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People, Peace & Planet in 2030: Shaping Inclusive and Sustainable Growth

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Introduction

Turning today's challenges into tomorrow's solutions is the main task that aspiring young leaders are facing around the world. Financial crises, climate change, environmental disasters, regional tensions and disputes, energy and resource insecurity, a growing and aging population – the interconnected problems facing this upcoming generation of leaders are complex and expanding.

It is against this backdrop of a world in flux that 28 specially selected “rising leaders” in the areas of public administration and policy, business, academia, non-government organizations, and the arts, traveled from across the world to Japan for a “Salzburg-style seminar” – the first of its kind outside of Schloss Leopoldskron.

Led by expert speakers and scenario planning specialist Michinari Nishimura, Founder and CEO, Greenfield Consulting, the Fellows started their session in Kyoto on November 24. Their work focused on developing scenarios for 2030 on the future of regional cooperation, energy and resource security, and innovation and equity in aging societies. The session culminated with the Kyoto Fellows presenting their scenarios at a public forum on November 30 in the Japanese capital and international commerce, technology and culture hub, Tokyo.

Representing 14 countries on five continents, the Fellows analyzed how a better architecture for regional and global multilateral governance could be developed to tackle the increasingly interconnected challenges the world faces; how Asia and the world could bring economic and demographic growth in line with regional and global environmental limits; and how the region might deal with the prospect that Asia might grow old before it becomes rich.

In addition to the presentation of the Fellows' innovative solutions to these pressing global problems, the public forum also featured a panel discussion, led by keynote speaker Kiyoshi Kurokawa, chair of the Fukushima Nuclear Accident Independent Investigation Commission of the National Diet of Japan, and moderated by Aiko Doden, senior international affairs commentator for Japan's national broadcaster, NHK.

The session and forum were held in Japan to mark 25 years of cooperation between Salzburg Global Seminar and the Nippon Foundation.



Clare Shine



Stephen Salyer

Salzburg Global Seminar and the Nippon Foundation *25 years of cooperation*

Adapted from a speech given by:

Stephen Salyer

President and Chief Executive Officer, Salzburg Global Seminar

Sixty-six years ago three young men studying at Harvard University had a dream – to create a place where young men and women, previously divided by war and competing interests, could meet and seek common ground from which to forge a peaceful future.

Europe, like Japan at that time, was suffering terribly. Food was short, travel restricted, occupying armies still in place, universities closed due to bombing and devastation. Yet despite these challenges, these three young leaders managed to recruit over one hundred participants from across the US and Europe to meet and debate for six weeks at Schloss Leopoldskron in Salzburg, Austria.

From this entrepreneurial beginning in the summer of 1947, the first Salzburg Seminar was born. In 1959 the Seminar, by then a privately supported NGO, was



Clare Shine, Salzburg Global Seminar Vice President and Chief Program Officer (center), together with Louise Hallman, Salzburg Global Editor (left) presents Masato Seko (center) and James Huffman (right) of the Nippon Foundation with a certificate commemorating the quarter-century-long partnership

able to purchase the Schloss and create a permanent home for its programs in the center of Europe.

For many years the Salzburg Seminar concentrated on Trans-Atlantic interchange, offering a neutral place where thinkers and practitioners from East and West could meet, even during the Cold War.

In 1988, a landmark event took place that radically changed the Salzburg Seminar as an institution. Bradford Morse, Undersecretary of the United Nations and head of the UN's Development Program before becoming President of the Salzburg Seminar, and his friend Ryoichi Sasakawa, then Chairman of the Japan Shipbuilding Industry Foundation, signed an agreement establishing an endowment to support young leaders from Asia and the developing world to attend Salzburg Seminar programs. Yohei Sasakawa, now President of the Nippon Foundation, oversaw development of the arrangements.

In 1994, the Nippon Foundation reaffirmed its commitment, the endowment was increased, and the program tripled in size. This set in motion the globalization of the Salzburg Seminar. Over the 25 years of this exceptional partnership, about US\$3.5 million in endowment earnings have made it possible for 840 Sasakawa Young Leaders to participate in Salzburg Seminar programs on topics ranging from healthcare to environmental sustainability, from access to education to public diplomacy and the arts, from economic development to freedom of expression.

Building on this far-sighted partnership, in 2006 the Salzburg Seminar changed its name to reflect its truly international track record and alumni network – and became the Salzburg *Global* Seminar. Since our founding, more than 30,000 young leaders from 160 countries have attended Salzburg Global programs.

Each year, Salzburg Global Seminar organizes 12-15 week-long sessions, each focused on a single issue of global importance, as well as academies shaping educational transformation. We design each gathering carefully – spotlighting questions that others aren't asking, identifying blockages that stand in the way of progress, inviting people from across sectors and regions who need to understand the other's perspective to meet face-to-face and test ways to move beyond fixed positions. Our speakers and panelists – all volunteers – include the world's top experts and decision makers. Our Fellows – usually in their late 20s to early 40s – come from business, government, universities and think tanks, NGOs, media, and other fields.

Today, Salzburg Global programs focus on strategy and solutions, and Salzburg Global Fellows return home with skills and ideas they can apply locally. Each Fellow



Masato Seko



William Saito

becomes part of a worldwide network of people seeking positive change, and is enabled to continue the exchange catalyzed through Salzburg Global Seminar.

Increasingly, in places like Japan where there are high concentrations of Salzburg Global Fellows, local groups are organizing to share the learning and leadership skills that Salzburg has helped them to develop. A Japan Advisory Council has been created to give these efforts direction and continuity and to strengthen Japanese involvement in future Salzburg Global programs.

To celebrate 25 years of successful cooperation, Salzburg Global Seminar and the Nippon Foundation decided to hold the first ever Salzburg Global program in Asia. Twenty-eight young leaders met in Kyoto. This opens an exciting new chapter, applying the methodology developed in Salzburg in Asia and other parts of the world. I believe we will look back on this week as being as important as the decision made a quarter century ago to make participation by young leaders in Salzburg Global programs truly a global opportunity.

“It is my great honor and privilege to publicly thank The Nippon Foundation for its inspirational guidance and generous support over a quarter century of partnership with Salzburg Global Seminar,” said Salzburg Global President and Chief Executive Officer, Stephen Salyer at the opening of the Tokyo public forum portion that followed the week-long Kyoto scenario planning program.

“Because of your work, young leaders in Japan, across Asia, and in the developing world have learned the value of cooperation over confrontation, and many are today in positions of influence in their societies. Thank you for your vision and commitment to a better world.”



Nippon Foundation President Yohei Sasakawa speaks at the Salzburg Global Public Forum at International House of Japan, Tokyo, as part of the celebration of 25 years of collaboration between the two organizations

Kyoto Plenary Sessions

Expert lectures and facilitated debate

The 28 specially selected “emerging leaders” from 14 countries and five continents were joined for this Salzburg Global-Nippon Foundation program by expert speakers and panelists in Kyoto and Tokyo. They shared their insights and practical experience on three key themes which will become ever more pressing for Asia and the world by 2030: regional cooperation, innovation and equity in aging societies, and energy and resource security. The following pages offer summaries of the three plenary presentations and the subsequent discussions with the Fellows.

The Future Shape of Regional Cooperation

Building trust between government and other actors

Akihiko Tanaka *President, Japan International Cooperation Agency (JICA); Professor of International Politics, Institute for Advanced Studies on Asia (IASA), University of Tokyo, Japan*

Aimée Christensen *Founder and CEO, Christensen Global Strategies, USA*

On our interconnected earth, opportunities and challenges – economic, social and environmental – can no longer be dealt with by nations in isolation. Cooperation within and between regional blocs is critical to shaping workable global governance for the future.

In Asia, numerous forms of “soft power” multilateral cooperations have been established in the past 50 years including: the Association of Southeast Asian Nations (ASEAN), ASEAN+3, the ASEAN Post-Ministerial Conference, the ASEAN Regional Forum, the East Asia Summit, and Asia-Pacific Economic Cooperation. The missions are similar, the memberships overlapping, but the goal of all these organizations is the same: to use multilateral fora to raise, discuss and hopefully solve regional challenges, whether these relate to environmental protection, regional economic growth or territorial disputes.

These multiple multilaterals have in many cases helped an extraordinarily diverse region find common interests and overcome historical legacies and political differences, and have contributed to lifting many countries out of poverty.



Mohammed Absi-Halabi



Sean Connell

“ The seminar was intellectually stimulating and intense, as well as a good opportunity for networking and exchanging ideas in a very collegial environment...

The networking opportunities were extensive and positive. One of the best aspects of the program was its general inclusiveness, both in its own structure and among participants...

Faculty participation and engagement was very welcome and enabled opportunities for additional learning. ”



Akihiko Tanaka, President, Japan International Cooperation Agency (JICA) and Professor of International Politics at the Institute for Advanced Studies on Asia, University of Tokyo explains the complex web of multilateral organizations in Asia

Formerly one of the poorest continents of the world, Asia is expected to account for over 50% of the world’s GDP by 2030. But just how effective are all these organizations?

Should – and could – a more inclusive or more exclusive mechanism be established? If so what? And more importantly, how? Which actors and what processes are needed to build stronger frameworks for the future?

Opening the day’s discussions, Akihiko Tanaka, President, Japan International Cooperation Agency (JICA) and Professor of International Politics at the Institute for Advanced Studies on Asia, University of Tokyo, presented the complex web of multilateral cooperation in Asia and its related challenges.

Asia’s rise has been clear for all to see. While much of Europe still faces a year of negative growth and recession, in stark contrast the vast majority of Asian economies are projected to experience at least 4% growth in 2013, with China, Indonesia and Myanmar (amongst others) forecast to enjoy over 6% growth.

However, this rapid economic growth has radically altered regional dynamics, rendering many constructs of “developing” and “developed” nations, or of global north and south, obsolete.

As the longest-standing “developed” nation in the region, Japan has for decades played a key role in supporting regional development outside of the multilateral system. Through the JICA, established in 1954, Japan has given aid and concessional loans to countries across Asia – particularly Indonesia, Thailand and the Philippines – to build up basic transport and energy infrastructure. As traditional recipients of

JICA's aid have themselves expanded economically, JICA's focus has shifted; more aid is given and volunteers sent to Africa now that Asia is economically stronger. Multilateral cooperation within the region and with other regions – both the “developed” West and the “developing” South – needs to be readdressed to reflect these new realities, concluded Professor Tanaka.

It is not only cooperation between nations that needs to be reconsidered, suggested Aimée Christensen, Founder and CEO, Christensen Global Strategies, but also cooperation between government and business.

In her talk on ‘Building Trust Across Boundaries – South to North, Public to Private,’ Christensen pointed out that increasingly governments are having to spend millions on man-made solutions to deal with issues that a healthy environment used to handle for free for us – proof of just how important our ecosystems are to our security and survival.

