Mind the Gap!
Innovating for Regional Cohesion and Smart Growth
Session 534
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Mind the Gap!
Innovating for Regional Cohesion and Smart Growth

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Overview

One of the EU’s main objectives is to promote economic, social and territorial cohesion between regions. The reformed EU Cohesion Policy 2014-2020 comes at a pivotal moment, after recent years of austerity which have seen rising unemployment and widening inequality, especially in peripheral regions, with youth, women and ethnic minorities worst affected.

Making over €350 billion available to invest in Europe’s regions and cities, the Policy is the EU’s principal investment tool to deliver the Europe 2020 goals: creating growth and jobs, tackling climate change and energy dependence, reducing poverty and social exclusion. Once member states’ national contributions and the leverage effect of financial instruments are taken into account, the impact is likely to be over €500 billion.

Salzburg Global Seminar and DG Regio teamed up in May 2014 for an inaugural program called Mind the Gap! Innovating for Regional Cohesion and Smart Growth, with participation from the Organisation for Economic Co-operation and Development (OECD). With participants from four continents, the program connected experts from EU and other regional institutions, member states and third countries facing similar challenges of delivering smart, sustainable and inclusive growth, including Brazil, China, Mexico and Indonesia.

The international cross-sector group straddled intergovernmental organizations, local and national governments, the private sector, social enterprise, research and academia, the media, and civil society organizations.

The highly interactive exchange of ideas and expertise was even more diverse because participants were at various career stages, from long-serving experts with decades of experience, to mid-career professionals and PhD students.
Salzburg Global Seminar, founded in 1947 at the crossroads of East and West, has run over 15 sessions on regional integration and sustainable growth and trained many EU officials through its longstanding European program. The 2014 session was timed to help key stakeholders understand the Policy’s results-oriented focus and ensure maximum impact for these investments.

Participants examined tools for environmentally sustainable innovation, human capital development, creation and financing of SMEs and the transition to a low carbon economy. They compared practical projects and mechanisms that have delivered successful outcomes in and beyond Europe, in order to identify transferable tools and opportunities for scaling up and also connect stakeholders who are leading cutting-edge work around the world.
Did the Crisis Affect Europe’s Competitiveness?

Ronald Hall  Principal Advisor, DG REGIO, European Commission
Jean- Marc Fournier  Economist, OECD
Madlen Serban  Director, European Training Foundation

Key Factors for Accelerating the Shift to a Low-Carbon Economy: Challenges and Opportunities

Clare Shine  Vice-President & Chief Program Officer, Salzburg Global Seminar
Perry Heijne  Group Director Corporate Responsibility, TNT Express
Alexander Kainer  Principal, Roland Berger Strategy Consultants
Wolfgang Teubner  Regional Director Europe, ICLEI European Secretariat

What Matters Most to Business?

Alexander Kainer  Principal, Roland Berger Strategy Consultants
Rudiger Ahrend  Head of the Regional Economics and Governance Unit, OECD
Iain Begg  Professorial Research Fellow, European Institute, London School of Economics
Irene Schulte  Director for Salzburg, Federation of Austrian Industries

Key takeaways
Participants looked beyond the economic downturn to the need for new policies for 2014-2020, noting that in an area that is so culturally, socially and economically diverse, there needs to be effective and coordinated use of complementary policy and financial instruments to revive and sustain growth.

Areas identified for improvement in order to restore positive growth trajectories and improve social cohesion included:
• New fora for talent development and tackling youth unemployment;
• More homogeneous carbon pricing;
• Higher investment in R&D and innovation;

“The most important outcome is that we can improve the way of implementation by having a different approach about what we do. We have to start thinking about how to do instead of what to do…It is a great challenge, but I know that if in Ireland was possible then it will be in Romania too.”

Salzburg Global Fellow from Romania
Reduction of barriers to trade and regulation that could hinder innovation;
Boosting innovation and investment for genuinely sustainable cities.

Participants noted a real desire to pay attention to variations in regional markets. Ways to get multilateral governance actually working in Europe, with initiatives driven from regional and local levels, could also promote more targeted responses to specific regional challenges and bridge the urban-rural divide in imaginative and productive ways.

