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REPORT

515

# A Climate for Change: New Thinking on Governance for Sustainability



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## **Session 515**

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# **A Climate for Change: New Thinking on Governance for Sustainability**

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PHOTOS  
Robert Fish

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## ***I. Governance for Sustainability: The Big Picture***

### **Objectives and Background**

As the 21st century advances, the world faces increasing challenges to economic prosperity, human wellbeing, and environmental integrity – directly impacting life chances for upcoming generations. We recognize the problems but still struggle to secure fast, fair and inclusive progress towards a more sustainable future. It is clear that existing governance arrangements – the way we make decisions, allocate resources and account for actions – are not equipped to deliver the long-term decision-making and active public engagement needed to put humanity on a sustainable track.

In June 2013, 50 emerging and established decision-makers, innovators and practitioners of various disciplines from 26 countries on four continents convened at Salzburg Global Seminar to address the complex challenge of sustainability and inject fresh systems thinking into the rapidly-evolving policy landscape. Building on their diverse backgrounds, the participants sought to:

- propose **creative elements** for a new framework to meet the global sustainability challenge;
- identify **concrete steps** for target audiences;
- establish an **intergenerational network** of experts, critical thinkers and doers that are dedicating their lives and careers to drive change forward.

The Session was held at a time of great urgency. Scientists routinely alert the global community to the crossing of planetary boundaries and potential tipping points; the world population has exceeded seven billion and is heading to nine billion before 2050; more people are affected by the realities of climate change while poverty, unemployment and financial troubles persist, and climate change acts as a “threat multiplier”.

At the same time, new opportunities and collaborations are opening up as human ingenuity is deployed more actively than ever before to address these issues. These trends and pressures form the backdrop to the international community’s quest for a new environment and development framework after 2015, including the commitment to adopt



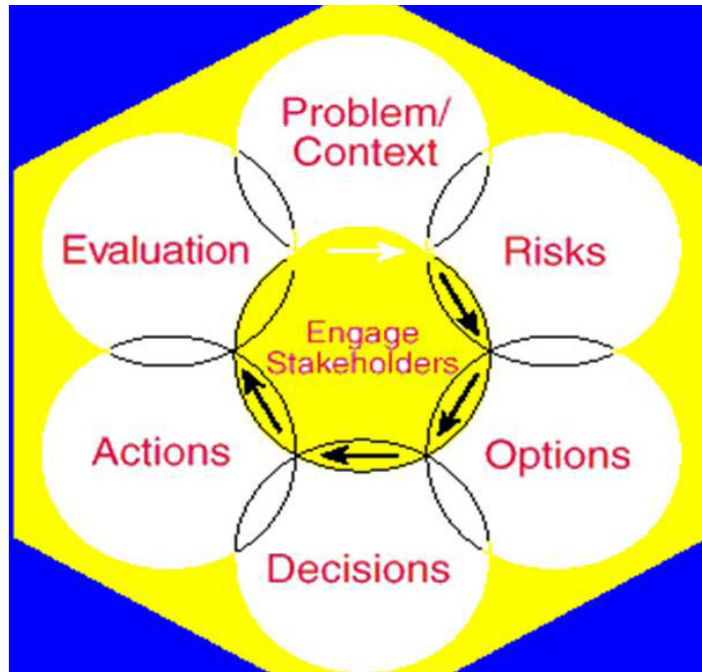
Jim Bacchus



Georgios Kostakos



Gil Omenn



U.S. Presidential/ Congressional Commission on Risk Assessment and Risk Management (1997)

universal Sustainable Development Goals for the post-Millennium Development Goals era and to conclude a new climate change instrument.

The Salzburg Global Session used short introductory presentations on various issues and perspectives related to sustainability governance to stimulate discussion, challenging the group to go beyond standard thinking. In-depth small group work on issues prioritized by the participants as being of particular interest generated fresh ideas, which were later shared with the plenary. This interactive process led to the framing of a call for action, in the form of a Salzburg Statement on New Governance for Sustainability entitled “Finite Planet, Infinite Potential”.

The Chatham House Rule was followed throughout the Session to create an informal atmosphere and to give participants the opportunity to speak their thoughts freely. In the report that follows, no attribution is made of the ideas presented to specific persons, except in the case of the opening public lecture. Additional attributable material, including voice and video recordings, has been posted online at [www.salzburgglobal.org/go/515](http://www.salzburgglobal.org/go/515) following the explicit consent of the individuals involved. The program of the session is attached in Appendix I, while Appendix II contains the names and brief biographies of all participants.



Jannica Pitkänen-Brunberg,  
Session Rapporteur

The Salzburg Global Seminar would like to thank the session chair and panelists for donating their time and expertise to this collaborative project.

*The report summarizes the main themes discussed and points raised in the course of the Session. It presents a synthesis of the priority topics that emerged, both through small group work and in plenary.*

## ***The Bailey Morris-Eck Lecture on International Media, Economics and Trade***

### *Shifting Finance to Achieve a Low Carbon Economy*

David Runnalls

Senior Fellow, Sustainable Prosperity;  
Distinguished Fellow, Centre for International Governance  
Innovation; Distinguished Fellow and former President,  
International Institute for Sustainable Development, Canada

The Session's substantive part was kicked off with a lecture endowed by Bailey Morris-Eck, a member of Salzburg Global Seminar's Board of Directors. The distinguished speaker was David Runnalls, a veteran in the field of sustainability and former head of the International Institute for Sustainable Development (IISD; see Appendix II for his full biography). With experience spanning the United Nations Conference on the Human Environment in Stockholm in 1972 to the two Rio Conferences in 1992 and 2012 respectively, as well as nearly all landmark policy events in between, David has had an exceptionally comprehensive overview of successes and failures in sustainability governance to share with participants.

*The Bailey Morris-Eck Lecture on International Media, Economics, and Trade was established through the generosity of Bailey Morris-Eck and her family and is delivered annually at sessions of the Salzburg Global Seminar.*



David Runnalls giving the Bailey Morris-Eck lecture

David Runnalls pointed to the fact that although many multilateral environmental agreements have been negotiated globally, the system that has emerged has never addressed sustainability challenges effectively enough. A major reason for this has been **the inability to reach agreement on integrating environmental concerns into mainstream economic policy**, even though the need to do so was already stressed by the Brundtland Commission in the late 1980s. Instead, by the time of the first Rio Conference in 1992, governments had left the environment-economy idea behind only to reinforce the North-South divide, with the countries of the Global South agreeing to the environmental agenda proposed by the North in exchange for development aid, access to markets and debt relief. Although hopes were raised at Rio 1992, history reveals that the North did not keep its part of the deal, thus laying the foundations for very limited progress ever since.

David Runnalls stressed the ever-increasing urgency of climate change, a concern finally being acknowledged by world leaders and non-environmentalists, as recently heard in speeches by US President Obama and IMF chief Christine Lagarde. He referred to recent figures by the International Energy Agency, an organization with strong connections to the energy industry, showing that global average temperature may increase by as much as 5.5°C, compared to the maximum of 2°C set in Copenhagen in 2009. The cost of non-action can be massive, as pointed out by the Stern report. The integration of sustainable development with economic development is essential if we are to switch to a green or low carbon economy, which would significantly reduce emissions. **Prices need to reflect the true energy costs, including natural capital-related “externalities”, while finance and investments need to be directed to sustainable production and clean technology development.**

There was no hiding the fact that the cost of transition to a low carbon future would be high, about 2 to 2.5% of global GDP. This, however, was no excuse to forgo the UN goal of universal energy access for all by 2030 - which would add only marginally to global carbon emissions, while helping billions move out of poverty. **The long-term benefits of acting now and investing the necessary capital creatively, would far outweigh any ‘savings’ from non-action, which would carry huge social and economic cost.** As food for thought for the coming days of discussion, Mr. Runnalls shared his views on how this could be achieved, including measures such as the following:

- Shift away from the pay-the-polluter principle to the-polluter-pays principle, and terminate environmentally harmful subsidies;
- Encourage and promote sustainable public procurement, which has a significant macroeconomic impact;
- Price carbon properly, e.g. through a carbon tax (several good examples already exist around the world);
- Leverage public funding against private sector financing in green funds;



- Promote sustainable private investments, e.g. in renewable energy, making greater use of risk insurance and public funds as facilitating tools;
- Promote sustainable and financially attractive investments with long-term returns through sovereign wealth funds;
- Introduce, promote and mainstream green bonds to make investments attractive and available to investors who are not particularly interested in or knowledgeable about environmental finance.

Most of these ideas have been or are currently being tested. According to David Runnalls, what is needed is political will and a better understanding of the business and social opportunities involved in order to mainstream them in practice. Green growth is possible and the low carbon economy will be beneficial in the long-term, from not only an environmental but also an economic perspective. **The ongoing financial crisis provides an excellent window of opportunity for change. Necessary financial reforms and the promotion of sustainable development actually go hand-in-hand in many respects.** Both imply moving away from an over-emphasis on short-term thinking. To that end, credit rating agencies should start also considering environmental solvency as they rate companies and countries alike.



Discussion after David Runnalls' speech



Martin Lees

He concluded by expressing disappointment that the sustainability agenda has not been significantly advanced over the past several decades, with the exception of decisive action to address ozone depletion. We quickly need to raise the funds necessary to implement the transition to a low carbon, green economy and deal with over-consumption soon enough. If we do not act now, we do not have a viable future. The technology is there: many businesses and emerging economies like China are noticing the opportunities.

Responding to questions, David Runnalls agreed that vested interests are a problem, but pointed to the critical role that governments – rather than industries – must play in insulating, robust, regulatory baseline for e.g. emission control. We need courageous political leadership. As long as there is a lack of perceived urgency and public concern pushing for change, these issues will not be given political priority, and governments will not act. Experience has shown that despite opposition at the start, initiatives such as carbon taxes have gradually been accepted and have become an important part of the tax base. Public opinion needs to be mobilized, and thinking and acting in unsustainable ways needs to become ‘politically incorrect’ across all stakeholder groups.

At the multilateral level, the United Nations Framework Convention on Climate Change (UNFCCC) plays an essential role despite its dysfunctions due to the requirement for consensus. For global progress, it is critical for the US and China to get on board. An alternative possibility would be to identify other international fora where the countries with the largest emissions can reach agreement.

Lastly, with regard to the many international agreements made since Stockholm 1972, David Runnalls highlighted that some of the established secretariats do work well, such as for CITES (the Convention on International Trade in Endangered Species of Wild Fauna and Flora). He considered that UNEP’s (United Nations Environment Programme) major problem is its lack of funding. The large number of agreements and secretariats remains a challenge as well as the lack of geographical concentration of and coordination among them. More synergies are needed at regional and global levels.



Buyisiwe Mathokazi

## II. Pathways for Action

### Wanted: A 21st Century Compass

Finding an effective form of sustainability governance, and better connecting different levels and stakeholders, is one of the key issues of our time. Many participants see our current system as dominated by neoclassical economic thinking and ideas that have simply been overtaken by reality. In the interests of global peace and security, we need to frame a systems approach that recognizes the connections between the societal, environmental and economic challenges we face, and then addresses them through integrative policies.

To help us decide what the next steps should be and in which direction we should go from here, we need a 21st century compass that provides a clear and compelling long-term vision for sustainable growth and wellbeing. This compass should bring us back into the environmentally safe and socially just space for humanity, between the outer boundaries of planetary resilience and the inner boundaries of society that limit our options.