These challenges, such as climate change, shared energy resources, and the management of the global commons, are too great for governments to tackle in isolation.

The private sector, with its resources of infrastructure, capital and innovation, can and should play a greater role in driving affordable solutions in the face of these huge global challenges.

In addition to the action needed by government and business, advocacy from civil society, and research and evidence gathering from academics, one of the key ingredients needed in tackling planetary threats is greater trust.

Trust between countries' governments – both north-south, and south-south – needs to be complemented by trust between the private sector and public policymakers.

For too long, businesses have been seen as purely short-term focused and profit-driven. But many businesses, such as Google (with whom Christensen worked on its ‘Clean Energy 2030’ initiative), are now beginning to see the longer-term benefits of being more green-minded, investing in cleaner technologies, off-setting their carbon footprints and finding more environmentally friendly solutions to everyday business practices.

These policies can bring business long-term not only new opportunities to generate profit and create jobs, but also in many cases immediate boosts in brand recognition and renewed consumer trust and enthusiasm, too. Demonstrating concrete green credentials can also help businesses gain the trust of public policymakers, leading in turn to more effective, workable policies to tackle environment challenges.



John Paul Cruz

“I believe that the seminar provided an excellent platform in which young professionals from diverse backgrounds were able to forge relationships that could last a lifetime. These relationships, both personal and professional, if nurtured further, could be built upon by all the participants and could result in continued collaboration towards understanding and resolving the different issues that we would face in the coming decades. ”



Aimée Christensen, Founder and CEO, Christensen Global Strategies, told Fellows that it is not only cooperation between nations that needs to be reconsidered, but also between government and business.

Civil society also has a key role to play, not only in advocacy by helping to persuade and push governments and businesses to act and maintaining the ambition of all actors, but also by providing clean energy solutions in small local markets that are not yet considered profitable for for-profit organizations and businesses to enter.

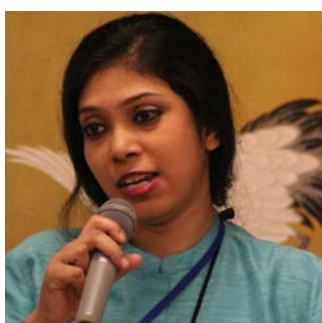
Trust also needs to be regained between governments of the global north and the global south.

For too long, the south has not believed that the north is willing to pay their “fair share” for their polluting legacy, especially when it is the south that often bears the brunt of environmental devastation and harbors a high percentage of the world’s remaining biodiversity.

This distrust was evident in the deadlocked and eventually much compromised climate change talks held in Poland from November 11 to 23, 2013.

Strong visionary leadership, practical collaboration, and open and honest dialog between different governments and the public and private sectors are all needed to help garner this trust, said Christensen.

These three elements were also needed by the Salzburg Global Fellows as these rising leaders moved into their working groups in the afternoon to devise their own scenarios of what Asian multilateral relations and mechanisms might look like in 2030.



Madhuchanda Ghosh

Innovation and Equity in Aging Societies

How will Asia deal with growing old before it gets rich?

Noriko Tsuya

Professor, Department of Economics, Keio University, Tokyo, Japan

Bo Peng

*Vice Dean, School of International and Public Affairs,
Shanghai Jiao Tong University, China*

While Asia remains one of the fastest growing regions in the world, inequalities are widening within and between countries.

Rapid demographic changes mean that many parts of Asia may grow old before they become rich – a trend that goes far beyond questions of economic prosperity, and affects human security, well-being and social cohesion.

Although Japan, as the region’s longest-standing “developed” country, doesn’t have to worry about going gray before getting rich, it must instead work out how to continue to fund the retirement that its citizens have come to expect even as its society ages rapidly.

Speaking on the second full day of the program, Noriko Tsuya, Professor, Department of Economics at Keio University, Tokyo, in her lecture on “The Impacts of Population Aging and Decline in Japan: Demographic Prospects and Policy Implications,” said: “Japan is a forerunner in almost every area demographically... Almost every Asian country is going to follow its pattern.”



Astrid Haas



Professor Noriko Tsuya outlines the challenges facing rapidly aging Japan and the implications for the rest of Asia

“The scenario planning method was extremely helpful as it can be applied across all sectors. This is something I have taken back to my job and I am already thinking about how I can apply it.”

It is for this reason that the case of Japan is being so closely watched by many countries in the region – especially its biggest economy, China – as well as by many of Europe’s large economies, which are facing similar challenges.

The demographic time-bomb facing Japan is huge. Not only is its post-war “baby boomer” generation hitting retirement, meaning over 23% of the current population is over the age of 65, but it is also facing a shrinking replacement rate with one of the lowest birth rates in the world.

This means that Japan not only faces a future with fewer workers to contribute taxes to its social security schemes, but will also have far fewer people to care for the elderly.

Japan’s current population is approximately 128 million; this is forecast to fall to below 100 million by 2060, with 40% of this population predicted to be over the age of 65.

Since 1990 Japan has subsidized adult day care and other services to help families care for the elderly at home, and keep working and contributing to the social security system at the same time. However, the number of contributors to both public pensions (all workers aged 20-65) and “long term care insurance” (workers aged 40-65) is falling rapidly. So too is the “family care ratio” of available women (typically the workers who choose to forgo work in order to care for their aging parents) to care for these retirees, who are not only growing in number but also living much longer.

Thanks to modern medicine, today’s 65-year-olds are now more youthful than 50 years ago. However, in Japan as in many countries, neither the pension contribution age nor the retirement age have been adjusted to account for this.



Fellows Geoffrey See and James Williams with Noriko Tsuya



Professor Bo Peng explains how the megacity of Shanghai is coping with its aging population

These trends have long been forecast. Several Fellows at the session asked the question: why haven't any major policy changes been enacted?

Simply put, many policy-makers have put off dealing with this crisis, leaving it for future generations to handle, which in turn exacerbates the problem.

The options available to Japan (beyond the obviously unthinkable policy of mass euthanasia of its elderly) are limited: both raising the birth rate and increasing immigration pose great problems.

In a society where women play a significant role in the workplace, discouraging women to pursue careers and instead have multiple children is politically unpalatable.

Marriage rates are low. Those who do marry are increasingly unlikely to have more than one child due to multiple reasons: general high cost of living, the additional costs of raising a child, the energy needed to assist the child through the rigorous Japanese education system, and the late start in having children, meaning many women are not able to conceive more than one child.

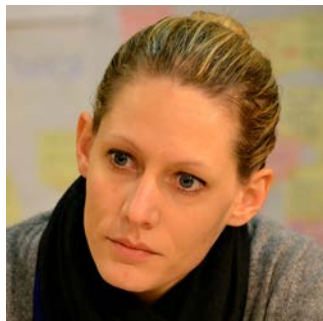
More must be done to help women pursue both a career and motherhood, said Dr. Tsuya. Also contributing to the low birth rate is the low rate of marital sex.

Dr. Tsuya cited recent research that has claimed 45% of Japanese women aged 16-24 are "not interested in or despise sexual contact," suggesting that even if having children were more financially feasible, the low rate of sexual intercourse both within and outside of marriage could be a hindrance. This social problem can obviously not be overcome through more favorable work/life balance policies directed at women.

“The presentation by Dr. Noriko Tsuya on aging societies was an eye-opener. As a Political Scientist with keen interest on socio-demography and their public policy implications, I gathered many insights from her presentation. ”



Rosalie Hall



Ulla Heher



Bo Peng and Aiko Doden

“Replacing population by international migration is, if not impossible, extremely difficult,” added Dr. Tsuya.

According to the UN, the number of migrants needed by Japan every year by 2050 to keep the population at its 2000 level would be 343,000. Given the (unofficial) preference for Japan to keep its ethnic and linguistic homogeneity, this would prove difficult as there is a lack of available ethnic Japanese overseas to emigrate back to Japan. Even if Japan were to accept any and all immigrants, further social and business policies would be needed to help these immigrants to be welcomed and integrated into Japanese society and to encourage businesses to hire foreigners.

Although China is not yet as demographically skewed as Japan, its rate of aging is even faster. The world’s second and the region’s largest economy is projected to take just 18 years for its population to increase from 10% to 20% of 65+ year olds by 2035; Japan took 20 years to reach the same percentage.

Singapore, which has the region’s lowest birth rate behind Hong Kong, is aging the fastest; the city-state is forecast to reach the 20% mark by 2026 – just 13 years since 10% of its population were over 65.

This rapid aging is likely to cause China to “go gray before it gets rich” and is creating worrying disparities between the industrial east and more rural west of China, the urban and rural populations at large, and the rich and poor, warned the day’s second speaker, Bo Peng of Shanghai Jiao Tong University, in his talk “Aging in the City: Case of Shanghai.”

Besides China’s working population growing older, its one-child-per-family policy has seriously exacerbated the aging problem as there are far fewer people to care

for the older generation. This is particularly noticeable in the countryside, where the movement of young Chinese migrants to the cities is leaving even fewer people to care for the aged population, as well as reducing available taxes for local government to provide services for their elderly.

The urban rich are finding ways to supplement their pensions, such as generating additional income through private rentals. However, this is obviously not an option for the poor, either in or out of the cities. To meet this growing demand, the Chinese government is now considering selling public assets to pay for public pensions.

It will not only be up to the central government and families, but also local communities and private business to help manage and house the growing aged population. While 90% of the aged population in China is cared for by their families, there is a growing need for local community-based and state-run institutional care home facilities.

In the case of Shanghai, some small scale private care homes have opened. This is something China is going to need far more of if it is going to meet the growing demand and reduce the waiting time to enter such care homes, some of which have waiting lists of more than 20 years.

Many of the other countries in the region have not yet reached the aging rates faced by Japan and China, but if they want to avoid the same issues, they need to think now about how they will tackle this challenge, and not delay as their older neighbors have done.

Singapore has taken the unusual approach of introducing an official matchmaking service, helping its highly educated (and most often ethnically-Chinese) population find spouses and have children.

Beyond national incentives to have children, regional migration policies might also help Asian countries with a young and growing populations ease the pressure on their domestic resources as well as provide much-needed labor in aging countries.

Ultimately, the Asian 'miracle' will not be measured in incomes but in outcomes, shaped by the way countries implement inclusive and more equitable growth – growth that includes sustainably looking after all parts of its society, and not just its workers.



Akiko Inagaki



Christine Woerlen presented Germany's journey from nuclear-powered to nuclear-free and increasingly renewable power-reliable as a case study in energy transformation

Energy Security and Resource Scarcity

Learning by example, implementing by region

Christine Woerlen *Principal, Arepo Consult; Former Head of Renewable Energies, German Energy Agency, Germany*

Surin Pitsuwan *Former Secretary General, ASEAN, Thailand*

Rapid economic development, unsustainable resource use and urbanization rates are outstripping the earth's carrying capacity and putting critical strain on the resilience of ecosystems and our natural capital.

