In recent years, a number of steps have been taken to reinforce the World Economic Forum’s role as a catalyst for informal dialogue and collaboration, and to strengthen its service to members, constituents and the international community at large as a platform for public-private cooperation. The Forum’s Foundation Board is composed of an equal proportion of prominent business and non-business leaders from around the world. And a host state agreement has been concluded with the Swiss government confers upon the Forum the status of an international institution dedicated to public-private cooperation.

In 2014, the Forum decided to place special institutional emphasis on several global challenges for which an acceleration of progress is widely perceived to be contingent upon new or expanded public-private cooperation. Each such Global Challenge Initiative, involves one or more major core projects, often in partnership with international organizations. These projects engage a wide spectrum of the Forum’s private sector members and non-business constituents in a time-limited collaboration aimed at achieving specific outcomes. This brochure summarizes the current project portfolio.

In addition to their core projects, each Global Challenge Initiative creates a network of leading decision-makers, thought leaders and agents of change for – a public-private “community of purpose” – supported by an advanced digital collaboration system, the Global Agenda Platform. This virtual space within the Forum’s TopLink system aims to provide a more efficient means by which to combine the expertise and resources of governments and non-state actors on an ongoing, self-organizing basis, accelerating progress on global challenges that require a more public-private or interdisciplinary approach.

Global Challenge Initiatives are guided by informal groups of some of the most committed leaders in their domains from across the public and private sectors, known as Global Agenda Trustees. In addition to providing strategic guidance to the Forum’s projects and other work on their topic, these CEOs, Ministers, heads of international organizations and top civil society and academic experts are encouraged to think about the overall state of multistakeholder cooperation in this respect, assuming a sense of collective stewardship and engaging in an ongoing dialogue to help the international community set priorities and align efforts across relevant initiatives and institutions. There is currently no place in the international system where this kind of strategic conversation among principals across stakeholders and regions takes place on a consistent basis.

Following are the nine areas in which the Forum has active Global Challenge Initiatives:
1. Food Security and Agriculture
2. Economic Growth and Social Inclusion
3. Employment, Skills and Human Capital
4. Environment and Natural Resource Security
5. Future of the Global Financial System
6. Future of the Internet
7. Gender Parity
8. International Trade and Investment
9. Long Term Investing, Infrastructure and Development

Through their core projects, digitally-enabled communities and informal Trustee groups of ministers, CEOs and top experts, each Global Challenge Initiative aspires to serve the international community by serving as a platform for strengthening particularly the public-private, interdisciplinary and cross-industry dimension of progress. We welcome the engagement of our members, partners and constituents in them.
Food Security and Agriculture

The world must feed 9 billion people by 2050. How?

The core projects designed to help address this challenge include:

**New Vision for Agriculture**

To meet the world’s needs sustainably, agriculture must simultaneously deliver food security, environmental sustainability and economic opportunity. The project sets a goal of 20% improvement in each area per decade until 2050. Achieving these goals requires transforming the agriculture sector through a coordinated, market-based effort by all stakeholders, including farmers, government, civil society and the private sector. The key success factors at the national level include effective leadership, strategy and investment models, and scaling the transformation through finance, infrastructure, institutions and monitoring.

Objectives include:
- Facilitating leadership’s commitment to act by encouraging dialogue, commitment and collaboration among stakeholders
- Supporting country transformation by stimulating action-oriented, multistakeholder partnerships at regional and country levels
- Promoting innovation and best practice through exchange of innovation and experiences among stakeholders and regions, and tracking progress by monitoring partnership impact

**Grow Africa**

Founded by the African Union, the New Partnership for Africa’s Development and the World Economic Forum, Grow Africa works to increase private-sector investment in agriculture and accelerate the execution and impact of investment. The aim is to enable countries to realize agriculture’s potential to spur economic growth and create jobs, particularly among farmers, women and young people. Grow Africa brokers collaboration between governments, international and domestic agricultural companies and smallholder farmers to lower the risk and cost of investing in agriculture. The project includes:
- Engaging governments that have signed cooperation agreements (currently 10) to identify, address and overcome weaknesses and thereby attract inclusive and responsible private-sector investment
- Working with international and domestic private-sector investors, mostly agribusiness companies, to execute investments currently totalling $10 billion
- Identifying pan-African systemic constraints to implementing private-sector investments and convene working groups to develop solutions
- Encouraging best-practice sharing; for example, through communities of practice and an annual investment forum
Grow Asia
Driven by the Forum in partnership with the Association of Southeast Asian Nations (ASEAN) Secretariat, Grow Asia enables multistakeholder collaboration to encourage sustainable and inclusive agricultural development in Southeast Asia. It focuses on developing smallholder farmers and agriculture’s environmental sustainability through best-practice business and partnership models. The project includes:

– Catalysing on-the-ground action led by local stakeholders partnering with global organizations, through country-level partnerships in Vietnam, Indonesia, Myanmar and Philippines
– Facilitating collaboration among government, private sector, international organizations, civil society, farmers associations and others
– Advancing innovative, market-based approaches to sustainable and inclusive agricultural growth
– Aligning with national plans, regional strategies and global goals

NVA India
This project seeks to advance sustainable and inclusive agricultural growth in India through public-private partnerships. The NVA India Business Council engages over 20 companies to champion the public-private partnership approach nationally. The group supports and helps lead the Public Private Partnership for Integrated Agriculture Development (PPP-IAD) initiative in Maharashtra, which was catalysed in 2011 and now engages about 500,000 farmers in over 30 integrated value-chain projects. At the request of the Chief Minister of Maharashtra, the partnership is scaling up its efforts. Additional states have expressed interest in replicating this partnership model

NVA Transformation Leaders Network
The New Vision for Agriculture’s Transformation Leaders Network engages over 120 action leaders and experts to exchange knowledge, best practice, and experience across regions and sectors. The network aims to enhance the positive impacts of NVA-catalysed partnerships, promote leadership development and strengthen multistakeholder collaboration. Network members collaborate throughout the year on specific partnerships and themes such as finance, women’s empowerment, food loss, technology and climate-smart agriculture.
Economic Growth and Social Inclusion

The world needs greater equality to strengthen growth. How?

Rising income inequality is the cause of economic and social ills, ranging from low consumption to social and political unrest, and is damaging to our future economic well-being. Yet while it is clear that economic growth must also deliver broad-based improvements in living standards, little in the way of concrete policy guidance has emerged.

After one of the worst financial and economic crises in history, business leaders and policymakers are aware of the need to reform business approaches and economic growth models. But how can they embrace long-term competitiveness while strengthening the contribution of growth to broad-based progress in living standards?

A sustained delivery of economic growth coupled with social inclusion is one of the world’s most pressing global issues that require a concerted effort between businesses, governments and civil society. To assist global leaders and decision makers in addressing this issue, the World Economic Forum has launched the Global Challenge Initiative on Economic Growth and Social Inclusion, which advances the following core activities and projects:

**World-Class Analysis and Benchmarking Tools**
Every year, the World Economic Forum publishes the Global Competitiveness Report and associated indices and reports, as well as the newly developed Framework on Inclusive Growth and Development – a tool intended to help countries increase the contribution of economic growth to more broadly based progress in living standards based on the experience of their peers or other countries.

**Best Practices Compendium**
Curated by the Forum, the compendium provides concrete examples of measures and policies that can be taken by businesses and governments to strengthen and sustain broad-based progress in living standards.

**Global and Regional Dialogue Series on Economic Growth and Social Inclusion**
Drawing upon the Forum’s benchmarking activities, the dialogue brings together leaders at Forum events and virtual platforms to chart out global and regional approaches to improved and inclusive prosperity, providing input into the Forum’s global and regional programming, as well as international dialogues such as the G20.

**Regional and National Deep Dive Strategic Dialogues and Modules**
These customized dialogues and modules aspire to apply the Forum’s analytical frameworks as a basis for deeper, sustained examination and prioritization of opportunities for progress on specific aspects of growth and inclusiveness.

**Global Agenda Councils**
The World Economic Forum continues to spur expert level discussions in economic growth and social inclusion by engaging the foremost global experts in its Network of Global Agenda Councils. For instance, the Global Agenda Councils on Competitiveness and New Growth Models as well as the Meta-Council on Inclusive Growth bring together expertise on the most recent socio-economic developments as well as practices aspiring to advance the agenda on socially inclusive and environmentally sustainable economic growth.

**Projects on Economic Growth and Social Inclusion**
As part of this Global Challenge Initiative, the World Economic Forum aspires to facilitate a series of projects aimed at furthering social inclusion through innovative approaches to business and regional growth models. Over time, relevant projects will be identified and developed in collaboration with the core community of this Global Challenge Initiative.
Global Challenge Initiatives

Global Challenge Initiatives: Overview

Employment, Skills and Human Capital

The world needs 470 million new jobs by 2030. How?

With rising unemployment, shifting demographics and a widening skills gap, the need to invest in people has become more important than ever. To analyse and address these issues through an integrated and cooperative platform, the World Economic Forum has created the Global Challenge Initiative on Employment, Skills and Human Capital. This initiative aims to provide analysis and insights where there are critical data gaps or a need for global comparative study, such as national benchmarking on how countries are investing in and deploying their human resources, what the key solution areas are and who is mastering them, and what the evolution of specific occupations and skills will look like in selected industries and countries in the next 5-10 years. Insights will be publicly available as well as customized to industries, governments and other partners to facilitate regional and industry collaborations. The core projects designed to help address this challenge include:

Human Capital Report

A nation’s human capital endowment – people’s skills and capacities that are put to productive use – can be more important for long-term economic success than almost any other resource. The Human Capital Report details the findings of a new index that aims to understand whether countries are wasting or leveraging their human potential. It takes a life-course approach to human capital, evaluating the levels of education, skills and employment, across five main cohorts of the population by age band from <15 to 65 and above, thus assessing past and present investments in human capital but also providing a sense of what future human capital outcomes are likely to be.