Gabriel Quadri



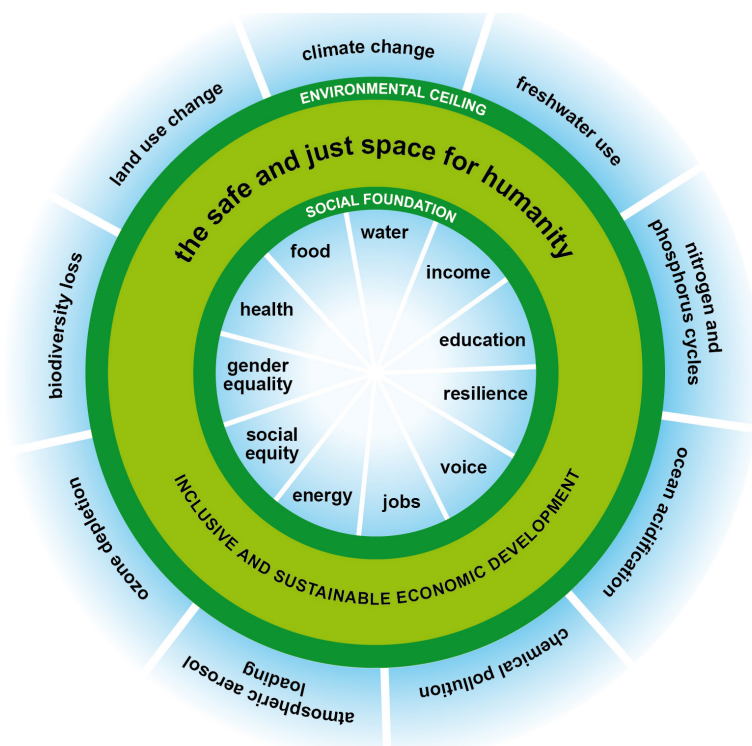
Bernard Lietaer, Kate Raworth and Joss Tantram

**“Throughout the session, I found myself constantly inspired by fellow participants to explore new ways of thinking and challenge pre-existing ideas on what it means to ‘govern sustainably’. Based on my conversations with other participants, I believe our time at SGS has left a deep impression on each of us, and has also opened up possible avenues of further collaboration.”**

Pichamon Yeophantong



Florian Lux



Raworth, Kate. (2012) A safe and just space for humanity: can we live within the doughnut? Oxfam Discussion Paper, Oxford: Oxfam International. For more information visit [www.doughnuteconomics.org](http://www.doughnuteconomics.org)

Participants identified eight connected elements for change:

- We need to appreciate the value of all kinds of capital, including human and natural capital. Only when we understand how both planetary and social systems work can we find ways to get back into the safe and just space for humanity.
- We need to put less emphasis on *national boundaries* and move towards a more regional and global mind-set. The challenges and resource constraints we face go beyond national interest and are often global in their nature.
- We do need, however, to take *social boundaries* seriously and treat human rights as the social foundation on which we stand.
- Sustainable development requires that *planetary boundaries* be respected. We need to move beyond the discourse that views them as a threat to development, and understand that innovation and economic opportunity can flourish within these limits.
- There is an urgent need for us to move beyond our own *mental boundaries* and bravely think in new, interdisciplinary, systemic ways. Sustainability is not separate from economics, education or politics. It is an integral and integrating part of all this.
- We are failing because we cannot resolve the massive challenges we face simply by adjusting our existing institutions and governance structures. Rather, major structural, radical, and transformational change is needed to move from short-term to long-term solutions.
- Those countries and other actors that understand the need for urgent action should become champions of sustainability at the local, national, regional and global level.
- Above all, our values and attitudes that drive short-term choices need to change.



Muhammad Ghilzai

## New Actors and New Behaviors to Lead the Transition

Much of the discussion on sustainable development and climate change has been seen from a Western perspective, with development models dominated by a Western narrative. In 2050, however, people from the West will amount to less than 10% of the world's population. For example, we have already entered the 'Asian century' with billions of hard-working people in that part of the world eager to live the promised "American dream". They are courted with mixed signals - told on the one hand to keep consuming and producing to keep the world's economy afloat, and on the other hand not to emulate the Western model of consumption because it is unsustainable.

Development paths chosen by Asia and other regions undergoing rapid transformation matter to the whole world. If their growth policies are rooted in unsustainable consumption and production, the cumulative impacts may trigger massive social, economic and ecological damage – hurting their own citizens most directly.

Participants shared their experience from four continents and identified key points that can guide governance frameworks at different levels:

- Western behaviors should not be adopted by the rest of humanity without critical thought. Rather, Asia and other parts of the world can foster regulation



Nikhil Seth



Liz Thompson, Russ McClain, Georgios Kostakos and Samuil Simeonov



Chandran Nair

and innovation frameworks that deter unsustainable consumption and growth patterns.

- Over-consumption is the core problem of sustainability. Building on the premise that the consumer is king and instilling a sense of entitlement to consume, traditional capitalism can encourage people to “buy things you don’t need with money you don’t have to impress people you don’t like”. If we continue to live, promote and encourage this kind of thinking, it will have catastrophic consequences.
- Freedom is not equivalent to a right to have more and more. Restraint will have to be the new norm of the 21st century, with rules and state intervention for the common good. The notion that rules are intrinsically bad is contradicted in practice by such previously-opposed policies as compulsory seatbelts and smoking restrictions in certain places.
- Prosperity for all has to be centered on basic rights to food, water and sanitation, security, basic housing with energy, and access to health and education.
- The sustainability challenge not only needs global thinking and local action, but also local thinking and local action. By disseminating practical knowledge to promote proactive engagement, individuals can better manage their own environment and businesses through formal and informal education and training programs.
- Sustainable development requires the participation and empowerment of all parts of society including women, younger generations and marginalized groups such as the unemployed.
- Women account for 51% of the world population and cannot be left behind. Yet women are still underrepresented in decision making at all levels, and women and children are 14 times more likely to die as a result of natural disasters. However, it is important to remember that women are not only more vulnerable to threats such as climate change, but also powerful actors of change in their families and communities. Governance for sustainability needs to mainstream gender considerations at all levels of policy making.
- The sustainability paradigm calls for a new type of leadership, moving away from the single charismatic leader to more participatory leadership forms. There is potential to create a more favorable climate for sustainability based on values such as trust, empathy and willingness to help others.



Gabriella Fésüs

## New Economics for Sustainability

Re-designing governance for sustainability depends first, on having a good understanding of the system to be governed and second, on having clarity about the goals to be pursued. However, a key problem is that the mainstream understanding of the economy is based on a 200 year out-of-date model which assumes it is a closed system tending to equilibrium – akin to Newtonian physics. In practice, the 21st century economy is an open, complex, adaptive, and ever-evolving system. Inconvenient though this insight may be - especially for today's economics departments in universities - it needs to be at the heart of new economic thinking, and hence at the heart of attempts to create effective economic governance.

Participants explored ways to move away from a narrow focus on GDP and consumption and look to new, inclusive growth and prosperity definitions and to models that consider externalities and value environmental and social assets. Several real world examples prove that it is possible. Even the fact that GDP per capita is much the same in the United States and the countries of Western Europe, yet US carbon emissions are more than twice as high, shows that there are many ways to grow.



Sang Hwa Chung

**“I realized at Salzburg, that the prevalence and significance of “Bottom up approach” is highly important whereby lot of actions and initiatives happening on ground are at grassroots level (community), which needs encouragement and appreciation from society at large in order to scale up and replicate them in other regions.”**

Keshav Jha



Working Group in the Chinese Room of Schloss Leopoldskron

Drawing these lessons learnt together, participants highlighted the following steps for change:

- We must ensure that environmental issues are integrated into macro-economic policy making to get sustainability taken seriously. Systems thinking is necessary to bring the now-parallel debates together.
- Future generations must be explicitly factored in to decisions we make today. 'Business as usual' is leaving an ever-expanding financial and ecological debt for our children and grandchildren.
- Risk assessment and management are of crucial importance. Even though we may not understand the risks fully, the precautionary principle must be embedded in decision making frameworks. Scientific analyses are already sufficiently comprehensive for us not to delay effective preventive actions.
- Putting a price on nature could help make visible the value of the natural capital on which our livelihoods and economies depend, and support more sustainable and balanced use of natural resources. Many interesting initiatives on the valuation of ecosystem services are under way, such as the World Bank's WAVES (Wealth Accounting and the Valuation of Ecosystem Services) project and the UNEP-hosted TEEB (The Economics of Ecosystems and Biodiversity) initiative. Recent proposals for the future Sustainable Development Goals include the goal to "publish and use economic, social and environmental accounts in all governments and major



companies” . Countries should see this as an opportunity to become leaders in an innovative field of legislation.

- An “IPO for the Earth” is a creative thought experiment that invites investors to look at the value that ecosystems provide to society. If the Earth were an enterprise it would be valued against its assets, capabilities and liabilities. It would have a strategy and there would be metrics to assess strategic progress. The ‘Earth Enterprise’ would be owned by all people around the world: its shares would be governed by an agency that would reinvest any income in ecosystem services, social infrastructure and other objectives that would benefit the planet. A planetary enterprise of this kind would value abundance, vitality and global interdependence and acknowledge the value of its people as its primary economic motors.
- However, some participants were concerned that expressing the value of the Earth and natural capital in monetary terms could create wrong impressions and have adverse effects. Many species and ecosystems, and certainly the planet as a whole, are literally invaluable and have intrinsic as well as use value. There are major challenges, risks and unclear implications in valuing natural capital and making it an integrated part of the financial economy.
- Proponents of sustainability must therefore be innovative, focus on a positive vision of the world, and focus their arguments on concrete economic opportunities arising from sustainability investments, instead of becoming defensive when confronted with the high cost of action.



Keshav Jha

## Earth IPO – what is it?

- A lens through which to view the critical question of our time – is a sustainable future valuable to humanity?
- A creative **thought experiment** to explore the dissonance between *economic price* and *sustainable value* and answer the following questions .
  - Is the Earth a good investment?
  - Could investors value the Earth as a going concern?



Joss Tantram



Bernard Lietaer

## Re-directing Money and Finance

A thriving complex system – like a forest – has a balance in its life forms between producing efficiency and producing resilience. Though it is little acknowledged, the global financial system is also a complex system, but it is geared to producing efficiency, not resilience. This makes it highly vulnerable, as seen in the global crash triggered in 2008. In reforming financial systems governance to support social justice, ecological integrity, and economic stability, one innovative pathway would enable us to practise biomimicry and construct a new system that combines efficiency and resilience.

The link between the economy and sustainability is the monetary system. Financial flows and stability are critical issues when promoting sustainability, yet the financial system on we have come to rely is currently highly unstable. Rethinking the monetary system is thus a prerequisite for sustainable development.

We tend to hold the monetary system as self-evident and without realistic alternatives. This hinders us by supporting short-term thinking as “the rational way” and promoting vested interests incompatible with sustainable development. By taking a step back, looking at what money really is, as well as how and by whom it is created, one can better understand the flaws of the system, its limitations, instability and non-neutrality.

- While natural ecosystems are sustainable, effective and resilient by default, the monetary system is mono-cultural and structurally unstable, characterized by boom and bust cycles.
- Diversity and interconnectivity are structural variables that correlate with resilience, also when it comes to networks like the monetary system. When we push efficiency too far, the systemic balance is disturbed.
- Money is just a standard measurement, a medium of exchange and one way to store value. It is not the only possible currency and it is not neutral.
- The current system based on a series of single national currencies has led to the concentration of wealth and the devaluation of social capital. Competitive behavior has overcome cooperation, and growth has become compulsory as we have let ourselves become hostages of compound interest.
- The solution could be in introducing complementary currencies that would link unmet needs to unused resources. Rethinking the monetary system would be a way of encouraging a large scale change in behavior. Systems are effective at changing behavior without using force.



