

THE WORLD GOVERNMENT SUMMIT
BRINGS THOUSANDS OF INTERNATIONAL
GOVERNMENT OFFICIALS, RESEARCHERS,
INNOVATORS, AND ACADEMIC EXPERTS
TOGETHER TO INSPIRE AND ENABLE
THE NEXT GENERATION OF GOVERNMENTS.
IT SETS THE AGENDA FOR LEADERS
AND POLICY-MAKERS TO DISCUSS HOW
THE NEXT GENERATION CAN HARNESS
INNOVATION TO SOLVE HUMANITY'S MOST
PRESSING CHALLENGES.



WORLD GOVERNMENT SUMMIT

PROCEEDINGS REPORT

2022



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REPORT
2022







His Highness Sheikh Mohamed bin Zayed Al Nahyan

President of the United Arab Emirates



His Highness Sheikh Mohammed bin Rashid Al Maktoum

Vice President and Prime Minister of the United Arab Emirates, Ruler of Dubai



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info@pmo.gov.ae

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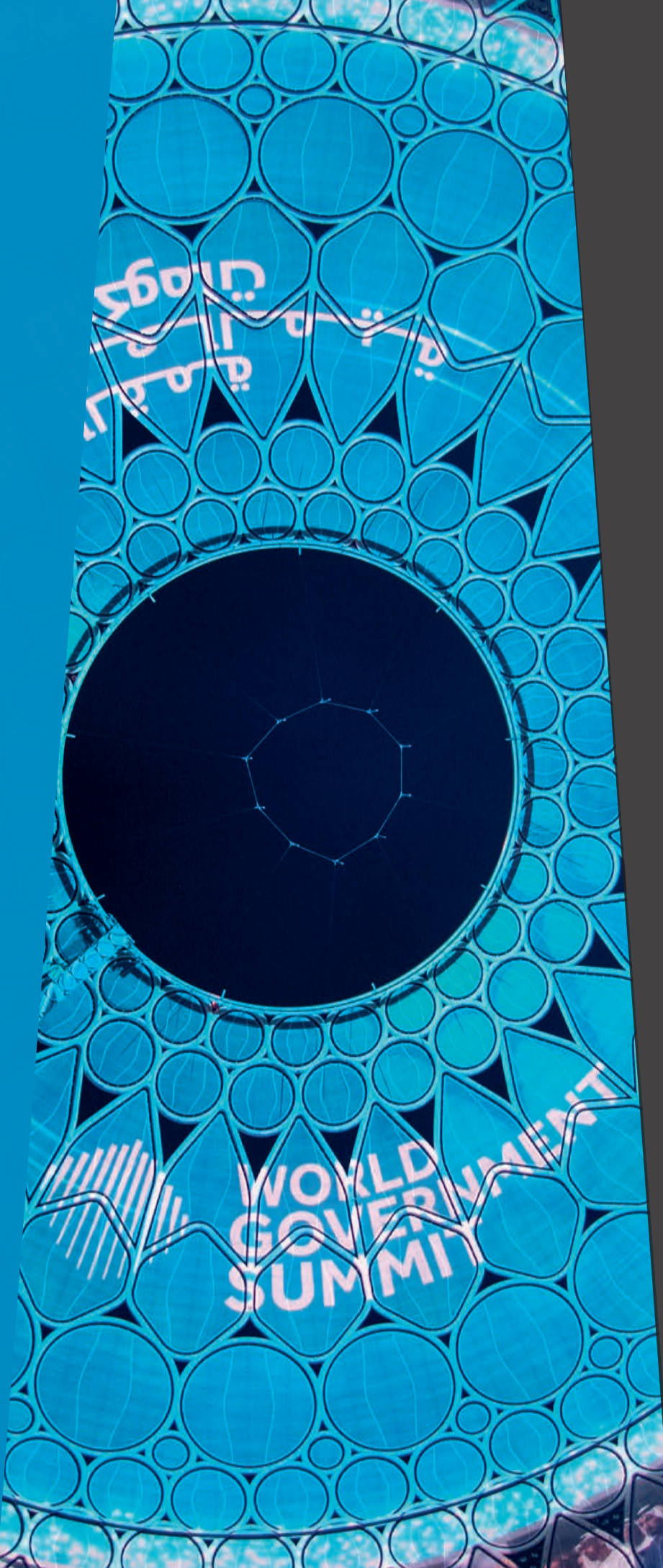


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World Government Summit 2022

The 2022 edition of the World Government Summit was held in Dubai, United Arab Emirates (UAE), under the patronage of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, Ruler of Dubai.

Convened at Expo 2020 Dubai, the 2022 Summit attracted more than 25,000 virtual and in-person participants, including senior government officials, heads of international organizations, private sector leaders, innovators, and academic experts from more than 140 different countries. The world's largest and most important comprehensive global platform dedicated to shaping the future of governments worldwide, the Summit's central aim is to inspire and enable the next generation of governments to shape the future of humanity worldwide.

Over the course of the three-day event, the World Government Summit 2022 hosted more than 640 leaders and experts who engaged in nearly 1,000 sessions, workshops, meetings,

and discussions to share their knowledge and experiences, as well as present research outcomes and best practices. In addition to its main program of panel discussions and addresses, the sidelines of the World Government Summit act as a stage for international cooperation. It serves as a meeting place where nations, organizations, and visionaries can convene to engage in thoughtful dialogue, forge agreements, launch novel initiatives, and showcase cutting-edge technologies.

Under the guidance of the nation's dynamic leadership, the World Government Summit has established the UAE as a center for international cooperation and a significant player in formulating global trends. It sets the agenda for leaders and policy-makers to debate how the next generation of governments can harness innovation and technology to solve humanity's universal challenges today and in the future.

The Summit in Numbers 2022



640+
Speakers



140+
Participating countries



20+
Reports



995+
Interactive sessions
and workshops



17,000+
Media resources



80+
Bilateral agreements
signed



7,000+
Attendees



200+
Media organizations



40+
International, regional,
and intergovernmental
organizations



Main Agenda

High-level officials and distinguished international speakers highlighted pivotal issues facing the world and solutions to global challenges that contribute to building a better future for humankind

In the Emirates, the Impossible is Always Possible

Lt Gen HH Sheikh Saif bin Zayed Al Nahyan
Deputy Prime Minister and Minister of Interior of the United Arab Emirates



“In 2008, the government placed a clear strategy for the coming 50 years. That wise planning has enabled the UAE to overcome many challenges”

In an inspiring and motivating speech, Lieutenant General His Highness Sheikh Saif bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Interior of the UAE, explained what has made the young nation of the UAE a global leader in effective governance, ensuring the safety, security, and wellbeing of its people.

Strategic Planning

Sheikh Saif noted that strategic planning and government development were part of the nation’s core objectives from the outset, with these maturing in 2008 into “the first written strategy...with clear goals and indicators.” Sheikh Saif then described how, in 2019, Dubai launched the Fifty-Year Charter to shape the future of the Emirate in line with the overarching vision of the UAE.

Underpinning the country’s strategic vision is its approach to holistic governance, Sheikh Saif said. He explained that the nation places as much importance on empowering citizens as it does on health and economic performance. For example, he noted how the UAE allocated 28% of

its budget for housing to support Emirati families, create digital schools, and train doctors.

Ultimately, Sheikh Saif noted, the country has developed a robust governance framework to prepare the UAE for both future successes and challenges.

Handling a Global Pandemic

One of the challenges for which the UAE was prepared was the COVID-19 pandemic. Sheikh Saif said that the crisis was characterized by a lack of information, and described how “fear increased and queues for food and medicine swelled, and there were many political, social, and economic repercussions.” Sheikh Saif highlighted that the UAE “dealt with this crisis in a positive way, as instructed by His Highness Sheikh Mohamed bin Zayed, to secure all food and drug needs for everyone.”

One critical strategy was the division of government into two teams: one that focused on immediate response and another that developed strategies to ensure future readiness. Sheikh Saif then explained how the UAE harnessed

these local capabilities to deliver global aid, including evacuating 5,000 people stranded in foreign countries and allocating 222 planes to transport 2,250 tons of medical supplies to 136 countries.

Protecting the People

In the middle of the pandemic, the UAE had to deal with another threat to its people when it was attacked by ballistic and drone missiles. Sheikh Saif said the UAE forces were able to repel 94% of these missiles, praising the efforts of the UAE Government in developing an internal system to protect the community. He thanked the security and armed forces for their highly efficient response to this attack.

According to Sheikh Saif, forward-looking strategies implemented by visionary leadership have prepared the UAE to succeed in both good times and bad. At every point in its young but impressive history, the UAE has shown how to make the impossible possible.

KEY POINTS

FUTURE-LOOKING STRATEGIES ARE A FOUNDATIONAL ELEMENT OF THE UAE GOVERNMENT

UNDERPINNING THE UAE’S STRATEGIC VISION IS ITS APPROACH TO HOLISTIC GOVERNANCE, WHICH PRIORITIZES SOCIAL SUPPORT ALONGSIDE THE DEVELOPMENT OF CRITICAL SECTORS

THE UAE’S APPROACH TO GOVERNMENT DEVELOPMENT PREPARED IT TO RESPOND EFFECTIVELY TO THE COVID-19 PANDEMIC LOCALLY, AS WELL AS BECOME ONE OF THE PRIMARY DISTRIBUTORS OF AID GLOBALLY



Comprehensive Industrial Ecosystems: Driving National Growth

HH Sheikh Mansour bin Zayed Al Nahyan
Deputy Prime Minister and Minister of the Presidential Court of the United Arab Emirates

“Our commitment in the field of industrial investment should be built on clear foundations, the most important of which is trust”

The UAE offers an attractive, nurturing environment in which to conduct business, affirmed His Highness Sheikh Mansour bin Zayed Al Nahyan, Deputy Prime Minister and Minister of the Presidential Court of the UAE. In his address to the Summit, Sheikh Mansour highlighted the government’s supportive stance on investments and the UAE’s commitment to developing its industrial sector.

Industrial Development

The UAE has a long history of trade, explained Sheikh Mansour. He highlighted how Emiratis, skilled in diving and shipbuilding, have enabled the country to become an important trade hub between the East and West.

Indicating that the same basic principles underpin current development goals, Sheikh Mansour said the UAE will renew its focus on “the industrial sector and economic development” over the coming years. The impact of the COVID-19 pandemic and the stress placed on the sector has made it a top development priority, he asserted.

He described how the government will look to support the growth of national industries, with a focus on food, pharmaceuticals, and defense. These products are increasingly in demand in the local market and their growth will instill confidence for foreign investors, he added.

Future Trade and Strategic Partnerships

According to Sheikh Mansour, strategic partnerships and foreign investments will be crucial to the UAE’s plans to grow the industrial sector. The arrangements between countries will be mutually beneficial, as foreign states will also “benefit from their experiences, cooperation, and trust in us,” he added.

He outlined the key factors which countries should take into account when exploring partnerships and trade agreements:

- **Agreements should be long-term and based on clear agendas**
- **Mutual trust must form the basis of successful partnerships**
- **Surprise changes to laws or regulations need to be avoided**
- **Agreements must not be changed to advance personal interests or political agendas**

Strategic partnerships do not necessarily equate to an exchange of products, Sheikh Mansour pointed out. Instead, agreements could encourage knowledge transfer and enhance digital development within the country.

Investing in the UAE’s Development

Sheikh Mansour said that the UAE encourages investments and joint ventures with other Gulf Cooperation Council countries and beyond. He referenced a number of existing and upcoming development projects.

He also stressed the importance of focusing on the local market and expressed the UAE’s commitment to nurturing productive, professional, and reliable human capital to support the growth of national industries.

Meanwhile, he acknowledged that further education is necessary to change the mindsets of those reluctant to accept foreign capital.

Whether its through trade, investment or support, Sheikh Mansour concluded that all citizens can contribute to the industrial development of the UAE and its global competitiveness.

KEY POINTS

THE PANDEMIC HIGHLIGHTED THE NEED TO DEVELOP THE UAE’S INDUSTRIAL SECTOR, WHICH THE COUNTRY IS NOW FOCUSED ON DOING, WITH AN EMPHASIS PLACED ON FOOD, MILITARY, AND PHARMACEUTICALS

THE UAE GOVERNMENT ENCOURAGES STRATEGIC PARTNERSHIPS AND SUPPORTS FOREIGN INVESTMENT

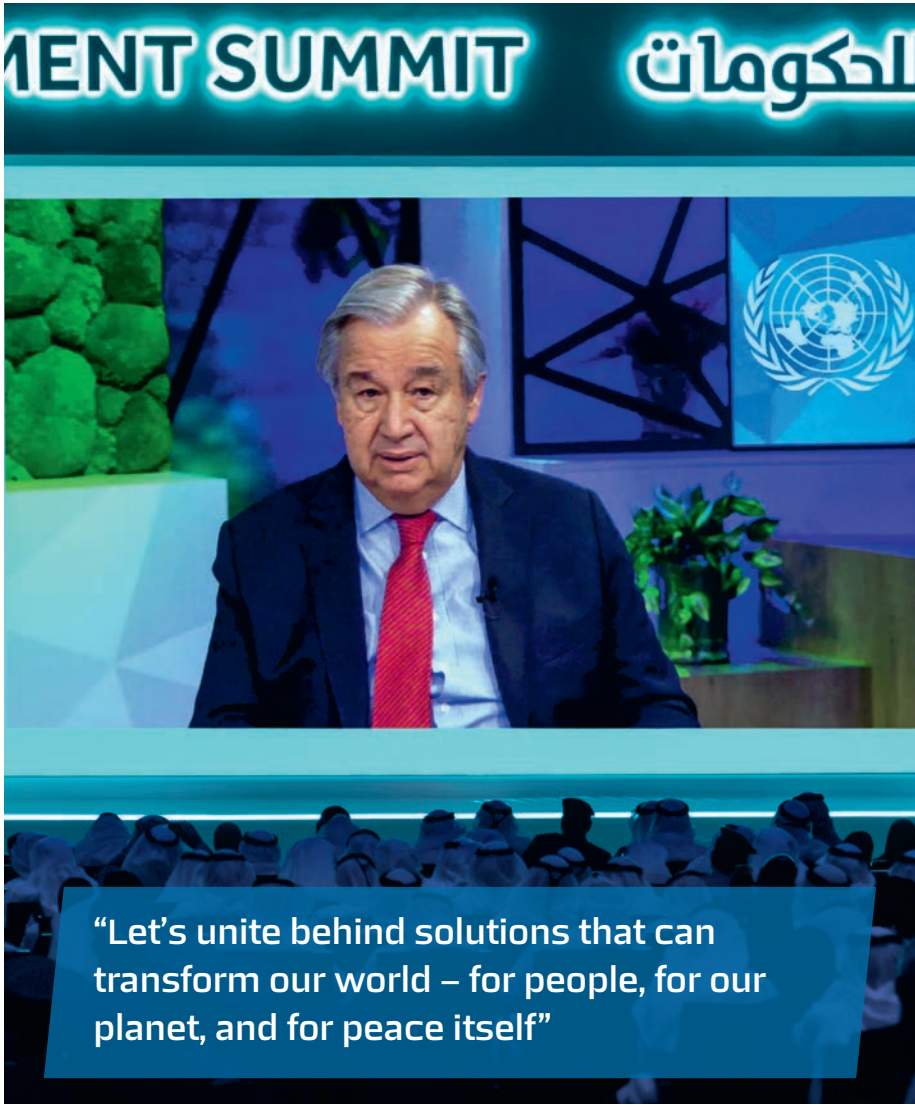
TRADE AGREEMENTS CAN BE BASED ON AN EXCHANGE OF KNOWLEDGE RATHER THAN GOODS

THE UAE IS COMMITTED TO IMPROVING EDUCATION, AND BELIEVES THAT ALL CITIZENS CAN CONTRIBUTE TO THE COUNTRY’S INDUSTRIAL DEVELOPMENT AND GLOBAL COMPETITIVENESS



Is Our World Today Our World of Tomorrow?

HE António Guterres
Secretary General of the
United Nations



Peaceful progress, fair and inclusive development, and global climate action are the urgent needs of the hour, asserted His Excellency António Guterres, Secretary General of the United Nations (UN).

He hailed this year's Summit as an important opportunity to discuss how governments can better respond to the needs of people and the planet, especially in times of low hope, growing mistrust and fear, stagnation in progress toward global recovery and the UN's Sustainable Development Goals, and seemingly distant solutions to global challenges. Guterres outlined three critical points for building a better shared future for humanity:

1. **Building trust**
2. **Investing in people and development**
3. **Supporting urgent climate action**

Building Trust

Nations must build trust through peaceful dialogue, diplomacy, inclusion, and equality.

Asserting that progress is dependent on peace, Guterres said the crisis in Ukraine was the latest entry in a growing list of destructive conflicts, including in Ethiopia, Libya, Myanmar, South Sudan, Syria, and Yemen, that are endangering tens of millions of people. Governments should focus on fighting humanity's common enemies, namely COVID-19, poverty, and the unrelenting climate crisis.

Investing in People and Development

Governments should invest in the 'pillars of development' such as health, food systems, employment, education, digital connectivity, and social protection.

Guterres called for the reform of the "morally bankrupt" global financial system to provide urgent debt relief for developing countries and the creation of fairer tax systems to reinvest global wealth for the benefit of developing countries.

Supporting Urgent Climate Action

Since the death toll in regions most vulnerable to climate change has multiplied by a factor of 15, Guterres said governments must support urgent, transformative climate action locally and globally and build resilience against its current devastating impacts to ensure a livable future.

Noting that global energy emissions are at an all-time high and that a recent report by the Intergovernmental Panel on Climate Change emphasized the brief and rapidly closing window of opportunity to limit global warming to 1.5°C, he advocated redirecting 50% of climate finance to adaptation. He also asserted that the system must be reformed to ensure access to finance for vulnerable communities.

He added that developed countries must deliver on their \$100 billion climate finance commitment to developing countries this year and devise a roadmap to doubling adaptation finance by 2025.

In conclusion, Guterres called on nations around the globe to unite in developing solutions to transform the world.

KEY POINTS

PEACE IS A NECESSARY
PREREQUISITE TO PROGRESS

GOVERNMENTS SHOULD INVEST IN
THEIR CITIZENS BY SUPPORTING
THE PILLARS OF DEVELOPMENT

GIVEN THE LACK OF PROGRESS
TOWARD PREVENTION OF THE
CLIMATE CRISIS, 50% OF CLIMATE
FINANCE MUST NOW BE INVESTED
IN ADAPTATION

THE INTERNATIONAL FINANCIAL
ARCHITECTURE NEEDS TO BE
REFORMED TO BE FAIRER TO
DEVELOPING COUNTRIES

COUNTRIES MUST DEMONSTRATE
PLANS TO DOUBLE CLIMATE
ADAPTATION FINANCE BY 2025

Digital Technology for a Stable Future

**HM Sultan Haji
Hassanal Bolkiah**
Sultan of Brunei

The ability to embrace advances in digital technology will enable governments, businesses, and educational institutions to rebuild after the pandemic and cope with threats to political and economic stability, asserted His Majesty Sultan Haji Hassanal Bolkiah, Sultan of Brunei, in his main address.

Adapting to Future Challenges

Bolkiah laid out the multidimensional future challenges facing the world today, including the global pandemic, social and economic instability, and threats to security. He stressed that governments must be prepared to act promptly to adapt to emerging themes, such as those explored during the World Government Summit.

The Fourth Industrial Revolution will affect all aspects of life, he said, from governance and the economy to employment, infrastructure, and education, and it will require holistic engagement between all stakeholders – public and private – to navigate the changes.



Collaborating Globally

World leaders must work together to address challenges, Bolkiah said, and he recognized the UAE's significance in the modern era of globalization and economic progress. He applauded the nation's commitment to including youth in policy and enforcement, promoting regional collaboration, and bringing together various sectors, including the energy sector, food security, and the Islamic economy.

He spoke about how the Association of Southeast Asian Nations (ASEAN) is also facilitating rapid economic development and addressing one of the biggest global challenges: climate change. As such, Brunei will establish an ASEAN center for climate change, which will serve as a regional knowledge and research hub. "We are aware that the UAE also places importance on managing these urgent threats of climate change and is spearheading efforts on it," he said, expressing his support for the country's hosting of the 28th United Nations Climate Change Conference (COP28) in 2023.

Bolkiah welcomed the close relationship between the UAE and the ASEAN and urged governments to work together to ensure better lives for their people, learn from the past, and be well prepared for the future.

Promoting Peace

Bolkiah concluded with a call for governments to maintain the joint resolution of ensuring a prosperous and peaceful world for all. "Lately, we have been reminded that we must not take for granted the peace that we have worked hard to achieve over the past decades," he said.

KEY POINTS

GOVERNMENTS, BUSINESSES, AND EDUCATIONAL INSTITUTIONS MUST EMBRACE ADVANCES IN DIGITAL TECHNOLOGY

COLLABORATION – BETWEEN NATIONS, INNOVATORS AND EDUCATORS, AND THE PUBLIC AND PRIVATE SECTORS – IS VITAL FOR PROGRESS

THE UAE'S FOCUS ON YOUTH AND REGIONAL COLLABORATION HAS MADE IT A SIGNIFICANT PLAYER IN THE MODERN AGE

ASEAN NATIONS ARE WORKING TOGETHER TO ENCOURAGE ECONOMIC GROWTH AND TACKLE CLIMATE CHANGE

THE PROMOTION AND PRESERVATION OF PEACE ARE ESSENTIAL IN THE FACE OF RECENT CHALLENGES

Swift Action in the Face of Global Challenges

HH Sheikh Sabah Al-Khaled Al-Hamad Al-Sabah
Prime Minister of Kuwait

“One of the tasks of modern governments is to build and develop the knowledge economy, digital economy, and innovative infrastructure”

Investing in technical solutions is key to building a more secure and stable society, asserted His Highness Sheikh Sabah Al-Khaled Al-Hamad Al-Sabah, Prime Minister of Kuwait. In his address to the Summit, he examined the role of governments in an ever-advancing digital world and discussed the benefits of developing a “knowledge society” to mitigate current and future global crises.