Session II
EU Cohesion Policy 2014-2020: A Strategy For Smart, Sustainable And Inclusive Growth

Rudiger Ahrend  Head of Regional Economic and Government Unit, OECD
Pat Colgan (Co-Chair)  CEO, Special EU Programs Body
Ronald Hall (Co-Chair)  Principal Advisor, DG REGIO, European Commission
Wolfgang Petzold  Head of Communications Unit, Committee of the Regions

Key takeaways
Even if the Policy targets competitiveness and innovation, speakers were keen to point out that one of its founding and continuing objectives is to foster social and community capital, a key lever for boosting economic dynamism and growth.
Although flagship initiatives like the PEACE programs for Northern Ireland and the border regions are an excellent example of the EU’s holistic approach, participants noted that for complex challenges, “you cannot fix cohesion in one generation”. As populations move within and into the EU, regions and communities face new economic and social challenges. In Northern Ireland, for example, local communities are slowly pulling down the mental and physical traces of the so-called “peace walls”, but now need to adapt to the arrival of migrant workers from outside.

Participants highlighted the need for clear strategic thinking in cohesion policy:

- Training and education remain high priorities, but without the innovation to create jobs, increased education will not reduce unemployment and improving infrastructure will not alone boost economic growth;
- Better infrastructure can help move goods more easily, but it doesn’t necessarily increase the productivity that is also needed to boost exports.

“I have a better understanding of the impact of urbanization... [My key takeaways were] a good intersubjective perspective on the major relevant developments in the world; some useful experience to cope with the challenges arising from that; and a good and valuable network.”

Salzburg Global Fellow from the Netherlands
Session III

Conditions for Transformation: Building Constituencies for Lasting Results

Pat Colgan  
CEO, Special EU Programs Body

Iain Begg  
Professorial Research Fellow, European Institute, London School of Economics

Madeleine Mahovsky  
Deputy Head of Unit, Competence Centre Urban and Territorial Development, DG REGIO, European Commission

Nahuel Oddone  
Expert, Unit International Trade and Industry, ECLAC

Key takeaways

Regional cohesion is “not as easy as saying ‘Let’s have an airport, build a bridge or a science park.’” An effective strategic plan requires:

- Clear goals and metrics by which success can be measured;
- Looking beyond kilometers of new roads, etc. to evaluate long-term economic and social impacts which are key building blocks to tackle inequality and boost community cohesion;
- The “right” partners: engage business and civil society organizations early in the process, as well as public bodies) to help prepare, implement and evaluate the programs.

Successful projects are more likely to involve partners selected by the regional governments and local authorities directly concerned with delivery, rather than partners selected by a distant national government or DG REGIO, because stakeholders close to the ground can better assess priorities for both the project and the region or city.

Even when a project is measurable and considered a success, there’s still no guarantee that EU Cohesion Policy was the main reason for that success. Many other strategies, policies and external factors can contribute to or hamper the effectiveness of EU Cohesion programs.
Session IV
Drivers of Innovation and Smart Growth

Bernardus Djonoputro  
President, Indonesian Association of Urban & Regional Planners

Christian Hartmann  
Head of Research Group, Joanneum Research

Rudolf Lichtmannegger  
Head of Department, Austrian Chamber of Commerce

Madlen Serban  
Director, European Training Foundation

Key takeaways
This panel compared global perspectives and innovative experience on ways to design and deliver "smart specialization strategies". 3S strategies use an evidence-based approach and need to be:

- Particular and unique to the natural and cultural assets of an individual region;
- Tailor-made, not copy pasted from somewhere else.
- Appropriate to local human capital, and how communities’ lives might benefit from changes to social structures, with education, environment, health care, transport and infrastructure amongst the most prevalent challenges.

Five out of the top 10 innovation economies in the world are in the EU. To enable less innovative Member States to transform their performance, with competitiveness benefits for the EU as a whole, three priorities need to be targeted:

- Active leadership, networks and policies to galvanize protracted and prolonged growth;
- Investment in science and research, technology, and culture at local levels;
- A trade cycle that is adapted to regional variations across an entire continent.

