now working towards a common visa for its ten member states.

For Africa, the Global Agenda Council on Africa was brought into the loop after a cross-council session between the GACs on Africa, Migration and New Models of Travel and Tourism at the Summit on the Global Agenda in Abu Dhabi in 2013. Links built with the African Development

Bank (AfDB) have been crucial, with the Chair of the GAC for Africa being the President of the AfDB, and a dedicated session held at their Annual Meeting in 2013 attended by two presidents, a prime minister, and Nigerian business magnate, Aliko Dangote. Rwanda, Kenya and Mali have now signed a letter of intent. The Council is also collaborating closely with the African Union.

The GAC on the Future of Travel and Tourism, as it has now been named for the new term, has collaborated with a number of other Forum teams and communities, including the Africa Team, the South East Asia Team, the Latin America Team, and the Connected World Project, which is a Forum initiative.

However, at the moment none of this is legally binding. Security and other concerns could retard national approvals. But the Council plans to follow up with discussions in advance of the Forum’s regional meetings, pushing to move from intent to reality.

Council on Emerging Technologies



New England Meeting on Collaborative Innovation in Advanced Materials and Biotechnology, April 2014, Boston.

Fuels made from carbon dioxide. Brain-computer interfaces. Nanoscale design of technologies. Metals extracted from desalination brine. Medical therapies based on RNA. Electronics that adapt to your body. Add in personal jetpacks and you've got a science-fiction convention. But in fact these innovations (except the jetpacks) are real items on the annual Top 10 list of emerging technologies compiled by the hard-headed scientists and clear-eyed business leaders on the Global Agenda Council on Emerging Technologies, tying in a number of Forum communities and initiatives.

In recent decades, a panoply of emerging technologies has transformed human society, improving the state of the world in many ways, and the pace of this change seems to be accelerating. The Top 10 list is intended to

alert decision-makers to the opportunities – and risks – that new technologies can bring.

The Top 10 Emerging Technologies list has captured the attention of the media and the public; for three years running the Top 10 has been the most-read item at the blog of the Forum, while publications such as The Wall Street Journal and the Economist, reported on its findings. Scientific American has also published a number of articles on some of the technologies, with the help of GAC members.

Public attention in turn has attracted the notice of national and international decision-makers, who need time to prepare for the effects – positive and negative – of each new method, device, or application; and the interest of many companies, who look forward

to the Council's input every year in Davos, to map the potential for critical disruptions in their industries. Within the Network of Global Agenda Councils, the success of the Council's project has been one of the reasons that the issue of Emerging Technologies was selected as one of the 6 cross-cutting themes to be tackled at the new Meta-Council level.

Council on the Future of Government



Launch of the Future of Government Smart Toolbox, June 2014, Dubai.
John Deferios, Espen Barth Eide, Diana Farrell and Yasar Jarrar.

Every government in the world faces the same core challenge: earning and keeping the trust of its citizens. The networked world is a world where political leaders struggle to build or maintain public trust, which is so often essential to innovation in managing modern challenges. The Global Agenda Council on the Future of Government has responded to this challenge with a smart toolbox that shows how governments can use information and communications technology (ICT) to deal with priorities ranging from too little security to too much bureaucracy. The toolbox was formally launched in June 2014 in Dubai in cooperation with the Government of the United Arab Emirates.

The idea for the toolbox sprang from discussions Council Members had with their Chair, Harvard University political scientist Joseph Nye, at the World Economic Forum Annual

Meeting 2013. It was developed further in collaboration with the regional teams to integrate the council's work into the Forum's regional summits; the Programme Development team in order to make it part of the discussion at the Annual Meeting; the Strategic Foresight team in order to develop scenarios; and with other councils with similar interests.

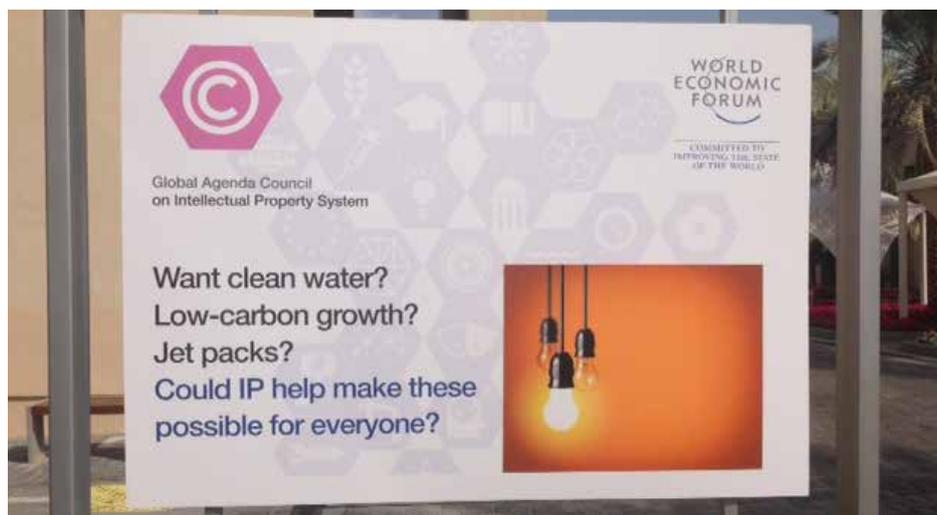
With the toolbox, the Council set out to "consider ways in which information technology can improve governance and reduce feelings of alienation among the governed", Nye says in the preface.

Good governance through ICT is not just a matter of more technology – everything done with the toolbox is aimed at making government more innovative in leadership, and more trusted. The toolbox document includes case-study examples of positive

results from around the world. In Karnataka, India, digitizing land-ownership records has reduced opportunities for corrupt abuses while streamlining transactions. In Rwanda, maternal and child health has improved since the launch of RapidSMS, an application allowing community health workers to keep in touch with pregnant women and new mothers. In California, online voter registration has saved money while increasing registration rates among some demographic groups. Around the world, governments are finding innovative, beneficial ways to use ICT. The toolbox has the potential to improve and accelerate that process.

The smart toolbox document can be found at:
http://www3.weforum.org/docs/GAC/2014/WEF_GAC_FutureGovernment_SmartToolbox_Report_2014.pdf

Council on Intellectual Property Systems



Nothing is as powerful as an idea whose time has come – provided it has legal protection. In a world eager for innovation, inventors in many countries can be deterred by the lack of intellectual-property (IP) protection: why develop that better irrigation pump if somebody else will usurp the idea – and the profits?

To address that problem, the Global Agenda Council on Intellectual Property Systems, launched the Pro Bono Intellectual Property Initiative, putting emerging-economy inventors together with qualified compatriot IP lawyers. Various Forum industry partners, such as Novartis, Qualcomm, and the General Motors Company have been involved in this effort.

By early in 2015, the programme will begin operating in Colombia, says IP lawyer Corey Salsberg, whose company Novartis asked him to spearhead the programme for the Forum. After Colombia, Brazil, South Africa, Mauritius and others are waiting to become involved, Salsberg says. And

the World Intellectual Property Organization (WIPO) immediately joined the effort when informed of the project.