Urgent Response to Global Challenges

Referring to the contradiction between accelerating crises and conflicts, and the growing reliance on digital technologies, Sheikh Sabah highlighted the responsibility of world governments to “foresee the future” and to find modern solutions to global challenges.

His highlighted several issues on the global agenda that require an urgent international response, including:

- **Climate change**
- **Water scarcity**
- **Geopolitical conflicts**
- **Demographic shifts**
- **Poverty**
- **Health crises**
- **Economic and financial crises**

He underlined climate change as one of the most significant challenges, explaining that it is threatening the livelihoods of future generations. He expressed dismay at the excessive depletion of natural resources in many countries and called for more effective government strategies and policies to mitigate the climate crisis.

Pointing to Kuwait’s environmentally friendly projects and their shift toward an economic system that reduces carbon emissions and adopts renewable energy solutions, Sheikh Sabah stressed that a united response that utilizes technology and links global economies will help to achieve a better quality of life for people in the future.



Toward a Knowledge Society

In a time when technology is advancing at an unprecedented rate and the “human mind” is in competition with the “machine mind”, Sheikh Sabah argued that the role of governments requires a new focus.

Education and technological development, he said, are essential to meeting the challenges and requirements of the third millennium and establishing a “knowledge society,” which he defined as “an investment in economic, social, and technological structures.”

Governments that develop knowledge economies and invest in the digital revolution will be in a better position to respond to crises, which in turn, will boost public confidence and promote values such as integrity, freedom, and respect for the law, he explained.

Kuwait Vision 2035

Kuwait’s Vision 2035 is largely focused on building the country’s technical economy. Highlighting the launch of Kuwait’s National Knowledge Economy Center as the first pillar of e-governance, Sheikh Sabah said the country is striving to improve government performance, not just in Kuwait, but across the world. The country is sharing their experiences and expertise with other governments so that they may be better equipped to meet the demands of the future, he concluded.

KEY POINTS

GOVERNMENTS MUST WORK TOGETHER AND SUCCESSFULLY EMPLOY TECHNOLOGY TO FIND SOLUTIONS TO GLOBAL CRISES, SUCH AS CLIMATE CHANGE AND DEMOGRAPHIC SHIFTS, AND CREATE BETTER OPPORTUNITIES FOR FUTURE SOCIETIES

TO MAKE THE MOST OF TECHNOLOGICAL DEVELOPMENTS, GOVERNMENTS MUST WORK TO SUPPORT THE DEVELOPMENT OF A “KNOWLEDGE SOCIETY” THAT BALANCES HUMANITY AND TECHNOLOGY

INVESTING IN THE KNOWLEDGE AND DIGITAL ECONOMIES WILL ENABLE GOVERNMENTS TO BE MORE EFFECTIVE AT MEETING THE CHALLENGES OF THE THIRD MILLENNIUM

A Conversation with the Managing Director of the IMF

HE Kristalina Georgieva (1)
Managing Director of the International Monetary Fund

Richard Quest (2, Left)
Anchor and Correspondent for CNN, Moderator



According to Her Excellency Kristalina Georgieva, Managing Director of the International Monetary Fund (IMF), the war in Ukraine has compounded the global economic stress caused by the pandemic and inflation. She explained how the IMF is working to sustain its members during this crisis.

The War in Ukraine

Economic experts had hoped for growth and reduced inflation as the world recovers from COVID-19, but the opposite has happened. The economic impacts of the war in Ukraine have been felt, not just in Ukraine, where the economy is expected to shrink by about one-third, but all over the world.

Faced with a humanitarian crisis in the war zone and a severe threat to food security, especially in countries that depend on supplies from Russia and Ukraine, where will the IMF find a solution? In addition to the \$2.7 billion the IMF gave to Ukraine as soon as hostilities began, Georgieva explained, it has also provided funding to neighboring countries to help cope with the influx of Ukrainian refugees.

Responding to questions of whether the fund has enough money, she noted

that the IMF has a \$750 billion lending capacity. It has also asked richer countries to lend back to the fund at special rates that portion of their newly acquired reserves that they do not need immediately. This will allow the fund to support underprivileged countries at better rates.

Compounding Economic Challenges

Even before Russia's invasion of Ukraine, the global economy was not doing as well as had been hoped. The pandemic caused supply chain interruptions, which drove up inflation and made unforeseen interest rate hikes necessary. The United States has raised interest rates six times, Georgieva said, but its economy can withstand these increases. However, countries with higher debt and a poor recovery base will struggle, she added.

Despite these challenges, the predicted depression did not happen because central banks across the globe "acted immediately to put a floor under the economy, and that action also included some additional borrowing." Although interest rates had been going down previously, the pandemic upset

normal economic functioning. The war then compounded the issue. Low-income countries with a high dependency on food and energy imports will need help, she pointed out, as many took on additional debt in order to weather the crisis.

Here to Help

To help countries deal with increased debt, Georgieva explained, the IMF is allowing debts to be reprofiled, with repayment scheduled over a longer period to avoid having to write them off. She noted that the G20 Common Framework for Debt Treatments, an agreement between G20 and Paris Club countries to coordinate on debt treatments for certain low-income nations, is taking time to implement. However, she stressed, the IMF's top priority is to help countries that need it most: "We are there for our members who need us now."

Citing her experiences as a young mother in Bulgaria as something she does not wish to see repeated, she said she is committed to any cooperation that could prevent a repetition of the 'cold war' scenario. "My biggest hope is that the war ends," she concluded.

KEY POINTS

GLOBAL ECONOMIC STRESS, ORIGINALLY CAUSED BY THE COVID-19 PANDEMIC, HAS BEEN COMPOUNDED BY THE WAR IN UKRAINE

THE COVID-19 PANDEMIC LED TO SUPPLY CHAIN INTERRUPTIONS THAT SENT INFLATION AND INTEREST RATES SOARING

THE WAR IN UKRAINE HAS THREATENED FOOD AND ENERGY SECURITY IN LOW-INCOME COUNTRIES DEPENDENT ON IMPORTS, CREATING MORE CHALLENGES FOR THESE NATIONS

CENTRAL BANKS AVOIDED DEPRESSION BY SHORING UP THEIR COUNTRIES' ECONOMIES THROUGH BORROWING

THE IMF IS ALLOWING LOANS TO BE REPROFILED TO HELP COUNTRIES COPE WITH INCREASED DEBT LOADS



Unified Approaches to Addressing Global Challenges

HE David Malpass (1)
President of the World Bank Group

HE Mari Elka Pangestu (2)
Managing Director of Development Policy and Partnerships at the World Bank, Former Minister of Tourism and Creative Economy of Indonesia

The Gulf Cooperation Council (GCC) countries are well placed to lead the region into an age of clean, sustainable energy, asserted both David Malpass, President of the World Bank Group, and Her Excellency Mari Elka Pangestu, Managing Director of Development Policy and Partnerships at the World Bank.

Power for Development

Malpass said countries in the Middle East and North Africa (MENA) rely heavily on dwindling reserves of hydrocarbons, and that it is particularly important for them to diversify energy sources. Additionally, countries that rely on imported energy and food are particularly vulnerable, as seen since the outbreak of war in Ukraine.

“From a global perspective,” Malpass said, “more access to clean energy will be critical for development.” For example, he explained that the population of MENA countries is projected to double by 2050, and these countries will need to generate 300 million new jobs to avoid falling behind. In addition, clean energy will be critical for those 760 million people, mainly in developing countries, who lack access to electricity.

Fueling New Economies

Malpass also explained that despite their similar dependence, GCC countries understand that restructuring the oil and gas market is necessary. “Alternative energy sources have the potential to replace fossil fuels for GCC’s residential and industrial use, and eventually also in the transportation sector,” he said, commending the region’s readiness to make the transition.

In addition, he said that turning to alternative energy sources will help move the entire industry down the cost curve, with economic and energy diversification being a critical path to reducing carbon emissions.

The private sector will be key to achieving governments’ ambitions to go green, Malpass asserted. “Private capital can be mobilized to optimize balance sheets of state-owned enterprises and to support climate-smart infrastructure,” he explained.

Alleviating the Triple Burden

Pangestu warned that the world was facing interlinked crises – COVID-19, climate change and conflict. The former she said, risked vulnerable countries falling even further behind, while the latter could erode economic development everywhere.

Pangestu stressed that world leaders need to act quickly. “Governments must be able to keep up with the challenges,” she said, describing how the World Bank is supporting the hardest-hit countries. “Governments must be fit for purpose and fit for the future.”

Governing Differently

For governments to lead effectively, Pangestu asserted, they need to change the way they tackle problems that require collective action.

She insisted that they must enhance public trust through community outreach and increased organizational accountability, and make greater use of technology and data for decision-making and efficiency. She cited Bangladesh’s establishment of an electronic government procurement

system and the UAE’s early investment in digital learning platforms which “allowed pivoting to online and hybrid learning during the pandemic, leading to uninterrupted schooling.”

To do this, she advised governments to encourage partnerships with the private sector to support and harness innovation. However, she warned that they should be careful not to widen the digital divide in the process.

Finally, Pangestu concluded that countries must work together to develop global crisis risk management procedures. With risk identification and crisis management demanding quick decisions to avoid extending emergency situations across borders and creating negative, knock-on social and environmental effects, the global community needs to come together as one. “That involves reimagining the government,” concluded Pangestu.

KEY POINTS

SWITCHING TO CLEAN ENERGY WILL BE CRITICAL FOR GLOBAL DEVELOPMENT

THE OIL AND GAS MARKET NEEDS TO BE RESTRUCTURED, AND THE RESULTANT ECONOMIC DIVERSIFICATION WILL ASSIST IN REDUCING GREENHOUSE GAS EMISSIONS

GOVERNMENTS MUST STEP UP TO THE CHALLENGE OF ADDRESSING THE TRIPLE THREAT OF CONFLICT, CLIMATE CHANGE, AND COVID-19

FOR GOVERNMENTS TO LEAD EFFECTIVELY, THEY NEED TO ENHANCE PUBLIC TRUST, MAKE GREATER USE OF TECHNOLOGY, AND COLLABORATE WITH OTHER COUNTRIES ON RISK MANAGEMENT



Coordinating Collective Action for a Net-zero Future

HE Mathias Cormann
Secretary General of the
Organisation for Economic
Co-operation & Development

“Shaping a better future for humanity is our motivation, and being part of the collective global action for climate is the condition to succeed”

His Excellency Mathias Cormann, Secretary General of the Organisation for Economic Co-operation & Development (OECD), emphasized the urgency of building climate resilience and accelerated global action to reach net-zero emissions by 2050.

Global Climate Action

“Nearly half of the world’s population is highly vulnerable to climate change. By 2100, 50% to 75% of the global population could be exposed to periods of life-threatening climate conditions,” Cormann warned.

In the Middle East and North Africa, climate change is seriously threatening water security and reducing agricultural productivity, he noted. In addition, due to the pandemic, the region’s population experiencing severe food insecurity has climbed from 6% in 2019 to 20% in 2021, and it is likely that climate change will drive the number up still further.

While he commended the encouraging climate commitments and net-zero targets that have been established worldwide, Cormann called on governments to urgently transform those promises into real action and outcomes to achieve net-zero emissions by 2050.

OECD’s Programme for Action on Climate

According to Cormann, achieving the climate goals requires the right policies to be implemented and effective governance mechanisms to be established, which is the focus of OECD’s International Programme for Action on Climate. “Our work on building climate and economic resilience in the transition to a net-zero, low-carbon economy provides a common framework for understanding and enhancing country-specific net-zero transition strategies,” he explained.



The program measures, reports, and compares the climate action efforts pursued by participating countries, helping them strengthen and better coordinate their climate action in line with the monitoring frameworks established by the United Nations Framework Convention on Climate Change and Paris Agreement.

The OECD also developed an inclusive framework on carbon pricing, which helps facilitate a more ambitious, multilaterally agreed, more coherent, and better coordinated approach to climate action, Cormann noted.

The Transition Challenge

While a net-zero transition is challenging for all countries, countries such as those in the Gulf Cooperation Council especially need to prepare, considering their dependency on fossil fuels for energy, income, and employment. Cormann explained that “economies that are fossil fuel exporters are likely to face a 51% reduction in oil and gas export-related government revenues to 2040, with annual per capita income from oil and gas falling by around 75% by the 2030s.”

He urged governments to prepare for the transition and manage the associated risks, while seizing the opportunities offered by renewable energy and clean technologies.

Collective Global Action

He emphasized the necessity of collective efforts at the global level in the face of the changing energy landscape. Cormann called on policy-makers, private sector leaders, experts, and civil society actors to come together and inspire collective action toward mitigating the worsening impact of climate change.

“Shaping a better future for humanity is our motivation,” he concluded, “and being part of the collective global action for climate is the condition for success.”

KEY POINTS

THE IMPACTS OF CLIMATE CHANGE ARE WORSENING, THREATENING LIVELIHOODS, AS WELL AS FOOD AND WATER SECURITY AROUND THE GLOBE

GOVERNMENTS MUST TRANSLATE THEIR EXISTING CLIMATE COMMITMENTS AND NET-ZERO TARGETS INTO TANGIBLE ACTIONS AND OUTCOMES

ACHIEVING GLOBAL CLIMATE GOALS REQUIRES THE RIGHT POLICIES TO BE IMPLEMENTED AND EFFECTIVE GOVERNANCE MECHANISMS TO BE ESTABLISHED

COUNTRIES DEPENDENT ON FOSSIL FUELS MUST PREPARE FOR A NET-ZERO TRANSITION AND CAPITALIZE ON THE OPPORTUNITIES THAT CLEAN ENERGY PRESENTS

URGENT GLOBAL ACTION TO MITIGATE CLIMATE CHANGE IS IMPERATIVE

Lessons from the COVID-19 Pandemic

HE Dr Tedros Adhanom Ghebreyesus
Director General of the World Health Organization

“The pandemic has shown us that health is not simply an outcome of development, but the foundation of social, economic, and political stability”

The COVID-19 pandemic was so much more than a health crisis that destroyed lives and livelihoods and disrupted economies and societies, His Excellency Dr Tedros Adhanom Ghebreyesus, Director General of the World Health Organization (WHO), told delegates to the Summit. It also pushed a staggering number of people into absolute poverty.

In his main address, Dr Ghebreyesus asserted that epidemics and pandemics were a fact of nature, but urbanization, climate change, and insecurity exacerbate them. Although he forecast that COVID-19 would not be the last pandemic, the likelihood that another occurs and the damage it causes can be controlled if the right lessons are learned and preventive measures are taken.

Equitable Vaccine Production

One important lesson from the pandemic – and a priority for WHO – is the criticality of strengthening local vaccine production, particularly in low and middle-income countries, to ensure equity and independence when combating future diseases.

Vaccines have helped turn the tide on the pandemic in many countries by saving lives and protecting health systems, Dr Ghebreyesus observed. There are, however, many countries that suffer from a huge gap between vaccine demand and supply. He noted that WHO has recently established the mRNA technology transfer hub in South Africa, which certain low- and middle-income countries were able to access to receive technology for producing their own vaccines.

Advancing Public Health Systems

The backbone of public health is robust primary healthcare that can detect outbreaks early, prevent diseases, and promote health at the community level, Dr Ghebreyesus explained.

For too long, countries have invested heavily in sophisticated medical care and not enough in public health, he asserted. As a result, health systems quickly became overwhelmed during the COVID-19 outbreak, disrupting all areas, including reproductive, maternal, and newborn health services, routine immunizations, and care for non-communicable diseases.

Preparing and Preventing Pandemics

In closing, Dr Ghebreyesus emphasized that the COVID-19 pandemic demonstrated that health is not an outcome of development, but rather the foundation of economic, political, and social progress.

He said the global crisis made the case for multilateralism, and that having the resources to strengthen global health security is essential. Many countries depend on an empowered and sustained finance tableau playing a coordinative and normative role at their core, and WHO member states are now negotiating an international accord aimed at harmonizing a future global healthcare response during times of crisis.

KEY POINTS

IN ADDITION TO CAUSING DEATH, THE PANDEMIC DECIMATED ECONOMIES AND SOCIETIES, DESTROYED LIVELIHOODS, AND FORCED A LARGE NUMBER OF PEOPLE INTO POVERTY

A ROBUST VACCINE PRODUCTION SYSTEM THAT INCREASES LOW- AND MIDDLE-INCOME COUNTRIES' INDEPENDENCE IS A PRIORITY

COUNTRIES HAVE SPENT MORE ON ADVANCED MEDICAL CARE IN RECENT DECADES THAN ON PUBLIC HEALTH, WHICH URGENTLY NEEDS ATTENTION

WHO MEMBER STATES ARE NEGOTIATING AN INTERNATIONAL ACCORD TO ESTABLISH A HARMONIZED APPROACH TO FUTURE HEALTH CRISES



Bridging the Digital Divide

HE Dr Muhammad Sulaiman Al Jasser
Chairman of the Islamic Development Bank Group



Bridging the existing digital divide is crucial for equitable development, asserted His Excellency Dr Muhammad Sulaiman Al Jasser, Chairman of the Islamic Development Bank (IsDB) Group. Foregrounding the Fourth Industrial Revolution and the accelerated digital economy transition, he underlined IsDB’s strategic position in supporting the digital transformation of its 57 developing and least-developed member states.

The Digital Transformation

According to Dr Al Jasser, the COVID-19 pandemic paved the way for digital transformation. Digital technology sustained economies, societies, and even people’s personal and professional lives, throughout the pandemic. It allowed for business and education to continue and provided access to healthcare through telehealth solutions. It facilitated access to communications, trade, services, and economic activities that went digital. These technologies also aided public service delivery, significantly streamlining e-government.

Despite its obvious challenges, the pandemic presented governments with a unique opportunity. It forced them to accelerate the mainstreaming of technologies like artificial intelligence, the Internet of Things, network sensors, data analytics, and real-time decision-making for the efficient and effective delivery of public services.

IsDB has advocated for digital transformation since its inception in 1975, Dr Al Jasser said, through standalone information and communications technology (ICT) projects and as a supplement in sectors like education, health, and agriculture. He also asserted the bank’s strategic position to serve its members’ post-pandemic recovery, driving green economic growth, tackling poverty, and building a resilient future.

The Digital Divide

Although the pandemic accelerated digital transformation in many places, some nations are being left behind. Citing surprising statistics, Dr Al Jasser noted that there is a worrying internet access gap in rural areas and the least developed countries. “While nearly 87% of people in developed countries use the internet, only 44% in developing countries have access, and the situation is even worse in the least-developed countries,” he revealed. In today’s technology-driven era, not having access to the internet hampers socioeconomic development.

Citing research by the International Telecommunications Union, he elaborated on the digital divide:

- **In the last five years, there were one billion new internet users worldwide, but more than 3.7 billion people still do not have access to the internet**
- **An estimated \$428 billion is required to connect the offline population to the internet by 2030**
- **Globally, 72% of urban households have home internet access – nearly twice as many as in rural areas**

Bridging the Gap

With the existing digital gap posing a high risk to economic recovery and stability, IsDB is eager to collaborate with governments, international organizations, and development partners on digital economy initiatives, Dr Al Jasser said. Through these partnerships, the bank aims to ensure reliable internet services by developing the much-needed infrastructure for its members. He urged the global exchange of ICT-based solutions and knowledge to address developmental challenges. He also advised governments to unify cross-border regulatory efforts to maximize opportunities such as e-commerce, while addressing potential cybersecurity issues.