Environmental tipping points are approaching fast and make societies ever more vulnerable. This was tragically shown in the 2004 Indian Ocean Earthquake and Tsunami as well as the "Triple Disaster" that hit Japan on March 11, 2011, and most recently Typhoon Haiyan that has devastated parts of the Philippines.

Options and life chances in 2030 will be directly shaped by today's decisions on energy, water and food security in the context of climate change.

The final day of the Kyoto session of the joint Nippon Foundation-Salzburg Global Seminar program 'People, Peace and Planet in 2030: Building Inclusive and Sustainable Growth,' focused on these issues of energy security and resource scarcity, and the environmental impact of rapid growth as demonstrated in Asia.



Shinya Kawada

As Japanese nuclear engineers finally started the delicate process of removing fuel rods from a storage pool at the earthquake and tsunami-hit Fukushima-Daiichi nuclear power plant, the Salzburg Global-Nippon Fellows remarked on the timeliness of Christine Woerlen’s presentation on “Energy Transformation – It is possible!”.

Dr. Woerlen presented Germany’s journey from nuclear-powered to nuclear-free and increasingly renewables-powered as a case study in energy transformation. She explained how the country was not only phasing out nuclear power (which had long been a contentious issue in Europe’s largest economy, with its phase-out finally agreed after the Fukushima disaster), but also committing to reducing greenhouse gas emissions by 80% by 2050 and to a massive transition to renewable energy and greater energy efficiencies.

Before the nuclear phase out was agreed in 2011, nuclear power accounted for 10% of Germany’s energy consumption, and renewables for 15%. By 2030, not only will nuclear be completely phased out, but renewables are projected to account for 39%, with that figure rising to 67% by 2050.

This “Energiewende” plan will enable Germany to be less reliant on energy imports, such as gas from Russia, reduce the possible nuclear risk and the environmental impact caused by pollution, mining and waste, and make energy more affordable to the consumer in the long-term. The plan also provides “green growth” opportunities for investment and innovation. It will create jobs (which will hopefully off-set those lost by closing the nuclear power plants), and encourage a “democratization” of the energy sector as members of the public install power generating devices such as solar panels to sell electricity back into the national grid, ultimately reducing the influence of the powerful national utility companies.



Tomohiro Kimura



Jenny Lin with Christine Woerlen



Maiko Kono

“Scenario planning framework was interesting to learn, and made it easier for to discuss and coordinate different opinions into one story.

Also, the many ‘nomunication’ opportunities were very important to get know other Fellows better. ”



“The world is finite,” warned former ASEAN Secretary General Surin Pitsuwan

Germany’s progress – and success – in the area of renewable energy shows what one country can do when it has the political will, capacity and vision necessary to tackle such an issue.

But many of these issues surrounding energy, resources and the environment need a broader and more concerted effort than is possible to deliver by one country alone. This is where regional multilateral cooperation is needed.

Speaking about the success of ASEAN in helping pull its 10 member states (Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand and Vietnam) out of poverty and propel them forward economically, former ASEAN Secretary General, Surin Pitsuwan warned that Asia’s resources will not go on forever.

Despite Asia’s economic growth in the past four decades, the divide between the haves and the have-nots in the region is increasing. To be able to continue this growth trajectory – and to make this growth both equitable and sustainable for all their citizens – ASEAN nations need markets to export to and a continued supply of resources.

But as Dr. Pitsuwan remarked: “The world is finite.”

He called for countries to take a regional approach to their environmental challenges, as by their very nature, they have an impact far beyond the borders of one country.

ASEAN has stepped in to deal with these regional environmental problems, creating agreements such as the ASEAN “Agreement on Transboundary Haze Pollution.” This instrument was adopted in 2002 and finally ratified by all ten countries by 2010 with

the aim of reducing atmospheric pollution caused by industry and by deforestation fires in Southeast Asia.

As air pollution affects more than just the countries that produce it (e.g. forest fires in Indonesia caused haze in neighboring Singapore), a regional multilateral approach was not only the most effective approach, but also had greater legitimacy. The agreement was formulated by the region, for the region, rather than being imposed by other non-ASEAN countries.

In order to tackle current and future environmental problems caused by rapid economic growth and resource use, a greater sense of “global citizenship” was needed. “We need to recognize that we belong on this little planet together,” Dr. Pitsuwan stated.

This sense of togetherness and global citizenship has to go far beyond the actions of governments. A green and innovative future needs also a socially responsible and innovative private sector, willing to invest in more efficient processes and take responsibility for its own environmental impact, as well as wider community awareness and willingness to change.

Civil society, the media and education institutions at all levels have important roles to play in generating public engagement in these issues.

All parties involved in working towards this greener, more equitable future need to recognize the speed and scale needed to tackle huge issues of energy production, resource scarcity and climate change.

“We will be the authors of our own extinction” if we do not act, warned Dr. Pitsuwan.



Jenny Lin

“I did not know what to expect prior to the Seminar. However, the sessions have proven to be the most unique of its kind.”



Surin Pitsuwan continues discussions with Fellow during a coffee break after his lecture on ASEAN’s role in 2030



Florian Lux

Scenarios for the World in 2030

Trends, uncertainties and priority actions

Scenarios are “stories about equally plausible future environments,” explained Michinari Nishimura, scenario planning expert and founder and president of Greenfield Consulting, to the Salzburg Global Fellows gathered in Kyoto.

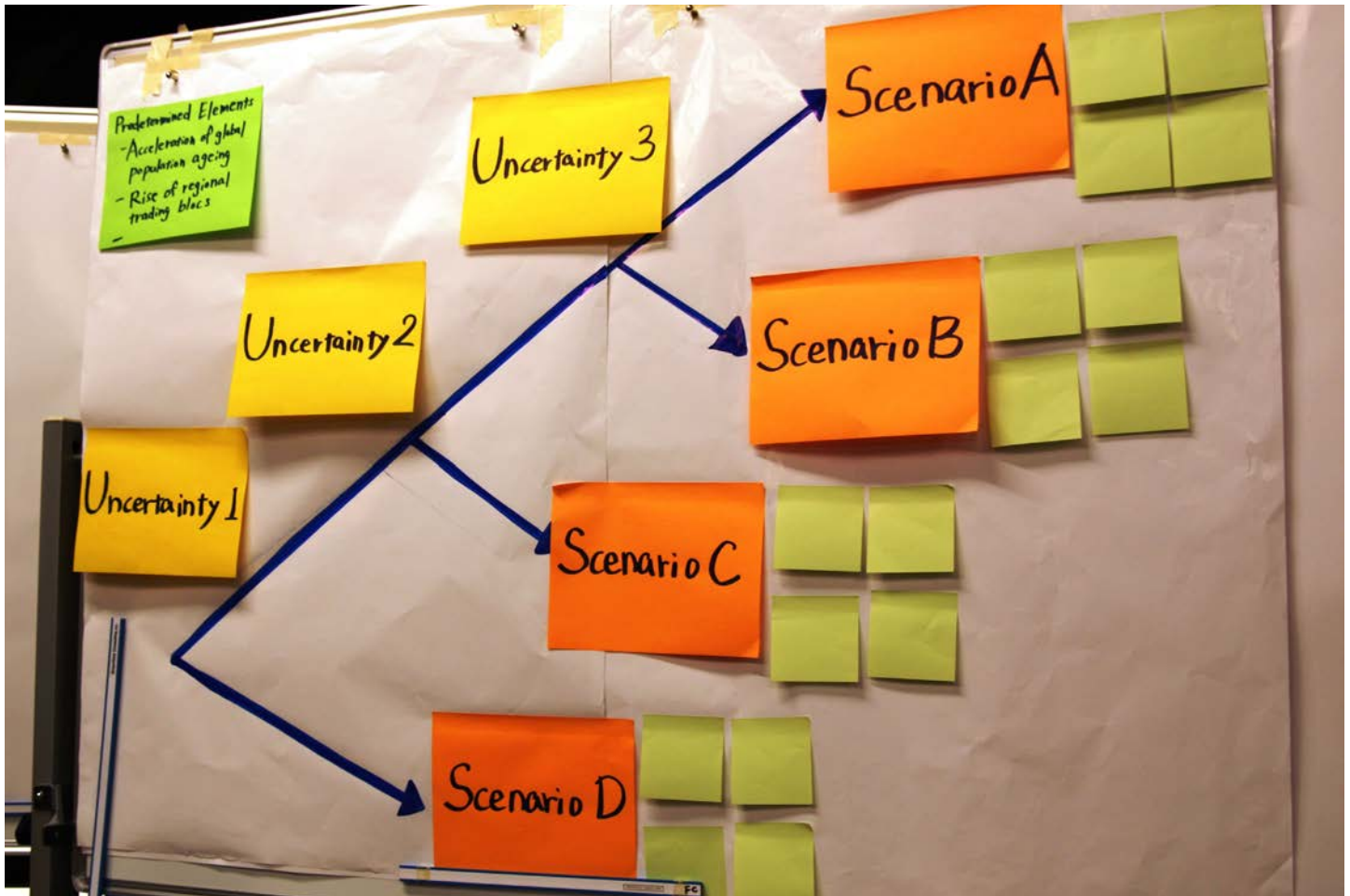
Scenario planning incorporates much more than just recognizing predictable trends; it is more concerned with the multiple possible uncertainties of the future than traditional forecasting.

Scenario planning has its history in military planning; planning attacks and taking into account possible counterattacks before thinking of how a final endgame can be achieved. It has since proven popular outside of the military, starting with energy giant Shell adapting this military way of thinking in the early 1970s. It was through this use of scenario planning that Shell began to realize there could be a looming oil price crisis. This came about in 1973, and it was thanks to their work in scenario planning that the corporation was better able to adjust and adapt to the crisis.

The methodology became popular in public policy spheres in the early 21st century. Following the Asian financial crisis, the dot-com bubble and 9/11, as well as a number of other significant shocks to the system, policy makers and businessmen alike were forced to realize they needed to be better prepared for multiple uncertainties.



Scenario planning expert Michinari Nishimura, founder and president of Greenfield Consulting, explains the method to participants of the joint Salzburg Global Seminar-Nippon Foundation session in Kyoto, Japan



“Scenario planning is so applicable to this Kyoto seminar because we are now operating in a very uncertain age,” explained Nishimura. This uncertainty means that it is becoming more and more difficult to forecast and plan future events.