Creativity and innovation are not confined to developed countries and big companies, Salsberg says. Indeed, innovations that are likely to come out of developing countries are [often the ones] best suited to the problems in developing countries”. But in every country, rich or poor, IP protection assures inventors and their investors of a share in the results of their efforts. A robust patent system “leads to funding, leads to development, gets that invention out for the benefit of society. That’s the goal of the system”, Salsberg says.

So the idea of IP and laws to defend IP rights are “a catalyst for innovation and development and growth”, he says, “one of the keys to unlocking the innovative and creative potential of populations and societies around the world”.

David Kappos, a US IP lawyer who chaired the Global Agenda Council on the Intellectual Property System, notes that the Forum’s power as a convenor was vital in knitting together all the legal, governmental and international stakeholders in the Pro Bono Initiative, in which lawyers will work free of charge to help inventors.

Where possible, national patent offices will sort out candidates, identifying those with practical ideas who most need legal assistance. Where national patent offices lack capability, the WIPO will lend assistance.

This year, the Global Agenda Council on the Intellectual Property System has been integrated into a broader mandate, as the Council on the Economics of Innovation. “From our perspective, the sky’s the limit,” says Salsberg.

Council on Urbanization



Summit on the Global Agenda 2012, Dubai.

People are pouring into cities. By 2050, the United Nations says, fully 70% of the world's people will live in cities, up from 50% today.

This is good news and bad. Cities have dense webs of intellectual, financial, technological and social resources, making them powerful incubators of innovation: the urban half of global population accounts for 80% of our gross planetary product. However, explosive growth, especially in the shanty towns of emerging economies where urban growth is fastest, can create explosive problems.

This reality puts the Global Agenda Council on the Future of Cities, formerly known as the Global Agenda Council on Urbanization, at the centre of the action: whatever other Councils may be studying, it's probably happening mostly in cities.

Between 2011 and 2013, the experts on the Global Agenda Council on Urbanization as it was then called, in close coordination with the Forum's Infrastructure and Urban Development Industries team, pulled together their key observations and insights into three volumes of studies on urban success stories. Their scholarship has been assembled online in a reader-friendly package under the title "Urban Anthologies", intended to give mayors and business leaders the tools to create their own success stories, while also reaching a much wider audience.

The Global Agenda Council was one of the first to apply for external funding. A \$50,000 grant from the Bill & Melinda Gates Foundation supported the creation of a sophisticated, readable website, as well as a printed edition.

The "Urban Anthologies" package has three components: Volume One, produced in 2011-2012, finds seven themes in urban problem-solving. Volume Two deals with the informal sector and ways to bring it into the broader economy, for the good of low-wage workers and the city as a whole. Volume Three deals with the ways resilient cities have overcome crises, from natural disaster to air pollution.

The resulting "handbook for city leaders" was launched at the World Cities Summit in Singapore last July in the presence of metropolitan mayors from around the world. Global Agenda Council Members also used their own blogs, Twitter and other social media platforms to enhance the outreach strategy.

The "Urban Anthologies" documents can be found at: <http://senseable.mit.edu/wef/>



IN THE DECISION-MAKING
PROCESS

PRIVATE/PUBLIC
PARTNERSHIP

BIG
DATA

WHAT'S
OUR COLLECTIVE
IDENTITY?

PARTICIPATION

PRIVATE
SCHOOL TO WORK
TRANSITION

NARROW
COMMUNITIES

HOW TO
CLOSE
THE GAP?

DISCONNECTION

LEARN AND
GROW AT
WORK

HOW CAN WE
SEE THE POSITIVE
SIDES?

EXCESS OF
INFORMATION

NOT ONLY
INCLUDING BUT
ALSO HOW TO
BRING BACK

UNEMPLOYMENT

BREAK THROUGH
IN GOVERNMENT

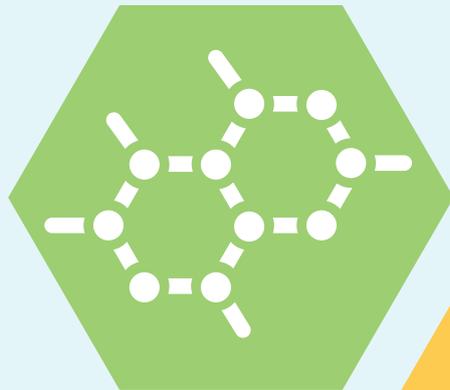
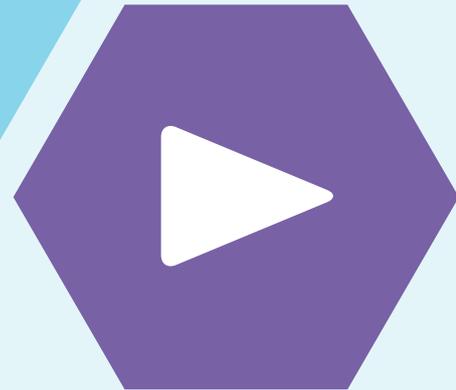
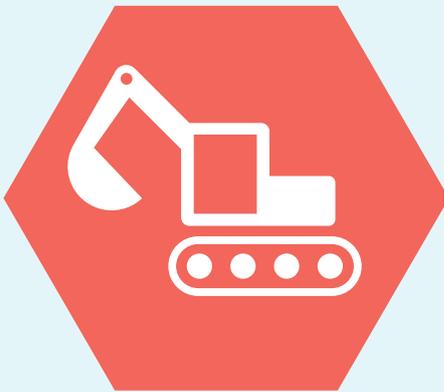
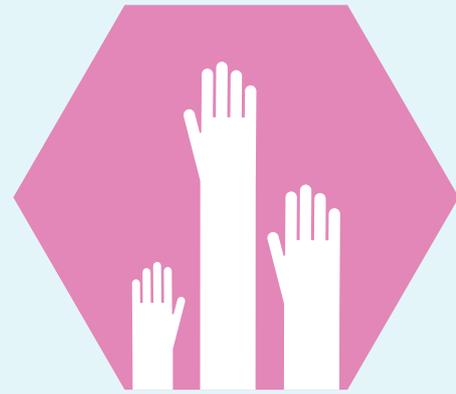
ACT NOW

FILTER AND
CAPTURE
OPPORTUNITIES!

WE LIVE
IN A TIME OF
HIGH EDUCATION
BUT WITHOUT THE RIGHT
OPPORTUNITIES.

WE KNOW
WHAT WE
NEED

Sultan Saeed Nasser Al Mansouri, Minister of Economy of the United Arab Emirates at Summit on the Global Agenda 2013, Abu Dhabi.



Global Agenda Council Highlights

Reflecting their varied mandates and membership, the Global Agenda Councils produced work in many different forms in the 2012-2014 term. Many planned and implemented projects; others published compelling content; others still held events. Some did all three. In this section we highlight some of their best work.

Projects

Many Global Agenda Councils undertake projects, often in cooperation with experts from across the Forum's regional, industry or issue specific teams. Here is a selection of three projects that have had real impact.

