



SALZBURG  
GLOBAL  
SEMINAR

**2013**  
PROGRAM

# 2013 SEMINARS PROGRAM

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# Foreword

Since 1947, Salzburg Global Seminar has brought more than 20,000 participants from 150 countries for over 500 sessions at Schloss Leopoldskron to fulfill its mission: to challenge present and future leaders to solve issues of global concern.

Salzburg Global Seminar sessions are focused on critical issues confronting the global community, covering topics as diverse as health care and education, culture and economics, geopolitics and philanthropy. Rather than being just a space for speakers to deliver presentations, seminars are designed to be participatory: prompting candid dialogue, fresh thinking and constantly in the search for innovative but practical solutions, in both formal and informal settings.

The Seminar program convenes imaginative thinkers from different countries, cultures and institutions – both established senior figures and also emerging leaders – enabling them to forge connections across national, cultural and professional boundaries. In this age of globalization, and the cross-border, multinational and interdependent issues that it brings, these connections are vital to finding solutions to these complex problems that the world now faces. These connections will continue to remain useful during the coming decades as our emerging leaders themselves progress to more senior positions. Beyond our Salzburg-hosted sessions, we also maintain

a vibrant alumni network through our Fellowship session programs, held across the globe and at Schloss Leopoldskron.

The length of our sessions, lasting up to one week, encourages in-depth, creative and collaborative discussions. Our exclusive setting enables our participants to detach from their working lives, immerse themselves in the issues at hand and form professional relationships.

Chosen in part because of the vast amount of expertise the Salzburg Global Seminar has garnered over its 65 year history, the program themes are also developed because of the partnerships formed with other institutions and organizations, enabling us to leverage their networks and expertise, thus enriching the conversations led by Salzburg Global Seminar.

The individual session topics are devised within these themes, always 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, alongside the annual program, please check the calendar on the web for updates at:

> [www.SalzburgGlobal.org](http://www.SalzburgGlobal.org)

# Information on Seminar Registration

Salzburg Global Seminar welcomes registrations for all our seminars. Each seminar brings together up to 60 distinguished international faculty members and emerging leaders, known as “Fellows,” from government, business, academia, and non-governmental organizations. Particular emphasis is placed on generating cutting-edge ideas and on developing proposals for action.

Our seminars are structured around talks, panels and discussions led by leading experts on the session topic. Working groups are facilitated by faculty members who lead each group in developing strategies for change, policy proposals or projects for cooperative action. Follow-on activities mediated by staff, faculty, and Fellows extend the work and value of the seminars. In particular, all seminar participants of Salzburg Global Seminar are invited to join the Salzburg Global Fellowship, for which a program of regional meetings is underway around the world and also under development on a rolling basis. For details of the Fellowship program, please visit our website.

The fees for seminars are published on each session’s web page and include the cost of the program, meals, and accommodation. Seminar fees vary depending on the financial circumstances of an individual applicant. For some of our seminars (marked with \* on the previous two pages), a limited number of scholarships are available for outstanding applicants. These scholarships, provided by Salzburg Global Seminar and a broad range of partners, cover travel as well as all session-related fees. Our aim is to bring together a unique mix of people and strongly encourage individuals from all parts of the world to apply.

Registration for Seminars can be submitted online at:

> [www.SalzburgGlobal.org](http://www.SalzburgGlobal.org)

Alternatively, a printed registration form can be downloaded from the website and faxed to the Seminar’s office in Salzburg at +43 (662) 839837.

For questions regarding registration, contact our registration office at:

> [registration@SalzburgGlobal.org](mailto:registration@SalzburgGlobal.org)

SALZBURG GLOBAL SEMINAR



Founded in 1947, the  
SALZBURG GLOBAL SEMINAR  
addresses the  
challenges present and future  
to solve issues of global co



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# Open for Business: Building Platforms for Trust in Central and South-Eastern Europe

Salzburg, May 4 to 9, 2013

Many initiatives around the world call for more transparent and accountable government. The most recent and fastest-growing is the Open Government Partnership (OGP). This multilateral initiative aims to secure concrete commitments from governments to empower citizens, fight corruption and harness new technologies to strengthen governance.

Civil society and business have vital and complementary roles to play in supporting open government, and in working with public authorities to make their countries and economies more inclusive and sustainable, including through efficient allocation of public resources. However, serious challenges persist in efforts to realize effective multi-stakeholder collaboration: in particular, the participation of the private sector has been limited to this point.

The Salzburg Global Seminar and Partners for Democratic Change (PDC) are creating a series of outcome-focused meetings to establish and facilitate multi-stakeholder platforms to promote open government, and improve governance at local and sub-regional levels for the benefit of citizens and business. Emphasis will be given to strategic engagement of the private sector.