“Forecasting is just based on trends, and to some extent that is OK, but it means you are not thinking about those uncertainties which should be really incorporated into the thinking. If you’re just doing the forecast or making predictions, you’re just counting on certain things and assuming that those things are pre-fixed, which is not good in this uncertain age.”

Scenario planning necessitates an “outside in” approach, considering the macro environment (society, economy, policy, technology and global environment) as well as the micro environment (different stakeholders), before looking inwards. It considers multiple possible futures instead of just focusing on a single pinpoint, and assumes that those uncertainties could play a role in each different future scenario. Scenario planning also allows for multiple perspectives and a broader view. Thinking about a world of continuous technological advancement requires us to consider much more than just what those advances might be, but also what impacts they might have on



Naila Maier-Knapp



Tosh Minohara

“The most important outcome of the session was establishing lifelong networks based on mutual trust and friendship. This will go a long way in strengthening state-to-state relations as well, as we all will surely play a vital role in the future of our respective countries. ”

different aspects of public and private life, incorporating political, economic and societal changes, and what unintended knock-on effects they might produce. The reverse approach can lead to isolation and failure.

Whilst in business scenario planning, multiple scenarios can all present opportunities if the risk is sufficiently managed, public-sector scenarios often reveal a clear preference for a more desirable scenario. The determining factor in this case will be whether or not there is the will and commitment to overcome the uncertainties necessary to arrive at the desired scenario, explained Nishimura.

For the purpose of their group work, the Salzburg Global Fellows were mixed up to ensure a combination of multiple perspectives from academia, business, public policy, and non-governmental organizations, and from different countries, helping them construct broad and content-rich scenarios.

Led by Nishimura, with help from his associate Yuriko Nakamura, the Fellows considered what their ideal scenario for 2030 would be on the topics of regional cooperation; innovation and equity in aging societies; and energy and resource security, and what variables they might encounter and need to overcome to be able to reach those visions. By identifying what the “key driving forces” were, they were able to identify what the greatest uncertainties would be, which might lead to alternative scenarios, and thus what key actions would need to be taken to reach their ideal scenario.

Nishimura asked Fellows to imagine themselves in 2030, constructing a narrative of what they imagine the future to be so as to check the logic of their multiple perspectives.



Fritz Nganje asks for input from team member Ulla Heher and scenario planning expert Michinari Nishimura



Yuriko Nakamura collects together the Fellows' presentations

According to Nishimura, there are three critical factors to successful scenario planning:

1. All participants must be open-minded, taking an “outside-in” approach, forgetting about their existing strategy or most optimistic vision, and considering the environment as a whole, “regardless of whether you like it or not”;
2. A clear framework is needed to enable the convergence of the various scenarios and to avoid endless brainstorming; and
3. A clear process is needed to keep the group work on track.

“The design of the workshop is pretty critical,” explained Nishimura.

The various scenarios from the Fellows' working groups on the three themes are available on the following pages.

Detailed breakdowns of the framework and process used in the Salzburg Global session in Kyoto are only available from Greenfield Consulting.



Fritz Nganje

“My participation in the seminar coincided with a study my institute is undertaking on regional cooperation and integration in Southern Africa. The discussion on regional cooperation in Asia, including a side conversation with the former Secretary General of ASEAN made me rethink the appropriateness of the strictly rules-based model of regional integration for SADC. Similarly, prior to the seminar, I had given little thought to demographic issues, in particular the effect of an aging population on development, but I’m beginning to appreciate this dynamic now. ”

The Future Shape of Regional Cooperation

Team 1

2030 Scenario:

Establishment of strong regional institutions and frameworks that successfully address economic, social, environmental, and traditional and human security challenges in the Asia-Pacific region.

2030 Vision:

Strong, cohesive, united Asia-Pacific community that takes proactive leadership in solving common concerns for sustained regional prosperity.

Uncertainties:

- Sustainability of economic growth, and ability to reduce disparities.
- Domestic political environments conducive for developing regional solutions.
- Ability to strengthen/increase cohesion of comparatively weak, consensus-based regional frameworks for cooperation in addressing economic, environmental, and security issues.
- Will governments bring civil society and private sector to agree on policies that manage shared challenges within/outside the region?
- Will there be a common platform for more formalized cooperation?
- Will governments and societies have the economic incentive to cooperate?

“Overall, my Salzburg Global Seminar experience was the best of my life.”



Hideo Ohashi



Sean Connell, Yukiko Ono, Rosalie Hall, Ulla Heher, Fritz Nganje and Yuan-zhe Ren



Sean Connell presents Team 1's regional cooperation scenario for 2030



Yukiko Ono

“The session has opened my eyes to new perspectives. I will treasure the networks I made.”

Story lines:

- In 2030, Asia-Pacific countries have succeeded in establishing strong regional institutions that effectively serve as a vehicle for regional cooperation and collaboration in promoting economic integration, addressing environmental challenges and advancing sustainability, and managing security contingencies including pandemics and natural disasters.
- Advanced economies (Japan, Korea, Singapore) have entered into slow but stable economic growth trajectories, and have succeeded in offsetting the rapid aging of their societies with innovative new growth engines, and structural reforms. China has made the leap from imitation to innovation, moving to a more mature but stable growth rate and preventing income and societal disparities from spiraling out of control. Economies such as Cambodia, Laos, Myanmar and Vietnam (CLMV) have grown exponentially, narrowing the income gaps across Asia. Mid-range ASEAN member economies have enjoyed modest but stable growth.
- Steady economic growth in the region has been sustained through increasing regional integration, including through the Trans-Pacific Partnership (TPP), Regional Comprehensive Economic Partnership (RCEP), and other agreements. These agreements, coupled with domestic economic reforms that have increased the ability of Asian economies to rebound from international economic disruptions (e.g. financial crises), have helped reduce economic nationalism and trade protectionism.
- Mature and stronger civil societies across Asia, supported by more equitable income distribution within emerging economies, have helped to neutralize historical and territorial disputes across Asia such as those active in the early 2010s. In CLMV, a more pluralistic political system inclusive of civil society is emerging.

- China, the US, and other Asian countries have successfully managed maritime security and other disputes, and China's increased willingness to take leadership in addressing regional environmental and peace building efforts have opened the door to the evolution of regional frameworks from weak institutions to strong, commitment-driven institutions.

Key actions:

On agreement between government, civil society and private sector

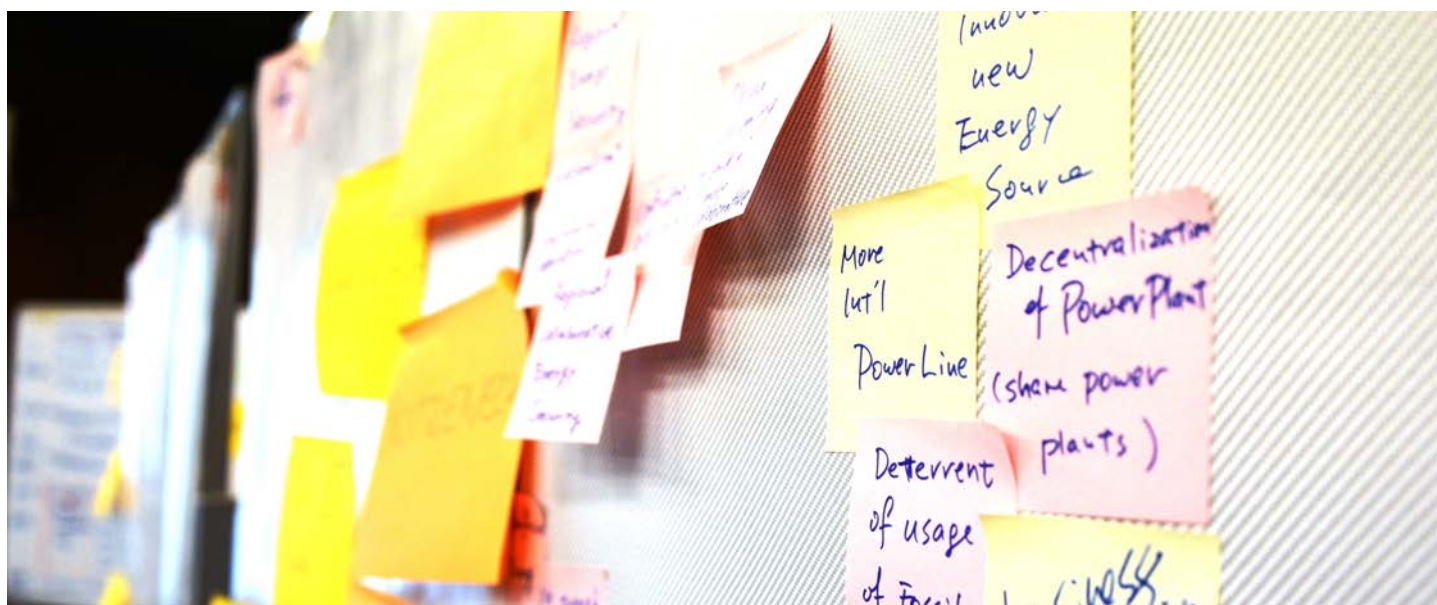
- Governments need to open more diversified channels for participation by private sector/civil society stakeholders.
- Private sector/civil society need to be more organized/ready to plug into open channels.

On a common platform

- People-to-people linkages across countries need to be encouraged to create pressure for governments to act.
- Learn from examples of others to implement best practices.

On economic incentives

- Highlight common interests to incentivize states.



Fellows prioritized and clustered their "key driving forces" into predetermined and uncertain elements and varying levels of impact

Team 2

2030 Scenario:

“Sticky Rice” A Harmonious Asia

2030 Vision:

A united Asia that can lead the world and create a new sustainable development paradigm.

Uncertainties:

- Geopolitics: National interest, major powers, military spending, politics
- Domestic policies: Economic growth, Foreign direct investment (FDI), social policies/inclusion, labor
- Natural resource scarcity: Energy availability, environment, lifestyles
- Integration of societies

Story lines:

By 2030:

- No destabilizing regional hegemon
- Decline in poverty indicators across the region
- Equitable and sustained economic growth
- Increased degrees of well-being (e.g. health, education)
- Increased employment
- No territorial disputes, reduced military spending, lessening of tensions (increased trust) – Regional dispute resolution scheme
- More trade and FDI
- Integrated regional value chains (e.g. specialization)
- Increased regional mobility
- Collaboration on research and development/information exchange

Key actions:

On geopolitics

- Agree upon a framework for regional cooperation
- Define common areas of interests
- Implement regional enforcement mechanisms
- Increase mutual trust and transparency



Fellows voted (with post-it notes) for “Sticky Rice” as the most desirable scenario on regional cooperation



Yuan-zhe Ren

On domestic policies

- Introduce domestic policies to reduce inequalities and increase social inclusion
- Promote equitable economic growth
- Adapt to natural resource scarcity

On integration of societies

- Promote mutual understanding across cultures and religions
- Define and adopting common values within society
- Promote cross-country movements of people



Astrid Haas takes note of her team's key driving forces before placing them on the predetermined vs. uncertain matrix



Madhuchanda Ghosh presents Team 3's scenario

Team 3

2030 Scenario:

The “Asia-Pacific Community” comes into being.