Grow Africa

In 2011, the African Union Commission (AUC), the New Partnership for Africa's Development (NEPAD) and the World Economic Forum joined with other partners to found the Grow Africa partnership to galvanize greater private-sector investment and financing for African agriculture, in support of the Comprehensive Africa Agriculture Development Programme (CAADP). Grow Africa was set up as a transformative multistakeholder development model endorsed by African heads

of state, major African institutions, the private sector and major development partners, to spur and accelerate responsible investment in agriculture, with the ambition to lift millions of smallholder farmers, particularly women and rural poor, out of hunger and poverty and improve their food and nutrition security. The Global Agenda Council on Food Security, in collaboration with the Forum's regional and industry teams and other communities, played a key role in guiding and supporting the early stage of the Grow Africa partnership; the Chair of the Council was a lead champion for this new innovative partnership model on food security.

During its initial phase from 2012 to 2014, the priority was to mobilize investment commitments by international and domestic companies and to promote investment opportunities within partner countries. The achievements to date include active support to ten countries. They benefit from insight on mechanisms required to attract private-sector investment and on private-sector priorities for improvements to the enabling environment. A total of \$10 billion in investment commitments has been mobilized with the New Alliance during this period, with more than \$1 billion invested to date, resulting in reaching 3 million smallholders and creating 37,000 jobs.



Guiding Principles for Age-Friendly Businesses: Harnessing the Power of 21st-Century Demographic Change

In January 2014, the Global Agenda Council on Ageing developed principles for age-friendly businesses. Some are described below.

Global companies in the future will likely be very different from those of today for two reasons. First, as a consequence of 20th-century gains in longevity, advances in healthy ageing and increasingly flexible working environments, many more people will be willing and able to work into their 60s, 70s and 80s. Second, declining birth rates will lead to a dramatic shift in the proportion of “old” to “young” in societies around the world. The retention, recruitment and full participation of older workers may well become a necessity for companies accustomed to attracting most new hires in their 20s and 30s and focusing development on the first part of an employee’s career.

These trends are universal, impacting businesses in both the developed and developing world. They create market opportunities to meet the product and service needs of the significant and growing over-60 demographic. They will change the dynamics of work place engagement and increase opportunities for intergenerational collaboration and mentoring of younger workers by older workers and vice versa. And they will amplify the need for better work/life balance as people live and work longer in the 21st century. The leaders of global industry recognize the promise and opportunity of workplaces aligned with 21st-century demographic realities. Companies and the communities in which they operate stand to benefit from creating “age-diverse workplaces” with tangible, measurable gains in terms of productivity, competitiveness and worker satisfaction.

The Council encourages companies to join its Members in the pursuit of the following principles:

1. *Age-Neutral Workplace*

Recognizing the potential contribution of employees at all ages and the value of a multigenerational workforce, the signatories will encourage an inclusive environment and discourage age-related discrimination or hostility.

2. *Supportive Working Environment*

The signatories aspire to developing working environments – with technologies, facilities, equipment and services – conducive to access and contribution regardless of age.

3. Inclusive Culture

The signatories will strive to develop a culture among their leadership, employees, suppliers, partners and customers that embraces the contributions of workers across all ages and that values a supportive multigenerational working environment. Such a culture will benefit companies and lead to the development of innovative products and services that meet the needs of 21st-century demographic realities.

4. Life-Long Learning and Participation

The signatories will strive to create an environment that encourages a life-long focus on personal growth and development, including opportunities for cross-generational mentoring and learning. These opportunities for learning should be available to employees of all ages.

5. Financial Planning for Longer Working Lives

Recognizing that financial security is a valued outcome of employment, the signatories will strive to provide employees at every level with opportunities to gain financial literacy and work towards developing compensation and benefits that meet the needs of a multigenerational workforce and emphasize personal choice and responsibility.

6. Healthy Ageing

The signatories will support employees of all ages in their commitment to an active and healthy lifestyle, providing encouragement and assistance as appropriate.

7. Supportive Care-Giving

As 21st-century demographic shifts bring increased care-giving obligations, signatories recognize that many employees may shoulder these responsibilities. Accordingly, the signatories will strive to ensure employees can honour their care-giving commitments.

The Ocean Health Index (OHI)

How are the world's oceans bearing up under incessant and increasing human pressure? Every week seems to bring new reports from around the globe of dead zones, over-fishing, higher water temperatures, oil spills, dwindling biodiversity, and more. But consolidating this data into comprehensive, reliable index scores, for each coastal country and for the planet as a whole, has been too big a challenge – until now.

The Ocean Health Index (OHI), the work of more than 65 scientists, began in 2012 to provide annual country-by-country and worldwide scores on each of ten “public goals”, selected as key indicators about ocean ecosystems. Incubated, endorsed and promoted by the World Economic Forum Global Agenda Council on Oceans, OHI is quickly becoming a recognized measure of these vital issues, a major dial on the planetary dashboard.

The OHI – founded by Conservation International, the US National Center for Ecological Analysis and Synthesis, the Sea Around Us project based at the University of British Columbia, and the New England Aquarium – offers a



Greg Stone and Céline Cousteau, Summit on the Global Agenda 2012, Dubai.

sophisticated website that presents 2012 and 2013 data. (The 2014 figures, to be published in September, will for the first time include the high seas and Antarctica.)

The Index's Managing Director, Steve Katona, says the idea is to help people understand the importance of the oceans and our dependence on them. Some of the OHI's ten human goal indices, such as food provision, biodiversity and clean water, are fairly self-evident, while others – artisanal fishing opportunities and sense of place, for example – may not be. But all were chosen to reflect human concerns, and all are linked to sustainability. Scores are based on data for national exclusive economic zones (EEZs) which extend 322 km (200 miles) from coastlines.

A rating of 100 represents the maximum possible sustainable value to humankind; the overall global composite score is 65. As a species, in other words, we're doing about two-thirds as well as we could in managing our oceans as a resource. Assessing both pressures on the ecosystem and measures of resiliency in light of current trends, the OHI also offers a likely future state estimate for each jurisdiction.

The value of this easily understood open scorecard has already become evident: public opinion is motivating countries to improve their stewardship. China, Colombia, Israel and Canada are already working officially with OHI scientists, and more are expected to follow. "Some countries are becoming quite competitive," says Erich Pacheco, the OHI manager for Conservation International. "Ecuador says 'if Colombia is doing it, we've got to do it too'."

While OHI's numbers are inherently useful in raising public awareness, they are just the start, OHI managers hope and expect. The next step is to get more governments involved, because they typically have more detailed data covering longer periods, have access to data for sub-national jurisdictions, understand local issues better and, vitally, control policy and practice. "We've developed a framework and software with which countries can customize the OHI for their own needs," says Pacheco. "We want to put countries in the driver's seat." Of course, he adds, centrally-assembled numbers will still be needed, if only because "there might be some inherent bias" in local assessments. On the

other hand, he notes, OHI has received occasional complaints that individual country scores have been too high. Fishermen and marine conservationists from Antigua and Barbuda, for example, say the country's overall 73 score does not acknowledge oil pollution problems, Katona notes.