To conclude, Dr Al Jasser outlined eight benefits of bridging the digital divide:

1. **Creating quality jobs for youth and women**
2. **Expanding opportunities via e-learning**
3. **Broadening the reach of e-health, with lower costs and no travel**
4. **Enhancing efficiency via e-government services by reducing trips to government offices**
5. **Strengthening e-commerce within and across borders**
6. **Expanding the reach of micro, small, and medium-sized enterprises through e-finance and FinTech growth**
7. **Capitalizing on the demographic dividend of a sizable youth population by creating an ICT service industry**
8. **Narrowing local and international knowledge and income gaps to facilitate development in IsDB member states**

KEY POINTS

THE WORLD’S TRANSITION TO A DIGITAL ECONOMY HAS ACCELERATED THANKS TO THE COVID-19 PANDEMIC

GOVERNMENTS HAVE A UNIQUE OPPORTUNITY TO MAINSTREAM TECHNOLOGIES THAT ENABLED LIFE DURING THE PANDEMIC FOR EFFICIENT PUBLIC SERVICE DELIVERY

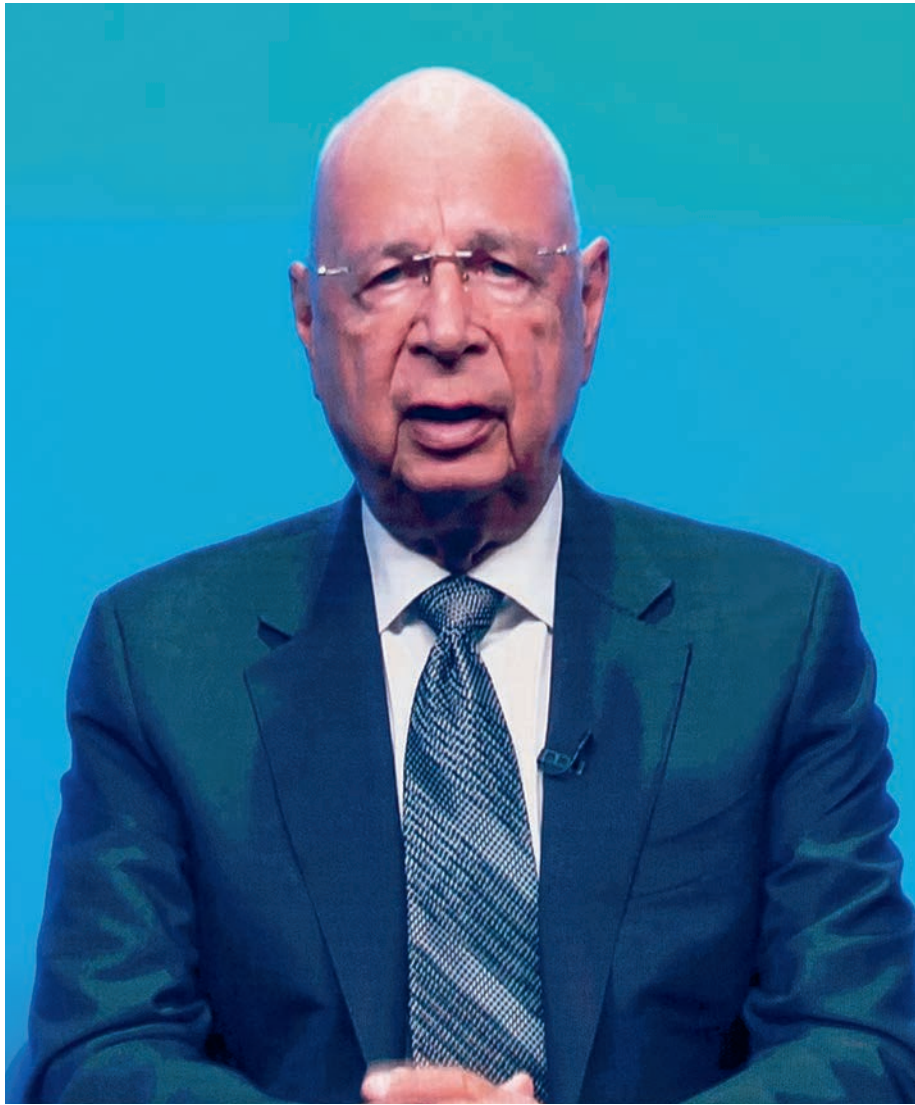
THE CURRENT DIGITAL GAP HIGHLY ENDANGERS ECONOMIC STRENGTH AND GROWTH

ISDB’S TOP PRIORITY IS TO BRIDGE THE EXISTING DIGITAL DIVIDE THROUGH COLLABORATIVE INITIATIVES, KNOWLEDGE SHARING, AND INTERNATIONAL REGULATORY COORDINATION

ISDB AIMS TO CREATE A TECHNOLOGY-DRIVEN FUTURE TO FOSTER CONNECTIVITY, COMPETITIVENESS, AND INNOVATION IN MEMBER STATES

Our World Today: Why Governments Must Act Now

Prof Klaus Schwab
Founder and Executive Chairman
of the World Economic Forum



World governments must act collaboratively to address global challenges and uphold their responsibility towards the next generation, asserted Professor Klaus Schwab, Founder and Executive Chairman of the World Economic Forum (WEF).

Reflecting on governments' role in shaping the future, Prof Schwab emphasized global collaboration as an opportunity to create coordinated solutions and build a resilient future.



From Crisis to Collaboration

Governments play a crucial role in tackling the major socioeconomic damage unleashed by the COVID-19 pandemic and the repercussions of the clash between major global powers, asserted Prof Schwab.

History is at a turning point, he said, and while the full extent of the systemic and structural changes to occur is still unknown, it is clear that global energy systems, food systems, and supply chains will be deeply affected. Therefore, governments must move beyond crisis management and focus on finding collaborative and constructive strategies to build successful, connected futures.

The Fourth Industrial Revolution

Prof Schwab highlighted the accelerated and comprehensive change ushered in by the Fourth Industrial Revolution, which is characterized by the blending of physical and digital worlds and rapid transformations due to advanced technology, automation, and interconnectivity.

He commended Dubai Government's foresight and long-term vision evident through the establishment of the Center for the Fourth Industrial Revolution UAE (C4IR UAE), a multi-stakeholder global platform for the collaborative development of technology governance, in collaboration with WEF. The objective of C4IR UAE, according to Prof Schwab, is “to quickly recognize the potential of new technologies as well as develop the necessary ethical and political frameworks around those new technologies to ensure that those technologies are human-centered and society-oriented.”

Action for the Future

As all of our futures are intrinsically connected, Prof Schwab urged governments to work together to build collaborative responses to pervasive challenges such as climate change in order to help build a successful future for today's youth and for generations to come.

In closing, he reminded governments that, “despite all the challenges, we have to uphold our responsibility which

we have toward the next generation and which we can only fulfill through collaboration on a national and global level.”

KEY POINTS

GOVERNMENTS PLAY A CRUCIAL AND RELEVANT ROLE IN MITIGATING CRISES

COLLABORATION IS KEY FOR GOVERNMENTS TO BUILD AND SHAPE GLOBALLY INTERLINKED FUTURES

ACCELERATED GLOBAL CHANGE WILL HAVE A PROFOUND IMPACT ON GLOBAL ENERGY AND FOOD SYSTEMS AND SUPPLY CHAINS

GLOBALLY INTERCONNECTED CHALLENGES LIKE CLIMATE CHANGE REQUIRE COLLABORATIVE RESPONSES

GOVERNMENTS HAVE A RESPONSIBILITY TO THE NEXT GENERATION, WHICH CAN ONLY BE UPHELD THROUGH NATIONAL AND INTERNATIONAL COLLABORATION

Partnerships for a Successful Future

HE Mohammad Abdullah Al Gergawi

Minister of Cabinet Affairs of the United Arab Emirates, Chairman of the World Government Summit Organization



In his speech, His Excellency Mohammad Abdullah Al Gergawi, Minister of Cabinet Affairs of the UAE and Chairman of the World Government Summit Organization, stressed that a successful future depends on how effectively the world anticipates challenges, searches for solutions, and establishes partnerships.

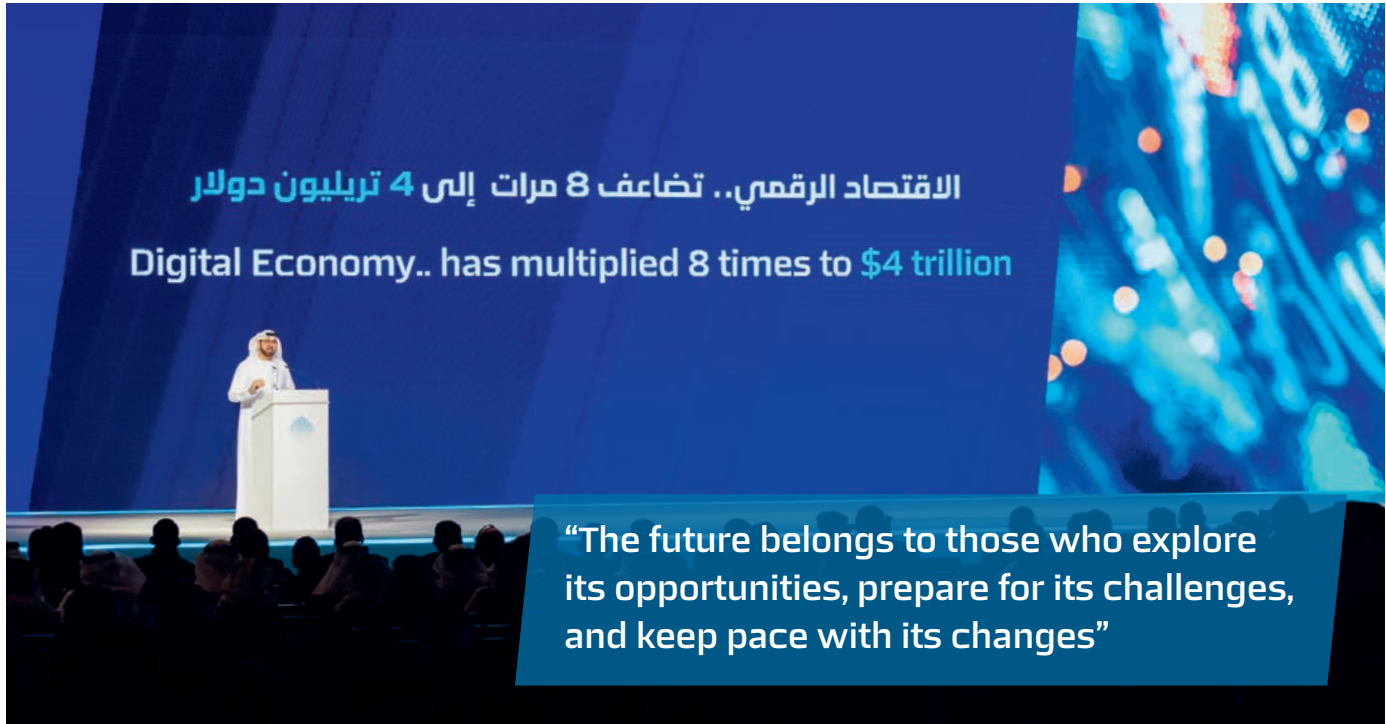
Anticipating Challenges

Al Gergawi said that the speed of change over the past decade has outpaced that of the last century, and predicted this trend to continue. Without intervention, he said, humanity will suffer.

Drawing on the COVID-19 pandemic to make his point, he explained how the unexpected spread of the virus “affected 480 million people and caused the world to lose \$10 trillion,” and also created global divisions. He pointed out that the world was unprepared for the crisis, which highlighted the need to actively anticipate future challenges.

Some of the most urgent include:

- **How the world deals with encrypted financial assets and virtual digital currencies**



- **How society will interact with the metaverse and deal with related cybersecurity challenges**
- **Climate change and the need to shift to clean energy**

Al Gergawi noted that these challenges, and other prospects which should be monitored, are on display at the Museum of the Future, which was inaugurated by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, Ruler of Dubai.

Searching for Solutions

Alongside anticipating potential challenges, Al Gergawi also said that countries need to proactively seek out solutions. This is a complex issue that requires all countries to pay careful attention to the global landscape.

Under the microscope should be the extent of change brought about by technology, the ability of governments to confront and deal with it, as well as ongoing geopolitical shifts and their impact on the world. To do this, he asserted that priorities need to be set for global governments, and challenges must be consistently monitored by

appropriate work teams tasked with finding answers and solutions.

Partnerships for Growth

The success of the world’s anticipation and resolution of challenges is ultimately dependent on how effectively the world collaborates in times of crisis, Al Gergawi noted.

According to him, government is no longer the primary developing force of modern society, as the private sector is responsible for some of the biggest world-shaping innovations and changes. He asserted that the constructive competition created by private industry accelerates social development, and that governments need to support and keep pace with this to ensure humanity survives and thrives. Both sectors continue to play critical roles, with governments creating enabling frameworks in which businesses can succeed, he said, and so there can be no escaping the need for public-private-partnerships.

Al Gergawi concluded his speech by highlighting that the 14 specialized forums within the World Government Summit explored how to keep pace with and resolve future challenges.

The most critical of these topics included the metaverse, digital currencies, sustainable development, government development, youth, and cybersecurity.

He warned that there will be dire consequences for neglecting to prepare for the future, risking humanity becoming collateral damage.

KEY POINTS

MONITORING AND ANTICIPATING DIVERSE, CONSTANTLY CHANGING FUTURE CHALLENGES MUST BECOME A PRIORITY TO ENSURE GLOBAL READINESS TO RESPOND

PUBLIC-PRIVATE PARTNERSHIPS ARE CRITICAL TO ENSURING THAT HUMANITY CAN BENEFIT FROM PRIVATE SECTOR INNOVATION AND PUBLIC SECTOR GOVERNANCE

NEGLECTING TO PREPARE FOR THE FUTURE WILL LEAD TO SIGNIFICANT LOSSES, HUMANITY BEING ONE OF THEM

Investing in Children: A Roadmap for Sustainable Futures

HE Catherine Russell
Executive Director of the
United Nations Children’s Fund

“Every child has the right to reach their full potential, and every society has an enormous stake in helping them”

Her Excellency Catherine Russell, Executive Director of the United Nations Children’s Fund (UNICEF), called on the world to prioritize children to achieve sustainable development. Quoting Nelson Mandela, she said, “There is no keener reflection of a society than how it treats its children.” Despite this, they remain one of the most vulnerable population groups.

More than 426 million children live in conflict zones – a number that is higher than at any other time in UNICEF’s 75-year history. Russell also noted that about one billion children live in countries “classified as extremely high risk to the impacts of climate change.” The COVID-19 pandemic pushed an additional 100 million children into multidimensional poverty. To ensure children receive the necessary resources to reverse this trend, Russell urged governments to focus on improving education, gender equality, and children’s health.

Improving Education

Prior to the pandemic, children’s literacy rates in low-income countries were already unacceptably low: 50% could not read a simple sentence. Thanks to school closures in response to the virus’ spread, that figure is now 70%. The pandemic’s economic impact also cannot be underestimated, Russell warned. “School closures are expected to amount to a staggering \$17 trillion loss in lifetime earnings for this generation of children worldwide.”

UNICEF has called on governments to invest in education so that children can get back into the classroom. This is crucial to assessing their learning progress so that they can be given the support they need to catch up, ultimately ensuring their continued protection and wellbeing.

Addressing Gender Inequality

Russell drew a devastating picture of the state of gender inequality around the world and the knock-on effects for children and their families. Millions of girls are being denied their right to healthcare and education, to live their lives free of discrimination and sexual violence, and to make decisions in matters that concern their own lives. For example, she explained that UNICEF estimates that the pandemic has put an additional 10 million girls at risk of child marriage. Additionally, COVID forced some 54 million women to quit working so they could care for their families, in some cases plunging those families into (or further into) poverty.

In the face of the disproportionate pandemic burden experienced by women and girls, Russell suggested that governments need to improve their social services, and even consider directly transferring funds to make up for lost income. She stressed that the disadvantaged should be the last in line when it comes to budget cuts, noting that, in this case, the ‘right thing to do’ is also the most strategic thing to do.

Prioritizing Children’s Health

In addition to the ongoing COVID crisis, the world has seen outbreaks of polio in Ukraine, several African countries, parts of Asia, and in Israel. Already-stressed health systems were weakened further, and Russell explained that children have suffered most notably. “In 2020 alone an additional 23 million children did not receive essential vaccinations,” she said, and they were consistently at the bottom of the list of considerations for COVID interventions.

“The situation is urgent for millions of children,” she concluded, “but the problems aren’t insurmountable.” For Russell, the only solution is for governments to act. “We have to put children at the center of the agenda. It’s the only path to truly sustainable development.”

KEY POINTS

CONFLICT, CLIMATE CHANGE, AND THE ONSET OF COVID HAS INCREASED GLOBAL POVERTY, WITH CHILDREN MOST AT RISK, AND YET THEY ARE STILL NOT ADEQUATELY PRIORITIZED

CHILDREN’S LITERACY IN LOW-INCOME COUNTRIES WAS ALREADY UNACCEPTABLY LOW, BUT WORSENERD WHEN THE PANDEMIC STRUCK

RAMPANT GENDER INEQUALITY PUTS YOUNG GIRLS AT GREATER RISK OF EXPERIENCING HUMAN RIGHTS ABUSES

CHILDREN ARE OFTEN THE MOST VISIBLE VICTIMS OF WEAK HEALTH SERVICES

TO ENSURE THAT CHILDREN ARE ADEQUATELY SUPPORTED, GOVERNMENTS MUST FOCUS ON INVESTING IN EDUCATION, REDUCING GENDER INEQUALITY, AND STRENGTHENING HEALTHCARE SYSTEMS



Placing People at the Heart of Government Innovation

HE Jeon Hae-cheol
Minister of the Interior and
Safety of South Korea

“At the centre of government innovation... lies the people”

Embracing technology as well as inclusivity is vital for future governance, declared His Excellency Jeon Hae-cheol, Minister of the Interior and Safety of South Korea, urging governments to adapt to the ‘new normal’.

Korea’s Pandemic Experience

Hae-cheol began his address by highlighting Korea’s COVID-19 response. Effectively managing crises such as the pandemic, he asserted, relies on central governments working together with local authorities who are aware of circumstances ‘on the ground’. Korea’s central government collaborated with local governments early in the pandemic, and the Central Disaster and Safety Countermeasures Headquarters met with 240 city governments to assess the situation and listen to opinions and solutions to solve problems.

Consequently, this led to establishing drive-through COVID-19 testing centers and additional quarantine policies. “The quarantine policies and standards were decided based on the local governments’, experts’, central government’s, and small business

owners’ opinions,” he said, underlining the importance of listening to all stakeholders during times of crisis.

In Korea, public-private partnerships (PPPs) were also central to the pandemic response strategy. Through these PPPs, the government was able to provide real-time information about mask availability, share COVID-19 vaccine and booking information, and handle queries through apps and virtual assistant services. Furthermore, the government collaborated with credit card companies to distribute the COVID-19 relief fund to 40 million people in just two weeks.

Governments of the Future

Against this backdrop, His Excellency advised that in this era of the ‘new normal,’ open government is the way forward. Open governments are platforms for the participation of the private sector, local governments, and the people to foster innovations for future problem-solving. “The direction of innovation and challenges should be based on the democratic values of open government,” he noted.

Hae-cheol offered governments three pieces of advice on how to be more open.



First, governments must continue removing barriers to participation and prioritize transparency and inclusivity to ensure better policy-making. To this end, Korea’s government is running the Gwanghwamoon First Street initiative, a public forum where anyone can participate, give opinions, submit ideas to the government, and inform new policies. “Over the past four years, around 12,000 suggestions were submitted to the government office and most of the suggestions were realized into government policies,” he revealed.

Second, local governments must be empowered and given autonomy to advance local development, improve quality of life for citizens, and advance the country’s overall progress. Grassroots issues can be solved by local governments and residents who take initiative and develop creative solutions. For example, Hae-cheol cited Korea’s \$0.09 taxi services, which provide transport to residents in remote areas for a fraction of the typical bus fare. Initiated by the local government, this idea was well received by residents and has proven to be a huge success.

Finally, governments must adopt advanced technologies. He cited Korea’s integrated civil services portal, Government24, which enabled effective public service delivery during the pandemic. “Government24 enabled people to receive relief funds without having to visit offline government offices, and around 70,000 services could be shared online,” he explained.

Toward Human-centric Innovation

In closing, Hae-cheol reminded governments that people must be the driving force behind their innovation, and advanced technology must be used in a way that promotes peace. He emphasized inclusiveness and cooperation to prevent alienation and held that open, decentralized government models will foster unity.

International solidarity and cooperation, he concluded, is what will transform new challenges into innovation.

KEY POINTS

FUTURE GOVERNMENTS MUST BE OPEN, TRANSPARENT, AND INCLUSIVE

EMPOWERING LOCAL GOVERNMENTS ENABLES CREATIVE SOLUTIONS TO GRASSROOTS ISSUES

GOVERNMENTS MUST EMBRACE ADVANCED TECHNOLOGIES TO SUCCEED IN THE FUTURE

GOVERNMENTS MUST PUT PEOPLE AT THEIR CENTER OF THEIR INNOVATION EFFORTS

INTERNATIONAL COOPERATION WILL TRANSFORM CHALLENGES INTO INNOVATION

Collaboration Toward a Fairer Post-pandemic World

**HE Supattanapong
Punmeechaow**
Deputy Prime Minister and
Minister of Energy of Thailand



“It is more apparent than ever that collaboration and partnership among world governments is needed to tackle the global outbreak and other challenges”

His Excellency Supattanapong Punmeechaow, Deputy Prime Minister and Minister of Energy of Thailand, advocated collaboration and partnership among world governments to advance post-pandemic recovery, achieve the United Nations' Sustainable Development Goals (SDGs), and tackle other pressing global challenges.

Sharing Best Practice

Delivering the main address for the Summit's Government Strategy and Dynamics track, Punmeechaow underlined the negative impact of the global COVID-19 pandemic on people and economies around the world. He called for governments to work together to address global challenges and expressed Thailand's willingness to share its experiences and best practices, lauding the efforts of global gatherings such as WGS to foster partnerships.

“Multilateral platforms with a wide participation from across the world, such as WGS, can play a significant role in advancing the post-pandemic recovery of the global economy,” he said.



He shared two models from Thailand as examples. He presented the Bio-Circular-Green (BCG) economic model, the country's approach to ensuring a sustainable recovery from the global pandemic, and its Sufficiency Economy Philosophy, which places people at the center of its efforts to address global challenges and promotes discipline-building in what he called the “destructive era.”

He said the nation aims to transform itself into a progressive society with a values-based and resilient economy. He explained that the BCG model is built upon the efficient use of resources, disruptive innovation, and sustainability and capitalizes on the country's biological diversity and cultural richness. It focuses on four key industries: agriculture, health and wellness, bioenergy and biochemical, and sustainable tourism.

Punmeechaow asserted that Thailand's models could be adopted by other governments to support global efforts toward the realization of the SDGs.

Investment and Collaboration

Punmeechaow spoke of Thailand's goal of becoming a health and wellness hub, as well as a destination for skilled talent and high-quality tourism, and announced the reopening of Thailand's borders to international visitors. He invited foreign investment in the nation's BCG industries, specifically in the Eastern Economic Corridor (EEC), a special economic zone comprised of three provinces in eastern Thailand.

With its strategic location in the Association of Southeast Asian Nations and excellent infrastructure connectivity, Thailand's EEC industrial hub has strong potential to provide a further boost to investment in the BCG sector and build more resilient supply chains, he said, especially in electric vehicles, energy, agriculture, and medical services.

To conclude, Punmeechaow called on all nations to work together in building a fairer and greener post-pandemic world.