2030 Vision:

The Asian Pacific Region will evolve into an open, equitable and balanced community. States will be inclusive of non-state actors in regional cooperative efforts to overcome the uncertainties of the security dilemma, resource scarcity, and state-civil society partnership to form the Asia Pacific Community.

Uncertainties:

- Security Dilemma: Mistrust and misgivings generate interstate tensions and cause military build-up.
- Resource Scarcity: Competition for food, water, and energy.
- State-Civil Society Partnership: Balance of power between state and society.
- Will states be able to alleviate tensions and avoid military build-up?
- Will states be able to mitigate the problem of resource scarcity?
- Will states be able to create a conducive environment for interest convergence amongst stakeholders to include civil society in regional negotiation, cooperation, and coordination?



Mark Saavedra



Top, this page: Fellows pose for a group shot in front of the Kinkaku-ji, “Temple of the Golden Pavilion”

Middle, this page: Helsa Borinstein (sitting) interprets for Jiayi Zhou (standing, right) during group discussions

Bottom, this page: Surin Pitsuwan poses for a photo with Salzburg Global Fellows Rina Shahrullah, Ayame Suzuki and Rosalie Hall

Top, facing page: Dicky Sofjan and other Fellows enjoy the peace and sunshine at the Ryoan-ji Zen garden

Middle, facing page: Salzburg Global Board Member and session Chair William Saito

Bottom left, facing page: The Fellows’ day trip in Kyoto took in the sites of Kinkaku-ji “Golden” Temple, Ryoan-ji Temple and its Zen garden, the Heian Jingu Shinto Shrine, and Sanjusangen-do, a Buddhist Temple filled with 1000 golden statues of Buddha

Bottom right, facing page: Fellows continue their discussions at a traditional Izakaya





Geoffrey See

Story lines:

- In 2030, the Asia-Pacific region is marked by inclusive and sustainable partnership among states, civil society actors and corporations in the pursuit of an open and balanced community where there is genuine vibrancy in the socio-economic and cultural spheres.
- Cooperation between and among states involves significant multi-sectoral and multi-dimensional transnational civil society and non-state actors. Regional cooperation has therefore gone beyond inter-state collaboration, and has contributed to the development of complex and sophisticated networks. These comprise states and civil society actors shaping norms of responsibility and recognition of the need for regional cooperation.
- As a result, the changed culture of business, trade and investments has created a more just and equitable society, where distribution of resources (i.e. food, water and energy) are achieved and mutual gain aspects come to play.
- Allowing for regional harmonization and economic growth, Free Trade Agreements (FTAs) will have become a key driver for regional cooperation in Asia-Pacific.

Key actions:

To tackle military build-up and tension

- Take confidence-building measures
- Conduct joint military exercises
- Develop strategic cooperation in areas of mutual interest

To mitigate resource scarcity

- Introduce regional legal framework
- Establish regulatory and monitoring body
- Develop multilateral mechanisms for management of resources and generating quid-pro-quo relationships in sharing of resources

“The scenario planning is amazing and applicable to the law subjects which I teach.”

Rina Shahrullah



Maiko Kono (center) with (l-r) Hideo Ohashi, Dicky Sofjan, Naila Maier-Knapp, Shinya Kawada and Madhuchanda Ghosh

To create a conducive environment for interest convergence amongst stakeholders

- Increase technical cooperation and capacity building
- Promote tourism, cultural and education exchange
- Introduce Free Trade Agreements (FTAs)



James Williams (center) with Yukie Yoshikawa and Geoffrey See

Team 4

2030 Scenario and Vision:

Establishment of regional Asia-Pacific cooperation that enables a sustainable, peaceful and prosperous Asia-Pacific by 2030.

Uncertainties:

- Escalation of territorial issues lead to conflict
- Political instability in China
- Regional economic growth is unsustainable

Story lines:

- In 2030, East Asia rises above intra-regional competition and disputes through a regional architecture that best serves the interests of its member countries in an equitable and prosperous manner, thus enabling a period of peace and prosperity.
- While territorial disputes and historical legacy issues of East Asia persist, forward-looking leaders have put aside short-term politics in the interest of preserving regional peace. Territorial issues did not flare up or lead to military conflict as some analysts had predicted earlier in the century. By leaving the remaining territorial issues to future generations to resolve, East Asia avoided fragmenting into rival alliances of countries.



Rina Shahrullah



Dicky Sofjan

“I thought I was just going to be taught some things. I was actually asked to think in and as a group, which is kind of new to me...

As human beings, we all fear the unknown. With scenario building, it helped me to manage my concerns for the future. ”

- While many analysts worried about China’s political stability under a one-party system, the country managed to undertake reforms that enabled it to transition into a more inclusive system of government. This helped China to continue contributing to regional stability and growth. Instead of a predicted “Asia -Minus” system, where a China preoccupied with challenges to domestic stability turns inwards or remains on the margin of an integrating Asia, China instead plays a key role driving integration of the greater region.
- As the economic output of the region grows and the East Asian economy occupies a larger proportion of global output, intra-regional economic interdependence intensifies. At the same time, the drivers of growth shift. Instead of an unsustainable debt and export-driven model, East Asia manages to build a “balanced” economy predicated on the twin pillars of sustainable production and consumption and an open, transparent financial system.
- While China’s power continues to grow, its foreign policy rests on the twin principles of consensus and harmony. Instead of predominantly China-led regional governance, China acquiesces to a regional architecture that enables equitable decision-making among East Asian states. China recognizes that such a system serves its purpose of preserving regional peace, but also best enables it to focus on becoming a stable, strong, and prosperous country.



Rine Shahrullah categorizes her team’s key driving force post-it notes



Geoffrey See contemplates his groups' varying possible scenarios

Key actions:

On territorial disputes

- Enhance regional security cooperation and agreements (i.e., regional dispute settlement mechanism; confidence building)
- Comply with international law such as the United Nations Convention on the Law of the Sea (UNCLOS)

On Chinese political instability

- Increase economic cooperation to rectify economic disparity within China
- Encourage “multi-stakeholderism” in China to realize more inclusive and democratic governance

On regional growth

- Promote FTAs and technological transfer
- Deepen regional economic interdependence
- Facilitate technical assistance



Ayame Suzuki

“ I starkly realised that we are sharing so many risks regionally and globally. ”



Mie Takahashi

Innovation and Equity in Aging Societies

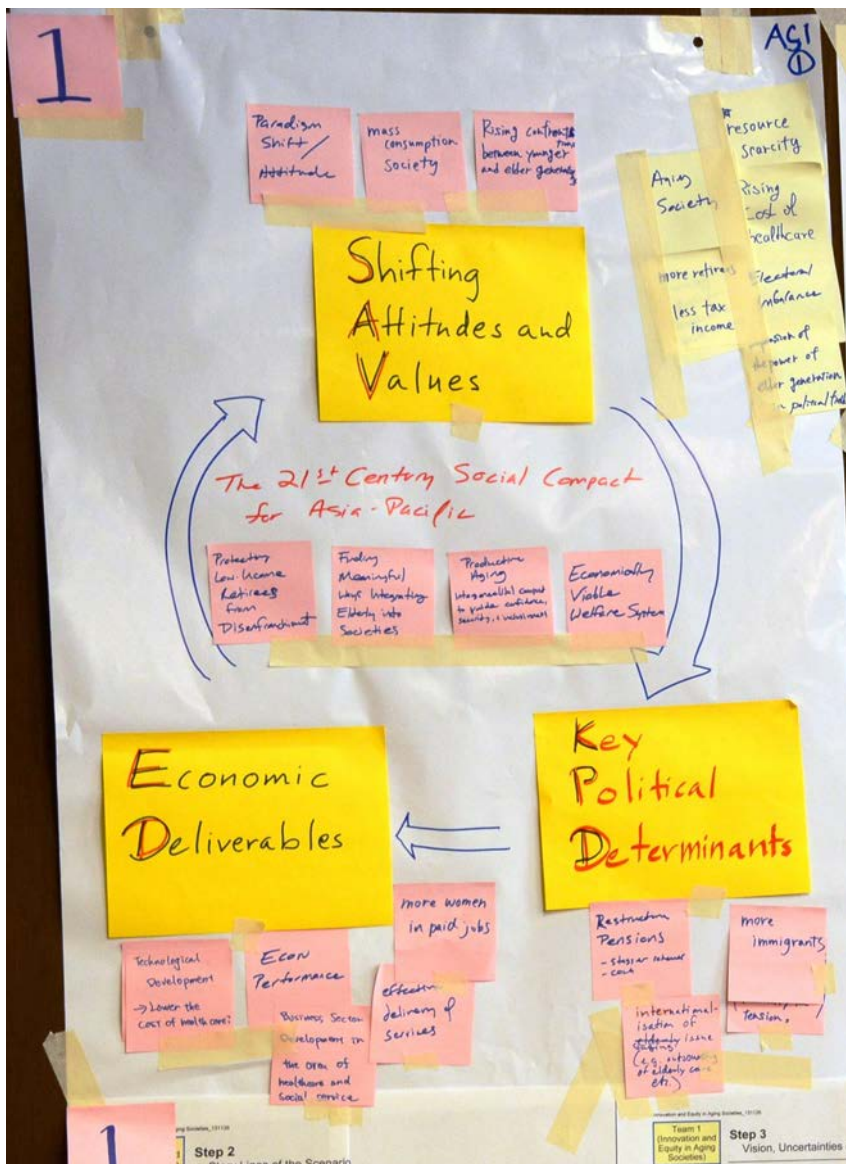
Team 1

2030 Scenario:

21st Century Social Compact for Asia-Pacific

2030 Vision:

The vision is to develop social innovation to enable equity in aging societies That is, an intergenerational compact to provide confidence, security and inclusiveness to protect low-income retirees from disenfranchisement and find meaningful ways to integrate the elderly into society.



Team 1 visualized all three uncertainties driving and feeding into each other in their 2030 scenario

Uncertainties:

- Key political determinants
- Economic deliverables
- Shifting attitudes and values

Story lines:

- In 2030, pension schemes are restructured through policy changes such as initial phases of staggering the retirement age, retirement market scheme, green card etc. This creates a political environment conducive to more policy and attitude change that could lead to a more sustainable and inclusive system. The intergenerational tensions are mitigated to some extent.
- Following greater integration of both women and men into a more equitable and sustainable economic situation (e.g. more employed women, childcare etc.), improvements in the effective delivery of services, economic benefits and technological development complement the impact of the political determinants.
- Finally, this leads to a shift in attitudes and values. This implies, for instance, overcoming mass-consumption and the intergenerational confrontation.



