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IMPROVING THE STATE
OF THE WORLD

GLOBAL REDESIGN INITIATIVE

Global Redesign Initiative

*A visionary blueprint for meeting the challenges of
the 21st century*

A collaborative effort of all stakeholders of global society

Under the patronage of

Government of Qatar
Government of Switzerland
Government of Singapore
Government of Tanzania

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REF: 170310

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1. The New Context of Global Governance

Under the patronage of the Governments of Qatar, Singapore, Switzerland and Tanzania, the World Economic Forum is facilitating a two-year global multistakeholder dialogue on the future of global cooperation. The objective is to stimulate an interdisciplinary thought process among business, government, academic, civil society, scientific and media leaders for the purpose of identifying concrete opportunities to strengthen global institutions and cooperative arrangements, as well as adapt them more fully to contemporary circumstances and challenges.

The difficulties that existing instruments of global governance – including multilateral institutions – have had in mustering an effective response to the economic crisis, global warming, proliferation of weapons of mass destruction and other challenges stem in part from major changes that have occurred since they were created.

Today's world is characterized by a power shift from North to South, from West to East. It is a young world, with a majority of the population below the age of 25. The major shifts in relative economic weight among countries that have occurred in recent decades have naturally led emerging players to seek a more consequential role in decision-making than is reflected in the governance of institutions organized for the most part following World War II. Countries with a vested interest in the current structures have often been reluctant to agree to changes that would dilute their influence.

Decades of economic development, integration of product and service markets, cross-border travel and new technologies enabling virtual interaction have created a world that is much more complex and bottom-up than top-down. The world has become not only more economically and environmentally interdependent, but also more interwoven in a socio-political sense. People around the globe increasingly perceive their interdependence and seek ways to express it outside of formal national political structures. They have become more aware that global problems require global trusteeship and that efforts to solve problems solely through traditional negotiating processes, characterized by the defence of national interests, are inadequate in the face of critical global challenges.

Nation states and intergovernmental structures will continue to play a central role in global decision-making. However, those institutions must be adapted to today's needs and conditions if they want to preserve their use and, hence, legitimacy. They must begin by more clearly conceiving of themselves as constituting just part of the wider global cooperation system that the world needs. In fact, they should work explicitly to cultivate such a system by anchoring the preparation and implementation of their decisions more deeply in the processes of interaction with interdisciplinary and multistakeholder networks of relevant experts and actors. This will help them transcend the silo and reactive thinking that are an acknowledged weakness of the formal multilateral system. It will also help improve the information on which decisions are based.

A unique reliance on formal institutional structures has fostered fragmented action in response to challenges that clearly require a more coordinated approach. Its own group of national ministers governs each of the above policy domains and their corresponding institutions. The world needs a much more systemic approach to decision-making. The international system lacks built-in incentives to focus disparate, but relevant resources and capabilities on common, complex challenges. The G8 and, recently, the G20 are key instruments, but they alone are not sufficient to perform the function of efficient and legitimate management of global affairs.

In summary, traditional conceptions of global governance require rethinking. Deepened global cooperation along current lines is necessary but not sufficient. A more multidimensional and inclusive approach to setting norms and generating collective action is needed if we are to succeed in addressing the market and public system collapses that have accompanied globalization. Our intergovernmental institutions and processes must be embedded into wider processes and networks that permit scaled and continuous interaction among all stakeholders and sources of expertise in global society in the search for solutions.

2. The Global Redesign Process

The World Economic Forum was founded on the idea of bringing business together with its stakeholders in the belief that common challenges shared could only be solved together. In the 40 years of the Forum's history, those challenges – like the Forum itself – have become global.

The Global Redesign process is the Forum's challenge to all of its communities to help enhance cooperation across sectors, industries and disciplines. The process is bringing together representatives of academia, government, the private sector and civil society in a structured, global dialogue about how the international community's systems, institutions and decision-making processes could be renovated to respond more effectively to the challenges of the 21st century.

Since the summer 2009, over 1,200 of the world's leading experts have been working in interdisciplinary, multistakeholder Global Agenda Councils to identify gaps and deficiencies in international cooperation and to formulate specific proposals for improvement on more than 50 global challenges. Many of their emerging proposals have been discussed during the World Economic Forum Annual Meeting 2010 in Davos-Klosters, and they will form the basis of a global, multimedia conversation on the future of international cooperation and governance that the Forum will facilitate throughout 2010.