David Dreyer

Participants discussed a range of existing systems with multiple currencies. These include the neighborhood currency Toreke in Ghent, Belgium and the Fureai Kippu sectoral currency for elderly care in Japan. Dual currency banking can help reduce poverty, an example being the Swiss WIR Mutual Credit. Other good examples are the “ecocitizen” incentives program in Curitiba, Brazil and Payment for Ecosystem Services (PES) schemes in Africa, which have introduced currencies for sustainability and conservation. A simple but demonstrative example of a successful alternative, large-scale currency is the airline mileage system that is effective in making use of spare capacity in air traffic.



Benedikt Signer



Group Discussions in Parker Hall

**“Bernard Lietaer’s presentation was provocative, strategic and intriguing”**

Alain Ruche

## Population Growth and Sustainability



Richard Gardner

The world population reached seven billion in 2011 and is estimated to continue rising to 10 billion by the year 2100. Providing adequate nutrition, housing, health care, education, and employment for all these people, who tend to crowd into megacities, while maintaining the integrity, health and productivity of ecosystems, is a major challenge that crosses sectoral and government divides and affects public, private and third sectors.

Population growth is highly relevant to sustainability, yet many still do not dare speak about it openly and honestly because of cultural and religious sensitivities. Imaginative ways have been found to make “information and means” available to allow women and couples to influence the number of children they wish to bring to the world. However, talking openly and agreeing on family planning and the use of contraceptives is still quite difficult in international fora and within national governments. Some key points made by participants include:

- The world cannot handle 10 billion consumers on a ‘business as usual’ basis. The risk of increasingly intense poverty, misery and violence is real. Population growth is an elephant in the room that we simply cannot ignore anymore.
- It is not about defining the optimum population size; it is about adapting population to the earth’s capacity.
- Population growth, consumption patterns, emissions reductions, women’s rights and sustainable use of resources are all interlinked. Population growth is high where women’s rights are low. Education of girls remains an important tool for population management.
- Research shows that there is a connection between increased urbanization and reduced growth in population. Additionally, research has shown a connection between access to clean water and population size. Conversely, research has not been able to confirm the often assumed connection between religion and population growth.
- What can we learn from societies that have lower fertility today? What were the underlying social forces that had an impact and what was the role of the government? China’s one-child policy has been drastic, and its effects are hotly debated. The country will soon face a new challenge in the form of a distorted age structure that requires new proactive policies for social protection and elder care.



Peter Odhengo

- The political difficulties in dealing with population growth are still very much present. At Rio+20 in 2012, demographics were treated in only three paragraphs in the final statement. We need to dare talk about issues such as reproductive health and family planning, including contraceptives, and we need to address the fact that population growth is most intense in developing countries.
- While we need to address the social, economic and basic survival needs that often lead people in less well-off countries to have more children, one cannot wait for the solution to be presented by external actors, through foreign aid or otherwise. Champions of change are needed both inside and outside governments, inside and outside countries, to drive sustainability forward and bring hope for the future.



Hanna Gehör



Kate Raworth, Richard Gardner and Peter Odhengo during the Fireside Chat



Liz Thompson

## Driving Sustainability into Education

To successfully mainstream sustainable development to become a way of life and business, each and every citizen must be part of the change process. A way to universally involve all people and build awareness is to include sustainability and global citizenship in education. Education influences thinking and shapes the values of a person; universities prepare graduates to go out to the market place where they promote sustainability values in their future positions as employees, managers and leaders.

The Higher Education Sustainability Initiative (HESI), launched at Rio+20 in 2012, asks universities to teach sustainability as a core module across all disciplines, and to serve as good examples for their students and the world by reducing their institutions' own ecological footprint, greening their supply chains and using green procurement practices. Over 300 universities have already signed up for HESI and take part in training sustainability practitioners.

Based on lessons learnt and continuing gaps, participants identified the following priorities for action:

- Sustainability needs to be integrated into all levels of education starting from pre-school, and into the informal education sector to reach those who are not able to attend formal education. Making training modules available to all people is absolutely critical.
- Standardization of sustainability education: there are no common metrics and criteria that define what sustainability in education is, or how to evaluate a sustainable university.
- Sustainability needs to be made part of university and business school rankings to effect change in the system. Today MBA programs are ranked e.g. based on the increase in graduates' salaries. Sustainability can be turned into a strategic advantage in business schools.
- Special attention needs to be paid to training the economists of the future, so that they design and promote an economic system that reflects nature and the values of humanity. Economists have to be helped to become team players, working on an equal footing with other disciplines and scientific fields for sustainability.
- Universities can act as incubators/micro-states to experiment with sustainability initiatives. They can stimulate critical thinking about the subject matter, separating fiction from fact, and questioning biases and stereotypes. Importantly, they offer avenues for cross-functional dialogue and integration, so that future accountants acknowledge environment, and future environmentalists recognize asset valuation.



Edwin Lai



Working Group in Parker Hall

- Sustainability education should be taught in modern ways making use of educational tools that have a large outreach potential. Social media could, for example, be a powerful teaching tool. A creative idea could be to develop an online simulation game that allows people to compete with each other in a playful way while at the same time being taught about sustainability practices.
- Although we are global, we still retain our local uniqueness: sustainability education must always reflect and account for the needs of the community it serves.

**“I must state from the onset that I have never participated in an event of this nature, and very rarely felt as empowered to speak and think as clearly and critically as I did over the last four days. All our conversations were sincere, passionate and determined and I was truly privileged to interact with so many intelligent and humble people.”**

Richard Peters



Gireesh Shrimali

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## ***III. Roles and Goals for Bringing About Change***

### **Drivers of Change**

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Ji-Hong Kim

#### **At the Individual Level**

Most importantly, in order for sustainable development to become reality, all people of the world must start taking on a dual citizenship: one of their own country and one of the planet. Each one of us has to do her/his part to make our world more sustainable, transforming our mind-sets and behavior in the process.

##### **New Idea:**

##### **“ Sustainability Barcode**

**We need to grab available opportunities to kindle personal affinity by linking sustainability to issues that are important to individuals, emphasizing the benefits that sustainability implies, and raise awareness that everyday consumer choices matter. We could capitalize on the desire of consumers to be associated with the best and politically correct. A barcode application could thus be introduced that would inform the customer of the history of the products that they are about to buy. An easy traffic light system would help the consumer to understand the level of sustainability. ”**



Pichamon Yeophantong

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#### **At the Local Level**

The grassroots, NGO, city and community levels are crucial promoters of sustainable development. History has shown that where community participation has been missing, change efforts have failed. The consequences of problems like climate change and biodiversity loss are also quickly and urgently noticeable locally. Yet local communities are rarely consulted when policies are designed. Although much of the implementation takes place locally, there are often not enough resources to administer sustainability projects and to fulfill the local potential. Corruption in local governments also hinders progress.



Community empowerment and participation can be enhanced by electronic information sharing between communities around the world as well as information campaigns to mobilize people and involve communities in policy making. The links between national and local governments need to be strengthened, with information being delivered in local languages. Education to increase literacy should be supported to pave way for dialogue, increased understanding and knowledge. Bottom-up approaches need funding and recognition to succeed.

#### **New Idea:**

#### **“Rethinking Climate Change Ambatement Priorities**

**When it comes to climate change policy, there is large potential for increased emissions reductions, as well as room for improvement in cost efficiency, if initiatives and efforts were put in a different order of priority. The political focus has been almost exclusively on regulating the energy and automotive industries, leaving areas of great emissions reductions potential, such as the building and light industry, to go unnoticed. To release the significant emissions reduction potential in the construction industry, benchmarking tools should be developed for all types of buildings, new and old. Experts in the building industry should receive education on how to construct energy efficient buildings, while old houses should be checked for possible restoration needs. Choices should be limited and incentives should be increased to choose energy efficient technology when building private residences. In addition, taxes and subsidies should be shaped to channel attention to efficiency. ,,**



Edward Krubasik

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## **At the National Level**

Multiple conversations must be enabled among various stakeholders for new thinking on governance for sustainability to take root at the national level. Such conversations need to take a broad approach to sustainability and include actors such as various government agencies, city mayors, sub-national government officials, business and finance actors, scientists, religious leaders, civil society activists, artists, and even military planners.



Daniel Schraad-Tischler

National dialogues need to elaborate the overall country vision, as well as specific goals for different sectors with clearly-defined respective roles in implementation. Resources should be allocated accordingly, and public finance should be used to incentivize the use of private capital to promote sustainability efforts, fill financial gaps, make technology available for the poor, and implement agreed global goals. Clear monitoring mechanisms should be established for accountability purposes.

**New Idea:**

**“Enlist the Military in the Cause of Sustainability  
The military now play critical roles in humanitarian assistance and peacekeeping, in addition to preparedness for and actual warfare. They could make a real difference and stimulate broader action on climate change and sustainability if they greatly reduced their “carbon footprint”, their energy usage, and their long, vulnerable supply lines.”**

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## At the International Level

Our slow progress in tackling environmental challenges over the last 40 years - and the fact that during this time, many problems have become much worse - shows that waiting for a global agreement on key threats may not be the wisest thing to do. There are serious problems of coordination between institutions, prolonged negotiations, diluted agreements, and challenges related to implementation and monitoring. There is confusion as to what needs to be done at which level of governance and by whom. For climate change, all countries are covered by the same framework despite different levels of emissions and different ecological footprints.

These inconsistencies need to be addressed and long-term thinking adopted, combining top-down and bottom-up approaches, as well as commitments by all actors at all levels. The UN system needs to be made more effective, with large and small powers doing their part to that end. Coalitions of the willing, including those who understand the importance and urgency of issues such as climate change, should agree on higher standards and sign up to legally binding commitments, leaving other countries behind. Small groups of powerful ministers, such as finance ministers, should meet informally to build trust and discuss issues informally. Salzburg Global Seminar would be an ideal, neutral institution for such initiatives.

### New Idea:

#### “Think Locally, Act Globally?”

While recognizing that the challenges of sustainability require us to “think globally and act locally”, the more effective way to find workable solutions in keeping with human nature may actually be to “think locally and act globally”! Top-down policy formulation and compliance obligations should at least be complemented with bottom-up ideas and services provision by encouraging relevant stakeholders to get actively involved. Intelligent and innovative use of digital and social media should be considered in this regard. „

## For Future Generations

We have to create and strengthen the legal and institutional guarantees for a systems-based, precautionary, long-term approach to governance for the common good. Establishing innovative, independent, powerful representations for future generations has been shown to be a promising option in some countries. A future-generations focus should be implemented at all levels of governance so that decisions made today include an assessment of how they impact generations to come.



János Zlinszky



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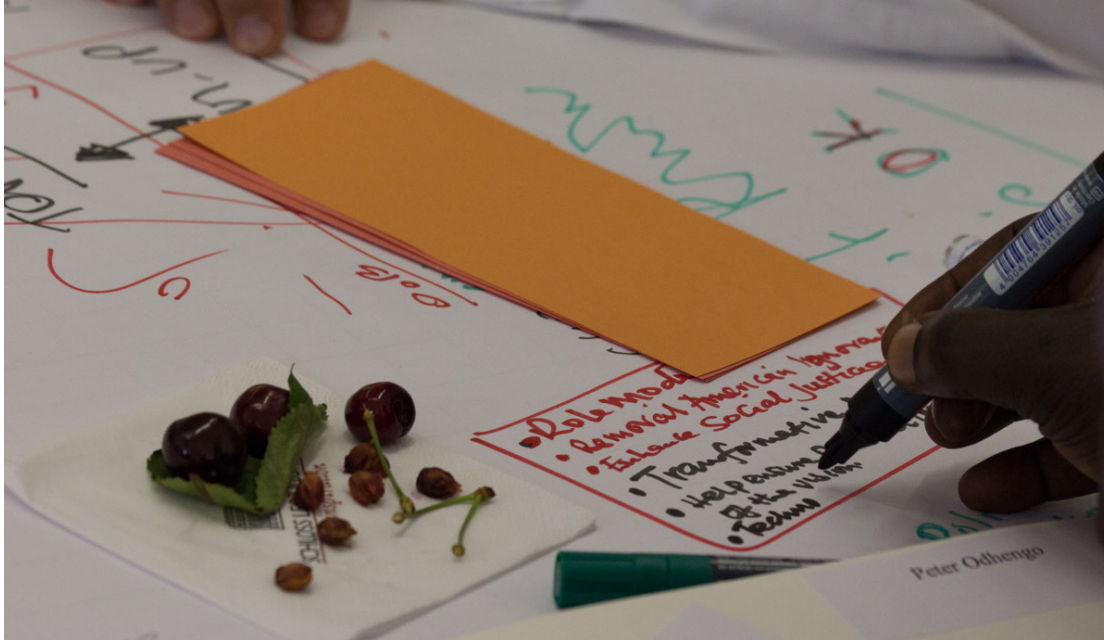
## Setting and Achieving Goals for Sustainability and Good Governance

Since the 1972 Stockholm Conference, governments and other stakeholders have gathered at regular intervals to discuss issues of sustainability. Although several Multinational Environmental Agreements (MEAs) have been signed in the process, the effectiveness and legitimacy of the system of governance that has emerged has been seriously compromised by a lack of coordination between institutions, prolonged negotiations, diluted agreements, and challenges related to implementation and monitoring.