Ideally, each region’s growth will progressively correlate to growth in another region, then another and another, creating a series of interdependent creative networks.

“Panels were definitely fruitful for us in terms of both having a deeper knowledge about the cohesion policy of Europe and regional development cases from different parts of the world.”

Salzburg Global Fellow from Turkey
Session V
Sustainable Integrated Urban Development

Madeleine Mahovsky  
Deputy Head of Unit, DG Regio, European Commission

Eduarda Marques da Costa  
Professor, University of Lisbon

Fernanda Riedlinger de Magalhaes  
Senior Urban Specialist, Inter-American Development Bank

Wolfgang Teubner  
Regional Director Europe, ICLEI European Secretariat

Cities as Catalysts

Johannes Hahn  
Commissioner, DG REGIO, European Commission

Madeleine Mahovsky  
Deputy Head of Unit, DG REGIO, European Commission

Urban Areas at the Forefront of Energy Transformation

Fernanda Riedlinger de Magalhaes  
Senior Urban Specialist, Inter-American Development Bank

Bernardus Djonoputro  
President, Indonesian Association of Urban & Regional Planners

Alex Kainer  
Principal, Roland Berger Strategy Consultancy

Rudolf Lichtmannegger  
Head of Department, Austrian Chamber of Commerce

Key Takeaways
EU Commissioner for Urban and Regional Policy, Johannes Hahn, delivering Salzburg Global’s annual Jacques Delors Lecture on the Future of the European Union, highlighted the EU’s robust commitment to urban policy and cities’ valuable role as “anchors” for their regions.
An integrated approach to territorial development can help avoid mass migration to often-overburdened capital cities and enable those in more isolated rural areas to still access vital services. With so many different actors (local governments, transport and utilities providers, social and private home owners in cities, commuters in surrounding areas), only coordinated cross-sectoral planning can ensure streamlining of approaches, efficiency in processes, and sustainability.

As 75% of Europeans live in cities, sustainability of urban living is a key concern of the EU. Challenges identified included:

- How do we deal with greater decentralization of power sources as homeowners adopt green solutions such as solar panels?
- How do we justify the expense of continuing to provide services to a dwindling rural population?
- With a more mobile population across Europe, how do we ensure that wealthier parts of our cities don’t become ghost towns as the rich move from house to house across the continent?
- How can cities face the dual challenge of rising populations and rising climate risks?

Europe is far from alone in facing these urban problems. Case studies focused on Jakarta, Indonesia and on URBELAC – Urban European and Latin American and Caribbean Cities project – which seeks to promote inter-city collaboration to identify the most innovative integrated urban strategies.
To turn results-orientation into reality for greater economic and social impact and cohesion, project leaders must:

- Set the right framework conditions;
- Have clear objectives;
- Make systematic use of “realistic, achievable and relevant” progress indicators so that success can be measurable across projects and regions;
- Make a clear distinction between monitoring and evaluation with various milestones set from the start.

However, whilst indicators are vital for success, they should also keep in mind that indicators may have unintended negative impacts by diverting attention from elsewhere.

Participants looked beyond the EU to the case study of Minas Gerais in Brazil – a state the size of France. It has more municipalities (853) than any other Brazilian state, a population of 20 million people and huge disparities in economic growth. Minas Gerais’ cohesion strategy has turned around one of the worst fiscal situations in Brazil and provides an outstanding example of how implementing results-driven and priority-focused management can deliver.
Conclusions and Next Steps

The program provided an exceptional international opportunity for regional development specialists, governments, industry and social innovators to share evidence and insights on how strategic, measurable, results-orientated cohesion policies can boost smart, sustainable and inclusive growth.

Success stories and lessons learnt spanned local, regional and transboundary levels – showing how the EU’s pioneering policies can help other regions across the world and how third countries can share and support new initiatives and approaches within Europe.

Salzburg Global Seminar and DG Regio look forward to future collaboration during the course of the EU Cohesion Policy 2014-2020 and to catalyzing inter-regional innovation to tackle inequality and advance regional cohesion and the sustainable urban agenda.

“I believe in the power of your institution to expand and deepen the focus on the realities of other parts of the world from the quality of its technical team and partnerships with other institutions.”