A critically important milestone of this process will be our Global Redesign Summit, 30-31 May 2010 in Doha, Qatar. The purpose of this special Summit of the World Economic Forum will be to provide heads of state and government, ministers, key officials, legislators and representatives of international organizations with the opportunity to present their vision of the priorities for strengthening the international system in the aftermath of the crisis, and to discuss the innovative proposals that have emerged from the deliberations of the Forum's Global Agenda Councils, industry communities and Young Global Leader task forces.

The Global Redesign process works as the intellectual fibre that networks the Forum's communities, multiplying the impact of its activities and initiatives. It is a rolling, iterative process of debate and dialogue aimed at creating, refining and advancing innovative solutions for strengthening international cooperative structures and arrangements. The process functions as a living laboratory to consider ways of strengthening the architecture of international cooperation and subjecting them to an international, multistakeholder marketplace of ideas and perspectives.

The key milestones of the process are:

Stage 1: Spring to Autumn 2009

- Virtual interaction began within over 70 Global Agenda Councils, with the objective to determine gaps in international cooperation and elaborate proposals to address them.

Stage 2: November 2009 (Summit on the Global Agenda in Dubai)

- Members of the different Global Agenda Councils physically interacted to refine the issue-specific proposals. Preliminary integration of ideas into a thematic framework began.

Stage 3: January 2010 (World Economic Forum Annual Meeting 2010 in Davos/Klosters)

- Emerging proposals were tested with leaders of all stakeholder groups and regions.

Stage 4: February to June 2010 (Special multistakeholder Summit convened in Qatar, spring 2010)

- The Summit in Qatar is where the first wave of proposals will be presented for discussion with the intergovernmental community and other stakeholders for refinement and reaction. In Doha, the hope is that the point will have been reached where individual proposals will be taken up by participants working in broad partnerships to take forward ideas that seem practical and potentially suitable for implementation. The Forum sees this Summit as a chance to move beyond the what and why of the international system's failure of reaching first steps towards measures to correct these shortcomings. It also provides a transition from incubation of these ideas in Forum meetings to a moment when the proposals enjoying support may be picked up and carried forward to governments, business and others who are willing to become the champions of these ideas.

To prepare the discussions at the Summit, a report will be issued with three elements:

1. Systemic Broad guidelines and concrete proposals to improve the systemic coherence and impact of global institutions and arrangements, including an elaboration of the shared values and changes in political culture that are crucial to achieving effective global cooperation in the 21st century.

2. **Thematic** Synthesis of the concrete ideas/proposals that are emerging within each of nine thematic clusters. These thematic reports will be authored by distinguished authorities, who will place the emerging proposals into wider context as well as contribute their personal perspectives and suggestions.
3. **Issue-specific** The specific proposals for improvements in international cooperation structures and arrangements that have emerged from the deliberations of the Forum's communities, including its Global Agenda Councils (multistakeholder expert groups), industry communities, Young Global Leaders, etc.

Stage 5: Summer to Fall 2010

- Forum regional meetings and the Annual Meeting of the New Champions will continue to help refine and advance proposals.

Stage 6: November 2010 (Summit on the Global Agenda in Dubai)

- The Summit in Dubai will look at all of the emerging proposals in a much more advanced and integrated way, readying them for finalization at the World Economic Forum Annual Meeting in Davos.

Stage 7: January 2011 (World Economic Forum Annual Meeting 2011 in Davos/Klosters)

- The results of the process will be at the centre of the Annual Meeting programme, with the goal of raising awareness and creating momentum behind the most promising proposals that have emerged in the process.