Florian Lux (center) shares his team’s scenario alongside (l-r) Fritz Nganje, Maiko Kono, James Williams and Akiko Inagaki (sitting)

Key actions:

On politics

- Stagger retirement age
- Adjust pensions in line with inflation
- Means-test retirees to determine the extent to which individuals can support themselves
- Create a regional scheme (creating market incentives)
- Improve immigration policies

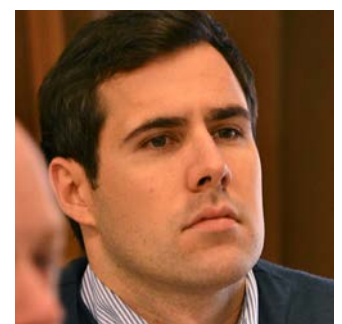
On economics

- Increase women’s participation in the labor force
- Pool cost-share programs
- Improve effectiveness of services through public–private partnerships (PPP) etc.
- Explore market-based mechanisms

On social values

- Encourage intergenerational dialogue
- Explore the sharing economy
- Encourage healthy lifestyles

“I was intellectually refreshed and personally inspired to “think big” by all the other fellows. The seminar also enhanced my belief that policymakers require robust frameworks that are flexible and focused in order to make significant change. Finally, extraordinary conviction in the issues discussed is paramount to changing them.”



James Williams



Top: Fellows Yuan-zhe Ren, Ulla Heher, Sean Connell and Fritz Nganje during group work

Middle 1: Session Chair William Saito gives his morning check-in, summarizing the previous day's discussions and offering his insights

Middle 2: Mark Saavedra leads his groups discussion alongside Dicky Sofjan and Hideo Ohashi

Middle 3: Fellows were encouraged to engage on social media, with Salzburg Global Editor, Louise Hallman, live tweeting throughout the session

Bottom: Fellows pose outside the Iori Machiya for their traditional session group



Team 2

2030 Scenario:

Sustainable Growing Society

2030 Vision:

A tolerant and gender-balanced society that supports a reformed welfare system backed by the private sector .

Uncertainties:

- Will there be political will to support policies that decrease the burden of aging society?
- Will private sector policy support higher fertility rate and replacement labor rate?
- Will perceptions and norms change to support more inclusive policies?

Story lines:

- In 2030, there will be an aging society and shrinking labor force. However, through collaborative efforts from the public and the private sector to reform the welfare system and change perceptions and local norms, this society can still be supported. Without reform, the public sector will continue to have an increasing burden on pensions as well as health care and thus rising public debt. Additionally, most societies will remain democratic and the elderly are more likely to vote against such reforms. However, reforms to ensure a sustainable tax base and that support family care, coupled with a proportional weighted voting system, can result in the necessary changes to prevent the current welfare system collapsing. Additionally by 2030, the replacement rate will not compensate for the shrinking labor force and therefore governments must pursue more open immigration policies.
- As women continue to be more educated and enter the work force, the private sector needs to support policies that allow for both family and work. With supporting public sector reforms, private sector should also hire more migrant labor to expand the size of the tax paying population. Private sector also has a role to place in carrying out research and development to improve the quality and affordability of pediatric and geriatric care, as the burden on the health system is not going to decrease.
- Finally, to ensure that societies can incorporate the balanced gender roles and higher number of immigrants, the public and the private sectors need to collaborate on raising awareness through communications, incentivizing societies to make informed choices and communities more accepting of immigrants. Additionally, the public and private sector should support the creation of affordable spaces and time for matchmaking opportunities.



Yukie Yoshikawa

“Preparing for aging societies in Asia is necessary because Asia is the fastest aging region in the world. It might have a direct and indirect impact on our future. People with disabilities should be treated like anyone else who can make a meaningful contribution to society...”

Because of the sign language interpreters, I was able to have networking opportunities. I want to say thanks to Salzburg Global Seminar and the Nippon Foundation for ensuring accessible communication. ”



Jiayi Zhou

Key actions:

On politics

- Prioritize pension, child care and welfare reforms in the political agenda
- Make immigration policies flexible
- Introduce a proportional weighted voting system in referenda on issues pertaining to pension and welfare reform
- Ensure a sustainable tax base

On the private sector

- Introduce policies to support family care and working
- Research and develop affordable pediatric and geriatric medical care
- Create new business opportunities for labor force, both native and migrant

On perception

- Raise awareness through collaboration between the public and private sector, encouraging a spirit of tolerance and gender balance
- Incentivize women to make informed choices
- Provide matchmaking services



Rosalie Hall presents her groups ideas on “babies, oldies and robots”

Team 3

2030 Scenario:

“Rebirth”

2030 Vision:

A harmonious and sustainable society and economy that provides opportunity for all

Uncertainties:

- Will the economy be able to change the demographic landscape?
- Will the government be able to adopt difficult policies?
- Will the private sector actively engage in addressing the issues?

Story lines:

- In 2030, society and economy are reborn to accommodate and drive demographic change to ensure sustainability and neutralize the effects of the aging population. The new economy identifies and activates opportunities for the capable elderly to participate in the productive workforce and harness their knowledge and experience and reduce overall dependency and burden. New sectors have been seeded by the government to leverage innovative opportunities for the young and drive the regeneration of the economy.
- The government is actively addressing several tough policy areas that fundamentally change the landscape of society and address the challenges of an aging and declining population. This reform was initiated through a comprehensive awareness campaign that instills understanding of the challenges and issues facing the country among all segments of society, highlighting respective responsibilities in dealing with these challenges.
- A new immigration policy is adopted to encourage the influx and integration of an educated workforce with a focus on young families. The political system is revamped to incentivize and reinforce the participation of younger generations. Retirement and pension policies are restructured to ensure sustainability and equity across generations. A series of family policies have been implemented to support increased fertility addressing the root causes for the decline in these rates in the previous decades (i.e., living costs, child care, etc.)
- The private sector has stepped up its participation in addressing demographic challenges. It has implemented family friendly policies to encourage increased fertility (e.g., collaborative daycares, enhanced work-life balance options, baby factory, etc.), and is championing the reform of pension systems. Businesses have also identified profitable opportunities to care for the elderly by investing in new technologies and innovations (e.g., robots, exo-skeletal technologies, etc.). The private sector has taken the lead in driving the development of and investment in new sectors that are shaping the new economy.



Aimée Christensen



Rina Shahrullah explains the “long and winding road” to her group’s “Rebirth” scenario

Key actions:

On economics and demography

- Enhance the participation of the elderly in the productive economy
- Drive the development of innovative economic sectors and creation of new opportunities

On public policy

- Reform immigration policy
- Restructure voting system to reinforce the participation of the young
- Raise awareness of key issues and responsibilities

On the private sector

- Implement family policies that boost fertility
- Restructure retirement and pension policies
- Implement initiatives to support increased fertility
- Develop new technology to improve elderly care
- Champion pension system restructuring
- Invest in new economic sectors



Aiko Doden

Team 4

2030 Scenario and Vision:

Sowing “SEEDS” of sustainable, equitable, efficient and democratic systems

Uncertainties:

- Openness/inclusiveness of society (social/cultural norms on family and gender roles, openness to immigration)
- Economic and employment opportunities (full inclusion of elderly, women and youth in workforce, new “silver economy” growth engines)
- Commitment and sense of urgency by all stakeholders to tackle the challenges of aging societies
- Do existing social/religious norms contribute towards building a caring society?
- What is the relationship between migration and economic/employment opportunities?
- How can the commitment of stakeholders be guaranteed?

Story lines:

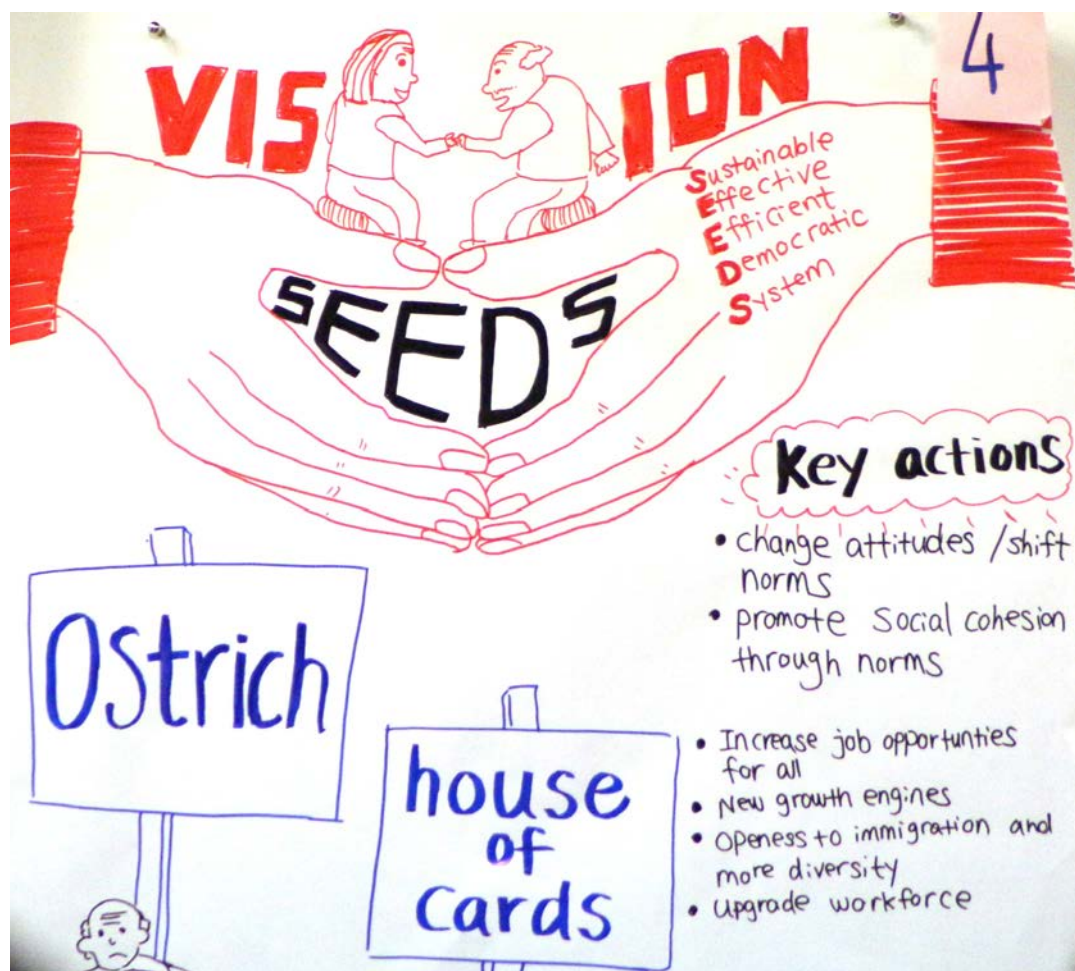
- In 2030, Asian countries have developed effective, efficient and sustainable systems for managing rapidly aging societies.
- Asian societies have become more plural, with evolving social and cultural norms in which individual choice and initiative, diversity and inclusiveness are welcomed. These changes have created new openness in the workforce and immigration.
- New economic and employment opportunities have emerged. “Silver industries” have emerged as new growth engines. Technology advances have reduced employment needs in formerly labor-intensive sectors and, together with labor and regulatory reforms, have increased opportunities for the elderly to remain productive in the workforce, while not shutting out young people from participation and reducing dual labor markets. Immigration is augmenting sectors with labor shortages.
- Governments, the private sector, and civil society have taken ownership of the reality of the aging society with increasing urgency. Society has accepted the need for increased taxes to support sustainable welfare for the elderly. Civil society has stepped up activities to support elders’ needs. Private sector has recognized aging society as a growth opportunity. Governments manage public finances in a sustainable fashion, under an effective/independent monitoring system, and ensure equitable and inclusive policies that support the elderly while ensuring opportunities for people of all generations.