The first program in the series will focus on the Central and South-Eastern European region.

## Participants will explore the following questions:

- What concrete steps are needed for government to become more transparent, accountable and effective?
- What are the most effective mechanisms for civil society and the private sector to support open government?
- Has the strategic value proposition for business been clearly articulated? What additional information or evidence is required?
- How can new initiatives like the Open Government Partnership build on and connect related efforts and maximize synergies?
- What existing tools can be used to increase accountability? What gaps still need to be addressed?

The seminar intends to generate action plans for multi-sector collaboration for participating in and monitoring implementation of the OGP and related processes. The information collected, and processes implemented and tested through the program, will be analyzed and applied in other (sub)regions through follow-on programs, coordinated through PDC's network of country offices.



# LGBT and Human Rights: New Challenges, Next Steps

Salzburg, June 2 to 7, 2013

LGBT (lesbian, gay, bisexual and transgender) issues and human rights have been rising steadily up the international agenda. South Africa spearheaded the first UN Resolution on Human Rights, Sexual Orientation and Gender Identity (supported by Brazil and 39 other countries), Argentina adopted landmark legislation in recognition of gender identity and the US, the European Union and UK have identified LGBT rights as a cross-cutting priority in foreign and international development policy. The groundbreaking 2006 Yogyakarta Principles on the Application of International Human Rights Law in relation to Sexual Orientation and Gender Identity have become an important resource, inspiring National Human Rights Commissions in Australia, Indonesia, Mongolia, the Philippines and New Zealand to review their legislation.

While the sphere of the law in an increasingly interconnected world provides an essential frame of reference, underlying cultural value systems need to be taken into consideration. No longer defined by conventional western/non-western divides, the meanings given to LGBT equality – in such diverse debates as those of a society's moral fiber, political belief system, specific history or social health – fluctuate greatly.

This seminar will bring together 60 participants from all regions of the world, 40 of them from non-Western countries, and from diverse professional or civic backgrounds where the law and culture intersect.

## This session is designed to:

- Support better understanding of this evolving moral, legal, social and political landscape
- Create a platform for exchange and communication for decisive global voices from diverse spheres
- Look at LGBT and human rights through the lens of cultural diversity, creative expression and civic responsibility.

Following the seminar we will present a Salzburg Statement on next steps to the UN, the Council of Europe and other relevant bodies. Pending the recommendations of the group, follow-on work from this initial seminar is likely to include: regional initiatives in 2014 and beyond; the publication of a first global survey of the issues explored at the seminar; and web-based knowledge sharing.

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

Salzburg, June 23 to 27, 2013

In June 2012, 'Rio+20' - the United Nations Conference on Sustainable Development - tried to place the economy at the heart of discussions on sustainable development and to strengthen multilateralism, with mixed results. Looking to the future, governments have agreed an ambitious new roadmap which aims to place our countries and communities on a more environmentally sound and equitable development trajectory by 2015.

World Economic Forum has established a Global Agenda Council on Governance for Sustainability to address this complex issue by 2014. This seminar will take place at the mid-point of the Council's work. It will draw on the Salzburg Global Seminar's track record of bringing established leaders from different disciplines, sectors and regions together with emerging leaders who must face the challenges identified as part of the upcoming generation. Participants will connect beyond their own specialist areas to reframe systems-level questions and propose new frameworks for action, adapted to the realities of a resource-constrained future.

The seminar will convene around 60 participants, ensuring diversity of professional and civic backgrounds and appropriate spread of expertise.

## Participants will explore the following questions:

- If leaders found the political will to act together on climate and other issues of sustainable development, how could we construct an overall architecture for global governance?
- Can international institutions evolve to promote collaborative innovation by coalitions from government, business, science, and civil society – from the grass roots up?
- Are new governance and regulatory structures needed to provide the legal base, technical assistance, and financing to make practical progress toward sustainable development?
- How can new approaches acknowledge the changed shape of the global economy, the emergence of new trading powers and the urgent need for new accounting frameworks to secure the natural capital of the world's ecosystems?

The seminar will develop concrete recommendations to inform the ongoing work of World Economic Forum's Council, to be further disseminated through the Salzburg Global Fellowship and relevant international bodies as appropriate.

This session is being held jointly with World Economic Forum's Global Agenda Council on Governance for Sustainability

# Out of the Shadows: Regulation for Non-Banking Financial Institutions

Salzburg, August 19 to 22, 2013

This is the third seminar in the Salzburg series that takes a forward look at changing business and regulatory models and re-appraises ethical and cultural issues raised by finance, bringing together different disciplines and critical perspectives. The seminars review progress and provide an update on regulatory reforms, in particular dealing with systemically important financial institutions and their cross-border operations.