Assembling the index was no small task. Conceptual work began in 2008 at the New England Aquarium. "Once the goals were selected," Katona explains, "we had to review the literature and figure out what data are available" in a uniform format. Even when data sets are fairly clear, as with fisheries, matters such as illegal fishing can be difficult to quantify. Overall "you're trying to ride herd on 100 different data bases, each of which has glitches; it all has to be monitored by strict protocols."

During the planning, two of those involved – Howard "Bud" Ris, President of the New England Aquarium until April 2014, and Greg Stone, Chief Scientist for Oceans at CI's Moore Center for Science and Oceans – took the project to the Forum's Global Agenda Council on Oceans, which soon endorsed the OHI. The Forum's support has been "very, very valuable", says Katona. "The World Economic Forum has strong convening power and a tremendous brand and reputation," he says. "When they say something, people listen. The Forum's support made it much easier to talk to donors and sponsors. The Global Agenda Council's high-level conversation about ocean issues has been really good." Pacheco agrees: "Being involved with the Forum has brought us into relationships with United Nations agencies, raised our profile at the global level and greatly increased our credibility."

The OHI website is:
<http://www.oceanhealthindex.org/>

Content

The publication of blogs, articles and reports is an effective way to showcase the engagement of GACs on issues. In this section, we highlight two strong examples.

Council on the United States: “The Ambivalent Superpower: America and the world aren’t getting a divorce. But they’re thinking about it”

by Robert Kagan, published on 27 February 2014 in *POLITICOMagazine*



The world never really loved America as much as Americans like to think. In the Eisenhower era, to take one period now seen in rosy hues, Latin mobs pelted Vice President Richard Nixon’s motorcade with stones, shouting, “Out, dog! We won’t forget Guatemala!” Angry Japanese students protested American “imperialism,” forcing President Dwight Eisenhower to cancel a “goodwill” visit to Tokyo, and Ike spent his days wishing he could find a way to get people in other countries “to like us instead of hating us.” In the late 1960s and again in the 1980s, young Europeans took to the streets by the millions to protest American foreign policy. Even in the 1990s, with Bill Clinton and Al Gore in office, the French foreign minister decried the American “[hyperpower](#),” while leading intellectual Samuel P. Huntington wrote of a “[lonely superpower](#),” widely hated across the globe for its “intrusive, interventionist, exploitative, unilateralist, hegemonic, hypocritical” behavior.

Yes, it’s true that throughout the Cold War much of the world watched American movies and was entranced by Jackie Kennedy, but they also saw segregation, poverty, riots, political assassinations, rampant capitalism, Vietnam and Watergate. And they shook their heads at a country that

could elect a cowboy and B-movie actor as its president. The popular narrative following the Iraq War that there was once a time when the world looked up to America, wished to emulate it and eagerly sought its leadership, when America wielded immense “soft power” that gained the allegiance of others simply by the force of attraction, is more myth than history.

Yet always there was the other aspect of the United States, the one most valued if least spoken about. This was the America that others counted on, for security against threatening neighbors, as the defender of the oceans and the world’s trade routes, as the keeper of the global balance, as the guarantor of an economic and political order whose benefits were widely enjoyed. This was the America whose troops were invited into Europe as protection against both a resurgent Germany and the Soviets in the late 1940s. This was the America whose movie-actor president Helmut Kohl, François Mitterrand and Margaret Thatcher looked to for trans-Atlantic solidarity, and to whom Polish workers and Soviet dissidents turned for hope and inspiration. This was the America that, for all its undeniable flaws, became indispensable after World War II and whose departure from the scene was usually more feared than its presence.

For much of the past 70 years, in short, the world has been ambivalent about American power, both decrying it and inviting it—sometimes simultaneously. Even as Huntington was penning his screed against American arrogance in 1998, much of the world was expressing an entirely different concern—that the United States might be turning inward. It was the time of the Monica Lewinsky scandal. The American president was hobbled. Suddenly, as the *Times* of London wrote, leaders “in all the world’s trouble spots” were “calculating what will happen when Washington’s gaze is distracted.” The liberal German newspaper *Frankfurter Rundschau*, which had been accusing Americans of “camouflaged neocolonialism,” suddenly fretted that the “problems in the Middle East, in the Balkans or

in Asia” could not be solved “without U.S. assistance and a president who enjoys respect.” The irony was not lost on some observers. A French pundit took pleasure in noting (in the left-leaning *Libération*) that those who had only recently been calling the United States “overbearing” were suddenly “praying for a quick end to the storm.”

A decade and a half later, as another U.S. president makes good on his **promise** to “focus on nation-building here at home,” the world is again wondering whether the country that has been the principal upholder of the global order for the better part of the postwar era is finally pulling back from that outsized and unusual role. Anxiety about American isolationism is once again matching anxiety about American imperialism.

Over the past year, the World Economic Forum—the same folks who run the annual gathering in the Swiss resort town of Davos—organized a unique set of discussions around the world with dozens of international leaders, from Saudi bankers to Singaporean academics, African entrepreneurs to Latin American economists, seeking unvarnished opinions about the United States and its role in the world. Their ambivalence was palpable. Whether it is arrogance or incompetence, incoherence or insincerity, the critiques of the United States heard in these conversations are extensive—and often justified. There are old complaints about American “unilateralism” and hypocrisy, and new complaints about drones and eavesdropping. There are regions, like the Middle East, where U.S. policy is regarded as having produced only disasters, and others, like Latin America, where the United States is faulted for its failure to pay enough attention (except when its strategic or economic interests are threatened). American motives are often suspect and regarded cynically. Some see the United States pursuing only selfish interests. Others see confusion, an inability to explain what America wants and doesn’t, and perhaps even to understand what it wants.

“Anxiety about American isolationism is once again matching anxiety about American imperialism.”

Yet what’s striking is not the litany of complaint, but the lament about disengagement one also frequently hears, not the expected good riddance but the surprisingly common plea for more U.S. involvement. Africa wants more U.S. investment. Latin America wants more U.S. trade. The Middle East and Asia just want more: more diplomacy, more security, more commerce. This may come as a surprise to those Americans who are convinced the world not only hates them but also welcomes their decline. But the world, or at least much of it, has moved beyond this post-Iraq narrative, even if we haven’t. These days, many foreign governments fret less about an overbearing America and more about a disappearing America. One way or another, it seems, every region in the world feels neglected by the United States. Setting aside whatever this might say about the effectiveness of Barack Obama’s foreign policy, it says a great deal about America’s role in the world. The problem others see these days is not too much of the United States, but too little.

Most Americans are probably oblivious to this subtle shift in global sentiment. Foreign policy is not on their minds, except as something to be avoided. Both candidates in the 2012 presidential election went out of their way not to offer any grand—or even not-so-grand—visions of America’s role in the world. To the extent that Obama pitched his foreign policy record at all, he did so around the killing of Osama bin Laden, which today looks like an increasingly symbolic rather than substantive triumph, as jihadists spread across the greater Middle East. Mitt Romney limited his foreign policy pronouncements to sporadic and ill-considered drive-by shootings at Obama’s policies. There was a momentary debate about whether the United States was or was not in decline—Obama said it wasn’t; Romney said it was, because of

Obama. But since the election, the American people have grown ever more convinced that the United States really is in decline—more than half of them, in recent surveys—and the president has done little to dispel the impression. Little wonder then that much of the world today worries about American staying power.