The report’s 2013 edition assessed 122 countries. The second edition (May 2015) will expand country coverage and give an outlook on the index’s further development. In addition to the index, the report provides the latest available information on the numbers of current and recent graduates in major fields of study in each country and detailed information on the population’s workforce activity as well as levels of education.

The Future of Jobs

Technological, demographic and economic trends are leading to profound changes in the nature of work; disruptions such as increasing automation are displacing existing jobs and creating new ones, for which current education and training systems are not yet fully equipped. By 2020, advances in robotics and machine learning could affect nearly half of all occupations, while trends such as rapid urbanization and demographic shifts suggest that more than two-thirds of the world’s college-educated workforce will come from emerging markets. The ability to anticipate and prepare for future skills requirements and job content is increasingly critical. Based on a broad Future of Jobs survey pooling various industries and geographies, this project will look at future labour markets trends and disruptions in specific industries, sectors and regions, their implications for workforce strategy, talent and skills needed by the year 2020, and how to prepare for these changes through anticipatory action.

Disrupting Unemployment Platform

An urgent need exists for greater collaboration and alignment to effectively disrupt the employment and skills crisis. To help achieve this, the Disrupting Unemployment platform combines a repository of successful practices that can also connect actors across sectors and regions and potentially foster collaboration; and a toolkit that extracts lessons learned and solutions for stakeholders (e.g. the private and the public sectors, civil society, education, training institutions).
Regional Collaborations for Jobs and Skills
This initiative serves as a platform for driving action and partnerships through nationally and regionally focused projects. It promotes collaboration and partnership between local and multinational businesses, as well as governments and the education and training sector, to identify key areas of intervention and commit to efforts that will address employment, skills and human capital gaps. Thus far, such projects have been launched in the Middle East and North Africa, Africa and India.

A New Vision for Arab Employment
In the face of the world’s highest youth unemployment rate, the New Vision for Arab Employment initiative provides a platform for top-level leaders from government, business and civil society to share knowledge and best practices, and advance practical solutions for creating employment and developing skills in the Middle East and North Africa. Through a business-led Call for Action, the initiative’s objective is to gather public commitments aimed at reducing unemployment, tackling skills gaps or facilitating talent flows through concrete actions implemented by organizations individually or in collaboration with others, and based on concrete milestones and metrics over a period of two years. The aim is to equip 100,000 people for job readiness in the region by 2017.

Africa Skills Initiative
Africa’s progress is threatened by growing inequality and high unemployment, particularly among youth. Of special concern are the skills mismatch and the lack of skills, which leaves many employers unable to fill jobs. Addressing these challenges will require the concerted efforts of all stakeholders.

The Africa Skills Initiative convenes the Forum’s multistakeholder communities in an effort to understand the present and future needs of this challenge and identify potential solutions. The initiative uses a set of analytical tools that includes the Human Capital Index, the Future of Jobs analysis and the Disrupting Unemployment platform. Leveraging this knowledge, the initiative aims to identify what can be done to disrupt the current employment crisis while preparing for the future. Led by the Africa Business Council, the initiative calls on businesses to make public commitments to the jobs and skills challenge over a two-year period.

India Skills Initiative
With roughly 487 million workers, India’s labour force is currently the second largest in the world, and is projected to be the largest by 2030. As more than half of India’s population is under the age of 25, India is seeing one million workers join the workforce every month. Apart from having to create over 10 million new jobs per year, the country needs to close the growing skill-opportunity mismatch by systematically investing in its talent pool to be able to reap the full advantages of its human capital. The aim of the initiative is to facilitate an informed multistakeholder dialogue on skills development in India, build a community of leaders who are at the forefront of India’s employment, skills and human capital developments, and help bring about actions that disrupt current developments.

Industry Collaborations for Jobs and Skills
Drawing upon the Future of Jobs analysis, further in-depth collaborations will be explored within industry sectors, including each industry’s talent outlook, using proprietary quantitative analysis and qualitative assessments. To date, the following industry sectors have expressed initial interest in driving forward such projects: energy, aviation, travel and tourism, ICT, and media and entertainment.
Environment and Natural Resource Security

The world needs to achieve inclusive economic growth while combating climate change and other natural resource challenges. How?