KEY POINTS

COLLABORATION AND PARTNERSHIPS AMONG WORLD GOVERNMENTS ARE ESSENTIAL TO CONFRONTING GLOBAL CHALLENGES AND ACHIEVING THE SDGS

THAILAND AIMS TO BECOME A MEDICAL AND WELLNESS HUB AND A DESTINATION FOR SKILLED TALENT AND SUSTAINABLE TOURISM

A GREEN ECONOMY, ADVANCED TECHNOLOGY, AND INNOVATION ARE THAILAND'S FOCUS FOR A SUSTAINABLE FUTURE

THE BIO-CIRCULAR-GREEN ECONOMIC MODEL AND THE SUFFICIENCY ECONOMY PHILOSOPHY ARE THAILAND'S POST-PANDEMIC STRATEGIES FOR SUSTAINABLE RECOVERY AND PEOPLE-CENTERED RESILIENCE-BUILDING TO GLOBAL CHALLENGES

AS A GLOBAL INVESTMENT DESTINATION, THAILAND WELCOMES INVESTMENTS IN THE BCG SECTOR, SPECIFICALLY IN THE EASTERN ECONOMIC CORRIDOR

The Next Big Merger: Governments and Technology

Arvind Krishna (1)
Chairman and CEO of IBM

HE Omar Sultan Al Olama (2, Left)
Minister of State for Artificial Intelligence, Digital Economy, and Remote Work Applications of the United Arab Emirates, Managing Director of the World Government Summit Organization, Moderator

Arvind Krishna, Chairman and CEO of IBM, predicted a rosy future for the use of artificial intelligence (AI) in the development of the world economy during his conversation with His Excellency Omar Sultan Al Olama, Minister of State for Artificial Intelligence, Digital Economy, and Remote Work Applications of the UAE and Managing Director of the World Government Summit Organization.

AI became more than just science fiction on February 10, 1996, when world chess champion Garry Kasparov lost the first of a six-game match against Deep Blue, an IBM computer capable of evaluating 200 million moves per second. The technology then advanced from basic question-and-answer capabilities to handling vital functions such as medical diagnosis. Despite the capacity of AI to improve human life, Krishna asserted that human expertise is still essential. To make the most of this advanced technology, he said, humans need to ensure data is unbiased and that the foundations for technological growth are solid.



Ensuring Unbiased Data

Krishna explained that AI learns from data, and so data containing errors or biases would then propagate inaccurate or prejudiced algorithms. For it to work, “artificial intelligence has to be trusted,” he said. He recommended that continuous system checks must be undertaken, and people of diverse ages, genders, and ethnicities should be involved in training the technology.

He explained that AI is already revolutionizing less-complex functions, like COVID-19 patient intake, but it will take time to train sensitive algorithms. “Anything that impacts life and death,” said Krishna, “we should be more careful of. Self-drive cars, medical diagnosis – those I put further away.” He noted, however, that the use of AI in industrial contexts, such as controlling temperatures and optimizing material usage, would come sooner.

Supporting Growth

Krishna is also optimistic about the impact of AI on the local economy, predicting it to make up between \$200–300 billion of the UAE’s GDP. But he warned that for the technology to benefit society, solid foundations for future development must be laid early. “We have to harness it and build the skills. We have to deploy it locally and not just remotely,” he said.

Krishna suggested that enterprises of different sizes may take different routes to ensuring the longevity of their AI – whether they focus on in-house development or the traditional approach of separating hardware and software development. A comprehensive security foundation, especially for companies with sensitive information, will be crucial to future-proofing their advanced technologies, he cautioned.

KEY POINTS

- AI IS PREDICTED TO BE A SIGNIFICANT PART OF BOTH THE GLOBAL AND LOCAL UAE ECONOMIES
- AI IS ALREADY ABLE TO PERFORM ROUTINE PROCEDURES AND WILL SOON BE ABLE TO MANAGE MORE COMPLEX INDUSTRIAL FUNCTIONS, BUT IT MUST BE DEVELOPED SLOWLY AND CAREFULLY, WITH CLOSE HUMAN MONITORING, FOR SENSITIVE USE CASES
- AI MUST BE TRAINED BY DIVERSE GROUPS OF PEOPLE TO ENSURE THAT THE INPUT DATA AND RESULTING ALGORITHMS ARE UNBIASED
- TO REAP THE BENEFITS OF AI, THE TECHNOLOGY MUST BE DEPLOYED EQUITABLY, WITH SKILLS DEVELOPMENT AND MAINTENANCE OF RELEVANT SECURITY PROTOCOLS CRITICAL TO ITS LONGEVITY

Financing the Future of Our Planet

HE Makhtar Diop
Managing Director of the
International Finance Corporation



The challenge of decoupling economic growth from carbon emissions in a fair and inclusive world is one of the world's most pressing needs, asserted His Excellency Makhtar Diop, Managing Director of the International Finance Corporation (IFC).

The Cost of Development

Development is a double-edged sword, said Diop. While it provides benefits like access to education, business opportunities, and economic growth, it causes significant pollution and results in the loss of natural habitats.

He lauded the passage of the Glasgow Climate Pact at the 26th United Nations Climate Change Conference of the Parties (COP26) as an important step in renewing the commitment to limit future global temperature rise to 1.5°C, but emphasized that much remains to be done. "The failure to rein in our carbon footprint is already being felt around the world. In fact, estimated losses that the world faces are estimated at 14% of gross domestic product in countries which are affected by climate change, and the peak is still to come," he asserted.



"Climate change is a collective problem that requires collective solutions"

Blended Finance

According to Diop, climate change is not a money problem, it's a money allocation problem. He cited the Glasgow Financial Alliance for Net Zero's (GFANZ) commitment of more than \$130 trillion to reach net-zero emissions by 2050 at COP26 to indicate that the solutions are within reach, but only if private capital is mobilized.

He presented blended finance as a crucial financing solution to combating climate change. He argued that blended finance solutions, where decentralized finance, philanthropy, and government come together, help facilitate climate investments while bypassing investor risks. It enables risk mitigation for investors, promotes public-private partnerships, and directs fund allocation toward projects and markets that need it most.

Climate Change Action

Diop insisted that even as the most devastating impacts of climate change must be averted, the onus of climate change should not and cannot fall on the shoulders of the developing world. The need of the hour is a course of action

that is committed to reducing emissions while also becoming climate resilient.

According to him, climate change calls for integrated solutions rooted in economic justice that focuses on reducing emissions while also ending poverty and famine, and bridging the digital divide while promoting a switch to clean energy.

The Way Forward

Diop urged governments to collaborate for better climate investment within and across borders. He also advised them to define consistent standards of environmental, social, and governance practices as the world strives to achieve the Sustainable Development Goals.

He highlighted the need for increased efficiency in the use of energy and scarce resources and the role of technology in this regard. He lauded the UAE's efforts in creating an Artificial Intelligence, Digital Economy, and Remote Work Applications Office to harness the technical knowledge to accelerate this transition.

To conclude, Diop affirmed IFC's commitment to be a main partner in bringing private investment in climate change to emerging economies.

KEY POINTS

SOLVING CLIMATE CHANGE IS NOT A MONEY PROBLEM, BUT RATHER A MONEY ALLOCATION PROBLEM

BLENDED FINANCE IS A PROMISING FINANCING SOLUTION FOR ADDRESSING CLIMATE CHANGE

THERE IS A NEED FOR MORE EFFICIENT USE OF ENERGY AND SCARCE RESOURCES TO BENEFIT COMMUNITIES IN EMERGING ECONOMIES

COMBATING CLIMATE CHANGE NECESSITATES BOTH CLIMATE RESILIENCE AND A LOWER-EMISSIONS APPROACH

GOVERNMENTS MUST COLLABORATE TO FACILITATE BETTER CLIMATE INVESTMENT AND TO DEFINE STANDARDS FOR SOUND ENVIRONMENTAL, SOCIAL, AND GOVERNANCE PRACTICES

A Promising Future: Accelerating Arab Youth

**HH Sheikh Nasser bin Hamad
Al Khalifa**

His Majesty the King of Bahrain's
Representative for Humanitarian
Work and Youth Affairs



“We cannot build or sustain a nation without the participation of the youth. Our young people are half of the present and all of the future”

These are challenging times for the younger generation, asserted His Highness Sheikh Nasser bin Hamad Al Khalifa, Representative of His Majesty the King of Bahrain for Humanitarian Works and Youth Affairs, and the role of leaders is to provide them with security and set them up for success.

A Positive Future

With youth making up approximately 60% of the Arab population, Sheikh Nasser explained that a thriving Arab region is more dependent on the wellbeing of its young people than it is on international relations, weapons, money, and natural resources. “Our leadership realizes the difficulties that the region has experienced historically,” he said, and thus it is imperative that leaders “give the young generation the utmost priority because they are half of the present and all of the future.”

To this end, governments should facilitate a positive future for young people by addressing their greatest challenges and secure the necessities they need to succeed in life. This will

involve nurturing a fair, competitive, and open environment that encourages youth participation and sets the stage for students and young people to achieve their goals.

Keeping Faith and Hope

Sheikh Nasser said that the key to securing stable futures for young people, and thus “successful nation-building,” are the twin pillars of faith and hope in one’s country, as weaknesses in these areas are the first that enemies target. Just like the youth, he said that “faith is the present and hope is the future.”

Faith, he said, is the driver of Bahrain’s policies of openness, cultural respect, peaceful coexistence, and keeping pace with science, development, and the arts. Hope, meanwhile, is evident in the strong national belief in unity, solidarity, and cooperation with neighboring countries. Thanks to Bahrain’s strong leadership, he said, faith and hope have become firmly rooted in the hearts and minds of the people – and especially the youth, for whom the leaders work so diligently.

Defining Duty

A successful state that supports its young people and maintains social cohesion demands fair leadership, which ensures the wellbeing of society. “Governance is based on justice,” Sheikh Nasser said. He explained that states must guarantee opportunities, honor, trade, and justice for their people in order for individuals, and particularly young people, to succeed. A swift and fair justice system that effectively deters criminal behavior and creates an enabling environment for solidarity, security, and peace across all sectors of society is vital.

Sheikh Nasser concluded by asserting that Bahrain’s leadership has made the youth, faith and hope in the country, and belief in leadership national priorities in order to ensure the wellbeing of its population.

KEY POINTS

YOUNG PEOPLE CURRENTLY MAKE UP MOST OF THE ARAB POPULATION AND REPRESENT THE FUTURE OF THE REGION

LEADERS MUST ENABLE YOUTH TO THRIVE BY ENCOURAGING THEIR PARTICIPATION AND SUPPORTING THEIR DEVELOPMENT

A STABLE FUTURE IS DEPENDENT ON THE STRENGTH OF THE NATION’S HOPE AND FAITH IN THEIR COUNTRY

GOVERNMENTS MUST GUARANTEE OPPORTUNITIES AND JUSTICE FOR THEIR PEOPLE IN ORDER FOR INDIVIDUALS – ESPECIALLY YOUNG PEOPLE – TO SUCCEED



Ajman 2030: Local Goals for a Global Agenda

HH Sheikh Ammar bin Humaid Al Nuaimi

Crown Prince of Ajman, Chairman of the Ajman Executive Council

In his address to the World Government Summit, His Highness Sheikh Ammar bin Humaid Al Nuaimi, Crown Prince of Ajman and Chairman of the Ajman Executive Council, explored the pressures, risks, and challenges faced by governments and the importance of administrative and governmental planning. Sheikh Ammar also launched the new Ajman Vision 2030, and outlined the emirate’s adoption of a flexible and effective approach to government work.

Challenges Facing Governments

According to Sheikh Ammar, governments face immense pressure due to the unique challenges of our time, including geopolitical risks, climate change, pandemics, rising inequality, declining social justice, massive data flows, and privacy violations. Addressing these concerns, he stressed, requires preparation, and flexibility in government approaches.

To keep pace with the recent population booms, technological developments, and new economic patterns, Sheikh Ammar highlighted an emerging shift in city management that focuses on livability, stability, and investment – all characteristics of the world’s top-ranking cities. He explained that local governments around the world must aim to join this rank by ensuring livability “without compromising their cultural and social heritage and human values.”

The Importance of Planning

Sheikh Ammar said that government administrations can reduce the complexity of the planning process by creating flexible business systems that nurture a culture of giving. He explained that “the planning and implementation processes are collaborative processes that should not be monopolized by the government,” calling on all levels of government to rethink their role. Rather than being simple service providers, the role of government should be to regulate, monitor, and build partnerships.

He pointed to the UAE as a shining example of what can be done when governments respond effectively to challenges and prioritize quality of life for residents. The nation has “redefined the meaning of prosperity, coexistence, and peace,” he noted.

Ajman Vision 2030

Sheikh Ammar introduced Ajman Vision 2030, the emirate’s next phase of development, which will “witness more support to establish an incubator environment for creativity and to multiply the artistic, cultural, and sports activities”.

He recalled the launch of the Ajman 2021 vision from the platform of the World Government Summit in 2014, as part of its efforts to become a leading destination. Since then, he said, the emirate has achieved a leap in quality of life and service development by:

- **Enabling youth through economic support and the establishment of youth councils**
- **Facilitating partnerships with the private sector**
- **Addressing the challenges of housing, public utilities, and environmental management**
- **Focusing on empowerment, joint action, and social support programs for children and women**
- **Increasing strategic global trade capabilities**

Ajman Vision 2030 will build upon that success and focus more heavily on the wellbeing of the emirate’s residents. “Prosperity in its human context is a comprehensive concept that transcends economic and material growth. It means that every individual in society has an opportunity to thrive, grow, and fully participate in all areas of life,” Sheikh Ammar said.

To conclude, he stressed that Ajman is working to develop a modern government system guided by authentic principles and values, which will ultimately make Ajman a leader “in providing living and investment solutions, a city interconnected with diverse sustainable solutions, and a city that provides its residents and visitors with a safe environment and an active life.”

KEY POINTS

GOVERNMENTS NEED TO BE AWARE OF ONGOING CHALLENGES AND BE FLEXIBLE IN THEIR RESPONSE

TO ENSURE EFFECTIVE GOVERNANCE, GOVERNMENTS MUST TRANSFORM FROM SERVICE PROVIDER TO A PARTNER OF SOCIETY, PRIORITIZING QUALITY OF LIFE AND OPPORTUNITIES FOR CITIZENS

THE AJMAN 2021 VISION SAW GREAT SUCCESS IN FURTHERING THE EMIRATE’S SOCIAL AND ECONOMIC DEVELOPMENT

AJMAN VISION 2030 AIMS TO TRANSFORM THE EMIRATE INTO A LEADING DESTINATION, CHARACTERIZED BY A THRIVING SOCIETY, THROUGH EFFECTIVE POLICIES THAT ENHANCE ECONOMIC DEVELOPMENT, IDENTIFY AND PRIORITIZE RESIDENTS’ NEEDS, AND TARGET VULNERABLE GROUPS FOR EXTRA SUPPORT





Creating Future-ready Governments

The 2022 World Government Summit was convened at Expo 2020 Dubai, the largest global event since the outbreak of the COVID-19 pandemic. Expo's forward-thinking agenda to connect minds for a better future was echoed in the Summit's theme, 'Shaping Future Governments'. In addition to addressing urgent global issues, the agenda focused on post-pandemic recovery, boosting governments' readiness for unexpected events, and leveraging technology to shape the future of governments.

Special Session: Umm Al Quwain’s Strategy

HH Sheikh Saud bin Rashid Al Mualla (2)
Ruler of Umm Al Quwain, Member of the Federal Supreme Council of the United Arab Emirates

HH Sheikh Majid bin Saud bin Rashid Al Mualla (1)
Chairman of the Umm Al Quwain Department of Tourism and Archaeology



His Highness Sheikh Saud bin Rashid Al Mualla, Ruler of Umm Al Quwain and Member of the Federal Supreme Council of the UAE, launched the emirate’s Sustainable Blue Economy Strategy 2031 at the World Government Summit. It focuses on investing in the emirate’s tourism and natural resources to set the region up as a global leader in the blue economy by 2031.

His Highness Sheikh Majid bin Saud Al Mualla, Chairman of the Umm Al Quwain Department of Tourism and Archaeology, reviewed the challenges which necessitated the development of the strategy, and the economic opportunities it would bring about.

Change Creates Opportunity
Sheikh Majid believes that the challenges caused by rapid global change, which have significantly impacted economies and lives around the world, will ultimately “create a range of promising opportunities, and contribute to the growth of several sectors.” For example, he explained that cities could exponentially increase the productivity of multiple sectors if they invest in green energy.

Economy Through Environment
Sheikh Majid stressed that the development of environmental, cultural, and tourism resources are a strong focus of the UAE’s leadership, and investing in them is essential for the Emirates’ environment-dependent economies. He cited Umm Al Quwain’s “distinguished coastal tourist sites” as an example.

He explained that Umm Al Quwain has already stimulated economic growth by investing in its environment, outlining several positive indicators:

- **The emirate’s GDP has increased 34% over the past 10 years**
- **Foreign investments have nearly doubled in the last eight years**
- **The emirate’s exports increased by nearly 300% between 2017 and 2019**

The Sustainable Blue Economy Strategy 2031
Sheikh Majid then introduced Umm Al Quwain’s Sustainable Blue Economy Strategy 2031 as the strategic approach the emirate will take to build on its previous accomplishments and engender further economic growth and sustainability in the region. The strategy, he said, is based on three principles: sustainable economy, environmental protection and rehabilitation, and preserving Umm Al Quwain’s heritage and culture. The goals for the strategy are:

- **Increasing Umm Al Quwain’s GDP threefold by 2031**
- **Increasing the contribution of the blue economy to the GDP by 40%**
- **Achieving a positive carbon footprint by 2031**

In line with these principles and goals, eight transformational projects will be undertaken by the emirate, totaling \$1.4 billion in investments. Sheikh Majid explained that the most important sectors targeted by the strategy will be “tourism and the environment, sustainable industrial zones, research and development, and blue carbon banks.” Projects will include the allocation of 20% of Umm Al Quwain as natural reserves, creating three carbon-neutral areas, launching a center for the propagation and international export of mangrove trees, creating five economic partnerships with the private sector, and establishing a hub to promote entrepreneurship in the sustainable blue economy field.

He stressed that these projects “will be key to the future of national development in the emirate,” and high economic returns would be achieved by preserving the mangrove tree, reducing carbon emissions, and adopting a sustainable approach to food production.

KEY POINTS
THE SPEED AT WHICH THE WORLD IS CHANGING PRESENT UNPARALLELED OPPORTUNITIES FOR LEADERS TO DIVERSIFY RESOURCES AND DEVELOP ECONOMIES THAT ALIGN WITH FUTURE NEEDS, ESPECIALLY REGARDING THE ENVIRONMENT

INVESTING IN THE ENVIRONMENT IS CRITICAL FOR ECONOMIES DEPENDENT ON NATURAL RESOURCES AND TOURISM, SUCH AS THE UAE AND UMM AL QUWAIN

UMM AL QUWAIN LAUNCHED ITS SUSTAINABLE BLUE ECONOMY STRATEGY 2031 TO ENABLE ENVIRONMENTAL INVESTMENTS THAT BOOST ITS ECONOMY, AND IT PLANS TO BECOME A GLOBAL LEADER IN THE SUSTAINABLE BLUE ECONOMY BY 2031



Building Cities of the Future: Dubai’s Ambition for a Global Creative Metropolis

**HH Sheikha Latifa bint
Mohammed bin Rashid
Al Maktoum**
Chairperson of the Dubai
Culture and Arts Authority

When Her Highness Sheikha Latifa bint Mohammed bin Rashid Al Maktoum was appointed Chairperson of the Dubai Culture and Arts Authority (Dubai Culture) in 2019, His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, Ruler of Dubai, charged her with transforming Dubai into a global cultural center. “He wanted to see the new direction of the authority within a month...I knew I had to hit the ground running,” she recalled.

No Time to Waste

Despite it being a weekend, Sheikha Latifa and her team began work at once and delivered their plan within two weeks. Sheikh Mohammed signed off on the plan, and only six months later, the COVID-19 pandemic hit and the entire world went into lockdown.

The authority’s reaction was to study how they could best support the creative industry and use the situation as an opportunity to innovate. “This was a new reality we were all navigating together,” said Sheikha Latifa, as Dubai Culture organized a series of online workshops to establish what the industry needed to survive the lockdown and thrive once it was over.

Five priorities were identified during these discussions:

- 1. **Support talent**
- 2. **Make culture and creativity universally accessible**
- 3. **Focus on Dubai’s creative economy**
- 4. **Enhance cultural experiences for a global audience**
- 5. **Ensure national heritage is preserved, passed on and globally recognized**

A Post-pandemic Plan

In July 2021, Sheikha Latifa launched Dubai Culture’s six-year strategy to overcome the COVID-19 pandemic and solidify the UAE as a hub for the arts. She emphasized to her team that they did not work for the cultural authority, but rather for the broader cultural sector, encouraging them to work as closely as possible with the public and private sectors in the interests of the industry.

Dubai has become a global center for business because the government created incentives, eased restrictions, cut the red tape, and generally made it easy for people to relocate and run businesses there, she noted. It also made sure that Dubai’s infrastructure made it a desirable place to live. According to Sheikha Latifa, this was a successful model to replicate for the cultural sector. “We already had the infrastructure for the creative industry to flourish,” she said.

With the flexibility of the government and Sheikh Mohammed’s visionary outlook, things progressed rapidly. Sheikha Latifa highlighted that more than 5,000 10-year cultural visas have been issued to talented creatives, and licenses can be applied for online and granted within seven minutes. A creative zone was also established in the Al Qouz industrial area.