Ironically, no U.S. policy did more to provoke global anxieties than one the Obama administration hoped would calm them. The “pivot to Asia,” this “rebalancing” of U.S. diplomatic and military efforts from West to East, was intended to show that the United States was still capable of sober and rational calculation of its interests and capabilities. There would be no more obsession with the Middle East, no more draining wars in obscure parts of the world when the real game was obviously in a rising Asia. Yet the reaction has been both unexpected and revealing. In a world accustomed to seeing the American superpower wielding influence everywhere at once, the notion of pivoting from one region to another has been deeply unsettling—to everyone. In the Middle East, the “pivot” has been widely (and correctly) understood to be a deliberate turn away from intensive American involvement. But Europeans have also interpreted it as a turn away from Europe, and even Latin Americans, rarely the focus of U.S. attention, have seen it as a turn away from them. In the ultimate irony, for all the apprehension it has unleashed elsewhere, the pivot has not produced an equal degree of reassurance in East Asia. There the promise and rhetoric of the pivot has been measured against tangible realities, like defense cuts that leave the U.S. Air Force scrapping exercises with Asian partners and the Navy cutting back on ship movements in Japan. Nor have Asians failed to note that America’s preoccupation with the constantly exploding crises of the Middle East, from Iran to Syria to Egypt to the peace process, has not appreciably lessened, while the president’s attention to Asia has not grown nearly as much as advertised. Obama’s canceled trip last fall to a Bali summit for the region’s major leaders

drove home the point. (It didn’t help that the cancellation came amid a U.S. government shutdown that stunned foreign observers.)

Current and former Obama administration officials all tell the same story, of governments in the Middle East, in Asia and in Europe (especially Eastern and Central Europe) constantly seeking reassurances, and whenever possible, tangible evidence, that the United States is not leaving them to their fate. Are American troops in Europe going to be reduced? Does the increase in the number of U.S. Marines stationed in Australia, from 250 to 2,500, have any meaning beyond symbolism? Meanwhile, the movement of U.S. aircraft carrier battle groups, those massive, time-honored symbols of American commitment, is constantly scrutinized as they shift from the East Asian theater to the Persian Gulf and back again. One former Obama official denies that there is really any ambivalence at all about America’s role, at least in the East. “This is the first time in 50 years that there is a unified desire [outside of China] for an American presence,” this former official said—to balance the growing power and influence of Beijing.

Indeed, America’s favorability ratings are well up from George W. Bush’s second term—another sign the world has moved beyond the post-Iraq narrative. Out of 38 countries the **Pew Research Center** polled in 2013, in only eight did a majority of respondents register an unfavorable view of the United States (five of those in the greater Middle East). In 21 of the 38 countries, the United States enjoyed an approval rating of more than 60% (a diverse crowd including Brazil, Indonesia, Italy, Japan, Mexico, the Philippines, Poland, South Africa and, yes, even France). No doubt this is due in part to Obama’s widely celebrated election. But only in part, for Obama’s personal approval ratings around the world have declined substantially since 2009; in many countries today, America’s ratings look better than Obama’s. Perhaps this reflects the growing perception that the United States really does have an important role to play.

And besides, whether you like America or not, the real question is: Who would you like to see replace it? America's favorable ratings are a good deal better than China's, for instance. I listened a few months ago as a Chinese professor lectured Americans at a conference in Abu Dhabi about how unpopular the United States had become around the world as a result of its objectionable behavior in Iraq and on other issues. She was somewhat taken aback when informed that, however unpopular the United States might be, China was even less popular, especially among neighbors like Japan, the Philippines, South Korea and Australia. Altogether, out of the 38 countries Pew polled, the United States was viewed more favorably than China in 22.

The attitudes toward China are interesting because they provide a partial answer to the pointed question increasingly asked around the world these days: What would a "post-American world" really look like? Most regard China as the leading candidate to share global leadership with the United States in the coming decades, or perhaps even to surpass it. Yet not many seem to welcome this prospective transition. Even in the Middle East, where Beijing enjoys significantly higher public approval ratings than Washington, few see China as a desirable replacement for the United States. Other possible sources of global stability, meanwhile, have lost some of their luster. Ten years ago, some imagined a new order based on the European model, with the European Union playing a leading role in the world and EU-style institutions being replicated in East Asia. Today, a Europe hobbled by political and economic difficulties seems like a less plausible alternative. Nor is there much enthusiasm for the United Nations, continually stymied as it has been by perpetual Security Council standoff.

"These days, many foreign governments fret less about an overbearing America and more about a disappearing America."

So while it is easy to be unhappy with American foreign policy, it is harder to imagine a world where the United States does less. If the American-backed order gives way, many fear there will not be a smooth transition. If America continues to reduce its role in the Middle East, predicts a former central banker from North Africa, "the next quarter century is ... going to be very, very messy," marked by "disorder more than order." Kishore Mahbubani, a well-known theorist of a rising Asia, welcomes a multipolar world because, in his view, "the United States is better off being restrained." But even he does not deny the possibility that as China grows more powerful it could end up undermining a global order that was, after all, devised by the West to serve the interests and values of the West. Others are even more skeptical that the Chinese are likely to take on global burdens if America's ability to do so fades. As a former high-level Brazilian official put it, "Up until now, China is like a very rich person who goes to the restaurant, asks for a very big table and, when it comes to paying the bill, always goes to the toilet—it doesn't pay."

To many, the question is not whether the United States can or should continue to play its leading role in the world, but whether the American people and their president even want to. The signals coming from Washington in recent years are not encouraging. The world, for so long ambivalent about American power, is now confronting an America that is at least as ambivalent about continuing to wield it.

Nothing drove this point home more than Obama's eleventh-hour decision late last summer to cancel a potential military strike in Syria, cutting a deal with Russia to get the Syrians to give up their chemical weapons. As Prince Turki al-Faisal, the former Saudi intelligence chief, complained this past December, when American red lines become "pinkish" and "eventually end up completely white," it creates

an "issue of confidence" among U.S. allies. Nor was this reaction limited to the Middle East. The American decision reverberated across the planet, perhaps nowhere more so than in East Asia, where America's willingness to use force is very much on the minds of allied governments as China voices its territorial claims against assorted neighbors ever more aggressively. As Ravi Velloor, the foreign editor of Singapore's *Straits Times*, argues, "It's one thing to have enormous power. It's another thing to show you have the will to use it."

"The American people have grown ever more convinced that the United States is in decline. Little wonder then that much of the world worries about American staying power."

It is safe to say that most Americans today would not see it that way. In September, when Obama turned to Congress to authorize his Syria strike, the public response was unmistakably negative. Yet the situation in Syria was no more complex, and the efficacy of a military solution no less obvious, than in Kosovo, where President Clinton ordered U.S. participation in a NATO air campaign in 1999. The public did not support that action at first, either, but Clinton didn't seek a vote and Americans quickly came around. Would the public have done the same had Obama gone it alone? Perhaps. But the heated opposition across partisan and ideological lines suggests there were bigger questions involved than the particular dangers of attacking Syria. Americans were not just asking why they had to care what happens when people are killing each other 6,000 miles away. They were also asking a much broader question about America's role in the world.