There are several interrelated challenges facing our environment and resource security. The core projects in this initiative, particularly the Climate Change Global Project, are designed to help address these. They include:

**Global Project on Delivering Climate Solutions**
The core project supports the design and delivery of public-private partnerships that yield tangible results, expand business leadership and contribute to global processes on climate change, from the UN Climate Change Conference to the negotiations in Paris in December 2015. Workstreams include: (1) the CEO Climate Leadership Group, (2) sustainable commodity chains to end deforestation, (3) the Oil and Gas Climate Initiative, (4) risk and resilience: disaster-proofing the financial system, (5) value-chain climate solutions and (6) the lead-up to the Paris conference and negotiations. Objectives include:

- Galvanizing CEO-level business leadership to advance the climate action agenda in 2015
- Achieving zero-net deforestation in four commodity supply chains to help deliver about 8% of emission reductions required by 2020
- Developing common methodologies and collective reporting on key climate topics for oil and gas companies
- Preventing crises in the global financial system through stress tests and reporting
- Increasing collaboration across value chains to scale up climate-friendly innovations.

**Sustainable Commodities (Tropical Forest Alliance)**
The Tropical Forest Alliance 2020 (TFA 2020) is a global partnership that aims to halve deforestation by 2020 and end it by 2030. By mobilizing the action of governments, the private sector and civil-society organizations, it seeks to reduce tropical deforestation related to the sourcing of important agricultural commodities such as palm oil, soy, beef, and pulp and paper. TFA 2020 targets tropical deforestation in South-East Asia, Central and West Africa, and regions of South America, focusing on a limited number of priority activities with the greatest potential to deliver results at scale. Objectives include:

- Encouraging a marketplace for ideas and initiatives where stakeholders can form coalitions to address specific challenges
- Advising government partners on how best to create the tools and enabling environments that support companies and other stakeholders in eliminating tropical deforestation from supply chains
- Providing a neutral forum to discuss and resolve divergent views and perspectives
- Tracking progress against TFA 2020 objectives and communicating major achievements and lessons learned.

The Forum is hosting the Tropical Forest Alliance Secretariat for three years, 2015-2018, with support from the Governments of the Netherlands, Norway and the United Kingdom.
Oil & Gas Climate Initiative
The Oil and Gas Initiative will enable the industry to work collaboratively to address climate-change concerns. It will share industry best practices, advance technological solutions and stimulate meaningful action and coordination on climate change. Moreover, this initiative provides a full spectrum of the sector’s activity on climate change and what it is prepared to do, collaboratively, in the future.

While companies in the initiative will work together, they will individually define the scope and parameters of their respective contributions. The efforts will build on relevant initiatives currently in place, as a number of companies are already part of related global partnerships, for example on gas flaring and methane reduction. Objectives include:
- Building on and strengthening the contributions and credibility of participating companies in the context of climate change
- Improving coordination and stimulate meaningful action among the companies
- Encouraging others in the industry to collaborate on climate change, particularly through the initiative itself.

CEO Leadership Group
The group brings together top executives of global businesses who can make a difference in the climate change debate, in sectors such as energy, technology, chemistry, materials, consumer goods, finance and food. Together, they support the concrete delivery of climate solutions and develop new economic opportunities — for example, by creating new demand for clean energy, providing technological solutions for carbon-intensive industries and adopting clear decarbonization goals. In doing so, the group will help create sustainable, climate-compatible economic growth. Objectives include:
- Generating unified, coherent messaging from business leaders as ambassadors for climate action
- Providing insights on piloting and adopting climate-friendly economic instruments and policies in key countries
- Setting a strategic action agenda for major industrial actors, particularly large energy producers and users, through collaborative research, innovation and action along value chains
- Developing financial instruments that incentivize and reward sustainability leadership and early movers.

The Forum is coordinating the CEO Leadership Group.

Friends of Climate Action
The Friends of Climate Action convenes leaders from the intergovernmental community, the United Nations and the Bretton Woods institutions, as well as private-sector companies and civil-society organizations. The group seeks to deliver a practical “solutions agenda” on climate change as a complement to the official intergovernmental climate negotiations that conclude with the United Nations Climate Change Conference (COP21) in Paris in December 2015. In this way, the group will help showcase the role played by business-driven initiatives and public-private partnerships in achieving global climate targets. Objectives include:
- Helping to adopt a narrative for COP21 along the following lines: the intended, nationally determined contributions are the baseline, while private and civil-society action should signal the need for higher ambitions and broader action
- Identifying credible business-driven and public-private alternatives
- Helping shape a “better growth” narrative that includes the economic and social wins of climate action, sets achievable targets, provides proof of action and forecasts results through 2050
- Working with governments to develop a clear policy and financial framework.

At the invitation of the Government of France, the Forum hosts the Friends of Climate Action process.

Water Initiative
Water is the number-one global risk, according to the World Economic Forum’s Global Risks 2015 report. Studies project the global demand for water will exceed available supply by 40% in 2030, and an estimated $63 trillion of global GDP will be put at risk under “business as usual” water management practices and productivity.