“Turning Dubai into the next global creative metropolis is not a dream,” said Sheikha Latifa. The emirate is now home to approximately 14,700 cultural and creative businesses, she explained, employing more than 100,000 talented people and generating 4% of the UAE’s GDP. Dubai continues building bridges between cultures, holding a number of international arts fairs, exhibitions, and festivals every year. “Diversity can only make our cultural scene more vital,” she concluded. “We often hear culture is soft power. I have to disagree. Culture is power – full stop.”



“Culture and creativity is what makes us human; it is what we need in the face of adversity”

KEY POINTS

RATHER THAN BUCKLING UNDER THE STRESS OF COVID-19 LOCKDOWNS, DUBAI CULTURE SAW THE PANDEMIC AS AN OPPORTUNITY TO INNOVATE

ONLINE WORKSHOPS WITH INDUSTRY PARTNERS AND STAKEHOLDERS HELPED DUBAI CULTURE ESTABLISH FIVE TOP PRIORITIES FOR THE SECTOR, INCLUDING SUPPORTING TALENT AND MAKING CULTURE ACCESSIBLE TO ALL

DUBAI CULTURE BUILT ON DUBAI’S EXISTING INFRASTRUCTURE THAT MAKES IT A DESIRABLE PLACE TO LIVE AND DO BUSINESS TO ENSURE ITS CREATIVE INDUSTRY WILL ALSO FLOURISH

DUBAI’S CULTURAL SECTOR BOASTS SOME 14,700 BUSINESSES WITH MORE THAN 100,000 EMPLOYEES AND CONTRIBUTES 4% OF THE UAE’S GDP

CULTURAL DIVERSITY IS ONE OF DUBAI’S GREATEST ASSETS

Is the World Ready for a Future Beyond Oil?

HE Masrour Barzani (2)
Prime Minister of the Kurdistan Region of Iraq

HRH Prince Abdulaziz bin Salman Al Saud (1, Center Left)
Minister of Energy of Saudi Arabia

HE Suhail bin Mohammed Al Mazrouei (3)
Minister of Energy and Infrastructure of the United Arab Emirates

Hadley Gamble (1, Left)
Reporter and Anchor for CNBC, Moderator

In this discussion, a panel of global leaders highlighted the importance of energy security and affordability, as well as the need for improving capacities and facilitating a clean energy transition in the future.

Energy Security and Affordability

His Royal Highness Prince Abdulaziz bin Salman Al Saud, Minister of Energy of Saudi Arabia, underscored that energy security is vital to achieving economic prosperity and climate change goals. A lack of collective, comprehensive attention to this matter impacts the global economy, he said.

His Excellency Suhail bin Mohammed Al Mazrouei, Minister of Energy and Infrastructure of the UAE, agreed, adding that energy affordability is a rising concern. “We need to decouple politics from energy availability and affordability. I’m worried that because we are mixing the two, we could end up in a situation where energy affordability becomes an issue and that would definitely lead to poverty and ultimately could lead to a stagnation of the world economy,” he explained.

His Excellency Masrour Barzani, Prime Minister of the Kurdistan Region of Iraq (KRG), signaled KRG’s potential as a flourishing global energy provider that could fill current global shortages, which is causing energy price hikes. More and more gas and oil fields are being discovered in the region, he said, and their development could help bridge the gap.

Role of OPEC+

According to Prince Abdulaziz, the Organization of the Petroleum Exporting Countries Plus (OPEC+) is vital to ensuring energy security, sustainability, and market stability amid volatile conditions. The organization sets political differences aside in order to achieve results that do the most good for the most people. “If it wasn’t for OPEC+, we would not be celebrating a sustainable energy market to its current level,” he asserted. “Everybody leaves his politics at the door outside of that building.”

Al Mazrouei concurred, arguing that OPEC+’s mission is to stay the course, stabilize the market, provide affordable energy, and deliver required volumes. Politicizing the energy issue and removing member countries could mean further price hikes, which would hamper consumer interests. “How can we contradict that objective, which serves the whole world by bringing affordable sources of energy, by squeezing, or asking to squeeze, some of the partners out? We cannot,” he remarked.

Commitments for the Future

Highlighting the bottlenecks of low investments, decreased production capacities, and a lack of foresight for future energy demands, Al Mazrouei advised governments to incentivize sustainable investments in hydrocarbons. “We, in the UAE, are putting investments in place, and we will raise the production capacity of the country to five billion barrels because we believe, in the future, more barrels will be needed,” he said.

Saudi Arabia, Prince Abdulaziz said, has committed to be net-zero by 2060. He cited the Kingdom’s various energy initiatives, including carbon sequestration efforts and its role as a founding member of the Net-Zero Producers Forum, a collective dedicated to developing pathways to net-zero emissions for the global oil and gas sector.

As a sustainable energy provider for the world, the Middle East’s experience and expertise in this arena must be trusted, the panel concluded.

KEY POINTS

SECURITY AND AFFORDABILITY ARE CENTRAL TOPICS IN THE ENERGY DISCUSSION

ACHIEVING ENERGY SECURITY IS CRUCIAL TO ATTAINING CLIMATE CHANGE GOALS AND ECONOMIC PROSPERITY

INCENTIVIZING SUSTAINABLE INVESTMENTS IN HYDROCARBONS HELPS MEET GLOBAL ENERGY DEMANDS AND FACILITATES THE FUTURE ENERGY TRANSITION

OPEC+ PLAYS A KEY ROLE IN ENSURING ENERGY SECURITY AND SUSTAINABILITY, AS WELL AS MARKET STABILITY

SETTING POLITICAL DIFFERENCES ASIDE AND FOCUSING ON THE COMMON GOOD ENABLES RESILIENCE DURING VOLATILE CONDITIONS



Human Meta-cities

HE Eng Dawood Al Hajri
Director General of
Dubai Municipality



His Excellency Engineer Dawood Al Hajri, Director General of Dubai Municipality, highlighted the challenges of the COVID-19 pandemic and how they led to the rapid development of our digital world. He urged governments to take advantage of emerging metaverse technology, specifically when planning cities of the future.

The COVID-19 Impact

Al Hajri resumed the story he began at the 2019 Summit, a history of the development of cities. In 2022, he focused on the impact of COVID-19 and how the government views the resulting accelerated digitization as an opportunity to reconsider priorities and the way work is handled.

Technologies for Future Cities

This increased digitization is evidenced by the sharp uptick in the number of users accessing online education and communication platforms and making online purchases, Al Hajri explained. This shift has driven government leaders and city planners to place technology at the heart of building and imagining cities of the future. It's not just the development of brick-and-



mortar cities, however. Al Hajri also sees the benefits of virtual communities where people interact with virtual characters and companies, conduct commerce, and generate huge returns.

World of the Future

Al Hajri defined these types of virtual communities, or metaverses, as digital spaces that rely on advanced virtual reality technology to move people to new dimensions. He is hopeful that big data provided by metaverses will improve our understanding of cities and help us plan more effectively. Despite this optimism, he warned that some considerations need to be made when working with this technology:

- The need to ensure environmental sustainability while meeting the increased demand for energy needed to operate these technologies
- The need to foster economic stability in the face of an infrastructure gap estimated by the World Economic Forum to hit \$15 trillion by 2040
- The need to balance development of digital infrastructure with that of physical infrastructure

Future City Tech Ecosystems

Al Hajri then turned to the development of cities of the future, citing three pillars of success:

1. Linking people with technology by creating an integrated approach that is tech-based, but remains people-centric to help improve wellbeing and quality of life
2. City planning through the development of legislation that guarantees privacy, the preservation of information security, and surety of ownership rights of irreplaceable assets
3. Using the big data that is generated by technology to build a strong digital infrastructure

The Dubai Vision

Al Hajri ended the session by praising the decision by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, Ruler of Dubai, for issuing the first law to regulate virtual assets and establish an independent authority to supervise them. This action, he asserted, highlights Dubai's commitment to the use of technology in its future planning.

KEY POINTS

- TECHNOLOGY HAS BECOME AN ESSENTIAL PART OF HUMAN REALITY AND BUILDING FUTURE CITIES
- THE METAVERSE IS OF GREAT IMPORTANCE IN ACCURATELY UNDERSTANDING CITIES AND INCREASING THE EFFICIENCY OF PLANNING
- CITIES OF THE FUTURE WILL BE HUGELY IMPACTED BY TECHNOLOGY AND IMPROVING WELLBEING AND QUALITY OF LIFE SHOULD BE CENTRAL TO ITS USE
- DUBAI IS ADOPTING A FUTURISTIC APPROACH BASED ON THE USE OF NEW TOOLS THAT ALLOW FOR AN ACCURATE UNDERSTANDING OF CITIES

Redrawing Trade Routes

HE Sultan Ahmed bin Sulayem
Group Chairman and CEO of
DP World



“Trade is a force for good – it helps countries to diversify their economies, create jobs, and enrich communities, but we have so much more to do to unlock the potential”



Global trade is critical to securing sustainable and equitable economic recovery, expressed His Excellency Sultan bin Sulayem, Group Chairman and CEO of DP World, which has more than 93 logistics terminals around the world.

Unlocking the Potential of Global Trade

Analyzing the current state of global trade in his address to the World Government Summit, bin Sulayem emphasized the importance of trade to sustainable economic growth.

It is due to the collaborative nature of global trade, he said, that economies are diversifying, opening up employment opportunities, and enhancing cross-cultural learning in communities around the world.

Yet there is so much more that can be done to unlock its potential, he stressed. “Together we have the power to bring positive change to the world,” he said, emphasizing that countries must join forces to ensure the economic benefit is distributed equitably around the world.

Lessons from the Pandemic

As one example of the positive influences international trade networks can have, bin Sulayem cited the biggest challenge presented by the pandemic – vaccinating the global population. DP World partnered with UNICEF to distribute critical medical supplies. “Our global logistic network enabled UNICEF to reach countries and people who needed it most,” he said.

The pandemic taught leaders a valuable lesson by exposing the fragility of the global supply chain. In rebuilding it, bin Sulayem urged, it is essential to make it more resilient and sustainable.

As a result of global lockdowns and stalled travel and transport, DP World and other international organizations were forced to develop alternative means to communicate with customers and meet demands. Moreover, the pandemic has also compelled governments over the past two years to take a more proactive approach to digitization, use technology to their advantage, and work together to address global challenges.

Both governments and businesses will play a critical role in accelerating the global economic recovery, said bin Sulayem, pointing out that collaboration between all stakeholders is the key to overcoming challenges and finding solutions.

Finally, he added that platforms such as the World Government Summit serve to bring global leaders and like-minded people together to spark new ideas, find common solutions toward a more equitable and long-term recovery, and discuss the tools, policies, and models that will shape the future.

KEY POINTS

GLOBAL TRADE DIVERSIFIES ECONOMIES, CREATES EMPLOYMENT OPPORTUNITIES, AND ENHANCES CROSS-CULTURAL UNDERSTANDING

THE PANDEMIC REVEALED THE FRAGILITY OF THE GLOBAL SUPPLY CHAIN, AND IT MUST BE REBUILT TO BE MORE RESILIENT AND SUSTAINABLE

GOVERNMENTS AND BUSINESSES MUST WORK TOGETHER TO ACHIEVE SUSTAINABLE ECONOMIC RECOVERY

THE PANDEMIC DROVE GOVERNMENTS TO BE MORE PROACTIVE IN THEIR USE OF TECHNOLOGY

Shaping a Green Future

HE Saeed Mohammed Al Tayer
CEO and Managing Director
of Dubai Electricity and
Water Authority



“The UAE has become a role model in the shift to clean and renewable energy”

His Excellency Saeed Mohammed Al Tayer, Managing Director and CEO of Dubai Electricity and Water Authority (DEWA), outlined the UAE’s model for the transformation to renewable and clean energy. He also shared the UAE Government’s vision for the pillars of energy sustainability and DEWA’s initiatives for the digital transformation of its services.

Leading the Way

The UAE is a role model for renewable and clean energy transformation and a pioneer in confronting climate change, asserted Al Tayer. He cited a number of examples of the country’s commitment to addressing this issue:

- **Hosting the 28th session of the Conference of the Parties to the United Nations Convention on Climate Change (COP 28) in 2023**
- **Launching the UAE Net Zero by 2050 initiative, a carbon-neutral strategy to transform the production capacity of energy from clean sources in Dubai by 2050 by 100%**
- **Implementing multiple projects to diversify energy sources**

Pillars of Energy Sustainability

Al Tayer then explained to delegates the UAE Government’s energy sustainability strategy, which is based on three pillars:

- 1. Producing more clean energy, especially solar energy**
- 2. Separating the desalination process from electricity production, and using reverse osmosis and solar energy to meet desalination needs**
- 3. Reshaping the role of service organizations and keeping pace with the digital revolution and artificial intelligence**

Energy Storage and Sustainability Projects in Dubai

This shift toward complete reliance on clean energy does not come without challenges, asserted Al Tayer, and the UAE is actively developing solutions. This includes the fourth phase of the Mohammed bin Rashid Al Maktoum Solar Park, which is set to be “the largest solar energy storage project in the world.” He also revealed that DEWA has launched two pilot projects at the Mohammed bin Rashid Energy Storage Complex using lithium batteries, and is testing sodium sulfur battery systems.

Al Tayer outlined additional DEWA initiatives, including a green hydrogen project in cooperation with Expo 2020 Dubai and Siemens Energy, the launch of a nanosatellite to increase efficiency and operational effectiveness, and the Green Charger project, which currently provides more than 325 charging stations for electric vehicles across Dubai.

DEWA’s Digital Services

Embracing digital transformation, Al Tayer also showcased the Digital DEWA initiative, which aims to make Dubai “the first city to rely on artificial intelligence in the provision of electricity and water services.” The initiative comprises four pillars:

- 1. Launching advanced solar energy technologies**
- 2. Expanding the adoption of artificial intelligence solutions**
- 3. Enhancing all other digital services**
- 4. Improving renewable energy infrastructure**

To close, he reaffirmed the UAE’s determination to reach carbon neutrality by 2050.

KEY POINTS

THE UAE IS A GLOBAL MODEL IN THE FIELD OF RENEWABLE ENERGY

DIVERSIFYING ENERGY SOURCES AND KEEPING PACE WITH TECHNOLOGICAL DEVELOPMENT ARE TWO WAYS TO PROTECT THE ENVIRONMENT

ADDRESSING THE CHALLENGE OF CLIMATE CHANGE BEGINS WITH INVESTING IN ALTERNATIVE ENERGY AND TECHNICAL AND INDUSTRIAL DEVELOPMENT

DIGITAL TRANSFORMATION SUPPORTS THE TRANSITION TOWARD ENVIRONMENTALLY FRIENDLY ENERGY

Are We Ready for a New World Order?

HE Dr Anwar bin Mohammed Gargash (1)
Diplomatic Advisor to the President of the United Arab Emirates

Frederick Kempe (2)
President and CEO of the Atlantic Council

Dr George Friedman (4)
Founder and Chairman of Geopolitical Futures

Dr Pippa Malmgren (3)
Economist, Advisor to the 43rd President of the United States, Former Advisor to the Cabinet of the United Kingdom

Becky Anderson (5, Left)
Anchor for CNN, Managing Editor of CNN Abu Dhabi, Moderator

His Excellency Dr Anwar bin Mohammed Gargash, Diplomatic Advisor to the President of the UAE, Frederick Kempe, President and CEO of the Atlantic Council, Dr George Friedman, Founder and Chairman of Geopolitical Futures, and Dr Pippa Malmgren, Economist and former Advisor to the 43rd President of the United States and the Cabinet of the United Kingdom, convened to reflect on the changing world order that is being driven by rapid technological change and socio-political power shifts. They urged preparedness for a new, multipolar world, where more nations have more power.

A New World Order

To provide context, Kempe began by identifying the three primary features that define a 'world order':

1. A group of countries that agree and adhere to a set of rules
2. A maintenance of power balance
3. A consensual acceptance of this order

He noted that, historically, a western order has been imposed on the world, but this is now changing. With the war in Ukraine as a decisive element, he argued that the new world order could go one of two ways: toward a darker era, or progressing in a more moderate, modern direction.

In light of these changing dynamics, Dr Gargash urged a major shift in thinking when it comes to governance, noting that, "technology is transforming our lives and international relations, but the frame of thinking is still in the 19th century."

Dr Friedman echoed these sentiments, emphasizing that the shifting global power dynamics will reshape the world order. However, he explained that this is not a unique occurrence. There have been major power shifts throughout history, and people always find a way to adapt to the new reality.

Meanwhile, Dr Malmgren underlined that the financial system is what underpins a world order. She referred to the emergence of digital currencies and blockchain, asking if the new system would accommodate people's competing needs and accord better

opportunities, "because that's the only measure of whether a world order really serves." According to her, this new system calls for a digital constitution of human rights.

Emerging Regional Orders

In discussing how governments will navigate the new global dynamics to shape a better future, Dr Gargash asserted that the UAE aims to maintain alliances and rebuild bridges to advance its agenda of stability and prosperity in the region. "We need to turn the page and start a new page. And that new page is basically reaching out to various friends, of course, but adversaries also, and to make sure that we rebuild those bridges," he said.

He emphasized that the Arab region must focus its collective efforts on non-political issues like food security, cyber capabilities, and climate change, instead of each country prioritizing its own politics and polarizing conflicts. According to Dr Gargash, multilateral projects focused on economic integration are key to making the region a competitive player in a multipolar world.

Kempe also anticipates the emergence of interconnected regional orders guided by socioeconomic and security interests. He noted that the shift from geopolitics to geoeconomics is challenging the clear boundaries of the existing world order, even those between the United States and China as "two great powers."

Democracy Versus Autocracy

In the debate of democracy versus autocracy, Dr Gargash proposed good governance as a middle ground between these binaries, citing government efficacy during the pandemic as a determining factor of which countries managed the crisis well and which did not.

Kempe agreed that this binary is a false narrative. It is a government's ability to be perceived as legitimate and to ensure freedom, human rights, healthcare, and safety that really matters. "Democracy is one way to achieve that. There are other ways to achieve it, and the legitimacy is gained by governments that can deliver the goods effectively to their people," he said.

Dr Malmgren disagreed that autocracies have an advantage over democracies. According to her, nations that "allow the entrepreneurial spirit to thrive the most and give the greatest political latitude are the ones that are going to grow the best."

KEY POINTS

A MULTIPOLAR WORLD WITH INTERCONNECTED REGIONAL ORDERS COULD BE THE FUTURE

THE CONCEPT OF WORLD ORDER HAS ALWAYS BEEN VIEWED FROM A WESTERN PERSPECTIVE

REBUILDING BRIDGES AND FORGING COALITIONS IS CRUCIAL FOR THE ARAB REGION TO THRIVE IN A MULTIPOLAR WORLD

GOOD GOVERNANCE IS A MIDDLE GROUND BETWEEN THE BINARIES OF DEMOCRACY AND AUTHORITARIANISM

FRAMES OF THINKING FOR INTERNATIONAL RELATIONS NEED TO ALIGN WITH TECHNOLOGY'S TRANSFORMATIVE POTENTIAL



What is the Next Destination for Aviation?

HE Salvatore Sciacchitano
(Second Left)
President of the International Civil Aviation Organization Council

Sir Timothy Clark (Center)
President of Emirates

HE Luis Felipe de Oliveira
(Second Right)
Director General of Airports Council International World

The Hon Sen Hadi Sirika (Right)
Minister of Aviation of Nigeria

Richard Quest (Left)
Anchor and Correspondent for CNN, Moderator

The aviation sector has withstood an incredible number of challenges in recent years, most notably the COVID-19 pandemic and the Russia-Ukraine conflict. This panel of industry experts agreed, however, that the challenges equally created room for collaboration and growth.

A Compound Crisis
For the industry to survive, His Excellency Salvatore Sciacchitano, President of the International Civil Aviation Organization (ICAO) asserted, closer cooperation in the face of the pandemic is paramount. The panelists agreed, with Sir Timothy Clark, President of Emirates, one of the UAE’s flagship airlines, asserting that comprehensive action plans will help the industry recover quickly. Oliveira further remarked that the pandemic prompted a review of the global aviation industry’s regulatory framework to ensure solid foundations for future crisis response and recovery processes.

Just as the worst of the pandemic was over, the crisis in Europe began. Clarke described it as likely to cause a tectonic shift in the future of the aviation business and the global economy. Calling for an immediate resolution, Clark highlighted the role of the aviation industry in responding to crises, citing Emirates as a neutral facilitator of humanitarian aid, NGOs, diplomats, and citizens.

Looking to the Future
Alongside global emergencies, the natural modernization process is equally demanding change in the industry. Sciacchitano signaled that the ICAO, for example, would be responding by re-examining aviation practices to ensure ongoing relevancy. Meanwhile, on the topic of future developments, Clark said that the Airbus A380 will remain an important part of Emirates’ fleet owing to its larger capacity to meet both increased customer demand and the limited number of carrier slots at the world’s airports. With the demand for air travel on the rise, but the number of slots the same, he warned that “the slot issue is going to become far more acute in the next five or 10 years.” He promised an A380 innovation and refurbishment program that would extend their service over the next decade.

Nigeria Taking Flight
The aviation industries of developing nations are also on the rise. The Honorable Senator Hadi Sirika, Minister of Aviation of Nigeria, spotlighted the promising outlook for his country.

Considering the increase from “eight million to 18 million passengers in four years,” Sirika discussed Nigeria’s plans to become a global aviation destination. These include launching a national carrier and improving the position of airports, central to which would be the increased involvement of the private sector. Both Clark and His Excellency Luis Felipe de Oliveira, Director General of Airports Council International, agreed with Sirika that the country has the potential to become an aviation hub for West and Central Africa. Oliveira suggested that “we need to find a way that we can break the restrictions that we have, to fly inside and outside of Africa, to bring more passengers the opportunity to fly there.” Finally, Sirika asserted that developing the country’s aviation sector is key to achieving the economic and social development goals of the African Union’s Agenda 2063. Not only is flying the safest way to travel, as pointed out by Oliveira, it’s also the most economic way to connect the continent, offering significant savings against the infrastructure costs of rail and road.