The American people's expansive impulses have always competed with a strong desire to be left alone, of course. Since the 1890s, when America first emerged as one of the world's strongest countries, defeating Spain and acquiring the Philippines in that "splendid little war," U.S. foreign

policy has looked like a sine wave: periods of high global involvement and interventionism followed by periods of disillusion and retrenchment. In less than two years at the end of World War I, Americans sent 2 million men to fight in France; five years later, they would not keep even 5,000 in place to help prevent the next war. In the Eisenhower years, the United States had nearly a million soldiers permanently deployed overseas. There are currently fewer than 200,000, but Americans, despite a U.S. population nearly twice as large as in Ike's era, feel desperately overstretched.

The sine wave reflects this dualism: Americans periodically seek to reshape the international environment, but then they grow weary of the burden, disillusioned by the imperfections, failures and outright mistakes that inevitably attend such efforts, and resentful of the costs. They then seek to reduce their role in the world, and the cycle begins again. But the inherent expansiveness of the American people, their commercial drive, their immigrant ties to old homelands and universalist ideology, means that they never really withdraw from the world—Americans are quite incapable of genuine isolationism. So, it is only a matter of time before events occur and perceived dangers arise that touch on American interests, or grossly violate American ideals, and which Americans come to decide are intolerable. And the sine wave bends up once more.

Today, there is no doubt, though: Americans are in a trough on that graph. Their ambivalence is easy enough to understand. Two long wars have produced mixed results, to say the least. A painful recession has blunted enthusiasm for costly commitments of any kind, especially those outside our borders. How long and deep will the trough be this time? After World War I, it was very deep indeed and lasted the better part of two decades, until Pearl Harbor. After Vietnam, it lasted less than seven years, until the Iran hostage crisis and the Soviet invasion

of Afghanistan. There is no simple correlation between the state of the economy and Americans' willingness to pursue a vigorous and even costly policy abroad. The increases in defense spending and global activism that began under Jimmy Carter and accelerated under Ronald Reagan took place when the country was suffering from an unprecedented bout of "stagflation." Nor was America any less war-weary after a decade in Vietnam, with 58,000 Americans dead and more than 150,000 wounded, than it is today after more than a decade in Iraq and Afghanistan.

Some of the answer has to do with presidential leadership. Presidents can either reinforce public opinion or push back. In the aftermath of World War I, when the American public soured on overseas involvement, a series of Republican presidents, from Warren Harding to Calvin Coolidge and Herbert Hoover, tried to give the public what it wanted. In the process, they reinforced and hardened public opposition to overseas involvement. The task, Harding said, was not to settle problems abroad but to make sure "our own house is in perfect order." He promised to "prosper America first."

In the mid-to-late 1930s, Franklin Roosevelt took a different approach, pushing back, at first tentatively but then ever more vigorously, trying to convince the American public that it was making a mistake. By Pearl Harbor, as a result of his efforts, the United States was already in the fight against Nazi Germany in all but name. The American public had gone from refusing to play any role in Europe to insisting on supporting Britain to the fullest, even at the risk of war. Reagan played a similar role in his campaign for the presidency, warning of the dangers of American weakness just a handful of years after Vietnam.

"Rather than push against the public's desire to withdraw from the world, Obama has encouraged it."

So far, Obama has been acting more Harding than FDR. Rather than push against the public's desire to withdraw from the world, he has encouraged it. There has been a synergy between president and people, a mutually reinforcing feedback loop. This, too, is not surprising. Obama ran and defeated both Hillary Clinton and John McCain as the anti-Iraq candidate. He then made rolling back the "tide of war" the core of his identity as president. The explicit rationale for most of his foreign policies has been the need to dig the nation out of the hole left by the previous administration's interventions. That has meant, above all, an avoidance of other wars, but also a more modest involvement in the world, a deliberate effort to let other nations play a bigger part in shouldering the burdens of leadership.

Given the degree to which the Obama administration has shaped its policies as a response to the Iraq War, it is little wonder Americans remain captive of the post-Iraq narrative, even as much of the rest of the world has moved beyond it. According to Pew, fully 70% of Americans polled believe that "the United States is less respected by other countries than in the past." This is demonstrably untrue, but the percentage of Americans who believe it is up from 56% in the months after Obama took office. More than 50% today also believe the United States plays "a less important and powerful role as a world leader than it did a decade ago," up from just 20% who felt that way in 2004. This is at least part of the explanation why, again according to Pew, an all-time-high percentage of Americans, 52%, believe the United States "should mind its own business internationally and let other countries get along the best they can on their own." That is up from just 30% in 2002.

And so the world is now characterized by a dual ambivalence: the world's ambivalence toward American power and Americans' ambivalence toward the world. It is hard to be optimistic

about the void this leaves. Americans may believe or hope that other countries will step in to fill the void, or perhaps they are not fully aware that there will be a void. They may not care one way or another. Others, however, have little choice but to care. It is a peculiarity of the international system that for reasons of geography, natural resources, population size and the stable nature of their political system, Americans will be among the last to suffer if the world order does break down as they retreat behind their oceans. Those regions of the world that exist on the front lines will not be so lucky. Which is why today's ambivalence in those places is already starting to shade over into anxiety.

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Read more at: <http://www.politico.com/magazine/story/2014/02/united-states-ambivalent-superpower-103860.html#ixzz3G2Dtlq8O>

Council on Competitiveness: Executive Summary of The Competitiveness of Cities Report



For the 2012-2014 term, the Council working with the Forum's Competitiveness Team issued this report, the Executive Summary of which is reproduced here.

Executive Summary

Cities have been the engines of productivity and growth throughout history, and will be essential to the

future growth and competitiveness of nations and regions. This is especially true at a time of massive and rapid urbanization in emerging markets; hence, the focus on the competitiveness of cities.

In this report, six global "megatrends" especially relevant to cities are identified: (1) urbanization, demographics and the emerging middle class; (2) rising inequality; (3) sustainability; (4) technological change; (5) industrial clusters and global value chains; and (6) governance. Led by urbanization, they condition the greater operating environment for cities around the world. It is up to cities to take advantage of these megatrends, as well as to mitigate negative forces such as rising inequality, pressure on natural resources and the environment, and a diminution of trust in public authorities.

This raises the question of the *competitiveness agenda* for cities. City competitiveness is defined here as *the set of factors – policies, institutions, strategies and processes – that determines the level of a city's sustainable productivity*. Sustainability encompasses economic, environmental and social issues. Productivity is about the efficient use of available resources that drives economic growth. But productivity has to be sustainable – maintained beyond the short term, and in a way that reconciles economic, environmental and social goals.

A four-part taxonomy of city competitiveness was developed, including (1) institutions, (2) policies and regulation of the business environment, (3) "hard connectivity", and (4) "soft connectivity". This has been applied to a "big basket" of 26 cities, with a mini case study on each; and to a "small basket" of seven cities, each of those with a full case study. These 33 cities are located on all major continents, and have different endowments, starting conditions and levels of development.