The Water Initiative engages a leading network of stakeholders and the Global Agenda Council on Water to transform the water security agenda through public-private cooperation. A high-level network of actors will now partner with the Group of 77 countries to implement a Sustainable Development Goal on water and sanitation, and help transform water from a risk to a catalyst of sustainable economic growth. Objectives include:
- Generating new insights and supporting G77 countries in the identification of economic and social development opportunities through the Sustainable Development Goals
- Building a high-level network of committed water champions and trusted partners to enhance existing efforts, and identifying opportunities to scale up across the water agenda, such as water resource management, water services and sanitation, and to take them forward in partnering with G77 governments.

Water Resources Group 2030
IFC (International Finance Corporation), a member of the World Bank Group, is the largest global development institution focused exclusively on the private sector. Working with private enterprises in about 100 countries, it uses its capital, expertise and influence to help eliminate extreme poverty and boost shared prosperity. In 2014, it provided more than $22 billion in financing to improve lives in developing countries and tackle the most urgent development challenges.
Delivering Water-Enabled Growth Opportunities for G77

At the Annual Meeting 2015, this new high-level, private-sector partnership with the G77 countries was mobilized to support the implementation of a water and sanitation Sustainable Development Goal, and is actively seeking leading partners to help transform water into a catalyst of economic growth. The project aims to identify development opportunities through multistakeholder dialogue to shape the global and regional agendas through the G77; and to build a high-level network of champions to scale up opportunities on the water agenda (e.g. resource management, services, sanitation and hygiene, water quality and pollution) to take forward in partnership with G77 governments.

Circular Economy

With the world’s population expected to reach 9 billion by 2030, unprecedented challenges exist in expanding resource supply to meet future demand. The current “takemake-dispose” approach results in massive waste, and commodity prices rose by almost 150% in 2002-2010, erasing the real price declines of the last 100 years.

Models that reconcile the outlook for growth with environmental prudence and equity are needed now. The circular economy is a redesign of the future, where industrial systems are restorative and regenerative by intention and design. The potential for innovation, job creation and economic development is huge: estimates indicate a trillion-dollar opportunity. Project MainStream was established in partnership with the Ellen MacArthur Foundation as a multiindustry, CEO-led global initiative to accelerate a series of business-driven innovations and help scale the circular economy. Its objectives include:

- Plastic packaging: creating a global plastic packaging roadmap and linking local waste processing with international packaging design
- Asset tracking: deploying asset tracking in indusry-specific value chains; building asset databases to integrate with enterprise data, gauge remaining useful life and recover residual value
- Paper and paperboard: developing simple eco-design rules for paper products to give essential guidance for designers and developers
Future of the Global Financial System

The global financial system must reinforce its contribution to sustained economic growth and social development. How?

The global financial system is the keystone of economic activity. It connects financial services providers, corporates (small and large) public institutions and households by providing access to a range of quality, affordable financial products and services that protect customers from risks, enable saving and investment, and support the creation of jobs and enterprises through the efficient allocation of credit and capital. These functions are critical for long-term economic growth and development.

The global financial crisis demonstrated the downside of interconnectedness while revealing a range of systemic vulnerabilities. Public trust and confidence in the system remain severely diminished post-crisis despite substantial efforts by policy-makers and financial institutions to make the system more resilient.

As the global financial system continues to mend and adapts to significant transformative change, major collaborative efforts remain vital to addressing:

- Loss of public trust and confidence in the ability of the financial system to deliver value to the real economy
- Rapid transformation in financial services, catalysed by financial, regulatory and technological innovation, that are reshaping the operating environment for businesses and policy-makers
- Significant barriers to safe and affordable financial services for the 2 billion un/under-served individuals who lack access globally

The core pillars in the initiative are designed to help address this challenge. They include:

**Financial Stability, Innovation and Economic Growth**

Rapid financial and technological innovation is challenging long-held value propositions and fostering the development of new financial services business models. Senior executives within financial services and outside the sector, regulators and policymakers face the task of contending with the pace of innovation while ensuring that new ideas are consistent with consumer interests and do not undermine systemic financial stability.

Areas of focus:

- Rapid technological transformation of the financial system and its implications for public policy
- Transformative effects of regulatory policy on the financial system
- Impact of alternative methods to curtail or enhance the flow of credit to segments of the economy

**Promoting Global Financial Inclusion**

A fundamental challenge that the financial industry faces is the establishment of a formal system that spurs inclusive economic growth. There is proven demand for financial services at all levels of income but for a multitude of reasons the supply has failed to develop, forcing many to rely on riskier and more expensive methods to save, borrow and secure their assets.