Developed countries have not lived up to their financial undertakings, leaving developing countries without the assistance necessary to tackle challenges such as climate change and poverty and accentuating the North-South divide. Progress in developing countries, for their part, was often marred by problems in organization and weak application of the rule of law. Efforts to develop new universal paradigms - such as the Green Economy at Rio+20 – were resisted as forcing a uniform and inflexible model on all. At times, relatively extraneous issues such as the Israeli-Palestinian conflict, and controversial topics such as sexual and reproductive rights have complicated the global talks and hindered them from moving forward.

To break the impasse we need to:

- **Focus on helping – not lecturing – each other.** Development philosophy needs to be redefined in both the North and the South to engage public, private and third sector stakeholders and make sustainability compelling and truly wanted. Opportunities need to be systematically highlighted instead of just the obstacles.
- **Focus on the topic being discussed.** Intergovernmental negotiations on sustainable development should not be routinely overshadowed by external dynamics that do not need to be part of every discussion.
- **Get the right people round the table.** Bringing into the negotiations those who actually understand and can implement whatever actions are to be decided at the local, national and international level is critical. Typically, however, negotiations are led by diplomats and ministries of foreign affairs.
- **Break down silos** to promote coherence and coordination within the UN and national systems. The different pillars of sustainability are deeply integrated but nearly always dealt with in a fragmented way by sector specialists and different public authorities.
- **Make the case for a collective vision of new governance** in the new Sustainable Development Goals, based on integration, implementation and coherence. This can serve as a supportive, normative, and guiding framework for developing and



developed countries, ensuring coherence of governmental action beyond national borders by setting clear priorities.

- **Promote clear and measurable targets** that cover all three pillars of sustainable development. The few global/macro-level/national targets will need to be disaggregated into national and sub-national targets, given the differentiated picture at each of these levels.
- **Assess the financing gap** in relation to achieving each of the post-2015 goals, to identify possible sources of financing (public and private).
- **Regularly monitor** progress regarding all aspects covered by the post-2015 goals and strategy. Reliable evidence instruments and analyses such as cross-national indices are necessary. These can play an important role for media, NGOs and civil society to assert pressure on laggards and countries that are not behaving in accordance with the agreed future goals.
- **Uphold the relevance of the rule of law** as an important framework condition and enabler for sustainable development, in line with recent research, reports and resolutions. The use of rule of law, good governance and other indicators are key to holding actors accountable.
- **Extend the rule of law to cover the whole supply chain**, as regards the private sector perspective and consequent responsibilities. Currently, some multinational companies are able to overcome regulation by moving production to countries where proper rule of law is absent and the local population is too frequently exploited.
- **Empower civil society and the media** to hold government and other powerful actors accountable. This is a major way of circumventing the institutional path dependencies and vested interests that undermine the rule of law.

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## ***A Call for Action***

Reflecting key elements of discussions during the four-day workshop and taking into consideration all three dimensions of sustainable development, participants jointly developed the Salzburg Statement on New Governance for Sustainability – “Finite Planet, Infinite Potential” (available for download and further dissemination at <http://www.salzburgglobal.org/mediafiles/MEDIA70751.pdf> and printed on the next page).

*The views expressed in the Statement are those of session participants individually and should not be taken to represent the views of any organizations to which they are affiliated.*



Participants of Session 515



# The Salzburg Statement on New Governance for Sustainability\*

## Finite Planet, Infinite Potential

### A CALL TO ACTION

We, citizens of many countries and of the world, share our one and only planet with more than seven billion others. We call for leadership, justice and imagination at all levels to find ways to preserve the Earth and enhance prosperity and wellbeing for all.

We face a daunting future. Unless we change course, we will condemn our children and grandchildren to an uninhabitable planet. We must act with urgency, inspired by individual and collective wisdom, to address critical challenges such as climate change, population growth and biodiversity loss. We have to support and sustain life, now and into the future.

We need innovative approaches to governance that reflect the complexity and interdependence of sustainability challenges and that safeguard human dignity, gender equity and the common good.

This Statement is addressed to leaders of governments and international organizations, business, religion, civil society, science, education and the media, and to individuals.

### Ten priority actions can transform life chances and opportunities for current and future generations throughout the world:

1. Move beyond narrow short-term thinking and vested interests, especially in decisions concerning food, water and energy security.
2. Encourage and reward social and technological innovation for a low-carbon economy that addresses the needs of all.

3. Support and replicate, on a sound evidence basis, dynamic and inclusive initiatives by cities and local communities.
4. Engage civil society, business, and sub-national authorities in decision-making and partnerships for action.
5. Stop subsidies to polluters, put a price or tax on carbon, and ensure that markets value natural capital.
6. Use economics, finance and trade systems in new ways that compound rather than discount future value, encourage sustainable lifestyles, and enhance global prosperity, equity and resilience.
7. Integrate assessment of climate and disaster risks, and supply chain viability, in infrastructure and other investments.
8. Agree on common goals and indicators to accelerate and measure progress.
9. Invest in exchange of knowledge and best practices, and in education for sustainability at all levels.
10. Embed the rule of law and accountability in all decision-making and implementation, nationally and internationally.

Together, women and men of all nations, races and creeds, we have the knowledge and means to avert the grave threats facing humanity. The global transformation required may not be fast, easy, simple or cheap – but it is perfectly possible.

### We offer two proposals for urgent consideration:

- **Establish innovative, independent and powerful representations for future generations** to align today's policies and actions with the long-term common good.
- **Convene open and inspiring exchanges at neutral fora**, such as Salzburg Global Seminar, to build trust and confidence between high-level decision makers and stakeholder groups, and look for new thinking and breakthrough ideas.

*\*The views expressed in this Statement are those of the session participants of A Climate for Change: New Thinking on Governance for Sustainability (June 23–27, 2013) and should not be taken to represent those of any organizations to which they are affiliated.*

*Salzburg Global Seminar is an independent non-profit organization founded in 1947 whose mission is to challenge present and future leaders to solve issues of global concern. We design and facilitate international strategic convening to drive progress based on Imagination, Sustainability and Justice.*

# A Climate for Change:

*New Thinking on Governance for Sustainability*

## Program

*June 23-27*  
**2013**

SUNDAY, JUNE 23

**DAY 1 INTRODUCTIONS**

**WELCOME AND INTRODUCTORY MEETING**

*From the Organizers*

*From the Session Chair*

*From the Facilitators*

**BAILEY MORRIS-ECK LECTURE**

**Shifting Finance to Achieve a Low Carbon Economy**

David Runnalls,

*Senior Fellow, Sustainable Prosperity; Distinguished Fellow, Centre for International Governance*

*Innovation; Distinguished Fellow and former*

*President, International Institute for Sustainable Development*

MONDAY, JUNE 24

**DAY 2 SYSTEMS CHALLENGES AND LEVERS FOR CHANGE**

**Adapting Policies and Institutions to meet the Systematic Challenges of the Modern World**

Martin Lees,

*Gorbachev High Level Task Force on Climate*

*Change; Vice Chairman, Conference on Affordable World Security, Washington; former UN Assistant*

*Secretary-General; former Secretary-General of the Club of Rome*

**Sustainable Development: Constraints, Austerity and the Role of the State**

Chandran Nair,

*Founder & Chief Executive, Global Institute for Tomorrow*



**DAY 2**    **The 21st Century Compass: A Safe and Just Space for Humanity**

Kate Raworth,  
*Senior Visiting Researcher, Environmental Change Institute, Oxford University; former Senior Researcher, Oxfam GB*

**Getting round Blockages in Multilateral Processes**

Nikhil Seth,  
*Director, Division for Sustainable Development, Department of Economic and Social Affairs, United Nations*

**A Case Study: Climate Change Abatement Priorities**

Edward Krubasik,  
*Member of the Supervisory Board of Valourec SA, France; Member of the Supervisory Board and Audit Committee of AsahiTec Corporation, Japan; Member of the Corporate Council of Commerzbank of Germany*

**Getting Beyond Short-Termism**

Gabriel Quadri,  
*Presidential Candidate, Mexican General Elections 2012; Founder, SIGEA Environmental Organization*

**Tackling Barriers to Participation and Engagement**

Pichamon Yeophantong,  
*Oxford-Princeton Global Leaders Fellow, Global Economic Governance Program, University College, Oxford University*

**FIRESIDE CHAT**

**In Search of Global Sustainability: From Stockholm to Rio to Rio+20 and Beyond**

Richard Gardner,  
*Professor Emeritus of Law and International Organization, Columbia University; former US Ambassador to Italy and Spain*

**A View From the South**

Peter Odhengo,  
*National Coordinator, Greening Kenya Initiative*

**TUESDAY, JUNE 25**

**DAY 3**    **BUILDING BLOCKS FOR NEW GOVERNANCE ARCHITECTURE**

**Leveraging Money and Markets for Sustainability**

Bernard Lietaer,  
*Author, Economist, Professor*

**Aligning Science, Risk Management and Decision-Making**

Gil Omenn,  
*Professor of Medicine, Department of Computational Medicine and Bioinformatics, University of Michigan; formerly Associate Director, Office of Science and Technology Policy, Executive Office of the President in the Carter Administration; past President of the American Association for the Advancement of Science*

**Strengthening Rule of Law and other Sustainable Governance Indicators**

Daniel Schraad-Tischler,  
*Senior Project Manager, Bertelsmann Foundation*

**Valuing our Planet as an Appreciating Asset: An IPO for the Earth?**

Joss Tantram,  
*Founding Partner, Terrafiniti LLP*

**Driving Sustainability into Education, including Business Schools**

Elizabeth Thompson,  
*High-Level Consultant to the United Nations on the post-2015 development agenda; former Executive Coordinator, Rio+20; former Energy and Environment Minister of Barbados*

## **Ensuring Sustainability for Present and Future Generations**

Janos Zlinszky,

*Director, Sustainable Development Academy, Regional Environmental Center for Central and Eastern Europe;*

*Senior Research Fellow, Peter Pazmany Catholic University Budapest*

*Author, Economist, Professor*

**WEDNESDAY, JUNE 26**

**DAY 4 HOW TO MAKE CHANGE HAPPEN**

**Where do we go from here?  
“Salzburg Strategy” and Follow-Up**

**RECEPTION**

**CONCERT**

**FINAL BANQUET DINNER**

**THURSDAY, JUNE 27**

**DAY 5 DEPARTURE DAY**

Have a safe trip back home!