General lessons on city competitiveness, elicited from the case studies, are presented in the following checklist that includes "how-to-reform" and "what-to-reform" elements:

1. **Institutions** (how to reform) – governance or decision-making framework
 - *Leadership and vision* – A clear, far-sighted view of where cities should head, and a single-minded, practical will to ensure they get there are key – showing the power of mayors as "chief executive officers" (Singapore; Dubai, United Arab Emirates; Bilbao, Spain; Medellin, Colombia; and Surat, India are stellar examples). But negative examples of poor leadership, for example Detroit, USA, show what to avoid.
 - *Institutional strength* – Singapore highlights the importance of gradually building up strength of institutions through successive development phases. However, Monterrey, Mexico and Cebu, Philippines, point to fragile institutions that can endanger existing gains as well as future competitiveness.
 - *Decentralization, coordination and collaboration* – Cities should take maximum advantage of decentralizing power (successful examples are Bilbao; Ningbo, China; Dubai; Penang, Malaysia; Busan, Republic of Korea), coordinating across jurisdictions where necessary (as in the city-region of Bilbao-Basque Country), and promoting public-private collaboration (as in Bilbao; Guadalajara, Mexico; Medellin; Wroclaw, Poland).
 - *Windows of opportunity* – Cities should look out for opportunities, often during a political or economic crisis, to push through the required number of decisive reforms (as Singapore and Surat have shown, and as Detroit has the chance to do at present).

2. Policies and regulation of the business environment (what to reform)

- *Getting the basics right* – Stable and prudent macroeconomic policies, low and simple taxation, a flexible labour market, openness to trade and foreign direct investment, simple and transparent domestic business regulation, a safety net but without vast middle-class entitlements – these are the primary lessons for good public policy. One of the important takeaways from the Singapore case study is to keep policy simple for producers, consumers and citizens. While the case studies have several other examples of getting the basics right, plenty examples exist of getting them wrong.
- *Developing own foreign economic policies* – Cities should create their own policies on trade, foreign direct investment, tourism and attracting foreign talent, and advance these globally as far as possible (as in Singapore; Dubai; Manisa, Turkey; Hyderabad and Ahmedabad, India; and Ningbo).

3. Hard connectivity (core physical infrastructure)

- *A mix of planning and organic growth is needed* – These are complements, not substitutes. The borough of Manhattan in New York City is an excellent example with its street grid and “room for expansion”. Both overplanned (e.g. Brasilia, Brazil; Chandigarh, India; many cities in China) and underplanned cities should be avoided.
- *Big hard-connectivity gaps should be plugged* – Most emerging-market cities still have such gaps; closing them will require massive investments to avoid barriers to productivity and growth.

- *Urban density is preferable to urban sprawl* – This includes “building tall” in city centres, which is good for business, innovation, the arts and culture, and the environment. Hong Kong SAR and Singapore are great examples of urban density, as is Chicago, USA in recent years. Mumbai, India is a glaring counter-example of very poor urban planning. Chinese cities could also do with more density and less sprawl.
- *Intelligent choices in infrastructure* – Examples include Ahmedabad’s public transport system, Singapore’s electronic road pricing and water treatment systems, Busan’s port and port logistics, and Hong Kong SAR’s mass transit system.

4. Soft connectivity

- *Soft connectivity, the city’s social capital, is as important as hard connectivity in the 21st century’s knowledge economy* – While soft and hard connectivity are mutually reinforcing, soft connectivity is also about supporting an open society in the city, which spurs ideas, entrepreneurship, innovation and growth.
- *Education is the ultimate soft connectivity* – US cities such as Boston, Pittsburgh and St Louis have escaped post-industrial decline and specialized in knowledge-intensive niches by capitalizing on their strengths in education. In Asia, Singapore has become the continent’s education hub.
- *Cities need to facilitate digital infrastructure* – This will support human-computer interfaces that empower individuals and take full advantage of hard connectivity. It has the power to significantly increase personal and organizational productivity.

- *Making cities more liveable must be a higher priority* – This means improving the quality of urban life, especially for upper-middle- and high-income cities. Good examples are Wroclaw; Leipzig, Germany; Busan; and Curitiba, Brazil. Singapore and Dubai, as global cities, appreciate that they have to expand and diversify their educational, cultural and recreational facilities to attract top global talent.
- *Soft connectivity failures can also be instructive* – Examples include Chandigarh; Lagos; and even Chicago, USA’s metropolitan area (Chicagoland).

In conclusion, four observations can be made:

- Successful cities are flexible and adapt quickly to changing conditions.
- The taxonomy is one of interactive parts, not of elements in isolation. The important factor is the interaction of all four parts, with the use of new technology as only one example.
- The right mix of priorities must be tailored to specific conditions and stages of city development. Obviously, priorities for a Western city with a stable population and facing sluggish growth, unemployment and ageing demographics will be quite different to those of an emerging-market city with lower income levels, high growth potential and a rapidly-expanding population. Cities have big differences in their natural and policy endowments, and hence in their conditions for reform.
- Reforms at the municipal level are usually more feasible than at the national level, even when they seem impossible in national capitals. Urbanization trends enlarge these possibilities. Cities should grasp this opportunity, experiment with new rules and put reforms on a fast track.

Events

Events are often a compelling way for Global Agenda Councils to gather relevant experts and stakeholders to focus attention on a pressing issue. This section covers two events held by councils to highlight their work.

Council on Values: A New Social Covenant, 27-29 August 2014, Stellenbosch, South Africa

At the World Economic Forum Annual Meeting 2013, the Global Agenda Council on Values released a discussion document entitled “A New Social Covenant”. The document described how old social contracts have unravelled, and how former assumptions and shared notions about fairness, reciprocity, mutual benefits and social values have all but disappeared.

Proposing the establishment of a new social covenant, the Council called for a period of global reflection and dialogue on this concept. Stellenbosch University and the Global Agenda Council on Values arranged a series

of events to investigate how the concept of a social covenant can make a contribution to the improvement of society. From 27 to 29 August 2014, global and local business leaders, academics and civil society leaders convened in Stellenbosch to share their ideas on a new social covenant within a South African context, with specific reference to the South African government's National Development Plan (NDP). The programme, which was sponsored by Barclays, comprised four main events, of which two were closed: a roundtable discussion between 50 business leaders, academics and civil society representatives and a private “15 Toasts” dinner where the concept of dignity was discussed. Two public events explored the philosophical underpinnings and the potential practical application of the concept of a social covenant.

In brief, the New Social Covenant document puts forward a compelling argument. There is growing distrust in the way the global economy operates and how decisions are made. The historic social contract between business, government and society seems to be broken. Many economies

are seen as unsustainable, unfair, unstable and deeply unfulfilling.

A new social covenant between citizens, businesses and government urgently needs to be designed. By definition, this will require the engagement and collaboration of all stakeholders – governments, business and civil society groups.

There will likely be multiple covenants that will vary between countries and industries, and it is clear that it will not be possible to be prescriptive about either content or process. However, certain universal values, such as the dignity of the individual, the primacy of promoting the common good and the responsibility for stewardship of the planet, will most probably feature in all of them. These actual covenants will make the difference between lip service and real impact.