Through a global portfolio of “impact projects” this pillar aims to:

- Identify the highest potential opportunities to increase access to quality, affordable financial services for the un/underserved;
- Catalyse and facilitate concrete opportunities for public-private collaborations to play a leading role in shaping and seizing those opportunities

Impact projects currently under way include:

- **Digital inclusion**: Lays the foundation for accelerating the integration of large, traditional retail markets into the broader financial sector, with geographic emphasis on Indonesia, India and Mexico
- **Beyond G2P**: Unlocks the Development Impact of Government-to-Person Payments
- **Smallholder finance**: Connects the Agriculture Value Chain through a Digital Payments Platform to Support Farmers’ Access to Financing and Savings Products
The internet has been a principal contributor to disruption and growth in the global economy over the past decade. It continues to have the potential to propel societies forward as long as the essential integrity of the digital ecosystem remains intact, even as governments seek to address legitimate policy concerns related to the web. In order to address many of the most pertinent policy and governance questions (from cyber-crime and security to privacy and big data, commercial liability and legal jurisdiction, access by developing countries and marginalized populations), the right balance needs to be struck, requiring a certain level of mutual understanding and trust to be established among multiple interested parties and stakeholders through direct dialogue.

This year in Davos, the Forum launched a multi-year Future of the Internet Initiative in an effort to strengthen such trust and expand concrete cooperation. This informal process of strategic collaboration seeks to complement formal institutions and existing initiatives via the Forum’s unique inter-ministerial and cross-industry communities, as well as its interdisciplinary networks and capacity to catalyse multistakeholder partnerships. The initiative will have five core focus areas:

**Governance on the Internet**
The multi-year process of leader-level multistakeholder analysis, dialogue and action on key policies will provide a platform for concrete multistakeholder collaboration to catalyse informal coalitions of actors and experts who wish to develop frameworks or solve specific problems through the combination of their respective expertise, competencies and/or resources. A main project within this focus area will be on Internet Fragmentation/Data Nationalization, which aims to expand awareness, understanding and common ground on this critical issue. At the heart of the project is a comprehensive analysis of the different dimensions by which internet and data fragmentation is occurring. In the near future, this analysis will serve as a basis for a structured dialogue on how international cooperation can ensure the essential globally interoperable nature of the internet as governments seek to address certain social, security and other concerns in line with national preferences and decision-making processes. This focus area will also convene a series of Private-Public Dialogue on Regional/National Digital Strategies to provide a platform for high-level, multistakeholder input into the shaping of a region/country’s emerging strategy for digital policy in the global context. The first dialogue will focus on Europe’s Digital Strategy in partnership with the European Commission, examining strategic options for a digital Europe.

**Cyber-Crime**
The cyber-crime focus area aims to foster a structured dialogue and an agenda of concrete cooperation among a community of leading public and private-sector cybersecurity officials and executives, including the evaluation of existing laws, regulations and private-sector industry standards. This evaluation will identify opportunities for public-private cooperation when it comes to prevention, investigation and prosecution of cyber-attacks. This project builds on the Forum’s Partnership for Cyber Resilience project, which has developed top-level leadership awareness, understanding and action on cyber-risks across 14 industries and 23 countries.

**Internet for All**
An estimated 4 billion people do not have regular (if any) access to the internet. Drawing on the World Economic Forum’s experience in catalysing public-private cooperation developing countries on such challenges as education and water, policy best practices will be identified that strike an appropriate balance between encouraging private investment in infrastructure and content, while meeting fiscal, societal and other important national policy objectives. Pilot projects will be developed in up to three countries initially to catalyse new models of private-public collaboration, with the ultimate aim of increasing affordable internet access and with relevant content based on the best-practice work. These country-level, public-private partnership projects will lead to the development of a replicable methodology to allow scaling and replication within and among other countries.

**Improving Information for Decision-Makers**
In response to the large demand for more up-to-date information on key issues concerning the internet, this focus area will build on existing work and foster an analytical effort tailored for decision-makers that broadens and deepens the global knowledge base about key challenges and trends related to internet governance and cooperation. In partnership with relevant institutions, it will seek to create a better, real-time capture of the fast-moving nature of the internet’s impact on the economy and society as well as the state of cooperation on governance challenges. The ultimate aim is to strengthen the evidence base for public policy and private-sector decision-making affecting the future of the internet. This focus area will also become a resource for public and private actors – especially government officials, including from developing countries – to learn more about existing solutions and approaches to some of the most pressing cyber issues, from cyber-crime to privacy.
In collaboration with academic institutions worldwide, teaching modules will be developed on key internet issues for inclusion in the Forum’s digital executive education programme, Forum Academy. The creation of a fellowship programme for emerging leaders from developing countries will also be explored.

**Digital Transformation of Industries**

Digital technologies and related transformations are a cause of uncertainty and concern for most leaders and decision-makers, as well as the source of potentially unparalleled value creation and capture. Underpinning the Future of the Internet initiative, this focus area will explore these new opportunities and themes arising from the latest developments and trends related to the digitization of business. The **Digital Transformation of Industries (DTI)** project will foster an enhanced understanding of sector-specific and cross-industry digital transformation opportunities and risks, and their impact on business models as well as society as a whole. In its initial phase, the project will focus on the following industries: Automotive, Consumer Goods, Energy Utilities, Energy Technologies, Healthcare, Media Entertainment & Information and Supply Chain.
Gender Parity

The world must accelerate progress on closing the gender gap. How?