- KEY POINTS**
THE PANDEMIC REQUIRED A QUICK RESPONSE AND END-TO-END INDUSTRY COOPERATION, ULTIMATELY NECESSITATING A REVISION OF AVIATION REGULATORY FRAMEWORKS
- THE RUSSIA-UKRAINE CONFLICT WILL CAUSE A PARADIGM SHIFT IN AVIATION AND THE GLOBAL ECONOMY
- RESPONDING TO EMERGENCIES AND THE MODERNIZATION PROCESS WILL REQUIRE A CONTINUOUS ASSESSMENT OF BEST PRACTICES
- AIRBUS A380S WILL REMAIN A KEY PART OF THE EMIRATES FLEET IN THE FUTURE
- NIGERIA HAS HUGE POTENTIAL AS AN EMERGING AVIATION MARKET, AND INCREASED AVIATION CAPABILITIES COULD BE KEY TO THE COUNTRY’S DEVELOPMENT GOALS



What is the Future of Alliances in a Fragmented World?

HE Dr Nayef Al-Hajraf (1)
Secretary General of the Gulf Cooperation Council

HE Ahmed Aboul Gheit (2)
Secretary General of the League of Arab States

Emad El Din Adeeb (3, Left)
Journalist and Political Analyst, Moderator



In this session, His Excellency Ahmed Aboul Gheit, Secretary General of the League of Arab States, and His Excellency Dr Nayef Al-Hajraf, Secretary General of the Gulf Cooperation Council (GCC), discussed the state of uncertainty in light of current global events, in particular the Russia-Ukraine conflict and the repercussions of this war on the world and the Arab region.

A Global Shift

The conflict between Russia and Ukraine is “an attempt to change the global situation and not the world order,” asserted Aboul Gheit. The global system governed by the United Nations Security Council, the International Court of Justice, and the International Monetary Fund is not party to the conflict, and he stressed the need to reach a truce in light of the inability of the Security Council to carry out its duties of maintaining international peace and security. He called on Arab countries to contribute to achieving peace.

Dr Al-Hajraf noted that the situation in Ukraine is just the beginning of a completely different status, and what the world is witnessing today is “far from a border conflict.” The crisis is a struggle for influence.

The Role of Nuclear

Dr Al-Hajraf asserted that the GCC countries welcomed the signing of the 2015 nuclear deal with Iran, but stressed the importance of resuming negotiations in Vienna, noting that Iran’s nuclear power should not be at the expense of stability in the region. The talks in Vienna must not be limited to the nuclear issue, he added, but should also include discussions about “Iran’s destabilizing behavior.”

Aboul Gheit agreed, noting the importance of “real, effective Arab pressure to persuade the world to establish a denuclearized zone across the Middle East,” in light of two specific threats: Israel’s nuclear power and Iran’s efforts to enhance nuclear capabilities.

An Arab Consensus

Aboul Gheit brought the session to a close by asking, “Is it possible to achieve Arab consensus on important issues?” While reaching consensus requires a two-thirds majority in the Arab League, he noted that the real issue lies in being able to impose the viewpoint of Arab countries once they do agree. A mechanism that guarantees Arab solidarity in the face of crises must be established, he advised.

The role of the GCC is not limited to GCC states, Dr Al-Hajraf concluded. It is an essential pillar of security and stability in the entire Arab region, which supports the efforts of the League of Arab States.

KEY POINTS

MECHANISMS OF GLOBAL GOVERNANCE SUCH AS THE UNITED NATIONS SECURITY COUNCIL ARE UNABLE TO PREVENT CONFLICT

ARAB NATIONS NEED TO SUPPORT EFFORTS TO ACHIEVE STABILITY AND CALM IN LIGHT OF THE RUSSIA-UKRAINE CONFLICT

ARAB COUNTRIES NEED TO MAINTAIN PRESSURE AT THE GLOBAL STAGE TO IMPACT INTERNATIONAL NUCLEAR POLICIES

THE SECURITY AND STABILITY OF THE ENTIRE ARAB REGION IS SUPPORTED BY THE GCC STATES

Governing Peaceful Energy for Global Prosperity

HE William Magwood (3)
Director General of the Nuclear Energy Agency

HE Eng Mohamed Al Hammadi (1)
CEO and Managing Director of the Emirates Nuclear Energy Corporation

HE Mariam bint Mohammed Saeed Hareb Almheiri (2)
Minister of Climate Change and Environment of the United Arab Emirates

John Defterios
Senior Advisor and Member of the International Advisory Council at APCO Worldwide, Moderator

For the world to reach its goal of net zero emissions by 2050, energy sources must be diversified – and that means adopting nuclear power, agreed His Excellency William Magwood, Director General of the Nuclear Energy Agency, His Excellency Mohamed Al Hammadi, CEO of the Emirates Nuclear Energy Corporation, and Her Excellency Mariam bint Mohammed Saeed Hareb Almheiri, Minister of Climate Change and Environment of the UAE.

A Clean Transition

With the energy industry contributing two-thirds of global greenhouse gas emissions, Almheiri asserted that it is the biggest sector requiring a transition to clean technology. Reaching the net-zero goal will require rapid diversification among the solutions currently available, and that must naturally include nuclear power generation. “The transition must be just, and it must be fast,” she said.

However, it is not a simple process. “To ramp up clean renewables and decarbonize our hydrocarbons takes time and it takes money.”

The minister noted that the UAE has made significant progress toward transitioning to clean energy. Over the past 16 years, the nation has invested \$40 billion locally, and an additional \$17 billion in 70 other countries. Almheiri highlighted a few of the UAE’s biggest achievements in this arena: three of the world’s largest solar parks, the successful development and operation of two (of four planned) nuclear units, and the world’s first industrial ‘green’ hydrogen plant.

Al Hammadi echoed Almheiri’s opinion of diversification, noting that it is the foundation of the UAE’s approach to achieving energy security. “Today we are enjoying a very mixed portfolio: we have nuclear, we have renewables, we have also fossil fuels that we use in a very balanced manner.”



The Power of Nuclear

The panel noted that there is a global energy deficit, but, according to Magwood, reducing usage is not the solution. Instead, he advised increasing production and focusing on producing energy that is “as clean as possible,” and it is here that nuclear energy could have a significant role to play. If successful, he said, the nuclear microreactors currently undergoing testing could transform the lives of the 750 million people living without electricity. Nuclear power, which produces zero emissions during production, could be the key to saving the environment without sacrificing civilization.

Although many people are apprehensive about the safety of nuclear power, Magwood reassured the Summit that modern nuclear plants are designed and built with the ability to recover from unexpected disasters. He also said that the industry learned many valuable lessons from the 2011 Fukushima nuclear disaster. “The new technologies are so safe that Fukushima-type accidents would be physically impossible,” he asserted.

The Way Forward

Almheiri reiterated that the shift to green energy will take time and will rely on other energy sources to ensure a responsible and smooth transition. “For us to be able to do this energy transition, we need a baseline energy,” the minister said. “How do you build the equipment needed for solar? How do you build the equipment and facilities for wind parks? Reality and a pragmatic approach are needed here.” Al Hammadi agreed, adding that the UAE’s plan to phase out reliance on hydrocarbons would result in nuclear energy providing 25% of the country’s energy needs by 2025, saving 22 tons of carbon emissions annually. “The future is ahead of us,” he concluded.

KEY POINTS

CONTRIBUTING TWO-THIRDS OF GLOBAL GREENHOUSE GAS EMISSIONS, THE ENERGY SECTOR IS THE BIGGEST INDUSTRY REQUIRING A SHIFT TO GREEN TECHNOLOGY

DIVERSIFICATION IS THE KEY TO ACHIEVING ENERGY SECURITY

NUCLEAR MICROREACTORS COULD HELP 750 MILLION PEOPLE ACCESS ELECTRICITY

NUCLEAR POWER GENERATES ZERO GREENHOUSE GAS EMISSIONS DURING PRODUCTION AND IS INCREDIBLY SAFE

TRANSITIONING TO GREEN ENERGY MAY, FOR A WHILE, MEAN CONTINUING RELIANCE ON HYDROCARBONS

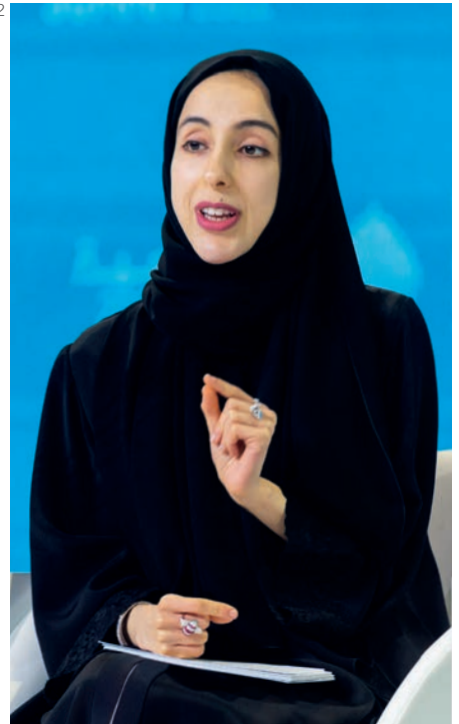
From the First Female Minister to the Youngest Minister

HE Sheikha Lubna bint Khalid Al Qasimi (1)

First Female Minister in the Government of the United Arab Emirates

HE Shamma bint Suhail Al Mazrui (2)

Minister of State for Youth Affairs of the United Arab Emirates, Vice Chair of the Arab Youth Center



Her Excellency Sheikha Lubna bint Khalid Al Qasimi, the first female minister in the UAE Government, and Her Excellency Shamma bint Suhail Al Mazrui, Minister of State for Youth Affairs of the UAE, came together for a constructive dialogue that touched on the empowerment of women and youth, the importance of adhering to human values, preparing for change, and the need for trust between governments and their people.

Empowering Arab Women

Sheikha Lubna asserted that the UAE has long been a proponent of gender equality, with women playing leading roles in critical sectors such as education, health, and engineering. Her own appointment as Minister of Economy in 2004, which made her the first female minister in the government, came as “a kind of political empowerment for the role of women in the UAE.”

She explained that her nomination had “positive effects” in the UAE as well as the whole region. Since then, not a single year has passed without the appointment of a woman in the government of most Gulf Cooperation Council countries and across the Middle East.

Youth and Leadership

Drawing a connection between Sheikha Lubna’s experience as the UAE’s first female minister and her own as the youngest, Al Mazrui believes that her appointment at the age of just 22 set a crucial precedent for the inclusion of youth in government affairs. Commending the decision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, Ruler of Dubai, to promote young leaders, she said that this move was ultimately about “making the future and inspiring people.”

The lessons Al Mazrui learned from her initial time in office have stayed with her ever since, she said. These include the need to listen to experienced leaders, that challenging the status quo is the key to innovation, and the importance of alternative solutions and seizing golden opportunities in times of adversity. Most importantly, she learned that leadership has nothing to do with position, rank, or title, but rather the intentions that guide one’s decisions.

Fostering Trust

According to Sheikha Lubna, when leadership is guided by respect and appreciation, these values trickle down to the people, creating trust between residents and government. Citing the UAE as an example, she said there is no difference between a citizen, an expat, or a visitor, and that “everyone on this blessed land is respected and appreciated.”

Enabling Progress

Both women agreed that what makes the UAE a leader in ‘firsts’ is its flexibility and speed of development. This approach is marked not only by the nation’s readiness to meet challenges head on, as evidenced by the country being ranked first in the world for its COVID-19 response, but also in its world-leading commitment to involving young people in shaping the future and harnessing their energy to enable government development.

Sheikha Lubna brought the discussion to a close by praising the UAE Government for its sincerity, hard work, and partnership. This is a torch that must be carried on by the next

generation of young leaders. She noted that the people of the UAE are proud of any contribution to shaping the future, no matter how small.

KEY POINTS

THE UAE GOVERNMENT’S APPOINTMENT OF THE FIRST FEMALE MINISTER WAS A WATERSHED MOMENT THAT OPENED THE DOORS FOR GENDER EQUALITY IN GOVERNMENT ACROSS THE ARAB REGION

YOUNG PEOPLE ARE THE LEADERS OF THE FUTURE, AND THEY MUST BE INCLUDED EARLY ON AS STAKEHOLDERS IN GOVERNMENT AND DEVELOPMENT PROCESSES

A LEADER IS MUCH MORE THAN A TITLE, AND THE QUALITY OF ONE’S LEADERSHIP IS DEFINED BY THE INTENTIONS THAT GUIDE HIS OR HER DECISIONS

GOVERNMENTS MUST BE FLEXIBLE, KEEP PACE WITH A CHANGING WORLD, AND BE PREPARED TO MEET CHALLENGES HEAD ON

Our Rising Blue Waters: Governments Combating Climate Change

- The Hon Wavel Ramkalawan** (2, Center)
President of Seychelles
- The Hon Gaston Browne** (2, Right)
Prime Minister of Antigua and Barbuda
- HE Aminath Shauna** (1)
Minister of Environment, Climate Change, and Technology of the Maldives
- Eleni Giokos** (2, Left)
Anchor and Correspondent for CNN, Moderator



Climate change is the most significant threat facing our planet, insisted the Honorable Gaston Browne, Prime Minister of Antigua and Barbuda, in a discussion with His Excellency Wavel Ramkalawan, President of Seychelles, and Her Excellency Aminath Shauna, Minister of Environment, Climate Change, and Technology of the Maldives. Placing it at the forefront of the world agenda is vital, the panelists agreed, not only for the survival of small island states, but for the future of humanity.

Climate Change Impact

Ramkalawan expressed his disappointment that the \$100 billion pledged almost a decade ago to help developing countries transition to green energy has not materialized: “The commitments keep being reinforced but the results are not forthcoming.” When it comes to climate change, industrialized nations are doing the majority of the damage, he argued. Yet, despite their low emissions, small island countries are the ones most at risk.

At its current rate, the temperature is heading for a 2.7°C rise, which will wipe out a considerable amount of Earth’s biodiversity. The island states would be the first to go, Browne confirmed, but others would follow. Shauna echoed his concerns and warned that unless the 1.5°C target is met, “we are going to find it extremely challenging to continue to live in our island nations.” The Maldives, she revealed, has already recorded an 11 centimeter rise in sea level and a 1.1°C increase in temperature.

Humanity Over Economy

According to Browne, addressing the climate crisis requires an all-of-society approach. Some people are inclined to put livelihood ahead of lives but “if we’re not alive, we’ll not be able to protect the economy.” It is imperative to “put common humanity above economies,” he stressed.

Shauna asserted that economies cannot continue to be built on fossil fuels. Richer countries must “take action on the commitments they’ve made,” she said, adding that it’s time to make the right decisions, not the convenient ones.

Ramkalawan agreed, noting that the entire African continent produces only 5% of the world’s total emissions. Discussions on a ‘new world order’ should not be confined to politics and currencies, he asserted. While huge amounts of funding are being channeled to other causes around the globe, the plight of small island nations, which are slipping into the ocean due to rising sea levels, is largely being ignored. Shauna pointed out that if island dwellers are forced to relocate, the 500,000 climate refugees from the Maldives alone will constitute a crisis worse than any happening now due to conflicts.

Action Over Promises

To bring the session to a close, Browne called on governments worldwide to invest in green energy and make it more affordable.

Shauna reinforced the point that smaller island states are doing more to combat climate change than larger nations. “We did not cause the climate crisis, but we will continue to do whatever we can,” she promised. After all, waiting will not fix the planet, concluded Ramkalawan.

KEY POINTS

THE \$100 BILLION PLEDGED BY INDUSTRIALIZED NATIONS MORE THAN 10 YEARS AGO TO HELP DEVELOPING COUNTRIES TRANSITION TO GREEN ENERGY HAS NOT BEEN HONORED

IF RISING TEMPERATURES ARE NOT BROUGHT UNDER CONTROL, ISLAND NATIONS WILL BE THE FIRST TO BE SUBMERGED DUE TO RISING SEA LEVELS

THE COUNTRIES LEAST RESPONSIBLE FOR THE CLIMATE CRISIS ARE THE MOST AT RISK OF ITS DEVASTATING EFFECTS

INDUSTRIALIZED NATIONS NEED TO FOCUS ON THE CLIMATE CRISIS AND FINANCIALLY SUPPORT AT-RISK COUNTRIES

The World in 2050: Characteristics of New Rising Powers

Dr George Friedman
Founder and Chairman of
Geopolitical Futures



Geopolitical developments will be driven by technology, emphasized Dr George Friedman, Founder and Chairman of Geopolitical Futures. In his address, Dr Friedman suggested that the past and the future are inextricable, and to understand the next 50 years we must start by looking at the last 50 years.

A New Era

A new geopolitical system came into being at the end of World War II, with further changes arising from the collapse of the Soviet Union, explained Dr Friedman. These changes in global power dynamics mean that, today, the strength of a nation is no longer determined by its size, but by its ingenuity. He asserted that being “powerful,” therefore, “requires a skilled population; a population that is free to invent things, to experiment, to try things.”

Dr Friedman emphasized that the space sector will become the new center of a landscape characterized by continuously shifting geopolitics. After all, he explained, modern technology and politics are increasingly dependent on space development, meaning that world powers looking to expand their



influence will look beyond our planet’s boundaries. “To command the Earth, we must command space. To command the sea, we must command space,” he noted. These space ambitions, he said, will become the main instigator of conflict which in turn instigates technological development. “War creates technology because when you go to war, one, you spend money, and two, it’s life and death, and so you get results.”

Technology for Economy

According to Dr Friedman, state-held entities have the resources and bandwidth to develop technology that is in nations’ best interests.

Referencing the origins of the iPhone, originally developed by the United States’ military before being optimized by Steve Jobs, he stressed the importance of sharing technological advancements with the private sector to generate innovation, create new industries, and boost economic growth. The mistake some countries have made, he said, has been holding onto that technology.

He credited the UAE as an emerging global power which has both the resources and skills to utilize technology, find solutions to meet its geopolitical needs, and make its own way forward in a new dynamic world.

Emerging Global Leaders

With the economies of former leading nations declining, he named Japan, Poland, and Turkey as new countries to watch. He cited their united populations, economic growth, and geopolitical decisiveness as reasons for his predictions.

The next 50 years will witness a change in technologies, cultures, and world players, Dr Friedman concluded.

KEY POINTS

ANTICIPATING WHAT THE FUTURE MAY LOOK LIKE INVOLVES EXAMINING THE PAST TO IDENTIFY TRENDS

SHIFTING GEOPOLITICAL LANDSCAPES MEAN THAT THE STRENGTH OF A NATION IS DEPENDENT ON ITS EMPLOYMENT OF TECHNOLOGY, NOT ITS SIZE

AS TECHNOLOGY TAKES CENTER STAGE IN GLOBAL POWER DYNAMICS, THE IMPORTANCE OF DOMINION IN SPACE AND THE USE OF SPACE-BASED SYSTEMS IS ON THE RISE

CONFLICT AND WAR IS THE MAIN DRIVER OF TECHNOLOGICAL DEVELOPMENT AS COUNTRIES LOOK FOR INGENUOUS WAYS TO SAVE MONEY AND SPARE LIVES

THE PUBLIC SECTOR HAS THE POWER TO DEVELOP TECHNOLOGY THAT WOULD BENEFIT ITS NATION, BUT TO DO THAT IT NEEDS TO SHARE IT WITH THE PRIVATE SECTOR TO FUEL INNOVATION AND BOOST ECONOMIES

TECHNOLOGIES, CULTURES, AND WORLD PLAYERS ARE SET TO CHANGE DRAMATICALLY OVER THE NEXT 50 YEARS, WITH NEW COUNTRY POWERS TAKING OVER FROM FORMER LEADING NATIONS

The Next 10 Years: Why the Future is Better than You Think!

Gerd Leonhard
Futurist, Humanist, and Author,
CEO of the Futurist Agency



KEY POINTS

TECHNOLOGY IS A GREAT TOOL,
BUT IT REQUIRES HUMAN INPUT
TO ENSURE IT IS USED CORRECTLY

ARTIFICIAL INTELLIGENCE
CANNOT REPLACE HUMAN
IMAGINATION AND CREATIVITY

HARNESSING TECHNOLOGY AND
USING IT FOR THE BETTERMENT OF
HUMANITY MUST BE DONE WISELY
AND CAUTIOUSLY

COLLABORATION IS ESSENTIAL
FOR THE FUTURE OF THE PLANET



**“Invest as much in humanity as you
invest in technology – that’s the ticket
to the future”**

Technology is a fantastic tool, but it won’t solve the world’s problems on its own, asserted the futurist, humanist, and author Gerd Leonhard. In his address to the Summit, he advocated that through collaboration and a focus on humanity, society can work toward a more sustainable and prosperous future.

Progress at a Price

Progress in technology has been exponential, Leonhard pointed out. For example, motor companies now sell ‘mobility’ rather than simply cars, and in 10 years’ time, he predicted that 80% of military budgets would be digital.

However, this progress has come at a cost. Leonhard warned that technology has begun to take over from humanity. While produced capital has doubled over the past 30 years, natural capital had declined by nearly 40%. “In other words, we’re going to have a lot of money, but live on a world that’s broken.” At the present rate of global warming, he estimated there would be 300 million climate refugees in 30 years. Priorities must shift from profit to people, planet, purpose, and prosperity, he stressed.

Human Intelligence and AI

Although revolutionary technology is now at society’s disposal, Leonhard noted that artificial intelligence (AI) doesn’t compare to human intelligence, which encompasses emotional, cultural, and social aspects. Technology has no ethics, he explained. Machines don’t know “the difference between knowing what you have the right to do and what is the right thing to do.” The harnessing of technology, he urged, must be done wisely, with caution and understanding.