The Global Agenda Council on Values believes that the World Economic Forum – as the key convener of representatives of all three stakeholder groups – is ideally placed to host and catalyse such a dialogue.



Tom Donaldson and Gayatri Spivak, 'A New Social Covenant', organised by Stellenbosch University and the Global Agenda Council on Values, August 2014, Stellenbosch.



Trevor Manuel and Jim Wallis, 'A New Social Covenant', organised by Stellenbosch University and the Global Agenda Council on Values, August 2014, Stellenbosch.



Tim Brown, at the High-Level Meeting on Design, Innovation and Urbanization, October 2013, Tokyo

*Council on Design & Innovation:
High-Level Meeting on Design,
Innovation and Urbanization, 17
October 2013, Tokyo, Japan*

At the Innovative City Forum hosted by the Mori Memorial Foundation, Members of the World Economic Forum Global Agenda Council on Design & Innovation gathered with experts and industry leaders from around the globe to discuss the changing role of design in cities under the lead of Toshiko Mori.

To begin the discussion, results from yourdesignthinking.com – the Council’s crowdsourced website – were shared. The site enabled more than 600 people to comment on the most challenging issues for cities globally.

The prevailing sentiment is that the traditional top-down approach to city design is outdated in an increasingly complex and urban

world. Overdetermined policies and master designs that have attempted to reduce complexity have actually “de-urbanized” the city and have resulted in the loss of knowledge and spontaneity, which form the essence of the city. In place of the top-down approach, some participants called for a “democratization of design”, which puts citizens at the heart of the design process.

The outcome on whether democratic design could actually work in cities drew an overarching call for balance. Participants resisted the temptation to say that democratic design is the only future, acknowledging that some of the best urban spaces – such as the grand boulevards of Paris – were the result of grand-scale master planning, and recognized that design by consensus can often fail to yield badly needed sweeping changes for pressing social problems. The future must accommodate both approaches. The role of the specialized designer and citizens must thus be recognized for their potential in the city design process.

This meeting was part of a series of interactive discussions by the Global Agenda Council on Design & Innovation. Other discussions include “Design, Innovation and Education” in New York on 5 November 2012, “The Design of Complexity” at the MIT Media Lab in Boston on 22 July 2013, “Design for Smart Growth” in Copenhagen on 31 August 2013, “The Urban Environment as a Design Commons” in New York on 19 May 2014 and an upcoming event in Copenhagen in February 2015. The outcomes will feed into the Global Agenda Council on Design & Innovation’s conclusions on how design and innovation can be used to address critical global issues as well as the work of the Global Agenda Council on Urbanization and the World Economic Forum initiative on the Future of Urban Development.

More information can be found at: <http://yourdesignthinking.com/>

Looking forward

Although the 2014-2016 Global Agenda Council term begins at a time of great global uncertainty, unprecedented opportunities exist for a positive impact on the state of the world.

More than 1,500 Council Members from 87 countries across seven regions have joined the Network of Global Agenda Councils. They are volunteering their time to provide innovative thinking on critical global issues and to develop projects, events and campaigns for the public good. For this new term, Members will be grouped into 80 Councils each addressing a specific issue and 6 Meta-Councils that will focus on cross-cutting themes. .

As part of the Forum's commitment to strengthen the Network for the 2014-2016 term, new features are being introduced. These include:

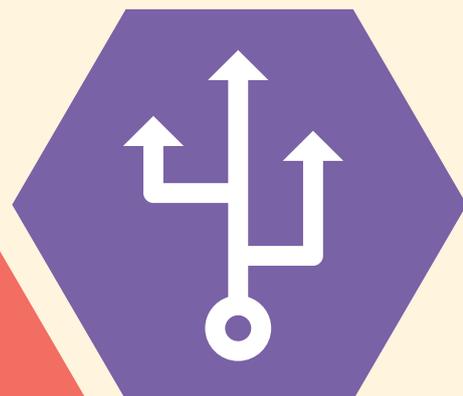
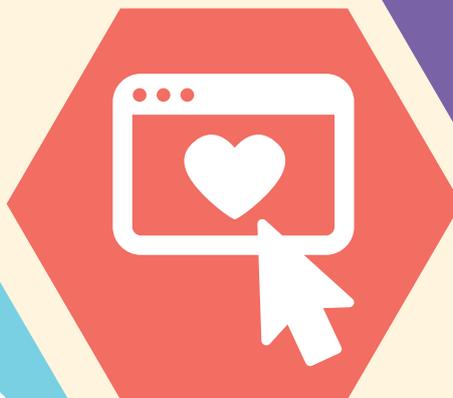
- **Mandates:** Each Council started its term with a mandate, providing greater initial focus for its work and enabling Members to concentrate from the start on how to deliver impact.
- **Road-to-Impact:** A new framework has been designed to provide the Councils with clear guidance and support to create value and impact over the term.
- **Meta-Councils:** Six Meta-Councils will each provide a vision for a cross-cutting global theme to help Councils develop strategic connections. Their membership is drawn from a variety of Global Agenda Councils.
- **The Global Agenda Council Vision Award:** This recognizes the collaborative efforts of the 2012-2014 Councils to conceive, design and promote an innovative idea with high impact on the global, regional or industry agenda and to serve as inspiration to the new Councils.
- **The Think Tank Leaders Forum:** This newly created community comprises the world's leading think tank representatives.
- **TopLink – the Forum's digital collaboration platform:** The Forum has invested in streamlining its community digital collaboration tool, allowing far greater opportunity for Council Members to engage with each other, collaborate on projects and share information, and keep abreast of their community's latest news.

The Summit on the Global Agenda has established a unique partnership between the World Economic Forum and the United Arab Emirates. The 2014 Summit, which will take place in Dubai from 9 to 11 November, will provide a platform to share insights, define emerging trends and risks, and build connections to develop solutions to major global challenges. Convening this year under the theme of “Shaping the Transformations of the World”, Council Members will explore the mapping of transformations related to global, regional and industry issues. The Summit’s multidisciplinary platform will reinforce the Network’s prime role as a future-oriented global agenda setter. The insights and thought leadership captured at the Summit will feed into the World Economic Forum Annual Meeting in Davos-Klosters in January 2015.

The *Outlook on the Global Agenda 2015*, the Network’s flagship publication, will be launched at the Summit. It offers a comprehensive overview of the most important issues the world is facing, drawing upon the collective brainpower of the Network.

The Summit on the Global Agenda 2014 will also provide unprecedented opportunities for media exposure. These include showcasing ideas and insights, recommendations and solutions put forward by the Councils.

We are confident that we have gathered the most prominent group of leaders and influencers yet for the 2014-2016 Global Agenda Council term. We look forward to working with you over the next two years to build on the achievements of past Councils and help improve the state of the world.





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The World Economic Forum is an international institution committed to improving the state of the world through public-private cooperation in the spirit of global citizenship. It engages with business, political, academic and other leaders of society to shape global, regional and industry agendas.

Incorporated as a not-for-profit foundation in 1971 and headquartered in Geneva, Switzerland, the Forum is independent, impartial and not tied to any interests. It cooperates closely with all leading international organizations.

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