Salzburg Global Fellow from Mexico

Fellows, faculty and staff of Session 534 with keynote speaker, Commissioner Hahn
## Co-Chairs

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<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Pat Colgan</td>
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## Keynote Speaker

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<tr>
<td>Johannes Hahn</td>
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## Faculty

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<td>James Beard</td>
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<td>Patrizio Bianchi</td>
<td>Regional Minister for Education and Labour, Emilia-Romagna Region, Bologna, Italy</td>
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<td>Paul Brush</td>
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<td>Roberta Capuis</td>
<td>Head of Unit, Venice City Council, Venice, Italy</td>
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<td>Director, Istanbul Metropolitan Municipality, Istanbul, Turkey</td>
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Appendix I

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All positions correct at time of session (May 2014)
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**Rudiger AHREND** is the head of regional economics and governance in the Public Governance and Territorial Development Directorate of the Organization for Economic Cooperation and Development (OECD) in Paris. In this capacity, he is supervising numerous projects related to metropolitan development, including a study on the impact of urban policies on economic productivity. At the OECD, where he started as an official in 2002, Dr. Ahrend worked first as a senior economist in the organization’s Economic Department. Prior to joining OECD, he worked as a researcher and independent consultant. In addition to his work on OECD countries, he has worked extensively on Russia and other emerging economies, and has published widely, both in academic journals and newspapers. Dr. Ahrend holds degrees in social sciences and mathematics from the University of Göttingen and the Sorbonne in France, and a Ph.D. in economics from the London School of Economics.

**Ieva ANDRIULAITYTĖ** is an advisor on energy and environmental issues at the Association of Local Authorities (ALAL) in Lithuania. In this role, she represents the interests of local Lithuanian authorities in the environmental and energy sectors at the national and international level. She also provides organizational and legal assistance to municipal decision-makers and administration specialists, assists in shaping the national agenda and promotes domestic and international municipal cooperation. Ms. Andriulaitytė has additional experience in project management as both a project coordinator and thematic expert. She has worked with local authorities in Ukraine, Moldova, Georgia, Kazakhstan and Russia as well as co-chaired the ALAL environmental protection and energy committees. Ms. Andriulaitytė has represented municipal interests as part of the National Committee on Climate Change, the National Waste Management Board and the Council of European Municipalities’ working groups on climate change, energy efficiency, waste management and air quality. She holds an M.Sc. in environmental engineering and an M.A. in public administration.
James BEARD is a senior social and economic research consultant with extensive experience in evaluation, economic analysis and policy appraisal issues in the field of economic and social development. His expertise includes social and economic research analysis; evaluation and impact assessment; policy and strategic review; focus group and workshop design and delivery; stakeholder consultation; and case study development. Dr. Beard applies his knowledge and experience to a range of economic development and regeneration related projects, both in the UK and internationally. He has conducted extensive policy research and analysis for the UK Local Government Association and other public sector clients on LEP strategy and development as well as worked on a number of other socio-economic, regeneration and inclusion projects. This work included intelligence gathering on LEP development; drafting a range of guidance notes and papers on economic strategy and project prioritization; working with LEPs to highlight good practice; and supporting members and officers through workshops and desk research. Recently, Dr. Beard has been involved with the Department for Communities and Local Government and the Welsh European Funding Office to support ex-ante evaluations of their forthcoming ERDF, ESF, RDP and INTERREG programs. Prior to joining Mott MacDonald, he spent eighteen months as a policy researcher at a West Midlands regeneration partnership. He holds a B.A., an M.A. and a Ph.D. from University of Wales and Swansea University.