Suggesting that it is the government’s job to ensure technology meets the needs of its people, he highlighted that with education needing to become more humanity-focused, the foresight on the part of future policy-makers is more crucial than ever.

A Future of Collaboration

According to Leonhard, a move toward global consciousness requires collaboration. The COVID-19 pandemic can be seen as a test run for the level of cooperation needed to tackle climate change. Machines, he suggested, can look at the science, while humans concentrate on the areas that technology can’t: humanity, ethics, and imagination.

As society moves away from a world based on extraction to one based on creation, Leonhard proposed that the future offers tremendous opportunities. “Green is the new digital, sustainable is the new profitable,” he said, highlighting that companies would no longer be resource-bound, but imagination-bound. “As we see the future, so we act; as we act, so we become,” he emphasized, calling for creative optimism in order to realize a better future.

The Invisible Government: Eliminating Bureaucracy through Technology

HE Shai-Lee Spigelman (Left)
Director General of the Ministry of Innovation, Science, and Technology of Israel, CEO of Digital Israel

Barbara Ubaldi (Second Left)
Head of the Digital Government and Data Unit of the Organisation for Economic Co-operation & Development

Camilo Alberto Enciso Vanegas (Center)
Director of the Anticorruption Institute

Bernardo Noval (Second Right)
Director of the Mexico Pavilion at Expo 2020 Dubai

Mina Al-Oraibi (Right)
Editor-in-Chief of *The National*, Moderator

Emphasizing the need for governments to design and adopt innovative, people-centric digital solutions, this session brought together the expert voices of Barbara Ubaldi, Head of Digital Government and Data Unit at the Organisation for Economic Co-operation & Development (OECD), Her Excellency Shai-Lee Spigelman, CEO of Digital Israel, Camilo Alberto Enciso Vanegas, Director of the Anticorruption Institute, and Bernardo Noval, Director of the Mexico Pavilion at Expo 2020 Dubai.

Technology for Government Efficiency

Opening the session, Vanegas outlined the case for using technology to support governments. Not only does it make operations and processes easier by simplifying the collection of human-centered data that supports the development of better policies, increases interoperability, and helps resolve human issues, but it also reduces transaction costs.

Eliminating Bias

While there are clear advantages to embracing this new technology, Noval warned that avoiding bias when adopting these approaches is just as important as the technology itself.

This, he said, is essential for maintaining open and transparent processes that prioritize credibility and thus engender mutual trust between citizens and institutions.

To this end, Vanegas recommended technologies such as blockchain, machine learning, and artificial intelligence (AI) as effective tools for eliminating cultural bias and stereotypes that might hamstring government efficiency.

But governments need to do their part in order for technology to do its, Spigelmen said. She called for governments to help avoid bias by not interfering with machine learning and AI algorithms.

Collaborative Service Design

Efficiency is not the only indicator of successful, people-centric governance, Ubaldi remarked. She explained that, post-COVID-19, governments have realized how important it is to be able to deliver public services nationally as well as to citizens across borders. But when efficiency is the only goal of service delivery, other critical areas fall behind – most notably how people-centric they are.

As a result, Ubaldi emphasized that the use of technology to design effective services should be complemented by the inclusion of citizen users in the design process to ensure their needs are met.

Data Lessons

To facilitate tech-driven, people-first services, then, a country needs to have sufficient data on its citizens. Without it, the panelists agreed, policy and service development may not accurately reflect a country's objectives.

For example, Vanegas considered the impact a lack of data had on government services in Columbia. "We realized that information about people with very low incomes was not

enough for us to identify who should be prioritized at the hour of public spending," he said.

In addition to the importance of rich data sets, Venegas also cited the importance of balancing data collection with data privacy and data security. Sharing her concerns on the topic, Spigelman highlighted the potential for exposure and inappropriate use of citizens' data. She remarked that government access to human data, aided by rapidly developing and omnipresent technology, comes with a responsibility to protect it. She urged them to be vigilant and aware of threats to data security, and appealed for the development of comprehensive regulations and policies that still ensure technology remains flexible yet safe.

Only in doing so, the panelists concluded, can technology-enabled government services remain people-centric, safe, and reflective.

KEY POINTS

THE USE OF TECHNOLOGY WILL IMPROVE THE EFFICIENCY AND EFFECTIVENESS OF GOVERNMENTS

TECHNOLOGY AND PROCESSES MUST BE TRANSPARENT TO CREATE TRUST BETWEEN CITIZENS AND INSTITUTIONS

ADVANCED TECHNOLOGIES SUCH AS BLOCKCHAIN, MACHINE LEARNING AND AI CAN CREATE TRUST BY ELIMINATING BIAS, BUT GOVERNMENTS MUST BE CAREFUL NOT TO INTERFERE WITH ALGORITHMS

TECHNOLOGY MUST BE SUPPORTED BY RICH DATA SETS THAT SIMULTANEOUSLY HELP GOVERNMENTS UNDERSTAND CITIZENS' NEEDS AND MAINTAIN PEOPLE'S PRIVACY

CYBERSECURITY SHOULD BE A CORE GOVERNMENT CONCERN, AND REGULATIONS AND POLICIES ARE REQUIRED TO PROTECT HUMAN DATA BEING USED BY THE GOVERNMENT



The Future of Movement: Policies and Innovation

Jeff Bleich
Chief Legal Officer of Cruise

Ramia Farrage
Senior Producer and Presenter for
Forbes Middle East, Moderator



“Saving lives was the first goal that the Crown Prince, General Motors, and Cruise shared, and achieving that alone would be enough to justify this partnership”

Dubai is at the forefront of mobility sustainability and artificial intelligence (AI), insisted Jeff Bleich, Chief Legal Officer of Cruise, a company developing self-driving vehicles in partnership with Dubai Government and General Motors. In his address to the Summit, Bleich shared the benefits of moving toward autonomous vehicles (AVs) and outlined how they will positively transform public transportation in the city.

The Human Impact on Driving

Data shows that road deaths increased during the pandemic, highlighting the link between human behavior on driving ability. “We became more aggressive and reckless and emotional. Fatalities were up to 20% in both the United States and Dubai,” Bleich noted. The use of AVs, he explained, would eliminate the least reliant element in road transportation: the human driver.

This, he said, could be good for governments looking to protect citizens, and explained that the employment of AVs could support Dubai’s Roads and Transport Authority (RTA) in providing a more reliable, sustainable, and affordable transportation system.



Transforming Public Transportation

Confirming that Cruise’s AVs are 100% electric, Bleich identified the three main advantages of shifting to self-driving vehicles:

- 1. Lower carbon footprint**
Transportation is responsible for roughly one-fifth of the carbon emissions that are impacting the climate crisis each year. By the end of the decade, global greenhouse gas emissions will have to be reduced by 30% for the planet to survive. Using electric vehicles that produce zero emissions will be an important first step.
- 2. Fewer safety risks**
AVs eliminate any human error-related incidents. This could accelerate a move toward safer roads, wherein achieving zero collisions and zero deaths could become a real possibility.
- 3. Lower costs**
Reducing the cost of labor, fuel, insurance liability, and any accident-induced repairs make AVs a more accessible and affordable form of transportation.

In Partnership with Dubai

Thanks to these quality-of-life-improving factors, new technologies and innovations are being adopted by governments dedicated to improving citizen welfare, Bleich highlighted. Acknowledging that some countries resist change, he credited Dubai’s visionary leadership for embracing the opportunities that technology can offer.

Referring to the partnership between Cruise, Dubai Government, and General Motors, he added that “Dubai offers a vision that we share – it produces a highly trained workforce that can help ensure that vehicles operate safely.”

According to Bleich, AVs will map Dubai’s roads in 2023. Initially, vehicles will look to learn more about the city’s features, laws, and individual driving behaviors, he explained, with the AVs becoming commercially available as soon as safety standards are reached.

Eventually, human-driven cars and these highly advanced vehicles will be on the roads together and will react to one another efficiently, he concluded. “Dubai, GM, and Cruise have imagined the future and now its time to distribute it to the rest of the world.”

KEY POINTS

THE PANDEMIC INCREASED ROAD FATALITIES, DEMONSTRATING THE IMPACT OF HUMAN BEHAVIOR ON DRIVING ABILITY AND HIGHLIGHTING THE OPPORTUNITIES TO USE AVS TO ELIMINATE THIS SAFETY HAZARD

ELECTRIC VEHICLES WITH ZERO EMISSIONS WILL BE THE FIRST STEP TOWARD REDUCING GREENHOUSE GAS EMISSIONS

TRANSPORTATION WILL BECOME MORE AFFORDABLE AND ACCESSIBLE WITH ELECTRIC VEHICLES SINCE THEY REDUCE THE COSTS OF LABOR, FUEL, INSURANCE LIABILITY, AND COLLISION REPAIRS

THROUGH A PARTNERSHIP WITH CRUISE AND GENERAL MOTORS, THE LEADERSHIP OF DUBAI HAS EMBRACED TECHNOLOGY’S POTENTIAL FOR POSITIVE CHANGE AND IS FOCUSED ON OPTIMIZING ITS USE

How I Hacked Tesla

David Colombo (1)
Founder and CEO of
Colombo Technology

Ramia Farrage (2, Left)
Senior Producer and Presenter for
Forbes Middle East, Moderator

“Private and government partnerships are necessary for cybersecurity because cyberattacks affect everything that is connected to the internet. The internet is global, so cybersecurity also needs to be global”



Cyberattacks know no borders, so cybersecurity efforts must be global, asserted 19-year-old cybersecurity expert David Colombo, Founder and CEO of Colombo Technology. Drawing on his first-hand ethical hacking experience of Tesla vehicles, Colombo offered insights on cyber vulnerabilities and underlined the importance of cybersecurity for the future.

The Tesla Hack

Curious about technology since age nine, Colombo wrote his first software code at 11, and by 13 he had found vulnerabilities in his own code, fueling his interest in cybersecurity. At 15, he asked special permission to attend school twice a week and dedicated the rest of his time to learning and building his skills through exploration and online research. A self-taught cybersecurity specialist, Colombo started his own company to help organizations improve their security by identifying threats. “It’s a very important topic for the future because we are going to digitize everything, from our cars to our homes. So, cybersecurity is very important.”

Underscoring the importance of guarding against cyberattacks, Colombo explained how he detected a critical vulnerability in Tesla’s third-party software, which gave him control over certain functions in 25 vehicles all over the globe from his bedroom in Germany. “There was a lot of functionality that I had control over through their critical vulnerability that actually got rated 9.8 out of 10 on the severity scale by the US Government,” he revealed.

He discovered this vulnerability when he stumbled upon a piece of software which led him to read and decipher the source code details. He informed Tesla and the developer of the third-party software, sharing an extensive report with technical details. Tesla responded quickly with a subsequent software fix.

A Rising Threat

With entire lives and digital economies connected to the internet, Colombo urged companies and governments alike to be prepared for potential cyberattacks, especially on critical infrastructure. “We are definitely becoming increasingly vulnerable.

Modern supply chain organizations, critical infrastructure, hospitals, energy grids – all of those things are already controlled by technology,” he explained. He cited the examples of a cyberattack on a water plant in the United States that increased the water’s chemical quotient with potential for harm; the hacking of hospitals in the United Kingdom, which adversely affected healthcare services; and a shipping company that was hacked, disrupting its supply chain and losing a significant amount of data.

A Secure Future

Colombo called for stronger policies to enhance cybersecurity and prevent criminal hacking. “We have to act now to make sure it’s secure in the future,” he remarked. He urged public-private partnerships and government-to-government partnerships to facilitate the sharing of information about cyberattacks and vulnerabilities, as well as to develop joint response strategies for future global threats.

He emphasized that governments must develop these policies and strategies much quicker than they have done historically if they are to keep

pace with technological development: “We need governments creating policies that make sure it’s secure, but the government process is just much, much slower than technology development.”

KEY POINTS

THE INTERNET HAS NO BORDERS, THUS CYBERSECURITY EFFORTS MUST BE GLOBAL IN SCOPE

AS THE WORLD BECOMES INCREASINGLY DIGITIZED, THREATS TO CYBERSECURITY ARE RAPIDLY INCREASING

PARTNERSHIPS BETWEEN GOVERNMENTS AND WITH THE PRIVATE SECTOR ARE VITAL FOR FUTURE PREPAREDNESS AGAINST CYBER THREATS

GOVERNMENTS MUST QUICKLY AND EFFICIENTLY DEVELOP CYBERSECURITY POLICIES AND RESPONSE STRATEGIES TO KEEP PACE WITH TECHNOLOGICAL ADVANCES

The Dynamics of Open Strategy

Prof Christian Stadler
Professor of Strategic Management
in the Warwick Business School at
the University of Warwick

Eleni Giokos
Anchor and Correspondent
for CNN, Moderator



“Open strategy creates new ideas, more diversity in ideas, and stronger commitment around those ideas. Purely by having a voice and being involved, it allows people to think things through and they develop psychological ownership”

Open strategy enables more fact-based and results-oriented conversations, asserted Professor Christian Stadler, Professor of Strategic Management at Warwick Business School.

In discussing the relevance of the open strategy approach for governments and the private sector, he shared insights on staying ahead of disruption.

The Open Strategy Approach

Prof Stadler began by explaining that open strategy is an inclusive approach to strategizing that involves the moderated participation of all stakeholders to plan and ideate, focusing on impact and solutions.

“The private sector has been slowly but surely, quietly transforming their strategy-making process into a more open approach,” he asserted. The steady adoption by the private sector of about a third of open strategic initiatives generated about half the profits and revenues of organizations. It also created new and diverse ideas and a stronger commitment to those ideas. “69% of the executives told us that there are new and more diverse ideas, and 70% told us that it increases the

commitment around these ideas,” revealed the co-author of *Open Strategy*.

He illustrated the successful open strategy application with Barclays’, a 325-year old bank, experience of going digital. It involved setting up various expert working groups to develop ideas for the future, as well as holding townhall meetings and moderating strategy jam sessions involving every single employee. Supported by artificial intelligence to analyze and draw connections, Barclays went on to launch a mobile app with nine million users today, making it one of the most successful FinTech products in the United Kingdom. Moreover, employees who were more digitally literate also assisted others in the transition. Barclays’ equity grew from 15% to 17% amid strong competition.

Asserting that open strategy creates motivation and an ability to consider options and impacts, he argued, “Having a voice and being involved allows people to think things through [of] how it affects them, how it affects their department, and it makes them much more likely champions of a new idea. They develop psychological ownership in essence.”

Value for Governments

Prof Stadler suggested an open strategy approach for policy-making. He discussed how Michael Ryan, a United States policy-maker, brought together a team in early 2020 comprising five think tanks from the European Union (EU) and the North Atlantic Treaty Organization (NATO).

They set up a two-day online strategy jam with 2,800 participants, including 150 senior ministers and policymakers. The process led to a clear agreement regarding paying foremost attention to the challenge from Russia and China, also called the Dragon Bear effect. It also sped up the setting up of a new initiative in the EU to filter any foreign direct investment, he explained.

He also argued for its potential for governments to tackle big and persistent issues and to address and counter the echo chambers for strongly polarized topics like immigration, social justice, and climate change.

He further cited the research by Joshua Becker and colleagues from the University of Pennsylvania, who conducted experiments with separate homogeneous groups of Republicans

and Democrats around polarizing topics and noted that even within relatively homogeneous groups, by having a large group of them involved, the discussions began to be increasingly factual and outcome-driven.

Wisdom of the Crowd

When asked about using open strategy to address geopolitical risks and crises, he presented a case for the power of collective intelligence. One of the open platforms asked participants to develop algorithms based on data from photos posted online to enable the tracking of bison herd movements.

What seemed like a conservation effort was, in fact, a tactic by the United States Intelligence Community to use the algorithm to track Russian troop movements in Crimea. Unknown to the public, their collective intelligence was used to solve this problem secretly and successfully, he noted.

Prof Stadler further asserted that strategies can mitigate risk impact and pointed to scenario planning as a technique to prepare for crises.

In conclusion, he called on leaders to be ready to engage in the open strategy process and accept their changing role

as orchestrators who find different ideas and compose them together.

KEY POINTS

OPEN STRATEGY IS AN INCLUSIVE STRATEGIZING APPROACH THAT ENGAGES ALL STAKEHOLDERS AND FOCUSES ON IDEAS, IMPACT, AND RESULTS

IN AN OPEN STRATEGY APPROACH, PEOPLE FEEL INVOLVED AND EMPOWERED TO CHAMPION NEW IDEAS

OPEN STRATEGY PROMOTES IDEATION OF SOLUTIONS AND DRAWS ON THE WISDOM OF THE CROWD

LEADERS NEED TO BE FACILITATORS OF FRESH IDEAS

GOVERNMENTS CAN USE OPEN STRATEGY IN POLICY-MAKING AND TO COUNTER THE ECHO CHAMBERS ON POLARIZING TOPICS

Mitigating Future Risks: From a Local to a Global Approach

HE Ann Linde (Center Left)
Minister for Foreign Affairs
of Sweden

HE Marcelo Ebrard Casaubón
(Center Right)
Secretary of Foreign Affairs
of Mexico

Bob Kolasky (Right)
Chair of the OECD High Level
Risk Forum

Eleni Giokos (Left)
Anchor and Correspondent
for CNN, Moderator

Emerging from the pandemic, one thing is clear: risk is the new normal. To mitigate adverse effects in this era of perpetual risk, collaborative global planning, preparation, and response are vital, agreed Her Excellency Ann Linde, Minister for Foreign Affairs of Sweden, His Excellency Marcelo Ebrard Casaubón, Secretary of Foreign Affairs of Mexico, and Bob Kolasky, Chair of the Organisation for Economic Co-operation & Development (OECD) High Level Risk Forum.

Pandemics and Polarization

In discussing the pandemic response and the plight of emerging markets in developing countries, Casaubón spoke of Mexico's efforts to increase production of vaccines and reduce vulnerabilities. He argued that the pandemic, economic crisis, and new geopolitical risks have highlighted the weakness of global governance. He warned of rising polarization during the pandemic and urged concerted global collaboration between emerging economies to increase capacities and lower vulnerabilities for future pandemics.

Addressing Geopolitical Risks

The panel then turned to the security risk posed by Russia's unprovoked invasion of Ukraine. Linde warned that the conflict posed a much wider security risk, deeming the conflict an international security threat and Sweden's first priority. According to Linde, mid-sized nations like Sweden depend on the existence of rule-based systems with frameworks for accountability, and the conflict has emphasized the significance of collaborative frameworks like the

European Union (EU) and the Organization for Security and Cooperation in Europe for cohesive risk mitigation.

Casaubón outlined Mexico's efforts to diffuse the conflict by drafting a resolution that was approved by 140 votes at the United Nations General Assembly. The proposed resolution ordered a ceasefire, the adoption of a humanitarian approach, and a political solution. He then called into question the United Nations Security Council's principle of allowing only permanent members to veto any decision, hinting at Russia's veto power. "We need to change this. We need to change the nature of our global governance in order to deal with the risk," he asserted.

Kolasky joined the discussion, urging a path to de-escalation, addressing the risks of commodities shortages and the benefits of preparing the population to deal with the conflict's consequences through transparent communication. He then called on nations willing to invest in progress and liberalism to become allies.

Finding Opportunity in Crisis

The Russia-Ukraine conflict has exposed the EU's dependence on Russian fossil fuels, leading to a renewed commitment to interconnected climate and security goals in Europe. Linde warned that the conflict demonstrated the connection between this dependency and lack of sanctions against Russia. To address this threat, she shared Sweden's plan to appoint a special envoy for climate and security.

Learning lessons and applying them in the future is key, stressed Kolasky, but it's finding the time to learn from them that is the issue. "I think one of the dilemmas of risk after risk after risk is that it keeps us away from the moments to do planning and to build the right structures and make the investment." He called for intelligent planning based on the lessons learned from past crises and the use of data-backed models to better anticipate potential shocks.

Recognising that risks create opportunities for resilience and learning, Kolasky concluded the session by adding, "The trick is to have the opportunity to beat the risk."

KEY POINTS

ANTICIPATING AND IDENTIFYING
EMERGING RISKS IS NECESSARY
TO EFFECTIVELY MITIGATE THEM

COLLABORATION BETWEEN
EMERGING ECONOMIES WILL
INCREASE CAPACITY AND
LOWER VULNERABILITY TO
FUTURE CRISES

THE CONFLICT BETWEEN RUSSIA
AND UKRAINE HAS REAFFIRMED
THE IMPORTANCE OF
COLLABORATIVE FRAMEWORKS
SUCH AS THE EUROPEAN UNION

INTELLIGENT PLANNING BASED ON
LESSONS LEARNED FROM PAST
CRISES AND USING DATA-BACKED
MODELS ARE KEY TO
ANTICIPATING FUTURE RISKS



Proactive Government Decisions: People and Data at the Forefront

HE Kersti Kaljulaid (1)
5th President of Estonia

The Rt Hon Francis Maude
(2, Right)
Former Minister of State for Trade and Investment of the United Kingdom, Co-founder and Chairman of FMA

Bruce Pon (2, Center)
Founder and Board Member of Ocean Protocol

Eleni Giokos (2, Left)
Anchor and Correspondent for CNN, Moderator

In a special discussion examining the rise of e-governance in the wake of the pandemic, private and public sector panelists agreed that future governments would benefit from creating secure digital ecosystems that are both citizen-centric and open to data sharing.

The Pandemic Push

The Right Honorable Francis Maude, the UK's former Minister of State for Trade and Investment explained that "when the pandemic came, in terms of e-government, every government had to go into overdrive because the need for real-time, accurate information for people was crucial." World governments' uptake of digital technologies to continue delivering public services was swift, with the new ecosystems offering a host of benefits.