Capital is no longer the only decisive factor of production in the global economy: a business or an economy’s competitive advantage is increasingly determined by innovative ideas or immaterial services and is less dependent on tangible assets. We are rapidly moving from capitalism to “talentism”. In such a world, gender parity can no longer be treated as superfluous. Women make up one half of the potential human capital available in any economy and the efficient use of this talent pool is a key driver of growth, prosperity and competitiveness.

An increasing number of individuals, organizations and governments understand the need for the transformation to gender parity and seek accelerators, tools, platforms and partners. The Gender Parity Global Challenge Initiative aims to serve as a partner in global, regional, national and industry transformations through a sustained flow of activities to shape, advance and monitor gender parity.

Global Gender Gap analysis
The initiative monitors the progress of countries through benchmarking tools that measure the global and regional gender gaps. The annual Global Gender Gap Report, one of the World Economic Forum’s most recognized insight products, provides a framework for capturing the magnitude of gender disparities around the world and serves as a tool for benchmarking and tracking gender inequalities based on economic, political, education and health criteria. It also builds the economic case for promoting gender parity. The 2014 report covers 142 economies.

Industry Gender Gap analysis
The emergence of women in the economy is changing the way businesses recruit and retain talent, their leadership and governance, how they engage clients and customers and interact with their value chains, and how they demonstrate social responsibility. The analysis benchmarks gender gaps in industries and the effects of key trends and disruptions on gender gaps over the next five years. Its objective is to provide forward-looking insights and analysis to complement the Global Gender Gap Index, Best Practice Platform and to generate actionable insights for the country-level taskforces and industry dialogues. The analysis is based on a global, cross-country, cross-industry survey – the Future of Jobs Survey – providing insights on the 10 most important industry sectors in terms of employment per country and covering over 20 of the world’s leading economies in all regions.

Best Practices
The Repository of Successful Practices is a web-based platform that consolidates tested practical information from across sectors, industries and geographies on how to close the gender gap. With a six-point framework through which to focus organizational gender parity efforts, the repository aims to:

- Promote the knowledge exchange needed to address the systemic factors that reproduce gender gaps.

In addition, the initiative has conducted unique research with over 80 governments to pool information on policies that promote women’s economic integration.

Regional Collaborations to Close Gender Gaps
The initiative provides its neutral convening platform, benchmarking tools and best practice analysis to promote a solutions-oriented, systemic approach for closing gender gaps at country level. These multistakeholder collaborations are committed to identifying and implementing concrete measures for closing the economic gender gap by 10%. Four countries have been selected as pilots to demonstrate country-level success:

- With Japan’s ageing population and a shrinking workforce, the taskforce is focusing on women’s economic integration as a strategic target for boosting the country’s competitiveness.
- In the Republic of Korea, the taskforce objectives focus on expanding women’s employment, creating conditions for work-life balance, increasing women’s representation and spreading the culture of gender equality.
- The taskforce in Mexico addresses the issues of women entrepreneurs at the bottom of the pyramid, increasing the number of women on boards and closing wage gaps.
- With Turkey experiencing rapid demographic, social and political transformation, improving the flow of talent and skills, including female talent, serves as a strategic focus of the taskforce.

An update report was produced in March 2015: Closing Gender Gaps: the Gender Parity Taskforces.

Industry Collaborations to Close Gender Gaps
As women become the majority of those graduating from university in most economies, businesses will need to adapt to integrate this new highly skilled talent base. These shifts are occurring at the same time as technological changes that are leading to rapidly evolving business models and skills requirements.

Drawing on the Industry Gender Gap analysis, in-depth collaborations will deep-dive into each industry’s talent outlook, with a specific focus on gender, using proprietary quantitative analysis as well as qualitative assessments, and, together with industry leaders, co-design relevant adaptation strategies and actions to integrate more women. Thus far, the Oil & Gas and Investors industries have already started to plan these consultations, with others currently under development.
International Trade and Investment

The world needs trade and investment to drive growth and development. How?

Trade and investment are not static. Deeply intertwined, they shape economic growth, development and industry competitiveness, affecting lives everywhere. Shifting politics, business models and societal expectations mean there is now a real opportunity to drive implementation of priority reforms, and set the direction of trade and investment policy for the next decade.

The Forum has been at the forefront of advancing practical trade facilitation actions around the world. This work is now growing in impact through stronger linking of business and government efforts. Underpinning this is a robust and forward-looking vision for trade and investment policy, built round the new dynamics of global commerce. The Global Challenge Partnership on International Trade and Investment creates insight and delivery coalitions responding to needs in global value chains, competition policy, regulatory coherence, digital and services trade, innovation frameworks, sustainable resource management and other areas of impactful change.