## Appendix II

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# Participants

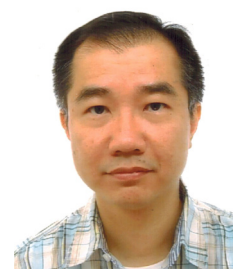
### **James BACCHUS, USA (Session Chair)**

James Bacchus is chair of the World Economic Forum's Global Agenda Council on Governance for Sustainability. He is shareholder of the Global Trade & Investment Practice Group at Greenberg Traurig, and co-chair of its Global Practice Group. In previous positions, Dr. Bacchus was elected as a member of the Democratic Party to represent Florida's 11th congressional district in the 102nd Congress and Florida's 15th congressional district in the 103rd Congress (from 1991 to 1995), and was not a candidate for reelection to the 104th Congress in 1994. From 1995 to 2003 he served on the Appellate Body of the WTO, rising to the position of chairman in 2001 - the first American to sit as part of the Appellate Body. James Bacchus graduated from Vanderbilt University with a B.A. in history, earned an M.A. from Yale University and received a J.D. from Florida State University College of Law. Mr. Bacchus was a Faculty for Session 491 *The Future of the Multilateral Trading System and the World Trade Organization* (2012).



### **Sunny Chin Wa CHEUNG, Hong Kong SAR**

Sunny CW Cheung is a senior environmental protection officer with the Environmental Protection Department of the Hong Kong SAR. Currently, he is responsible for enforcement of environmental legislation including air pollution control ordinance, and environmental impact assessment ordinance. He has published more than a dozen academic papers in various journals and conference proceedings. Dr. Cheung is an environmental scientist, holds a B.Sc. in applied environmental science, an M.B.A. and L.L.B. degree, as well as a Ph.D. in biological corrosion.



### **Fiona CHRYSTALL, United Kingdom**

Fiona Chrystall is professor of environmental science at Lees-McRae College NC., USA. She is originally from Scotland where she received both a Ph.D. in environmental science and a B.Sc. in conservation management. She firmly believes that human interdependency on each other and nature requires a clear and sustained focus on building interdisciplinary solutions to living within our means on this planet we call home. She aims to demonstrate both science and responsible citizenry through the courses she teaches, helping students to understand their role in the world in which we live, and how to critically and objectively analyze information to foster new and sensible approaches to current environmental problems. Dr. Chrystall is a Fellow of ISP 22 and 29 *Mellon Fellow Community Initiative - Colleges and Universities as Sites of Global Citizenship* (2008, 2009).





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### **Sang Hwa CHUNG, Republic of Korea**

Sang Hwa Chung is a research fellow at the Sejong Institute. His major research fields are East Asia political economy, North Korea political economy, and non-traditional security. Dr. Chung currently works as an editorialist at the Unification Newspaper and serves as president of the Korea Association of Northern Asia Studies. He received his Ph.D. from the Department of Political Science at the University of Missouri.



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### **David DREYER, USA**

David Dreyer is assistant professor at Lenoir-Rhyne University. He has been visiting assistant professor at Texas Tech University. His research interests include peace science, international conflict, and human rights. He published several articles and co-wrote Handbook of International Rivalries (2011). Dr. Dreyer holds a B.A. from John Carroll University, an M.A. and Ph.D. from Michigan State University, all in Political Science.



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### **Gabriella FÉSÜS, Hungary**

Gabriella Fésüs is currently the personal assistant to the Director General in charge of Regional Policy at the European Commission. She has been a member of the team preparing the 2014-2020 reform of the European cohesion policy. Prior to joining the European Commission, she has dealt with investments in the health sector at the Hungarian Ministry of Health and Social Affairs. She has published on topics as the health of the Roma minority, health policy and regional development and has been engaged in NGO work in Africa and Central America. Dr. Fésüs holds M.A. degrees from the College of Europe, Bruges, and Budapest University of Economics, as well as a Ph.D. in public health from the University of Debrecen.

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### **Richard GARDNER, USA**

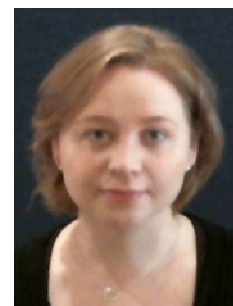
Richard N. Gardner is professor emeritus of law and international organization at Columbia University. He served as U.S. ambassador to Italy and Spain and as deputy assistant secretary for the State for International Organization Affairs. He is a former member of the President's Advisory Committee on Trade Policy and Negotiations (ACTPN) and a current member of the State Department's Advisory Committee on International Economic Policy (ACIEP). Professor Gardner is the author of numerous articles and books on international affairs, including "In Pursuit of World Order: US Foreign Policy and International Organization." His latest book, "Mission Italy: On the Front Lines of the Cold War," was published in Italian (2004) and in English (2005). Mr. Gardner holds a Doctor of Jurisprudence degree from Yale Law School; a Doctor of Philosophy degree in economics from Oxford, where he studied as a Rhodes Scholar; and a B.A. in economics from Harvard College. He is a Senior Fellow of the Salzburg Global Seminar and has served as a faculty member numerous times at Salzburg.



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### **Hanna GEHÖR, Finland**

Hanna Gehör is an associate expert for gender and climate change at the UN Framework Convention on Climate Change (UNFCCC). She worked at the Finish Embassy in London and Dublin and held various positions in the office of the President of the Republic of Finland, starting as intern, and then becoming administrative officer, followed by the role of attaché for international affairs. Ms. Gehör holds an M.A. in English Philology and an M.Sc. in political science, both from the University of Helsinki.



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### **Muhammad Hashim GHILZAI, Pakistan**

Muhammad Hashim Ghilzai is a civil servant and development practitioner currently serving as deputy commissioner with the Government of Balochistan, Pakistan. His area of interest is sustainable development; climate change adaptation; disaster risk reduction; and integrating environmental, climatic and disaster concerns in development. He is an associate of LEAD (Leadership in Environment & Development), a UK based organization. Mr. Ghilzai holds a M.Sc. in natural resource management from Cranfield University (UK) as well as an M.S. in mathematics and economics from the University of Balochistan, Quetta.





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### **Nicolle GRAUGNARD, USA**

Nicolle Graugnard manages the work program of the Commission on Trade and Investment Policy of the International Chamber of Commerce (ICC) in Paris, and the newly launched ICC Business World Trade Agenda, an initiative that aims to provide private sector recommendations to advance global trade negotiations. She also contributes to the 2012 B20 Task Force on Trade and Investment, led by the ICC in cooperation with the World Economic Forum. Dr. Graugnard holds a doctor juris from Georgetown University Law Center and an M.A. in international affairs from L'Institut d'Etudes Politiques de Paris (Sciences Po Paris). Nicolle Graugnard is a Fellow of Session 491 *The Future of the Multilateral Trading System and the World Trade Organization* (2012).



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### **Keshav Kumar JHA, India**

Keshav Jha handles multiple projects on climate change mitigation and adaptation, exclusively focusing on South Asian territory at the Energy & Climate Division of ICLEI, South Asia Secretariat. He focuses on the creation of a networking system that will promote knowledge and technical expertise transfer to improve emission mitigation measures in cities. Previously he has worked with World Wildlife Fund -India, Tehri Hydro Development Corporation Ltd., Toxic's Link, Delhi Greens, and One Earth One Mission. Mr. Jha graduated with a degree in geography from Kirori Mal College and earned an M.A. in environmental studies from the University of Delhi, as well as a postgraduate diploma in environmental law & management from the Indian Law Institute.



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### **Ji-Hong KIM, Republic of Korea**

Ji-Hong Kim is professor for international business at the Korea Development Institute School. He was non-executive director at Kook-Min Bank, professor at HanYang University, department of international business, and research fellow at the Korea Development Institute, where he participated in projects on industrial and trade policies. Dr. Kim holds a B.A. in economics from Seoul National University, School of Social Sciences, an M.B.A. from the Harvard Graduate School of Business Administration, as well as a Ph.D. in Business Administration with a major in international business and economic policy from the University of California, Berkeley.

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### **Edward KRUBASIK, Germany**

Edward Krubasik worked as partner and director at McKinsey & Co. Inc. for over twenty years, where he was in charge of McKinsey's global Innovation and Technology Management Practice, and the European Electronics, Telecommunications and Aerospace Sector. He was a member of the Corporate Executive Committee for Siemens AG with special responsibility for the company's industry and transport business sector, and a member of the European Commission's High Level Group on Competitiveness, Energy and the Environment. He is chairman of the Commission on Industry, Technology and Innovation of the Bavarian Economic Council. Professor Krubasik studied physics at the universities of Erlangen-Nuremberg and Karlsruhe, Germany. After obtaining a doctorate in nuclear physics and following research projects at the Stanford Linear Accelerator Center in California, he completed an M.B.A. program at the European Institute for Business Administration (INSEAD) in Fontainebleau, France.



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### **Edwin LAI, Hong Kong SAR**

Edwin S.T. Lai is an assistant director of the Hong Kong Observatory. Trained in environmental sciences and holding a M.S. specializing in meteorology, he has more than 25 years of professional experience in international affairs under the UN World Meteorological Organization (WMO). He is a chartered meteorologist of the Royal Meteorological Society and currently chair of the Advisory Working Group of the UNESCAP/WMO Typhoon Committee. At the Observatory, he now has the responsibility of formulating strategies for the long-term sustainable development of the organization, in particular the development of human resources to meet the challenges of an ever evolving business.



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### **Seong-hyon (Sunny) LEE, Republic of Korea**

Seong-hyon Lee is a James A. Kelly non-resident Fellow of the Pacific Forum CSIS. For 2013-14, he will be at Stanford University as Pantech Fellow. He has been chief correspondent and later director of the Korea Times. His research interests include China-North Korean relations, public diplomacy, media diplomacy, and soft power. Mr. Lee gave talks at Harvard Kennedy School, Stanford University Shorenstein Asia-Pacific Research Center, the Confucius Institute, Seoul National University Graduate School of International Relations, and the Korea Economic Institute in Washington DC. Mr. Lee is a graduate of Grinnell College, Harvard University, Beijing Foreign Studies University and Tsinghua University where he completed his Ph.D. in international communication. Mr. Lee served as Faculty for Session SAC05 *The Salzburg Academy on Media & Global Change* (2011).





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### **Martin LEES, United Kingdom**

Martin Lees has held senior positions in the international system, first at OECD, then at the UN as assistant secretary general, and later as rector of the University for Peace in Costa Rica. He has been responsible for a number of international initiatives, including the InterFutures Project at OECD, the InterAction Council of former Heads of State and Government, and the China Council for International Cooperation on Environment and Development. Following a period as secretary general for the Club of Rome, he has most recently moderated a high-level Task Force set up by President Gorbachev on climate change. With a degree in mechanical sciences from Cambridge, he has focused on the application of systems thinking to issues of the modern world. He is now engaged as an international consultant and lecturer on issues of transformational change in models and strategies for growth, climate change, educational innovation and new approaches to peace and security. Mr. Lees has attended several SGS Sessions, and most recently chaired Session 463 *Greening the Minds: Universities, Climate Leadership, and Sustainable Futures*.



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### **Bernard LIETAER, Belgium**

Bernard Lietaer has been active in monetary systems for a period of 25 years in an unusual variety of functions. While at the Central Bank in Belgium he co-designed and implemented the convergence mechanism (ECU) to the single European currency system, and served as president of Belgium's Electronic Payment System. He was general manager, and currency trader for Gaia Hedge Funds, when Business Week identified him as "the world's top currency trader" in 1990. He is a research fellow at the University of California at Berkeley, and visiting professor at the Finance University in Moscow.