3. The Specific Relevance of the World Economic Forum to the Global Redesign Initiative

No organization is better equipped to facilitate such a global, multistakeholder thought process than the World Economic Forum, for the following reasons:

1. Status: The Forum is an independent, impartial, not-for-profit organization tied to no ideological, political, regional or partisan interests.
2. The Forum is a unique set of multistakeholder communities. It incorporates:
 - a. Key global political leaders: Through its different activities, the Forum has strong relations with the governments around the world and with the heads of all major multilateral organizations
 - b. CEOs of the foremost global enterprises as well as CEOs of enterprises in emerging fast-growing markets: Its business membership comprises 14 different industry communities; the CEOs (industry governors) represent the major enterprises in each industry sector
 - c. Key leaders of civil society: Through its specific distinct communities of NGO leaders, trade union leaders, women leaders, spiritual leaders and cultural leaders
 - d. The voice of tomorrow: Through its community of Young Global Leaders, 500 extraordinary personalities under the age of 40 from all walks of life
 - e. Over 1,000 key experts in all globally relevant areas through its Global Agenda Councils
 - f. The world's most pioneering Social Entrepreneurs: A community of leaders with grassroots experience in providing public goods
3. The Forum considers itself as a global hub of knowledge creation and, in addition, has its own strong intellectual capability, i.e. by publishing an annual Global Risk Report, which describes the most relevant risks on the global horizon. The Forum also facilitates over 30 public-private partnerships in education, health, climate change, etc.
4. Through its activities and events, particularly its regional meetings, the Annual Meeting of the New Champions in China, the annual Summit on the Global Agenda in Dubai and the Annual Meeting in Davos, the Forum provides the necessary meeting and interactive space to distil the new ideas required to formulate proposals and define recommendations in an interactive, multistakeholder way.

To facilitate a continuous interactive process that drives the Global Redesign Initiative, the World Economic Forum, together with top technology partners from industry, has developed the world's most advanced and highly secure virtual interactive platform (WELCOM), which integrates manifold videoconferencing opportunities and enables a truly collaborative work process. The use of WELCOM will give the consultations and development of recommendations greater continuity and inclusiveness than would normally be possible in the traditional meeting context. With the help of WELCOM, a true "social community" of global leaders will be formed, and continuity of dialogue enabled.

4. The Driving Principles of the Global Redesign Initiative

The Forum's Global Redesign process differs from a traditional task force or a panel of eminent persons in part by applying the following working principles:

1. It is driven by issues, not politics. For each challenge, the point of departure for discussion will be the following: *What is the best solution in the global public interest?* This zero-based approach reflects that the intellectual backbone of this initiative will be the World Economic Forum's network of the Global Agenda Councils, which comprise over 1,000 leading experts in over 70 fields.
2. It is based on a holistic approach. All global challenges are integrated into a framework taking into account the manifold interdependencies and enabling the elaboration of systemic responses.
3. It is based on the need to develop strategic and proactive responses to our global challenges. The principle is to mitigate potential risks in a rapidly changing world and to transcend the present reactive, crisis-driven approach to global problems.
4. It will be the result of a multistakeholder engagement. In addition to the specialists, more than 3,000 leaders from all global stakeholder groups will be involved, as well as public "hearings" facilitated by online interaction.
5. It seeks to stimulate imaginative thinking. The objective is not to present one single roadmap, but to develop fresh and sometimes alternative proposals on how the global community could fundamentally reorganize itself to deal more successfully with the challenges, opportunities and risks of a more interdependent, complex and time-constrained world. Participants in the deliberations will be asked: How would structures and arrangements of global cooperation look if they were designed from the ground up with contemporary circumstances and challenges in mind rather than those prevailing at the end of the World War II?
6. It is based on the principle of intergenerational responsibility, meaning that the imperative of ecological and social sustainability will be at the core of all proposals.
7. Its proposals will be based on the notion of the shared responsibility of all stakeholders for global citizenship. Public-private partnerships will be a core element of future governance systems. In short, this initiative will not necessarily represent a consensus of all stakeholders and individuals participating in it, but will represent the most comprehensive thinking and brainstorming on our global future.

5. The Thematic Framework of the Global Redesign Initiative

Nine themes have been defined for the Global Redesign Initiative:

1. Creating a Values Framework
with input from the following Global Agenda Councils:
 - Values
 - Education Systems
 - Role of Business
 - Faith
 - Investing in Children
 - Philanthropy & Social Investing
 - Gender Gap
2. Building Sustained Economic Growth
with input from the following Global Agenda Councils:
 - Trade
 - Future of Long-term Investing
 - Economic Growth & Development
 - Corruption
 - Innovation
3. Strengthening the International Monetary & Financial System
with input from the following Global Agenda Councils:
 - International Monetary System
 - Systemic Financial Risk
 - Global Investment
4. Creating Employment, Eradicating Poverty and Improving Social Welfare
with input from the following Global Agenda Councils:
 - Poverty & Development Finance
 - Employment & Social Protection
 - Social Entrepreneurship
 - Migration
 - Skills Gap
 - Talent & Diversity
5. Managing & Mitigating Global Risks
with input from the following Global Agenda Councils:
 - Pandemics
 - Catastrophic Risks
 - Emerging Technologies
 - Illicit Trade
 - Energy Security
 - Food Security
 - Future of the Internet
 - Humanitarian Assistance
 - Strategic Foresight
6. Ensuring Health for All
with input from the following Global Agenda Councils:
 - Healthy Next Generation
 - Chronic Diseases & Conditions
 - Nutrition
 - Ageing Society
 - Population Growth
 - Global Healthcare Systems & Cooperation
 - Role of Sports in Society
7. Enhancing Global Security
with input from the following Global Agenda Councils:
 - Negotiation & Conflict Resolution
 - Fragile States
 - Human Rights & Protection
 - Terrorism & Weapons of Mass Destruction
 - International Security Cooperation
8. Ensuring Sustainability
with input from the following Global Agenda Councils:
 - Climate Change
 - Ecosystems & Biodiversity Loss
 - Water Security
 - Ocean Governance
 - Future of Transportation
 - Future of Sustainable Construction
 - Sustainable Energy
 - Sustainable Consumption
 - Urban Management
 - Design
9. Building Effective Institutions in an Empowered Society
with input from the following Global Agenda Councils:
 - Global Institutional Governance
 - International Legal System
 - Intellectual Property System
 - Future of Journalism
 - Future of Government
 - Benchmarking Progress in Society
 - Decision-making & Incentive Systems

6. Conclusion

Over 700 members of the Global Agenda Councils met in Dubai in November 2009 to engage in a redesign brainstorming exercise on the most pressing issues facing the world. A distillation of the Summit highlights can be found on the Forum's website (<http://www.weforum.org/gac>).

6. Conclusion

The global financial and economic crisis has demonstrated that the international community needs to engage in a fundamental debate on the structures of cooperation by which it is governed. Many global institutions and cooperative arrangements need to be updated or upgraded to address three fundamental problems.

Global market failures. As efficient as private markets can be in matching effective demand and adequate supply, they often do not sufficiently address externalities that are public and global in nature and, therefore, fail to generate needed public goods.

Sovereign failures. Sovereign states, which provide legitimate order at home, often fail to adequately address problems that transcend borders because indifference and an insufficient sense of global citizenship combine to preclude collective solutions to common problems.

Intergovernmental failures. As important as collective action is, intergovernmental institutions lack the necessary authority, vision, expertise and resources to be effective in managing many cross-cutting, global challenges.

All three points reflect failures of imagination, political will and, in particular, an unwillingness to rethink the foundations of international order. The larger purpose of the redesign process is to stimulate thinking about how the structures and underlying ecosystem of international cooperation could be upgraded and updated to contemporary circumstances. By widening the focus beyond the current G20 agenda, the Forum hopes to encourage the international community to tackle other serious global risks and make the systemic changes required to improve global cooperation more generally. The objective is to spur a greater sense of responsibility and commitment on the part of all stakeholders to improve the state of the world.

The ideas and proposals emanating from the Global Redesign Initiative are part of a comprehensive interactive process integrating thousands of people from significantly diverse backgrounds. The proposals may not necessarily express a consensus, but will reflect the diversity of the participants engaged in the initiative. The World Economic Forum will have the final editorial responsibility, which it will exercise on the basis of intellectual integrity – emphasizing expertise, knowledge and creativity, and preserving its status as an impartial, independent organization.

There are no quick fixes for the immense set of global governance challenges that we now face. These problems are not just technical matters; they are deeply political. The current framework of global governance is as much the problem as the solution. Solutions will need to draw on many different disciplines of thought and a deeper public understanding that the challenges we face are not limited to a particular country, industry or community.

The Global Redesign Initiative is an enormously ambitious undertaking but, in present circumstances, there is no point being anything but ambitious. The international system requires strengthening across many dimensions. Herein lies a genuine opportunity to improve the state of the world – and leaves a valuable legacy for future generations.



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The World Economic Forum is an independent international organization committed to improving the state of the world by engaging leaders in partnerships to shape global, regional and industry agendas.

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