IAIN BEGG is a professorial research fellow at the European Institute at the London School of Economics and Political Science. His main research area is the political economy of European integration and EU economic governance. He has directed and participated in a series of research projects on different facets of EU policy and his current projects include studies on the governance of EU economic and social policy, the EU’s Europe 2020 strategy, evaluation of EU cohesion policy and reform of the EU budget. Other recent research projects include work on policy co-ordination under EMU and the social impact of globalization. Professor Begg has published extensively in academic journals and served as co-editor of the Journal of Common Market Studies, the leading academic journal focusing on the study of European integration, from 1998 to 2003. He has undertaken a number of advisory roles, including being a member of a Groupe de Prospective on the future of cohesion policy, serving as the rapporteur of the high-level group that carried out the interim evaluation of the EU’ 7th Framework Program for Research and acting as an expert witness or specialist adviser on EU issues for the House of Commons Treasury Committee, the House of Lords European Communities Committee and the European Parliament. Professor Begg is a frequent contributor to international conferences on EU economic policy issues and is regularly solicited for interviews by journalists.
Patrizio BIANCHI is regional minister for education and labor of the Emilia-Romagna region in Italy. His previous positions include professor of industrial economics and public policy at the University of Bologna; professor of economics and public policy at the University of Udine; dean of the Department of Economics at the University of Ferrara and later rector of the same university; president of the Foundation of the Italian University Rectors; president of ‘Sviluppo Italia’, the Italian National Development Agency; member of the Board of Directors of IRI (the largest Italian state holding company in charge of privatization of several manufacturing and service companies); advisor to Italian Institutions including the Prime Minister Office and to international institutions including the European Commission; and economic advisor to the Governor of Guangdong Province. Professor Bianchi has authored more than 200 publications, including two recent books, titled *International Handbook on Industrial Policy* and *Industrial Policies after the Crisis, Seizing the Future*. He is a graduate of the University of Bologna and the London School of Economics and Political Sciences.

Paul BRUSH is head of European division at the Northern Ireland Department of Enterprise, Trade and Investment. His responsibilities include Structural Funds and the NI Barroso Taskforce set up to support the peace process. He has previously worked for the Northern Ireland Executive’s Investment Agency (Invest NI) with responsibility for entrepreneurship promotion and performance measurement. He began his career in the public sector as a labor market statistician. In 2003, he spent one year at the University of Minnesota (USA) researching entrepreneurship and public policy as a Fulbright fellow. In 2005, he was awarded a Norfolk fellowship to research labor market strategies in the USA and Asia. He is a graduate of the University of Hull, England, and the University of Ulster, Northern Ireland.

Roberta CAPUIS is an Italian architect and the current head of the Economic Development Unit at the Venice City Council. As part of the same administration, she has also been responsible for the management of the European Regional Development Fund and an URBACT II pilot project led by the City of Venice. After gaining professional experience in the private sector, Ms. Capuis has worked with urban policy, supported small and medium enterprises and worked on programs and funds at the local, national and European level. She has also worked on a number of publications and managed budgets of more than one million euro. Additionally, she was in charge of urban planning for five years in a municipal council of eight thousand inhabitants in the Venice Province. Ms. Capuis has an honors degree in architecture from the Venice University of Architecture; an M.A. in European citizenship and public administration from Roma Tre University; an M.A. in urban planning and territorial management from CEIDA (Higher Education for Public Administrations and Local Institutions, Rome); and an M.A. in European projects from Venice International University.
Rasim CEYHAN is a health administrator for the Ministry of Health, Turkey Institute of Public Hospitals and the Department of International Relations and Project Management in Ankara, Turkey. He has worked for a state hospital as an assistant director and for the Ministry of Health as a health administrator. Mr. Ceyhan holds a tropEd M.Sc. in international health from the Royal Tropical Institute of the Netherlands as well as an M.Sc. in health institutions administration and a B.Sc. in health administration from Hacettepe University in Ankara. He is currently working towards his Ph.D. in health care management at the University of Ankara’s Institute of Health Sciences.

Roger CHAN is associate dean in the Faculty of Architecture and an associate professor in the Department of Urban Planning at the University of Hong Kong. His current research projects focus on high tech development in Shanghai; the evolving border landscape between Hong Kong and China; urban agglomeration; and creative cities. His previous positions include chartered member of the Royal Town Planning Institute, UK; fellow of the Royal Geographical Society; elected chairman of the Hong Kong Geographical Association; elected honorable member of the Institute of Shopping Centre Management (Hong Kong); member of the Economic Planning Committee of the Chinese Institute of Planners; founding member of the Macau Urban Planning Institute; and member of a range of editorial boards including The China Review, Asian Geographer, and Dialogues in Human Geography. He has also been awarded the Doris-Zimmern HKU-Cambridge Hughes Hall Fellowship. Dr. Chan holds a Ph.D. in regional planning and development in China from Oxford University.