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### **Florian LUX, Germany**

Florian Lux is currently junior advisor to the OECD Secretary-General. He also supports Deputy Secretary-General Boucher in his work on global relations, including outreach to key partners (particularly Southeast Asia), accession, anti-corruption, investment and other issues. Prior to that, Mr. Lux worked for the UN Secretary-General's High-level Panel on Global Sustainability Secretariat and the UN Secretary-General's Climate Change Support Team. He worked for think tanks/consultancies in Berlin, with a focus on corporate social responsibility and environmental policy. Mr. Lux holds a M.S. in international affairs from Sciences Po Paris with a focus on sustainable development, the environment and risks. He also studied at Heidelberg University and Columbia University.



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### **Shunsuke MANAGI, Japan**

Shunsuke Managi is associate professor of resource and environmental economics at Tohoku University, Japan. He is an editor of *Environmental Economic and Policy Studies* and on the editorial board for six journals including associate editor of *Resource and Energy Economics*. He is the author of 12 books and more than 100 academic journal papers such as *Journal of Environmental Economics and Management*, and *Journal of Economic Dynamics and Control*, and has published in numerous peer reviewed journals. Professor Managi has written general-interest columns for newspaper such as *The Guardian*.



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### **Buyisiwe MATHOKAZI, South Africa**

Buyisiwe Mathokazi is advisor at the South African Local Government Association. She has extensive experience in environmental management, municipal services and infrastructure, research and monitoring, and evaluation. Ms. Mathokazi holds a B.A. in environmental management from the University of South Africa, a B.A. in environment and development from the University of KwaZulu, and attended the emerging management development program at the University of Pretoria.



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### **W. Russ MCCLAIN, USA**

Russ McClain currently serves as the founding director of the Center for Sustainability Studies at Davis & Elkins College, WV. He has engaged local and state partners in student-centered projects for community agriculture, affordable green housing projects, and alternative energy development. Trained as an ecologist, he previously served as a conservation biologist with The Nature Conservancy and an endangered species biologist with the WV Department of Natural Resources. He is faculty and coordinator of the Environmental Science program at Davis & Elkins College where he continues to learn from students the critical need for discussions of sustainability. A native of West Virginia, he received a B.S. from West Virginia University, a M.S. from Eastern Kentucky University, and pursued doctoral studies at the University of Memphis.





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### **Chandran NAIR, Malaysia**

Chandran Nair is founder and CEO of the Global Institute For Tomorrow (GIFT), an independent social venture think tank dedicated to advancing an understanding of the impacts of globalization through thought leadership and positive action to effect change. He is also the chairman of Avantage Ventures, an Asian based boutique investment advisory company in the field of high impact social investing. For more than a decade Mr. Nair has strongly advocated a more sustainable approach to development in Asia, advising governments and multi-national corporations to instill these principles into their policies and key decision making processes. In addition to his work with GIFT, he continues to provide strategic management advice and coaching to business leaders. Mr. Nair is the author of *Consumptionomics: Asia's Role in Reshaping Capitalism and Saving the Planet*.



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### **Peter ODHENGO, Kenya**

Peter ODHENGO is the director of Resource Mobilization at the Kenya Water Towers Agency and national coordinator for the Greening Kenya Initiative. He is a part-time lecturer at United States International University (USIU), board member of Ramogi Institute of Advance Science and Technology (RIAT), regional coordinator-Eastern Africa for the New York based Blacksmith Institute dealing with Global Pollution Inventory development, as well as a member of the board of directors of First Voice Africa. Until recently, Mr. ODHENGO was director of climate change and environment in the office of the Prime Minister, Kenya. He is a graduate of UNESCO International Technological University and Kenyatta University.



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### **Gilbert OMENN, USA**

Gilbert Omenn is professor of Internal Medicine, Human Genetics, and Public Health, and director of the Center for Computational Medicine & Bioinformatics at the University of Michigan. He served as associate director of the Office of Science and Technology Policy, as associate director of the Office of Management and Budget, and in the Executive Office of the President during the Carter Administration. He was president of the American Association for the Advancement of Science and elected an ambassador of the Research!America Paul G. Rogers Society for Global Health. He has chaired the presidential/congressional Commission on Risk Assessment and Risk Management ("Omenn Commission"), served on the National Commission on the Environment, and chaired the NAS/NAE/IOM Committee on Science, Engineering and Public Policy. Dr. Omenn is author of numerous research papers, scientific reviews, and books. He received a B.A. from Princeton University, an M.D. from Harvard Medical School, and a Ph.D. in genetics from the University of Washington. Dr. Omenn serves on the Board of the Salzburg Global Seminar.

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### **Sjoerd PANHUYSEN, Netherlands**

Sjoerd Panhuysen is knowledge officer for sustainable economic development at HIVOS, Netherlands. He worked as researcher for Grondstof Research, Netherlands, and as director of operations for Prakruthi, India. He is a steering committee member of the Fairtrade, Employment and Poverty Reduction Project of DFID and the University of London, Addis Ababa and Nairobi and was a guest lecturer in the “Globalization and Trade” program of the International School of Social Studies, The Hague. Mr. Panhuysen holds a degree in History and an M.Sc. in International Development Studies, both from the University of Nijmegen.



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### **Pyrros PAPADIMITRIOU, Greece**

Pyrros Papadimitriou is associate professor of International Economics at the University of Peloponnesus, Department of Political Sciences and International Relations. He is co-founder and president of Headway – Economic Consultants Ltd, as well as co-founder and member of the administrative council of Four Assist Development Consulting Ltd. He serves as coordinator of the privatization of the Greek Regional Airports as, well as for the formulation and implementation of the new airport policy in Greece. Mr. Papadimitriou holds a B.A. in law, and political science and public administration from the University of Athens, a post-graduate diploma in economics from the University of Sussex, an M.A. and Ph.D. in economics, both from the University of Kent.



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### **Richard PETERS, Trinidad and Tobago**

Richard Peters is assistant professor of management at Xavier University of Louisiana. He currently teaches at the undergraduate level in the Division of Business. His research interests are in corporate social responsibility and sustainability (CSRS) and international CSRS pedagogy, with a recent emphasis on emerging markets. Dr. Peters has published articles in the International Journal of Management and Enterprise Development, Journal of Management and Organization and Business and Society Review and has presented at numerous national and regional conferences. He holds a Ph.D. from Florida Atlantic University.





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**Jannica PITKÄNEN-BRUNSBERG, Finland (Session Rapporteur)**

Jannica Pitkänen-Brunnsberg is an MBA student of Aarhus University in Denmark, focusing her studies on corporate governance, sustainable leadership and the inclusion of the private sector in solving the global sustainable development challenge. With an academic background in environmental sociology, Jannica has worked with international environmental financing, policy making and policy implementation, lately with an emphasis on biodiversity, green economy and regional cooperation on the implementation of Multilateral Environmental Agreements. Jannica's recent university experience has inspired her to promote the incorporation of sustainability into education, with nature protection, gender issues, and social justice being close to her heart.



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**Gabriel QUADRI DE LA TORRE, Mexico**

Gabriel Quadri was director of environmental planning in Mexico City, president of the National Institute of Ecology, and director of the Business Council for Sustainable Development in Mexico. He is a senior partner at consultancy and renewable energy firms SIGEA and ENERCLIMA. Mr. Quadri has published a large number of articles and books related to sustainable development and environment. He frequently writes for *El Economista*, one of Mexico's leading newspapers, as well as for a national radio news broadcast. He has taught at various national universities. In 2012, Gabriel Quadri was candidate to the Presidency of México by Nueva Alianza Party. He is a civil engineer (Universidad Iberoamericana), and an M.A. and Ph.D. candidate in economics at the University of Texas at Austin.



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**Kate RAWORTH, United Kingdom**

Kate Raworth is a senior visiting research associate at Oxford University's Environmental Change Institute, and is the creator of Oxfam's 'doughnut' of planetary and social boundaries. Her research is focused on rethinking economics so that it is fit for tackling the 21st century's social and ecological challenges. She was senior researcher at Oxfam, economist and co-author of UNDP's Human Development Report, and a fellow of the Overseas Development Institute, based in Zanzibar's Ministry of Trade, Industries and Marketing. She is a member of the International Advisory Board of the Environmental Change Institute and an Advisory Panel member of the Planetary Boundaries Initiative. Ms. Raworth holds a B.A. in Politics, Philosophy and Economics, and a Masters in Economics for Development, both from Oxford University.

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### **Alain RUCHE, Belgium**

Alain Ruche is advisor to the General Secretary of the European Union External Action Service. His task is to think creatively to define actions inspired by new ideas, using a complex system approach. Since joining the EU, he worked in Haiti, the Dominican Republic, Latin America and Asia. He worked as university researcher and held positions with the UN and the World Bank in Latin America and Africa. Mr. Ruche is a fellow of the UK Royal Society of Arts and member of the Club of Rome. He studied economics, pedagogy and international relations. Mr. Ruche is a Fellow of Session 451 *Innovation in Knowledge-based Economies: Accelerating the Benefits* (2008).



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### **David RUNNALLS, Canada**

David Runnalls is distinguished fellow at the Centre for Governance Innovation and senior fellow at Sustainable Prosperity and the Institute for the Environment at the University of Ottawa. He has spent most of his professional life dealing with issues of international governance for sustainable development. He worked with British Economist Barbara Ward to found the International Institute for Environment and Development in London and Washington. For ten years, he was president of the International Institute for Sustainable Development in Canada. Recently he served as a Sherpa on the Secretary-General's High Level Panel on Sustainable Development.



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### **Oliver SAN ANTONIO, Philippines**

Oliver San Antonio is a legal consultant of the Tarriela Tagao Ona & Associates and Ermitano, Manzano & Associates law firms. He is a local government consultant at the Office of the Mayor of Pasay City, a component city of the Greater Metro Manila Area, as well as a legislative consultant of an agriculture-focused party-list group at the country's House of Representatives. He teaches at the School of Law of the City University of Pasay City. Mr. San Antonio holds a B.A. in political science and a LL.B. from the University of the Philippines.





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### **Daniel SCHRAAD-TISCHLER, Germany**

Daniel Schraad-Tischler is senior project manager at the Bertelsmann Stiftung, Germany. He heads the foundations “Sustainable Governance Indicators” (SGI) project, a cross-national comparison of policy performance and governance capacities in the OECD. His main areas of research are good governance, sustainable development, and EU politics, as well as cross-national comparisons of social justice and equality of opportunity. Before joining the Bertelsmann Stiftung, he worked as a research associate of the Jean Monnet Chair for Political Science and European Affairs at the University of Cologne. Dr. Schraad-Tischler also gained project management experience at the European Parliament and at Bayer AG. He holds an M.A. in political science, history and German literature and a Ph.D. in political science, both from the University of Cologne.



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### **Nikhil SETH**

Nikhil Seth is currently director of the Division for Sustainable Development Department of Economic and Social Affairs (DESA) and he was head of the Rio+20 Secretariat. As head of the Rio+20 Secretariat, he spearheaded the preparations for the UNCSD Conference in Rio. During his career with the United Nations, Mr. Seth has served as special assistant and chief of office to the Under-Secretary-General for Economic and Social Affairs, and chief of the policy coordination branch in the division for the Economic and Social Council (ECOSOC), amongst others. Before joining the UN Secretariat, he was a delegate to the UN in the permanent mission of India to the UN and was involved with various UN conferences and summits including the Rio Summit on environment and development, the Copenhagen Summit on social development, and the World Summit on sustainable development.



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### **Gireesh SHRIMALI, USA**

Gireesh Shrimali is assistant professor of Energy Economics and Business at the Monterey Institute of International Studies (MIIS). Prior to joining MIIS, he taught at the Indian School of Business (ISB), where he helped found the CPI-ISB Energy and Environment Program in collaboration with Climate Policy Initiative (CPI). His research focus is on economics and policy for renewable energy; innovation in the energy sector; and climate change in general. His previous work has included topics such as analysis of the solar mission as well as the low carbon innovation system in India; impact of policy on penetration of renewable sources; and business models for sustainable cook-stoves. He is currently leading projects evaluating the impact of policy on the diffusion and cost of renewable technologies – in particular, solar and wind. He holds a Ph.D. from Stanford University, an M.S. from University of Minnesota, Minneapolis, and a B.Tech. from Indian Institute of Technology, New Delhi.