Peng Bo



Surin Pitsuwan



The "SEEDS" scenario as illustrated by Jiayi Zhou

Key actions:

On social/religious norms

- Change attitudes and shift social norms
- Promote social cohesion through norms

On migration and job opportunities

- Increase job opportunities for all
- New growth engines
- Openness to immigration and more diversity
- Upgrade workforce

On stakeholder commitment

- Increase government/citizen trust
- New social contract with greater roles for civil society and NGOs
- Increase tax revenue

Energy and Resource Security

Team 1

2030 Scenario and Vision:

A responsible and cooperative global community that secures its energy through renewable and environmentally friendly sources

Uncertainties:

- Will governments support a global energy security agenda?
- Will societal behavior change?
- Will (technological) innovation secure clean, equitable and accessible energy?

Key actions:

- Introduce of an effective regional resource extraction tax
- Expand regional energy market for distribution and generation
- Generate incentives towards more responsible consumption behavior
- Increase inclusion of public (e.g. cash-in model or inclusive and decentralized systems of local ownership)
- Increase investment in research and development
- Increase training and capacity-building
- Introduce frameworks for financing



Akihiko Tanaka



Tomohiro Kimura and Akiko Inagaki (standing) collect input from team members (l-r) Yukiko Ono, Naila Maier-Knapp, Mohammed Absi Halani and Rosalie Hall

Team 2

2030 Scenario:

“Towards a Green and Innovative Future” (T.G.I.F.)

2030 Vision:

Government, private sector, and civil society working actively together to face the challenges of energy and resource scarcity.

Uncertainties:

- Government leadership and policy making
- Socially responsible and innovative private sector
- Community awareness and willingness to change



Key actions:

- Adopt domestic policies that support green development, environmental protection and awareness
- Enhance regional cooperation (e.g. regional innovation and knowledge sharing centers)
- Strengthen relationship between developing and developed countries
- Research and develop technological advancements
- Energy efficient and environmentally safe processes and products
- Receptiveness to policy incentives
- Research, innovation & development and market research (both private and public)
- Increase and enable participation by civil society (individuals, NGOs and CSOs, education and media)
- Enable a paradigm shift (i.e. Gross Domestic Product (GDP) to Gross National Happiness (GNH)) in order to change consumption habits and energy demand

Team 2's "TGIF" vision was illustrated by graphic artist and Salzburg Global Fellow Jiayi Zhou



Team 3 consult former ASEAN Secretary General Surin Pitsuwan on their idea for an “Asian super grid”

Team 3

2030 Scenario and Vision:

Sustainable Regional Energy Security (“Asia super grid”)

Uncertainties:

- Political will
- Physical, regulatory, and governance infrastructure
- Funding

Story lines:

- In 2030, the Asia-Pacific region has achieved sustainable energy security. This has been achieved through the development of a regional energy grid under the aegis of a regional institutional arrangement. (This model is being explored for its potential applicability to other resources such as water and food security.)
- All forms of traditional energy sources are still being utilized. Non-traditional energy resources such as renewables have reached grid parity (e.g. wind, solar, biofuels, geothermal, hydrogen, fusion). As a result countries are able to harness their own unique energy mix because of the price competitiveness of new energy technologies. Components of the decentralized system are then interlinked under the umbrella of one regional centralized system. This combination of a shared



Noriko Tsuya

centralized system with decentralized systems has become the best practice in the world and is emulated by other regions.

- A regional funding institution (“Regional Energy Bank: REB”) is formed as a PPP. This institution manages FDI and contributions from each country (e.g. X% of GDP), and then distributes funding fairly within the region for infrastructure needs. This provides impetus for each country to successfully develop their energy infrastructures in order to contribute to the regional centralized system.
- People benefit from this system by having ownership and a stake in it. For example, people living near energy-related infrastructures get monthly income based on the X% by energy revenue. REB will be responsible for mailing those monthly checks to local stakeholders.

Key actions:

- Commitments by governments to develop and fund energy systems.
- Willingness by countries to take a cross-border approach to the energy security challenge.
- Regional acceptance of “energy commons” requiring regional collaboration.
- Developing diverse range of energy systems around local resources and conditions.
- Pursuing approach that enables connectivity of systems across entire region.
- Public-private partnerships.



(l-r) Jenny Lin, Tosh Minohara, Sean Connell, Florian Lux, Madhuchanda Ghosh, Ayame Suzuki and Ulla Heher discuss the possibility of an “Asian super grid”



Hideo Ohashi and Astrid Haas prioritize their group's uncertainties

Team 4

2030 Scenario and Vision:

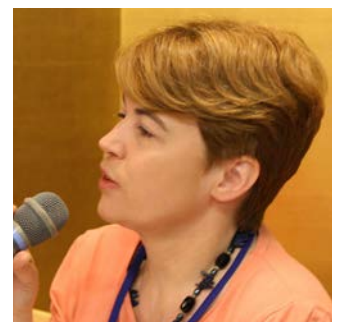
Improve patterns of energy production and consumption through regional cooperation and technological advancements

Uncertainties:

- Energy crisis
- Regional cooperation
- Technological development

Key actions:

- Establish confidence-building mechanisms between consumption and production through political dialogue and joint resolutions
- Designate an international organization to monitor and advise on the current state of the sector (UN Special Envoy on Energy Security and IEA)
- Diversify national energy portfolios
- Create a strategic energy and climate board at ASEAN+3 Ministerial Level (including private sector, civil society, academics etc.)
- CSCIP (Council for Security Cooperation in Indo Pacific) to arbitrate on the lawful use of the sea to protect maritime routes
- Countries to collaborate on expanding the regional supply chain production
- Governments to incentivize the private sector to conduct R&D and technical assistance for advancements in energy production and consumption (tax incentives, competitions and etc...)
- Modernize energy infrastructure and processing capacity (e.g. private industry, governments etc.)
- Enforce and monitor adherence to intellectual property rights



Christine Woerlen

Tokyo Public Forum

The ideal Asia of 2030

After spending the week in Kyoto listening to expert lectures, taking part in plenary sessions and intensive group work, debating and presenting their scenarios and ideal plans of action to achieve their ambitious visions for 2030, the Fellows traveled on the world famous bullet train (refining their selected and combined scenarios along the way) to present them at the final event of the session: the Public Forum in Tokyo.



Fellows refine their combined scenarios for the Tokyo Public Forum on the Kyoto-Tokyo Shinkansen (high-speed “bullet” train)

Speaking at International House, these Fellows from 14 countries on five continents presented their visions for 2030 which centered on the idea of greater regional cooperation to help better handle geopolitical challenges, rapidly aging societies, and energy and resource security.



Salzburg Global Fellows Rina Shahrullah and Astrid Haas present their scenario for the “Asia-Pacific Community”

The Future Shape of Regional Cooperation *Asia-Pacific Community*

Recognizing the successes made by the Association of Southeast Asian Nations (ASEAN) in handling regional disputes and aiding the economic rise of its member states, the Salzburg Global Fellows called for the formation of an “Asia-Pacific Community.” This would include the current members of ASEAN and countries in the wider Asia-Pacific region, especially the region’s biggest economies, China, Japan and India, to meet their vision for 2030 of an Asia that “takes a proactive approach to solving common concerns for sustained regional prosperity.”

The Asia-Pacific Community would not mean the end of the sovereign state, but would instead harmonize and strengthen existing regional cooperation frameworks with a view to initially creating an umbrella structure to facilitate interactions between existing regional mechanisms. Over the next 17 years, it would progressively move towards an overall larger regional bloc, further helping the region benefit from globalization despite individual countries’ economic and political differences.

This formal grouping would give all member states a voice in decision-making and help enhance mutual trust and transparency between countries to tackle the greatest regional issues like resource and energy security.

However, the Fellows proposed that such an organization would still allow for trilateral negotiation processes and bilateral trade agreements when necessary.

In order to achieve this vision of a more cooperative, prosperous and equitable region, the Fellows also called for new dispute resolution mechanism bodies and more regulatory and monitoring bodies to be introduced. They supported more opportunities for international exchange (akin to the European Union’s ERASMUS program) to engender greater trust and understanding between countries on an interpersonal level.



Hideep Ohashi and Rosalie Hall present on how to tackle Asia's problem of growing old before it gets rich

Innovation and Equity in Aging Societies *Regional solutions for an aging population*

On the issues of aging and changing demographics, the Salzburg Global Fellows suggested a raft of policies that could be adopted by individual countries as the wider region prepares to deal with similar challenges of a rapidly aging and declining population to those currently faced by Japan.

Introducing staggered retirement ages (meaning those who are currently 30 would retire later than those who are currently 40, and so forth), means-tested public pensions schemes (enabling cash-strapped governments to provide more for their poorer citizens than its wealthier population), and demographically-weighted voting systems in referenda relating to pensions (giving a fair voice to those who are not yet pensioners in countries where the vote would be otherwise skewed) would make retirement better funded and more equitable, argued the Fellows.

Policies must also be introduced to improve the work/life balance of women in the workplace to encourage those in countries struggling with a low birth rate to have more children, whilst also enabling women workers to continue with their careers (and thus also remain active contributors to social security schemes).

Other market-based policy suggestions included a credit system for child care and elderly care that will allow both generations, young and old, to “swap credits” for volunteer service care. This would enable capable retirees to provide child care services in return for greater care when they are incapable of looking after themselves.