Pat COLGAN (Co-Chair) is chief executive officer of the Special EU Programmes Body (SEUPB) in Belfast. He joined the organization in 2004 with responsibility for the design, development and implementation of several of the EU funded programs. Prior to joining SEUPB, Mr. Colgan served as head of secretariat, specifically for the INTERACT Program, at the Austrian Institute for Spatial Planning and Regional Development in Vienna. Mr. Colgan holds an M.A. in economics from Trinity College Dublin.

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Louise HALLMAN is the editor at Salzburg Global Seminar. In her role she creates, commissions, and edits content for SalzburgGlobal.org; manages social media platforms; edits, writes and designs Salzburg Global’s session brochures and reports; contributes features to external publications; liaises with visiting members of the press; and manages other in-house journalism and marketing projects. Prior to joining Salzburg Global in April 2012, she worked for the World Association of Newspapers and News Publishers (WAN-IFRA) as the manager and publication editor for their ‘Mobile News in Africa’ project, and the International Press Institute as a press freedom advisor and in-house journalist, where she focused on Latin America and Europe. During her studies, she undertook internships at media outlets including Al Jazeera and the Yemen Times. Louise holds an M.A. in international relations and Middle East studies from the University of St. Andrews, UK, and an M.A. in multimedia journalism from Glasgow Caledonian University, UK.

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Session Partner: European Commission’s Directorate General for Regional and Urban Policy (DG Regio)

The mission of the European Commission’s Directorate General for Regional and Urban Policy is to strengthen economic, social and territorial cohesion by reducing disparities between the levels of development of regions and countries of the European Union. In this way the policy contributes positively to the overall economic performance of the EU.

Reducing disparities requires a cohesion policy promoting constant improvements in competitiveness and employment. By co-financing infrastructure projects, developing the information society, accelerating the transfer of know-how, supporting investments in people and stimulating cross-border cooperation, the Directorate-General for Regional and Urban Policy helps regions that are less prosperous or are suffering from structural problems to improve competitiveness and to achieve a faster rate of economic development in a sustainable way. The policy is thus an important expression of the solidarity of the European Union.

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Salzburg Global Seminar

Salzburg Global Seminar was founded in 1947 by Austrian and American students from Harvard University. Convinced that former enemies must talk and learn from each other in order to create more stable and secure societies, they set out to create a neutral international forum for those seeking to regenerate Europe and shape a better world. Guided by this vision, we have brought over 31,000 participants together from 160 countries for more than 500 sessions and student academies across cultural and ideological barriers to address common challenges. Our track record is unique – connecting young and established leaders, and supporting regions, institutions and sectors in transition.

Salzburg Global’s program strategy is driven by our Mission to challenge present and future leaders to solve issues of global concern. We work with partners to help people, organizations and governments bridge divides and forge paths for peace, empowerment and equitable growth.

Our three Program Clusters - Imagination, Sustainability and Justice - are guided by our commitment to tackle systems challenges critical for next generation leaders and engage new voices to 're-imagine the possible'. We believe that advances in education, science, culture, business, law and policy must be pursued together to reshape the landscape for lasting results. Our strategic convening is designed to address gaps and faultlines in global dialogue and policy making and to translate knowledge into action.

Our programs target new issues ripe for engagement and ‘wicked’ problems where progress has stalled. Building on our deep experience and international reputation, we provide a platform where participants can analyze blockages, identify shared goals, test ideas, and create new strategies. Our recruitment targets key stakeholders, innovators and young leaders on their way to influence and ensures dynamic perspectives on a given topic.

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

We maintain this energy and engagement through the Salzburg Global Network, which connects our Fellows across the world. It provides a vibrant hub to crowd-source new ideas, exchange best practice, and nurture emerging leaders through mentoring and support. The Network leverages our extraordinary human capital to advise on critical trends, future programs and in-region implementation.