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### **Benedikt SIGNER, Austria**

Benedikt Signer works on strategy and partnership development in the Global Facility for Disaster Reduction and Recovery (GFDRR). Housed in the World Bank, GFDRR works with countries at risk from natural hazards to reduce disasters through introducing risk considerations in long term planning and investments across all sectors. Prior to GFDRR, Mr. Signer worked in the delegation of the European Union in Washington and with a human rights organization in Guatemala. His main interests lie in long term strategies for comprehensive risk management and helping governments enhance their strategic vision to address global challenges in an uncertain world. Mr. Signer holds a B.A. in international relations from the University of Birmingham and an M.A. in global politics from the London School of Economics.



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### **Samuil SIMEONOV, Bulgaria**

Samuil Simeonov has been working with the Bertelsmann Stiftung since 2009 and is responsible for the international module of the program. His topics of interest are public-private collaboration and the role of politics in particular, sector-specific CSR, and business-driven networks for sustainable development. He is also part of the organisational committee of the Marketplace initiative in Gütersloh (“Gute Geschäfte Gütersloh”). The Marketplace method brings together local companies and non-profits that make non-monetary agreements for collaboration. Mr. Simeonov holds an M.A. in political science, economics and law from the University of Darmstadt (Germany) and University of Salamanca (Spain). He is currently pursuing an M.B.A. in sustainability management at the Leuphana University Lüneburg, Germany.



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### **Ruhul TALUKDER, Bangladesh**

Ruhul Talukder, a deputy secretary to the Government of Bangladesh, currently serves as research director at the Ministry of Food, Dhaka. He represented the Government at different meetings of the South Asian Association for Regional Cooperation (SAARC) and the Bangladesh, India, Myanmar, Sri Lanka, Thailand – Economic Cooperation (BIMSTEC), and the Committee on World Food Security. Mr Talukder has experience working in multi-sectoral collaborating environments. Trained on food policy analysis, Mr Talukder research interests focus on natural resources and food security, climate change/disasters and food security. He received a B.Sc. in mechanical engineering from BUET, Dhaka, PGD in Development Planning from Academy of Planning, Dhaka, a graduate certificate in disaster management from Swinburne University, Australia, and an M.Sc. in development policy from the University of Reading. He is currently a Ph.D. fellow in economics at Jahangirnagar University, Dhaka.





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### **Joss TANTRAM, United Kingdom**

Joss Tantram is a founding partner at Terrafiniti, a sustainability consultancy which helps companies tackle their sustainability and CSR challenges. He is a recognized expert in sustainable corporate strategy, reporting and management, working with clients on topics as varied as sustainable construction, sustainable procurement, public engagement and the financial valuation of sustainable business practice. He has worked extensively with WWF-International to develop programs supporting innovation in corporate sustainability. Most notably with ESD Consulting Ltd to design and deliver One Planet Leaders, a global executive development program in sustainability. Prior to working in consultancy, Mr. Tantram was a co-founder of WWF-UK's Business Education Unit.



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### **Elizabeth THOMPSON, Barbados**

Elizabeth Thompson is a high level consultant to the United Nations on the post-2015 development agenda. She is a former UN Assistant Secretary General, having served as one of two executive coordinators of the Rio+20 Conference on Sustainable Development. Ms. Thompson was previously a member of the Parliament and Cabinet of Barbados. Her last portfolios were on energy and the environment. She has written numerous articles and papers on sustainable development, energy, and environment. Ms. Thompson holds an LL.B. from the University of the West Indies, an M.B.A. w from the University of Liverpool, UK and an LL.M. from the Robert Gordon University in Scotland. She is a qualified commercial arbitrator.



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### **Kohei WATANABE, Japan**

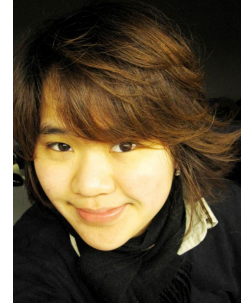
Kohei Watanabe currently works as an associate professor at Teikyo University, Japan and is a visiting fellow at the National University of Malaysia. He has been looking into the issue of waste management since his undergraduate years at the Engineering Department in Kyoto University (Japan). Dr. Watanabe conducted his Ph.D. research in the Department of Geography of the University of Cambridge. The main focus of his research is on the verification and analysis of data on municipal waste and material flows in the society.



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### **Pichamon YEOPHANTONG, Thailand**

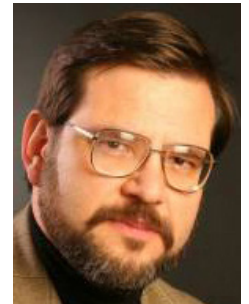
Pichamon Yeophantong is an Oxford-Princeton Global Leaders Fellow based in the Global Economic Governance Program, University College, Oxford University. She has held visiting positions at Peking University, National Taiwan University, Chulalongkorn University, and Thammasat University. Specializing in the role of non-state actors in the governance of natural resources in East and Southeast Asia, her research interests centre more broadly on Chinese foreign policy and history, theories of power and responsibility, as well as global ecological governance. She is currently working on a book manuscript entitled *China and the Politics of Resource Development: Investing Responsibly in the Mekong Region* (with Edward Elgar Publishing).



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### **János ZLINSZKY, Hungary**

János Zlinszky is a senior research fellow at the department for environmental law at the Peter Pazmany Catholic University in Budapest, and director of the Sustainable Development Academy at the Regional Environmental Center for Central and Eastern Europe in Szentendre, Hungary. He was previously head of the department for strategy and research at the office of the Ombudsman for Future Generations, chair of the Working Party for International Environmental Issues at the European Council, and senior adviser to the President of Hungary. His research focuses on sustainable development policies at the national, EU and global level. Dr. Zlinszky holds an M.Sc. in biology, and a Dr. rer. nat. degree in limnology, both from ELTE Budapest, and a Ph.D. in ecology from the University of Ulster, Coleraine, UK. He is also a Fellow of Session 519 *Towards a Manifesto for Democracy and Sustainable Development* (2012).



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## **Guests**

Elizabeth Hartzell McClain  
Christina Lees  
Elizabeth Mortimer

Esther Runnalls  
Karen Smith

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## Observers

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### **Monika BERNARD, Germany**

Monika Bernard was responsible for communications and organization at the BMW Foundation's Munich office, before moving to the Foundation's Social Innovations department as project manager two years ago. Prior to joining the BMW Foundation in 2006, she worked for a conference and event agency in Munich, as a project coordinator for Investor Relations at the VCL Film and Media Agency, and as executive assistant of the Board of Directors at Rodenstock GmbH, an international manufacturer of premium glasses. She trained as a travel agent and subsequently graduated with a diploma in business administration from the Munich University of Applied Sciences.



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### **Martha DARLING, USA**

Martha Darling has consulted on education policy issues nationally for the National Academy of Sciences and other nonprofits and has held volunteer leadership roles in Michigan and internationally. She was a senior program manager at The Boeing Company in Seattle, vice president for strategic planning at Seattle-First National Bank and then executive director of the Washington Business Roundtable's Education Study. She was White House Fellow and executive assistant to Secretary of the Treasury W. Michael Blumenthal and then as senior legislative aide to U.S. Senator Bill Bradley. Ms. Darling serves on a variety of boards, among them the White House Commission on Presidential Scholars; the Council on Foundation's Community Foundations Leadership Team; and the Boards of Directors of the National Wildlife Federation Action Fund (as secretary). She is a founding co-chair of Washtenaw County's Success by Six early childhood initiative. Ms. Darling is a graduate of Reed College and of the Woodrow Wilson School of Public and International Affairs at Princeton University. She is a long-time friend of the Salzburg Global Seminar and has attended many sessions throughout the years.

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### **Shelley METZENBAUM, USA**

Shelley H. Metzenbaum is the founding president of the Volcker Alliance. She has held several senior positions in federal and state government: she served as associate director for Performance and Personnel Management at the White House Office of Management and Budget, as associate administrator for Regional Operations and State/Local Relations at the U.S. Environmental Protection Agency, and as undersecretary of Environmental Affairs and director of Capital Budgeting for the Commonwealth of Massachusetts. Dr. Metzenbaum serves as founding director of the Collins Center for Public Management at the University of Massachusetts Boston's McCormack School, and, prior to that, served as director of the Harvard Kennedy School's Executive Session on Public Sector Performance Management. Dr. Metzenbaum holds a Ph.D. in public policy from Harvard's Kennedy School of Government.



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### **Edward MORTIMER, United Kingdom**

Edward Mortimer is former senior vice president and chief program officer at the Salzburg Global Seminar. He served as chief speechwriter and as director of communications to UN Secretary-General Kofi Annan. He has spent much of his career as a journalist, first with The Times of London, where he developed an expertise in Middle East affairs, and later with The Financial Times, where he was the main commentator and columnist on foreign affairs. He has also served as a fellow and/or faculty at several institutions, including Oxford University, the Carnegie Endowment for International Peace, the International Institute of Strategic Studies, and the University of Warwick; and on the governing bodies of several non-governmental organizations, including Chatham House and the Institute of War and Peace Reporting. His writings include *People, Nation, State: The Meaning of Ethnicity and Nationalism* (co-edited with R. Fine), and *The World that FDR Built* (1989). Mr. Mortimer received an M.A. in modern history from Oxford University.



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### **Elsa STUDER, Switzerland**

Elsa Studer is manager of the World Economic Forum Global Agenda Council on Governance for Sustainability. She is also managing a Scoping Study on Scaling-up the Circular Economy, led by the World Economic Forum, which looks at how decision-makers can develop new business models to deliver growth at scale and address resource constraints. Ms. Studer is an international lawyer and has previously been working with the United Nations and non-governmental organisations on international governance and security issues. She has a degree in international law from the University of Neuchâtel, Switzerland and studied at the Free University of Berlin and Columbia Law School in New York as part of her Master's program.



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## Facilitators

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### **Holger HELLER, Austria**

Holger Heller is an experienced systemic consultant with a focus on change, organizational development, and participatory leadership. He has developed considerable expertise in designing and hosting conferences and processes, applying the full palette of “art of hosting” practices as well as systemic methods. He has years of experience in working both inside and with a wide range of organizations. Fascinated by the European Peace Project, he worked for several years in the EU context. Before setting up his consulting company, he was managing director of a business school. Mr. Heller studied law and political science in Graz and Berlin, holds an executive M.B.A., and did a two-year course in systemic coaching and organizational development in Heidelberg.



### **Lena Maria JACOBSSON, Sweden**

Lena Jacobsson has a long international track record as a professional host. For many years she worked in leadership development, leadership for women and men, coaching, and developed programs for the effectiveness of organizations and satisfaction of both clients and employees. She co-pioneered the practices of the “art of hosting” and process consulting in the overall EU Commission organization. Since November 2012 she is full partner of Pro Action Learning. She shares her experience in workshops and as a community coach. Ms. Jacobsson studied organizational psychology in Brussels.



### **Rainer VON LEOPRECHTING, Germany**

Rainer von Leoprechting is an experienced consultant and builds communities of change agents. Inspired by Jean Monnet’s practice, he was active within the European Commission. After many projects and functions in management and strategy, he started Pro Action Learning, through which he helps people and organizations systematically garner the success to which they aspire. Mr. von Leoprechting is one of the inventors of the Pro Action Café that has become one of the core processes shared within the “art of hosting” community. His interventions combine many methods such as the full palette of art of hosting practices, systemic constellation work, Action Learning, and process consultation à la Ed Schein and Peter Block.