This seminar will focus on the risks posed to financial markets by the non-bank financial sector – or ‘Shadow Banking’. The Financial Stability Forum (FSF) has published two consultation papers on this topic, identifying five work streams for which recommendations will be made by the end of 2012, including money market funds, securitization, and repos and securities lending. The EU’s 2012 Green Paper on Shadow Banking addresses similar issues, as does the USA’s Dodd-Frank Wall Street Reform and Consumer Protection Act 2010.

Participants will examine recommendations on shadow banking from the FSB and the EU Commission and compare them to the Dodd-Frank provisions and to alternative approaches suggested by the Institute of International Finance. Dodd-Frank subjects any

‘systemically significant non-bank financial institution’ defined under the Act – such as insurance companies, money market funds, hedge funds and central clearing parties - to regulation by the Federal Reserve Board (similar to the regulatory structure for banks). The Institute of International Finance recommends a risk assessment-based approach to identify the proper response, which does not necessarily mean regulating such entities as if they were banks.

## Participants will explore the following questions:

- Should banks be able to conduct operations in the shadows?
- Should non-bank institutions be able to operate as if they were banks?
- What are the main trade-offs that need to be addressed in the regulation of non-bank institutions?

Ideas and suggestions generated at the seminar will be captured in a comprehensive report and shared with a wide range of stakeholders.

# Shrinking Horizons: Better Health Care for the Elderly in a Cash-strapped World

Salzburg, September 15 to 20, 2013

According to the UN report on World Population Ageing, the population of older persons (those aged over 60) is growing by 2 per cent each year globally. The fastest growing age group in the world is the 'oldest-old' (those aged 80 years or older), currently increasing at 3.8 per cent per year. Although this trend is not found in all parts of the world, it is to be seen in poorer as well as richer countries. Health systems in each of these countries face the challenge of how to provide the care which is wanted and needed, and which is sustainable.

Many older people continue to live active and fulfilling lives for many years. But more people are reaching old age with multiple chronic conditions and must cope with enduring and self-limiting conditions. It is a fact that more people die in old age and so the number of deaths each year is rising. In most countries the health and long-term care systems are ill-equipped to respond to these changing needs, little is done to support and encourage active ageing, and many people continue to die in hospital following intensive treatment.

This seminar will draw on a wide range of

perspectives to explore the impact of ageing on health and long term care.

## Participants will explore the following questions:

- How can people be supported to age well - to remain active and live independently for longer?
- How does the model of health care delivery need to change to respond to the rise in the prevalence of comorbidities, dementia and patients who are frail as well as ill?
- How can we ensure people have a better experience of death and are cared for in the way they would want at the end of their life?

The seminar will seek to produce a consensus statement setting out concrete actions that health leaders need to take to address the needs of older people, supported by web-based knowledge sharing.

# Reducing Poverty: Tackling the Informal Economy

Salzburg, September 21 to 25, 2013

The informal economy, despite policy efforts to curb it, still represents a significant share of the world's economy and workforce. Globalization has already changed the nature of work through the shift to flexible labor markets, expansion of temporary jobs and stronger pressures to de-formalize employment relations. The current financial crisis has seen employment in the informal economy grow even faster.

Informality is closely linked to poverty – not only do informal workers have lower income, but it is also harder to reach them through mainstream economic policies. Workers have less access to publicly provided goods and services and tend to have less influence in political life and institutions. Conditions for women in the informal economy are of particular concern, as their low and unstable income and lack of social protection make them even more vulnerable.

Aggressive formalization is often counter-productive so it is important to re-think traditional approaches and examine what kind of policies and incentives have actually delivered results on the ground. This seminar will analyze case studies to

tackle informality more effectively by introducing certain elements of formal employment and encouraging a gradual transition to formalization to contribute to overall economic growth.

## Participants will explore the following questions:

- What are the global trends in informality and reasons for its expansion across the globe?
- How could vulnerabilities linked to informal employment be addressed by innovative policies and strategies?
- What best practices for social protection in the informal sector from Asia, Africa and Latin America can be applied across borders?

This seminar is designed to catalyze new strategies and generate a cross-regional exchange of best practices, paving the way for measurable reduction in the informal economy in developing countries. Participants, strongly weighted to younger emerging leaders in the field, will review and evaluate case studies and focus on identifying concrete actions and policies suitable for rapid implementation.