The promotion of intergenerational dialog to help young and old to better understand each other and their respective situations is also needed.



Sean Connell and Madhuchanda Ghosh explain the Fellows' vision for an Asian Partnership for Sustainable Energy

Energy and Resource Security

Asian Partnership for Sustainable Energy

In addition to this new Asia-Pacific Community, the Salzburg Global Fellows also called for the formation of an “Asian Partnership for Sustainable Energy.”

Energy insecurity could lead to increased domestic and regional political instability, especially given the ongoing territorial disputes in the South China Sea over potential oil and gas deposits.

Thus, the Fellows called not only for the diversification of energy sources, reducing the region’s reliance on fossil fuels, and the modification of national behaviors to reduce individual countries’ emissions, but also for the integration of national grids and the building of pipelines across the region to help provide consistent and sustainable energy supplies throughout Asia.

Currently around 30% of the ASEAN region (approximately 130 million people) does not have a reliable source of electricity. Investment of \$1.7 trillion would be needed to meet this demand – far more than any one country could possibly raise alone.

To find the substantial funding needed to make this project a reality, the Fellows called for a regional fund to be established, into which all beneficiary countries would pay according to their GDP, as well as collecting new industry taxes.

Such regional cooperation would bring multiple benefits for members: from the diversification and increased stability of the energy market and lower, more competitive prices, to greater domestic and regional political stability and economic growth.

Keynote Speakers and Debate

A new vision for growth, energy and equity

These visions for 2030 were presented at an open public forum, which also heard from a panel of expert speakers, moderated by Salzburg Global Fellow and senior commentator for Japan’s national broadcaster NHK’s English-language channel NHK World, Aiko Doden. The panel was filmed as part of a special edition of NHK World’s flagship show “Asian Voices”, which was broadcast across the world on February 9.

Speakers at the public forum included Surin Pitsuwan (former Secretary General of ASEAN), and Peng Bo (Vice Dean, School of International and Public Affairs, Shanghai Jiao Tong University in China), who also led plenary sessions in Kyoto, as well as Kent Calder (Professor and Director of the Edwin O. Reischauer Center for East Asian Studies at the John Hopkins School of Advanced International Studies in Washington, DC, USA); and Kiyoshi Kurokawa (Chairman of the Fukushima Nuclear Accident Independent Commission), who delivered a keynote speech ahead of the debate.



Kiyoshi Kurokawa delivers his keynote speech at the International House of Tokyo at the conclusion of the joint Salzburg Global-Nippon Foundation session in Kyoto and Tokyo

In his keynote, Kurokawa highlighted some of the major changes the world has seen in the past few decades, thanks to technological innovations, political upheavals and shifts in social norms. Two decades ago, the Internet didn’t exist. Seventeen years ago the founders of Google were still studying at Stanford and Apple was facing bankruptcy having fired Steve Jobs. What will we invent and change the world with in the next 17 years by 2030?

“The world has become flat – national barriers are becoming increasingly irrelevant,” said Kurokawa.

The world is currently in a major transition phase, he argued, and, thanks to the World Wide Web, much of the world's population as well as its politicians are in near constant connection. But are we too "hyper-connected"?

A century ago, the population was 1.6 billion people, but today this figure stands at over 7 billion; can we really accommodate so many greedy people, asked Kurokawa. To sustain our increasing numbers, we will need to innovate and find new energy resources to replace our rapidly depleting and heavily polluting fossil fuels.

"There must be an integral relationship between growth and energy," he stressed.

Despite much discussion centering around potential conflicts in the region, particularly around the uninhabited but much disputed Senkaku/Diaoyu Islands, Kurokawa suggested that perhaps it was our rapidly growing population that was the "real weapon of mass destruction."



Asian Voices host Aiko Doden leads the debate on "The Ideal Asia of 2030"

Opening the panel debate, Doden asked the panelists what word or phrase or word best described their "ideal" (rather than likely) scenario for Asia in 2030.

For Calder, a leading academic and adviser in the area of Asian foreign relations, his answer was focused primarily on the geopolitical: "peaceful." Former ASEAN Secretary General, Surin Pitsuwan hoped to see a "better sense of community," with Bo adding that he wished to see the region be more "harmonious," building mechanisms and relationships that not only bring about peace but also continue to maintain peace long into the future. Kurokawa echoed his own keynote, saying that his ideal scenario for Asia in 2030 would one that had embraced sustainability – and developed a broader sense of vision.



Panelists Peng Bo, Kiyoshi Kurokawa, Surin Pitsuwan and Kent Calder

The world is now more interconnected technologically, but it has long since been connected environmentally – something that is often forgotten in the mix of competing national demands on energy supplies. The Fukushima-Daiichi disaster had been the first of its kind, especially given its proximity to the Pacific Ocean. Kurokawa called for greater international regulation of nuclear power stations and their operators to ensure that all power plants across the world met the same high standards necessary to ensure their safety.

“For some people growth is an ideology. If you don’t have growth, you don’t have legitimacy as a government,” said Pitsuwan. However, the energy resources needed to sustain this growth is an intensely geopolitical issue, pointed out Calder, bringing countries closer to disputes with each other as they chase after the same resources or face the fall-out from each others’ strive for progress, as with the numerous haze crises south-east Asia has seen in the past few years. Asia continues to face a “squeeze” between protecting the environment and continuing to grow economically.

“Our current balance of wealth is not sustainable,” added Pitsuwan, not only environmentally, but also politically and morally.

“A new concept of growth, wealth and prosperity needs to be established by the international community.”

2030 will be a third of the way into what was originally deemed “the Asian century”. Key to Asia’s success as a region in building sustainable and inclusive growth, and thus achieving all that was hoped for and expected of it, is to develop a greater network for more cooperation that goes beyond geopolitical and trade issues. As one panelist pointed out, the “Three E’s of Asia” – environment, economic growth and energy security – are all mutually dependent

Conclusion

People, peace and planet in 2030

The Kyoto session brought together an extraordinary pool of 28 emerging leaders from the worlds of business, public policy, academia and non-governmental organizations, together with expert speakers from across the world. Not only did the Fellows gain the opportunity to discuss pertinent issues in-depth over plenary sessions, coffee breaks, meals and “nomunication” (Japanese for discussing weighty issues over drinks), they also learned a vital new skill in scenario building.

The Fellows bridged divides between regions, sectors and cultures to forge a space of openness in the heart of historic Kyoto and to build networks that will nourish and inspire their future career development.

All of us at Salzburg Global who were fortunate enough to be involved in this program – our first full session in Asia – are proud of their commitment. We are deeply grateful for the intellectual capital shared by our speakers and Fellows, and for the most generous funding and programmatic support provided by the Nippon Foundation.

Clare Shine, *Salzburg Global Vice President and Chief Program Officer*



Appendix I

Participants of Session 518

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Professor at the National Graduate
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Advisor to the Cabinet of Japan and
Chairman of the Fukushima Nuclear
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Tong University, China

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Thailand

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A directory featuring a bio of each participant is available online: SalzburgGlobal.org/go/518

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ABOUT THE SESSION CHAIR:

William Saito took up commercial software programming when he was 10 years old and incorporated his company just a decade later. By the time he was named Entrepreneur of the Year in 1998 (by Ernst & Young, NASDAQ and USA Today), he was one of the world's leading authorities on encryption, authentication and biometric technologies. After selling the business, he moved to Tokyo in 2005 and founded InTecur, a venture capital firm and consultancy that identifies innovative technologies, develops global talent and helps entrepreneurs become successful. In early 2012, Mr. Saito was named a council member on national strategy and policy for the National Policy Unit, a new Cabinet-level organization that reports directly to the Prime Minister. From late 2011, he was also the Chief Technology Officer of the Fukushima Nuclear Accident Independent Investigation Commission (NAIIC), the first such commission ever appointed by Japan's national legislature. He is also the Foundation Board Member of the World Economic Forum as well as both a Young Global Leader and Global Agenda Council member. Mr. Saito has also advised several national governments around the globe.

ABOUT THE REPORT AUTHORS:

Louise Hallman is the Editor at Salzburg Global Seminar. In her role she creates, commissions, and edits content for SalzburgGlobal.org; manages social media platforms; edits, writes and designs Salzburg Global's session brochures and reports; contributes features to external publications; liaises with visiting members of the press; and manages other in-house journalism and marketing projects. Louise holds an M.A. in international relations and Middle East studies from the University of St. Andrews, UK, and an M.A. in multimedia journalism from Glasgow Caledonian University, UK.

Clare Shine was appointed Vice President and Chief Program Officer of Salzburg Global Seminar in 2012, after a career spanning law, business and the arts. She is a UK-qualified barrister with 20 years' experience as environmental policy analyst for inter-governmental organizations, national governments, the private sector and NGOs. A bilingual French and English speaker and professional facilitator, Clare is an Associate of the Institute for European Environmental Policy and member of the IUCN Commission on Environmental Law. Her work and publications have focused on biodiversity, international trade, governance, transboundary cooperation and conflict prevention, with in-region capacity-building across four continents and the Mediterranean Basin. She has played an influential role in biosecurity policy development, working as legal adviser to the World Bank, European Commission and Council of Europe. Clare co-authored the European Strategy on Invasive Alien Species endorsed by 43 countries and recently advised the EC on implementing the Nagoya Protocol on access and benefit-sharing for genetic resources. Clare has been a regular freelance contributor to the Financial Times arts section since 2003. She began her career in industry after studying literature at Oxford University and holds post-graduate degrees from London University and the Sorbonne University, Paris.

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Salzburg Global Seminar

The mission of Salzburg Global Seminar is to challenge current and future leaders to solve issues of global concern. To do this we design, facilitate and host international strategic convening and multi-year programs to tackle systems challenges critical for the next generation.

Originally founded in 1947 to encourage the revival of intellectual dialogue in post-war Europe, we are now a game-changing catalyst for global engagement on critical issues in education, health, environment, economics, governance, peace-building and more. From the start, Salzburg Global Seminar has broken down barriers separating people and ideas. We challenge countries at all stages of development and institutions across all sectors to rethink their relationships and identify shared interests and goals.

Today, our program framework has three cross-cutting clusters and addresses the underlying questions that hold keys to human progress: **Imagination, Sustainability and Justice.**

Our exclusive setting at Schloss Leopoldskron enables our participants to detach from their working lives, immerse themselves in the issues at hand and form new networks and connections. Participants come together on equal terms, regardless of age, affiliation, region or sector.

We maintain this energy and engagement through the Salzburg Global Fellowship, which connects our Fellows across the world. It provides a vibrant hub to crowd-source new ideas, exchange best practice, and nurture emerging leaders through mentoring and support.

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