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## Salzburg Global Staff

**Clare Shine** was appointed vice president and chief program officer of Salzburg Global Seminar in January 2012. A firm believer in multi-disciplinary thinking, her own background spans law, business, sustainability and the arts. Clare is a UK-qualified barrister bilingual in French with 20 years' experience as an international environmental policy analyst for the UN and regional organizations, governments, the private sector and NGOs. Her work and publications have focused on biodiversity and ecosystems, international trade, transboundary cooperation and conflict prevention, and she has extensive experience of governance and capacity-building across Europe, Africa, South-East Asia and the Austral-Pacific. Clare has played an influential role in biosecurity strategy development since 1999, working as legal adviser to the Global Invasive Species Programme/World Bank, the European Union, the Council of Europe and the Convention on Biological Diversity. She co-authored the European Strategy on Invasive Alien Species endorsed by 43 countries and jointly led the team advising the EU on implementing the Nagoya Protocol on Access and Benefit-Sharing for Genetic Resources. Clare was made an Associate of the Institute for European Environmental Policy in 2008 and is a long-standing member of the IUCN Commission on Environmental Law. She began her career in industry and the media after studying literature at Oxford University and has written regularly for the Financial Times arts section since 2003.



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**Georgios Kostakos** joined Salzburg Global Seminar as adjunct program director in January 2013, and works out of Brussels, Belgium, where he is currently an independent consultant. He served on the secretariat of the UN Secretary-General's High-level Panel on Global Sustainability (GSP) as senior adviser and acting deputy executive secretary. His numerous UN assignments include senior positions in the UN Secretary-General's Climate Change Support Team (CCST), the Secretariat of the United Nations System Chief Executives Board for Coordination (CEB), and the UN Framework Convention on Climate Change (UNFCCC) Secretariat. He also served with the Strategic Planning Unit at the Executive Office of the UN Secretary-General; the Department of Safety and Security; the Department of Political Affairs; and on UN field missions in South Africa, Mexico, Haiti and Bosnia & Herzegovina. Outside the United Nations system, Dr. Kostakos has been an associate of the Hellenic Foundation for European and Foreign Policy (ELIAMEP) and the University of Athens in Greece. Either as a practitioner or as an academic he has been dealing with issues of global governance and sustainability, climate change, UN reform and policy planning, UN system coordination, political affairs, conflict resolution, peacekeeping and peacebuilding. Dr. Kostakos holds a mechanical engineering degree from the National Technical University of Athens, Greece, and an M.A. and a Ph.D. in International Relations from the University of Kent, UK.





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**Robert Fish** first joined Salzburg Global Seminar in 1998, and is currently the multimedia specialist for SGS. Originally, from Upstate New York, he attended Cornell University, and received his Bachelor of Fine Arts in Photography from the Rochester Institute of Technology. His interests and skills span across a wide range of disciplines, including computer programming, graphic design, video editing, database administration, and conceptual art. He especially enjoys playing squash, handball, tennis, mountain biking, hiking and Frisbee. When he is not spending time together with his wife, son or cat, he can often be found doing repairs underneath a car in his driveway, cooking a meal in the kitchen, or reading the latest Wired magazine in the bathtub.



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**Louise Hallman** is the editor at Salzburg Global Seminar, where she manages online and print editorial content along with other in-house journalism and marketing projects. In her role she creates, commissions and edits content for SalzburgGlobal.org, manages social media platforms, contributes articles and features to external publications, and liaises with visiting members of the press. Louise holds Master's degrees in international relations and Middle East studies from the University of St. Andrews and multimedia journalism from Glasgow Caledonian University. Prior to joining SGS in April 2012, she worked for WAN-IFRA as the manager and publication editor for the SIDA-funded 'Mobile News in Africa' project and the International Press Institute, as a press freedom advisor and in-house journalist, where she focussed on Latin America and Europe. Her personal and professional research interests include the use of social media and mobile communications to better inform and engage citizens.



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**Julia Stepan** joined Salzburg Global Seminar in May 2011. In her role as program associate she assists program directors with the development, administration, and logistics of several sessions per year. Prior to this assignment she has worked first as a nanny, then as a personal assistant in the U.S. Julia received an M.A. in American studies, focusing on cultural studies, from the University of Graz, Austria and did a one-year student exchange at the University of Wisconsin, Eau Claire. Julia's biggest passion is travelling.

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**Sydnor Taylor** is currently an intern for Salzburg Global Seminar. She was born in England and spent much of her childhood there before moving to the US to be closer to her mother's family. Having attended middle and high school in Virginia, she then went on to Marlboro College in Vermont to study politics, particularly international development policy, as well as sociology and anthropology. She participated in a study abroad program in Botswana focused on language and culture during her time at Marlboro and is currently finishing her thesis after taking a break from school to work locally, in Charlottesville, Virginia, particularly at an animal shelter.



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**Edward Thacker** is a program intern for Salzburg Global Seminar. Originally from London, he holds a B.A. in geography from the University of Leeds. There he wrote his dissertation on urban squatting in London and its relationship to degrowth, a concept that rejects the paradigm of economic growth while exploring how an equitable downscaling of production and consumption can increase human well-being and enhance ecological conditions. Since leaving university last summer, he was an intern for the parliamentary campaign Local Works, promoting the Sustainable Communities Act, a new, radical piece of legislation that provides the only 'bottom-up' democratic process existing in England. During this time, Edward has also been involved with the Friern Barnet People's Library, a DIY community project involving activists from the Occupy Movement and the local community that has transformed a closed-down public library into a fully functioning community hub and site of resistance.



## Participants of Session 515 by Country or Region

<b>Austria</b> Benedikt Signer	<b>Greece</b> Pyrros Papadimitriou	<b>Netherlands</b> Sjoerd Panhuysen	<b>United Kingdom</b> Fiona Chrystall Martin Lees Edward Mortimer Kate Raworth Joss Tantram
<b>Bangladesh</b> Ruhul Talukder	<b>Hong Kong SAR</b> Sunny Cheung Edwin Lai	<b>Pakistan</b> Muhammad Ghilzai	
<b>Barbados</b> Elizabeth Thompson	<b>Hungary</b> Gabriella Fesus János Zlinszky	<b>Philippines</b> Oliver San Antonio	<b>USA</b> James Bacchus Emily Bolton David Dreyer Richard Gardner Nicolle Graugnard William McClain Shelley Metzenbaum Gilbert Omenn Gireesh Shrimali
<b>Belgium</b> Alain Ruche Bernard Lietaer	<b>India</b> Keshav Jha	<b>Republic of Korea</b> Sang Hwa Chung Ji-Hong Kim Seong-hyon (Sunny) Lee	
<b>Bulgaria</b> Samuil Simeonov	<b>Japan</b> Shunsuke Managi Kohei Watanabe	<b>South Africa</b> Buyisiwe Mathokazi	
<b>Canada</b> David Runnalls	<b>Kenya</b> Peter Odhengo	<b>Switzerland</b> Elsa Studer	
<b>Finland</b> Hanna Gehör Jannica Pitkänen- Brunsberg	<b>Malaysia</b> Chandran Nair	<b>Thailand</b> Pichamon Yeophantong	
<b>Germany</b> Monika Bernard Edward Krubasik Florian Lux Daniel Schraad-Tischler	<b>Mexico</b> Gabriel Quadri	<b>Trinidad and Tobago</b> Richard Peters	



## Appendix III

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# Pre-Session Discussion Papers

The following summaries were provided prior to the session beginning and can be accessed at [www.salzburgglobal.org/go/515](http://www.salzburgglobal.org/go/515)

Gardner, Richard N. “Negotiating Survival: Four Priorities After Rio.”

Lees, Martin. “Adapting Policies and Institutions to Meet the Systemic Challenges of the Modern World.”

Nair, Chandran. “Sustainable Development: Constraints, Austerity and the Role of the State.”

Pitkänen-Brunsborg, Jannica. “Driving Sustainability into Education, including Business Schools,” summary, Aarhus School of Business and Social Sciences, Aarhus University, Denmark.

Quadri de la Torre, Gabriel. “Some Preliminary Loose Thoughts: Politics and Business; Public Goods and Equity; Barriers to Participation and Engagement; New Economic and Social Actors.”

Raworth, Kate. “A Safe and Just Space for Humanity: Can We Live within the Doughnut?” summary, Environmental Change Institute, Oxford University, 2012.

Schraad-Tischler, Daniel. “Strengthening Rule of Law and Other Sustainable Governance Indicators.”

Tantram, Joss. “Earth IPO: Is the planet an appreciating asset?”

Thompson, Liz. “Higher Education Sustainability Initiative (HESI).”

Yeophantong, Pichamon. “Tackling Barriers to Participation and Engagement.”

FOR MORE INFORMATION  
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**The Salzburg Global Seminar would like to thank the session chair and panelists for donating their time and expertise to this collaborative project.**

## Salzburg Global Seminar Staff

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**Clare SHINE**, *Vice President & Chief Program Officer*

**George ZARUBIN**, *Vice President & Chief Development Officer*

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**David Goldman**, *Associate Director of Education*

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Genocide Prevention Initiative*

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**Nancy Smith**, *Program Director, Gender and Philanthropy*

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**Nadine Vorderleitner**, *Conference & Event Assistant (on leave)*

**Natascha Weissenböck**, *Conference & Event Assistant*

**Christine Wiesauer**, *Front Office Manager*

**Veronika Zuber**, *Receptionist*

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**Brooke Benton**, *Program*

**Jaime DyBuncio**, *Program*

**Anamika Roy**, *Program*

**Sydnor Taylor**, *Program*

**Edward Thacker**, *Program*

**Meghann Wollitz**, *Library*

# Salzburg Global Seminar

Salzburg Global Seminar designs, facilitates and hosts international strategic convening – at our historic castle retreat and around the world – to drive progress based on imagination, sustainability and justice.

We are a game-changing catalyst for global engagement on critical issues in education, health, environment, economics, governance, peace-building and more. We work with carefully chosen partners to connect forward-looking institutions across sectors, foster groundbreaking ideas and deliver long-term results.

Salzburg Global’s partners include the world’s foremost policy makers, corporations, civil society organizations, think tanks, universities, donors, entrepreneurs and artists. Visionaries and practitioners alike, they seek meaningful engagement on the world stage. Together, we leverage expertise, resources and passion to build understanding, strengthen skills and increase investment in equitable solutions.

Salzburg Global Seminar was founded in 1947, by three young visionaries at Harvard University, as an international forum for those seeking a better future for Europe and the world. They believed former enemies could talk and learn from each other, even as countries reeled from the ravages of war. Looking beyond Europe’s immediate needs for physical reconstruction and economic development, they argued for a “Marshall Plan of the Mind” as a critical element of recovery. From day one, Salzburg Global’s program has addressed the principles, values and leadership responsibilities critical for peace and human dignity to flourish.

Over sixty-five years later, Salzburg Global has a unique track record of supporting regions, institutions and sectors in transition. As a fully independent, non-profit organization, we have convened over five hundred sessions bridging cultural, ideological and geographic divides, launched cross-cultural educational programs that drive institutional change to scale, and created peace-building initiatives and networks.

Our founding vision – to gather on equal terms, think radically and act courageously – is as vital as ever. We are proud to be a respected force for good and continue to embrace innovation, nurture transformation and inspire solutions.

Our programs are devised with timeliness and pertinence in mind. Because of our desire to respond to a rapidly changing global environment, our program is under continuous development, so please check the calendar on our website for updates.

SALZBURG  
GLOBAL  
SEMINAR

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FOR MORE *session info*.

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PLEASE VISIT:

[www.SalzburgGlobal.org/go/515](http://www.SalzburgGlobal.org/go/515)

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