# Africa's Growth Engine: Breaking Down Barriers to Rural Enterprise Development

Salzburg, October 5 to 10, 2013

According to the United Nations International Fund for Agricultural Development (IFAD), poverty remains largely a rural phenomenon and, despite a broad range of natural and human resources, is in abundant evidence in Africa. The World Bank's 2012 Ease of Doing Business Index ranks only 4 African countries in the top 50, whilst 12 are included in the bottom 15. Things are improving but unless such improvements enable micro- and small enterprise to develop and allow entrepreneurs to operate more easily, moving mass number of people out of poverty in rural Africa will remain an enormous challenge – and much of Africa's extraordinary potential could go unrealized.

Working in cooperation with multilateral, international, and national/local institutions, this seminar will provide a platform to identify opportunities to connect and scale successful interventions across the African continent (North and Sub-Saharan). Particular attention will be given to approaches that support women's progress and economic opportunity.

## Questions to be examined include:

- How can the progress being made in African rural enterprise development be scaled and expanded more rapidly, particularly for women and traditionally disenfranchised populations?
- What are the most critical aspects of creating an enabling policy environment to ensure that all people, including women and those without land rights, can participate equally?
- What are best practices in establishing Public-Private Partnerships for rural development, and how can these be expanded to make agriculture and non-farm work more stable, sustainable, and profitable?
- What – and where – are the latest trends in “eco-friendly” growth markets?
- What gaps persist in education, skills, and training needed to encourage entrepreneurship and enterprise? What financial tools and resources are still lacking?
- What protections may be needed to ensure that more vulnerable populations retain access to and control over resources as they accumulate?

The seminar will capture the most interesting and promising ideas and innovations and share them, through various media, with an international audience of key stakeholders.

# Salzburg Global Forum for Young Cultural Leaders II

Salzburg, October 12 to 17, 2013

The Salzburg Global Seminar and National Arts Strategies will convene their second annual leadership development forum for young cultural leaders from around the globe in October 2013. The Salzburg Global Forum will provide a unique learning opportunity for the most promising “next generation” cultural leaders from Afghanistan to Zimbabwe. Its goal is to help young practitioners improve their leadership skills to enable them and their organizations to thrive in a field characterized by rapid change, uncertainty, and limited resources.

This second annual Forum will bring together fifty young leaders from a variety of cultural institutions around the globe for leadership training focused on core competencies and themes such as: team-building, risk-taking, innovation, communication of value, and creation of social change. The carefully crafted program will mix theory and practice and will draw on the knowledge and experience of recognized international experts, who will join panels and facilitate workshops during the five-day gathering.

The participants will have a minimum of three years’ professional experience in the cultural sector and be approximately 25-35 years old. They will come from all continents and represent a broad spectrum of cultural expression and artistic endeavor – from dance,

music, and theater to visual media, museums, cultural heritage, and festivals. The participants will remain connected with each other and will also be encouraged to connect virtually with each year’s forum.

The Salzburg Global Seminar, known for its global convening power, will team with National Arts Strategies, a U.S.-based non-profit organization specializing in leadership development in the cultural sector. The intention of the annual forum is to strengthen the leadership capacity both of individuals and of the field as a whole, while at the same time enhancing international understanding and cultural exchange through a vital, young global network of creative entrepreneurs committed to excellence, innovation, and social change.

This session is being  
held in partnership with  
National Arts Strategies

National *Arts* Strategies

# Transforming Health Care from the Ground Up: Best Value for Money and for Patients

Salzburg, Decemeber 8 to 13, 2013

Countries around the world and across the range of wealth of nations are struggling to achieve the goal of providing their citizens with effective and efficient health care. The economic context for health care delivery - just how much can spending rise? - affects all states at a time of resource scarcity and is closely related to considerations of social equity. With the intensifying challenges of the coming generation - fiscal pressures, demographic shift, the impacts of climate change and new disease patterns - it is urgent to work more creatively with the resources we have.

This sixth seminar in the Salzburg Health and Healthcare Series will bring together examples of cutting edge delivery science to help build the models, methods and metrics to boost value and explicitly address emerging economy perspectives. The seminar will analyze the proposition that structured teams delivering health care, with patient engagement as an integral part of that team work, are at the core of success.

## Key questions to be addressed by participants include:

- Can we design health care that transcends technical barriers to better care with better health at lower cost?
- How best can we track, nurture and apply 'reverse innovation' - cheaper, smarter, quicker innovation from the ground up where resources are scarce, often adapting existing organizational models or mass technologies?
- When difficult decisions must be made, can innovative delivery design narrow the gap in influence between those who make the decisions and those who live with the consequences?

The outcomes of the seminar will include new Salzburg papers on health and healthcare and further strengthening of the dedicated network of health and healthcare Fellows within the Salzburg Global Fellowship. Case studies drawn from both developed and developing countries will suggest ways of generating innovative redesigns of care, as well as their implementation and disciplined evaluation.

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