E15 Initiative – Strengthening the International Trading System

In collaboration with the International Centre for Trade and Sustainable Development, this initiative brings together global leaders to generate strategic options for global trade and investment.

Policy options are developed by specialized, multistakeholder groups including over 350 leading global experts. Proposals are then tested through regional and industry review, with the aim of building delivery coalitions. The undertaking covers a broad set of current trade and investment issues:

- **The Enabling Trade Implementation programme**
  Supports and encourages national governments – including, most recently, Brazil, Nigeria and Vietnam – in implementing trade facilitation priorities. Strongly practical, it brings global and local business leaders together with decision-makers in trade, border management and related agencies. Jointly they refine reforms, provide technical assistance and monitor delivery of crucial efficiency improvements. In Brazil, the programme brought together importers and exporters, producers and traders to enhance and accelerate delivery of the Portal Unico single window customs facility. Positioning a project manager in the country drove an outcome-oriented flow of dialogue, design and delivery.

- **The Enabling Trade Index**
  Helping to build the case for reform and illuminating the path forward, the index benchmarks 138 economies in four critical areas: market access; border administration; infrastructure; and the business environment. The index is a widely followed metric that has entered the key performance indicators frameworks of governments worldwide.

- **The Global Agenda Council on Trade & FDI**
  Accesses international expertise to highlight key challenges for global trade and investment. The council recently called for a Multilateral Agreement on Investment and a coordinated approach to mega-regional trade agreements. The council is currently looking at the design of Global Trade and Investment Architecture.
Long-Term Investing, Infrastructure and Development

The world needs to close its $1 trillion annual infrastructure investment gap. How?

The core projects in the initiative are designed to help address this challenge. They include:

**Global Strategic Infrastructure Initiative**
Global demand for infrastructure is estimated at around $4 trillion in annual expenditure and current investment peaks at $3 trillion, creating an infrastructure gap of $1 trillion a year. The initiative addresses this imbalance by developing frameworks and sharing best practices at the global and regional levels. It focuses on infrastructure development for economic corridors, which provide important access to and connections with economic nodes and allow the enhanced development of new investment while maximizing value chains and creating new markets. Objectives include:
- Facilitating collaboration between governments, multilateral development banks, investors and engineering and construction companies
- Making recommendations for policy-makers in critical fields such as planning, project preparation, financing and capacity building
- Focusing on three workstreams: regional acceleration, a global knowledge and collaboration platform, and infrastructure development for economic corridors.

**Infrastructure Investors Forum**
Economic development and growth are often held back by lack of a sufficiently long-term outlook in the provision of capital. This initiative examines the conditions under which infrastructure projects could gain finance from investors; coordinates public and private sector activity where desirable; and looks at the barriers to the supply (pipeline) of projects and the demand (financing), formulating pragmatic actions where they can be overcome. The objectives of this project include:
- Supporting the Forum in developing an infrastructure knowledge platform in collaboration with the G20 working group, and provide input to the Turkey B20 Task Force on Investment & Infrastructure
- Developing a benchmarking framework for the relative risk and investment attractiveness of infrastructure and utility regulatory regimes
- Highlighting case studies and best practices of cutting edge financing structures and their potential for scaling.

**Redesigning Development Finance**
To maximize every dollar being invested in the developing world, the Forum and OECD are bringing together philanthropists, investors and government officials to chart a new course towards a collaborative financing model. It is expected that aligning capital across the full spectrum of development financing needs will accelerate and enable the scale-up of successful models, attract follow-on and additional investment capital, and lead to greater social impact while providing the potential for financial return. Objectives include:
- Extending the reach and efficiency of official development assistance through the complementary deployment of philanthropy, impact and other private investment
- Boosting private investment in developing countries through the complementary deployment of risk mitigation and concessional finance tools
- Expanding the amount of foreign and domestic capital available for economic development.

**Mainstreaming Impact Investing**
Impact investing is an investment approach across asset classes that can reconcile shortcomings in traditional financial markets and create transformative societal impact. Phases I and II of the initiative examined the growth of impact investing, challenges facing the sector and competitive strategies investors can use to get involved. Phase III will focus on how sustainability and impact considerations can be factored into traditional investment analysis. It will explore the potential benefits of impact beyond the intrinsic value to society and the environment and how these are incorporated into investment decision-making. The phase will also assess the use of risk-return-impact profiles as a more effective and thorough means of evaluating and communicating impact investments. Objectives include:
- Increasing the flow of capital into impact investments by providing better information on the relationship between risk, return and impact
- Providing information that will allow investors to more accurately target impact and financial returns from investments
- Engaging investors, social entrepreneurs, public sector officials and academics through a series of meetings.
For more information, please contact globalchallengeinitiatives@weforum.org
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.

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