For example, Her Excellency Kersti Kaljulaid, fifth President of the Republic of Estonia described how e-governance can help to neutralize geopolitical disadvantages and increase access to services, and presented Estonia's digital embassy in Luxembourg as an example of how governments could utilize cloud storage to embrace a digitally enhanced future.

Securing Data

Kaljulaid also pointed out that security issues may arise when governments without adequate ecosystems or appropriate digital identities are rushed online. "E-governance services

saw a huge change; a huge rise, but also a risk pattern."

Kaljulaid insisted that every e-governance system has to defend itself against cyberattacks, and for Bruce Pon, Founder and Board Member of Ocean Protocol, the answer is to switch to open data systems, which regularly prove themselves robust against cyber threats. Pon explained that they provide more secure environments than closed source codes, which yield few security or economic benefits.

Making Open Data More Open

While open data is key, Pon argued that "97% of the data is in government, large enterprises, supply chain, and business processes." Making this information public would fuel community innovation and allow data scientists to test their skills, he stressed. Pon explained that this call for open data was heard heavily during the pandemic, during which time there was increasing demand from citizens to understand the provenance of their data and gain more control over it.

Similarly, Maude called for increased data sharing from government to

facilitate citizen data ownership, citing the UK's open data program that not only offered transparency to the public, but attracted developers and entrepreneurs to the nation to build data-backed projects and applications.

To enable the optimal use of open data systems, Kaljulaid advised that they need to be treated as ecosystems and special attention needs to be paid to ensure they are properly configured. In addition to enabling technology environments, Kaljulaid argued that permissive legal frameworks are essential for supporting digital development at scale – for building effective e-government systems.

Ultimately, the panelists agreed that increasing the uptake of digital technologies to aid the delivery of government services is essential, not just to curb crises, but to prepare for the future. Pon urged governments to leverage digital technology in order to stay relevant, service oriented, and responsive.

KEY POINTS

IN A DIGITIZING WORLD, THE PANDEMIC HIGHLIGHTED THE NEED FOR GOVERNMENTS TO USE TECHNOLOGY TO STAY RELEVANT AND PEOPLE-CENTRIC

OPEN DATA SYSTEMS ARE THE BEST OPTION FOR E-GOVERNANCE, AS THEY OFFER MORE SECURITY AND ECONOMIC BENEFITS THAN CLOSED SOURCE CODES

MOST OF THE DATA NEEDED TO SUPPORT CITIZEN-FIRST DIGITAL GOVERNANCE IS CLOSED OFF IN THE PRIVATE AND PUBLIC SECTORS, AND THAT INFORMATION NEEDS TO BE MADE AVAILABLE

GOVERNMENT DATA SHARING GIVES CITIZENS MORE CONTROL OVER THEIR INFORMATION AND CREATES AN ATTRACTIVE ENTREPRENEURIAL ENVIRONMENT

TO BE USED EFFECTIVELY, OPEN DATA NEEDS TO BE SUPPORTED BY ENABLING TECHNOLOGICAL AND LEGAL ENVIRONMENTS



The Future of Government Strategy: Innovation and Agility by Design

Engin Ayaz
Co-founder and Co-CEO of ATÖLYE

“By combining the strategy of these three axes – the power of design, the power of community labs, and the power of creativity – we believe you can better address any crisis that is about to emerge”



Design thinking, community labs, and creative industries are the foundations from which governments can drive change, declared Engin Ayaz, Co-founder and Co-CEO of innovation platform ATÖLYE. Presenting a new model for strategic planning, Ayaz outlined how these three axes will enable governments to thrive in an age of uncertainty and opportunity.

Harnessing Human Potential

According to Ayaz, harnessing the power of human potential is aligned to three separate axes: design-led thinking, community labs, and growing creative industries.

He pointed to three of his company’s innovations, each of which is centered on a different axis:

1. Design

ATÖLYE’s project Design Gov equips government officials with design-thinking skills and capabilities for strategizing and solving national challenges. Responses to questions such as, “What national challenges should Design Gov tackle?” have led

to work on initiatives like Umm Al Quwain’s Sustainable Blue Economy Strategy, which launched during the Summit.

2. Community labs

In Turkey, ATÖLYE’s social innovation platform “taps into the wisdom of the masses” to address the country’s biggest challenges. Demonstrating their ability to think through challenges quickly, the community lab builds sustainable and innovative solutions to social, ecological, and cultural issues. Ayaz called the community labs “the most important bit...because it is when all these people come together to drive a shared agenda forward.”

3. Creative industries

ATÖLYE’s Creative Power Map compiles a comprehensive database of creatives eager for change and hosts roundtables to conceive solutions to complex challenges.

Planning for the Future

Ayaz highlighted some tactical interventions for governments and organizations to consider across the three axes. He proposed proactive design training as a way of fulfilling the design axis. If government personnel are encouraged to become agents of change, they, in turn, are able to train others at scale, thus promoting natural agility across government processes.

He suggested incentivizing the public and private sectors to design and deploy community labs across priority areas to yield leverage in the second axis.

Finally, he said the creative axis could be fueled with agile immigration processes such as special status visas, dedicated creative clusters that offer affordable housing and tax benefits, increased education funding, and events programming.

“The simple place to start is to start in your domain of influence,” asserted Ayaz. “Basically, figuring out where you sit in the policy landscape to influence the people around you about the importance of creative industry strategy.”

A government strategy which combines design thinking, community labs, and creativity can be used to respond to any emerging challenge, concluded Ayaz. Acknowledging that it isn’t an easy process, he emphasized that these axes will not only see results, but will provide the basis for lasting transformation.

KEY POINTS

THE THREE AXES OF DESIGN THINKING, COMMUNITY LABS, AND CREATIVE INDUSTRY ARE FOUNDATIONAL FOR GOVERNMENTS TO DRIVE REAL CHANGE

COLLABORATIVE, CREATIVE, AND COMMUNITY SOLUTIONS ENABLE INNOVATIVE AND AGILE FUTURES

A THREE-PRONGED STRATEGY HARNESSING THE POWER OF HUMAN POTENTIAL FUELS LONG-LASTING TRANSFORMATION

A STRATEGY COMBINING THE THREE AXES HELPS PLAN AND BUILD FOR FUTURE GENERATIONS

Is the World Economy Going Back to the 70s?

HE Roberto Azevêdo (1)
6th Director General of the World Trade Organization, Executive Vice President, Chief Corporate Affairs Officer of PepsiCo

John Defterios (2, Left)
Senior Advisor and Member of the International Advisory Council at APCO Worldwide, Moderator



“Today the market is much more integrated, much more resilient than it was before”

While today’s high inflation, interest rates, and oil prices may be reminiscent of the 1970s, the world economy is more resilient than it was 50 years ago, asserted His Excellency Roberto Azevêdo, sixth Director General of the World Trade Organization and Executive Vice President, Chief Corporate Affairs Officer of PepsiCo. He reassured the Summit that there will not be a return to the protected markets and lack of free trade of the 1970s.

A Different Time

Azevêdo explained that the driving factors for this economic crisis are different 50 years on. The Arab oil embargo in the 1970s sparked high inflation and rising interest rates. “The effect that we had in the 70s was much more dramatic. The dependency on oil was much more acute,” he said.

According to Azevêdo, today’s economic environment is much different. Interest rates in the 1970s had started from about 7% and then doubled. The recent rate hikes started from a base of almost zero, so the cost of capital is nowhere near what it had been in the 1970s.

Lessons from History

Despite these differences, Azevêdo observed that valuable lessons can be learned from 50 years ago. A return to “protectionist environments,” where countries aim to keep their supply chains within their own territory, is “the wrong way to go,” he said, and aiming at self-sufficiency is a “trap.” He emphasized that this approach leads to little resilience in the face of local crises, and instead advised governments to diversify their supply sources. The key, he asserted, is staying competitive in international markets as it is better to keep alternative supply options open as global businesses still do much at a local level.

Azevêdo also warned about being too optimistic about the length of the current economic downturn, predicting that it is likely to go on for two to three more years. With pandemic lockdowns causing businesses to close and transport to change routes, the effects were far-reaching. He reiterated that importing from other countries where prices are more competitive and more integrated in global markets is a logical solution.

The Power of the Private Sector

Azevêdo also highlighted the increasing role private businesses are playing in society in recent years, striving to give back to their communities and decrease carbon emissions. This attitude emerged, not just from consumer pressure, but by employees who “want to see the company as a force for good.” Azevêdo asserted that the private sector is a vital player in “figuring out the future, figuring out the way we respond to challenges.”

He called for more cooperation between governments and the private sector because companies can react faster, but governments’ actions have a further reach.

KEY POINTS

INFLATION IN THE 1970S WAS CAUSED BY A SURGE IN OIL PRICES AT A TIME WHEN ECONOMIES WERE MORE OIL-RELIANT THAN THEY ARE TODAY

CURRENT SPIRALING INFLATION RATES STEM FROM SUPPLY CHAIN DISRUPTIONS DUE TO THE COVID-19 PANDEMIC

DIVERSIFICATION OF SUPPLY SOURCES IS A BETTER SOLUTION THAN AIMING FOR TOTAL SELF-RELIANCE

PRIVATE BUSINESSES ARE PLAYING AN INCREASINGLY IMPORTANT ROLE IN SOCIETY AS THEY SEEK TO GIVE BACK AND DECREASE CARBON EMISSIONS

BETTER COLLABORATION BETWEEN THE PUBLIC AND PRIVATE SECTORS IS NECESSARY FOR INCREASED EFFICIENCY AND INNOVATION IN RESPONDING TO CHALLENGES

The Future of Money: Innovations from Asia

Sim Seng Lim (1)

Consumer Banking and Wealth Management Group Executive of DBS Bank

John Defterios (2, Left)

Senior Advisor and Member of the International Advisory Council at APCO Worldwide, Moderator



In a discussion about the future of banking, Sim Seng Lim, Consumer Banking and Wealth Management Group Executive of Singapore's DBS Bank, shared his thoughts on effective leadership, the trajectory of the United States dollar, and his predictions for blockchain technology.

Strong Leadership Promotes Economic Progress

For Lim, FinTech has revolutionized banking, demanding quick action and responsiveness from country leaders.

While he acknowledged that younger and smaller states may be naturally more agile, making it easier for them to support the transformation, he believes that the quality of a country's leadership, rather than its size, is what makes the difference. He cited China's impressive economic growth over the last two decades as an example.

Likewise attributing the success of DBS to effective leadership, Lim noted that the bank used a development model similar to the one used in Dubai to help build Singapore's economic infrastructure from the ground up. In both countries, partnerships between government and the private sector

were high on the agenda, creating enabling environments and letting the free market determine costs.

He added that, in addition to the importance of good leadership, countries should look to each other for ways to improve. Referencing Dubai, he said "They learned from us yesterday, today we can learn from them."

Currency Currents

Lim highlighted the importance of identifying currency trends when it comes to growing economies. For example, when US president Richard Nixon closed the 'gold window' in 1971, he gave America the ability to print money that was "backed by confidence and confidence alone," Lim said. This bolstered demand for the dollar, a trend that has continued today, evident in the country's agreement with Saudi Arabia to price oil in US dollars.

While the US dollar continues to be a strong reserve currency, Lim suggested that it could be 'weaponized', with Saudi Arabia's decision to also accept Chinese Yuan for oil potentially having lasting economic implications for smaller linked currencies.

The Changing Face of Banking

More than anything, he stressed, technology is transforming the nature of money, altering the status quo for how people manage their assets – and even in which currency they do it.

For example, Lim described how technology has allowed DBS to enrich their services and offer a better customer experience, with full digitization of the system enabling the bank to analyze website activity and build profiles of customers' interests. Now they can "nudge" people toward relevant financial products, rather than push them. And all of this, he said, will be thanks to blockchain. "It's all self-fulfilled," Lim claimed.

He elaborated further on its efficiency, explaining that the system can immediately identify if a customer encounters a problem – like a debit card not working – and have an answer ready.

One of the most prominent FinTech developments running on blockchain is cryptocurrency. However, Lim emphasized that while he believes blockchain will change the nature of banking forever, he sees cryptocurrency as more of a "digital

token", than a currency. To work, he said, it needs to be backed by a basket of strong commodities.

Ultimately, Lim believes that positive economic growth, currency, and banking trends will be set by strong leadership that is willing to innovate for the benefit of all.

KEY POINTS

ECONOMIC GROWTH IS DEPENDANT ON A COUNTRY'S LEADERSHIP, NOT ITS SIZE

THE 1971 MOVE TO TAKE US DOLLARS OFF THE GOLD STANDARD MEANS THAT THE STRENGTH OF THE US DOLLAR IS BASED ON CONFIDENCE ALONE

SAUDI ARABIA'S DECISION TO ACCEPT CHINESE YUAN FOR OIL COULD HAVE LONG-TERM IMPLICATIONS

TECHNOLOGY IS THE BIGGEST TRANSFORMER OF MONEY, WITH BLOCKCHAIN ALTERING THE BANKING LANDSCAPE FOREVER



Building Tomorrow's Investment Ecosystem

Ravi Viswanathan (Right)
Founder and Managing Partner
of NewView Capital

John Defterios (Left)
Senior Advisor and Member of the
International Advisory Council at
APCO Worldwide, Moderator



“[The pandemic] shined a very bright light on innovation, disruption, and digitization”

Drawing from his two decades of experience as a venture capitalist, Ravi Viswanathan, Founder and Managing Partner of NewView Capital, shared insights into how stakeholders, including governments, can contribute to the development of the future investment ecosystem.

The Pandemic Disruption

The pandemic accelerated innovation and digitization across the globe while facilitating and normalizing global mobility, Viswanathan asserted. “Massive industries that were dealing with pen and paper services, spreadsheets, very inefficient ways of doing business, wholesale accelerated their digital plans in 12 to 36 months,” he observed.

In the current era of disruption, firms backed by venture capital (VC) are the building blocks, Viswanathan said, and

going online has opened the market to investments from around the world. For example, his company, a VC firm based in the United States, financed multi-billion-dollar companies in Europe and Latin America.

The rapid digitization brought on by the pandemic also created new product-market fits – products that satisfy a specific market need. While people are realizing “you can invest in Silicon Valley for the 53rd neobank,” he said, they are also considering that “maybe there’s a neobank targeted in the MENA region where there are no other competitors and the product-market fit actually is stronger.”

Enterprise Technology and FinTech

The pandemic was pivotal in raising VC investments that transformed the FinTech industry, taking investment approaches, capital and the establishment of management from local to global. Viswanathan described traditional business-to-business payments as an arcane, multi-trillion-dollar industry ripe for disruption by developments arising from new FinTech.

In particular, he highlighted application programming interfaces as the next generation connective tissue revolutionizing products and services in various sectors, as well as the expected innovation of healthcare, banking, finance, and insurance.

Spotting Unicorns

As a venture capitalist with long-term experience working with startups, Viswanathan outlined the role of unicorns – startups valued at over \$1 billion – in an investment ecosystem. Unicorns, he said, empower an entire ecosystem in a local geography by:

- **Promoting an entrepreneurial attitude**
- **Identifying market needs**
- **Facilitating scalable local companies**
- **Enabling a virtuous cycle of investment**

He argued that successful, scalable unicorns transform into regional and global players, which can turn a location into a center of excellence. “The best example I think in the last 20–30 years outside of the US is in

China. If you look at Alibaba, Tencent, Baidu, what that has done for the Chinese venture capital market is pretty massive.” He noted that Dubai offers investment avenues for multiple unicorns, and called for the geographic diversification of investments to avoid oversaturating a market and turning great companies into mediocre investments due to overvaluations.

The Role of Government

Citing the role of government-funded research in the growth of Silicon Valley, he underlined the importance of government funding to deliver robust research in laboratories and universities that in turn support the development of entrepreneurs to feed back into the ecosystem.

With the UAE, and the Middle East and North Africa (MENA) more globally, witnessing exciting growth in FinTech successes, he believes more successes will attract a virtuous cycle of capital, talent, and business – making it a no-brainer investment for governments looking to boost economies.

As he brought the session to a close, he commended Dubai’s private and public sectors for embracing the age of

disruption, and expressed his enthusiasm for the potential and growth of FinTech and enterprise companies in the region.

KEY POINTS

THE PANDEMIC DIGITIZED BUSINESSES AND GLOBALIZED INVESTMENT OPPORTUNITIES

VENTURE-BACKED COMPANIES ARE BUILDING BLOCKS IN AN ERA OF DISRUPTION

FINTECH AND OTHER EMERGING TECHNOLOGIES ARE DISRUPTING CRITICAL SECTORS

UNICORN STARTUPS CAN EMPOWER ENTIRE BUSINESS ECOSYSTEMS AND TRANSFORM PLACES INTO CENTERS OF EXCELLENCE

GOVERNMENT FUNDING FOR RESEARCH CAN HELP FOSTER POTENTIAL ENTREPRENEURS AND BOOST ECONOMIES

Sparking the Growth of Emerging Economies

HE Piyush Goyal (2)
Minister of Commerce and Industry, Minister of Consumer Affairs, Minister of Food and Public Distribution, and Minister of Textiles of India

Becky Anderson (1, Left)
Anchor for CNN, Managing Editor of CNN Abu Dhabi, Moderator



His Excellency Piyush Goyal, India’s Minister of Commerce and Industry, Consumer Affairs, Food and Public Distribution, and Textiles, described how the government used international trade to spark growth and lead the comeback of the Indian economy after COVID-19, which he predicted will continue to go from strength to strength over the next two decades

Economic Resourcefulness

While the country initially focused on saving lives, rather than livelihoods, Goyal noted that India transformed the world’s health crisis into an opportunity. This process involved significantly increasing the production of medical oxygen over a short period and then transporting it to where it was needed most. India handled this challenge better than some developed countries, he said, particularly where critical oxygen shortages had been reported. Once the initial challenges had been addressed, the country then shifted its focus onto long-term prospects.

One lesson India learned from the pandemic and the resulting worldwide lockdown, Goyal asserted, was that it

needed to be more independent. This led to the launch of the Aatma Burhbar Bharat (which means ‘Self-reliant India’) and the building of a resilient supply chain. He credited the scheme with giving Indians the strength and confidence to trade with the rest of the world.

International Trade

India works with trusted partners that have transparent economies, explained Goyal, revealing that the country is in dialogue with the United Kingdom, Australia, Israel, and the Gulf Cooperation Council countries, among others. The nation also recently signed a bilateral trade agreement with the UAE, which was finalized in 88 days. Goyal said he is confident that India will meet its target of 8% annual economic growth for the next 20 years, and that changes to work systems have improved transparency and infrastructure development.

Goyal noted that foreign investment has seen increased yearly margins, with merchandise exports now topping \$400 billion. “All this comes on the back of the world looking at India as a trusted partner,” he noted. Despite

trading difficulties during the pandemic, India got through it without defaulting on a single commercial promise. He insisted that the Russia-Ukraine conflict will have little impact on the Indian economy, with trade between these nations forming a very small part of his country’s international commerce.

A Bright Future

According to Goyal, the potential annual trade between India and the UAE is predicted to reach \$100 billion. However, he added that this would most likely be exceeded based on the enthusiasm shown by the UAE’s business leaders. He considers the country to be a strategic partner as well as a gateway to other markets. Profitable future trade sectors, he explained, would likely include jewelry, textiles, pharmaceuticals, steel, petroleum products, and services.

To conclude, Goyal shared his vision for India’s future: “We will take this country from an emerging economy to a developed economy. We want to see the prosperity of 1.35 billion Indians, give every child born in India a better

quality of life, and we in India are committed to make it happen in 25 years.”

KEY POINTS

INDIA TURNED TO INTERNATIONAL TRADE TO SPARK ECONOMIC GROWTH AND RECOVERY IN THE WAKE OF THE GLOBAL PANDEMIC

INDIA MANAGED THE COVID-19 CRISIS BETTER THAN SOME DEVELOPED COUNTRIES, PRIORITIZING HEALTH FIRST, THEN HONORING ALL COMMERCIAL COMMITMENTS

THE UAE IS ONE OF INDIA’S STRATEGIC PARTNERS AND A GATEWAY TO OTHER MARKETS

INDIA AIMS TO TRANSFORM FROM AN EMERGING ECONOMY TO A PROSPEROUS, DEVELOPED ECONOMY WITHIN THE NEXT TWO DECADES



“We want to see the prosperity of 1.35 billion Indians, give every child born in India a better quality of life, and we in India are committed to make it happen in 25 years”

Governments, Communication, and Mastering the Art of Storytelling

Margery Kraus (3)
Founder and Executive Chairman
of APCO Worldwide

Steven Bertoni (2)
Assistant Managing Editor
of Forbes

Mina Al-Oraibi (1)
Editor-in-Chief of *The National*,
Moderator

The use of digital platforms for effective government communication was discussed by Margery Kraus, Founder and Executive Chairman of APCO Worldwide, and Steven Bertoni, Assistant Managing Editor of Forbes. They considered emerging trends in communication and how governments need to embrace these to improve their messaging both locally and globally.

Evolving Government Communication Strategies

Kraus started the session by stating that governments now realize the importance of interactive communication that promotes openness and transparency, and can offer messaging that is tailored to and curated for different audiences. In a nutshell, government communication is all about telling the right stories.

For storytelling to be effective and achieve its aims, she said, it is crucial to engage with ambassadors and intermediaries who can disseminate the right messages in consideration of the dichotomy of local and global consumption. For this reason, she praised the Middle East for its rapid adaptation to digital technology, as

well as the launch of multiple successful campaigns dependent on storytelling, such as those announced during Expo 2020 Dubai.

However, effective storytelling is a two-way street, dependent on continuous feedback from audiences who must be given the power to make their voices and needs heard. Bertoni pressed that the use of digital media is, once again, the answer here. It enables information gathering on target audiences to ensure that content is tailored appropriately, and creates avenues of communication for audiences, allowing governments to assess the efficacy of their content, the reach of their platforms, and developing further impactful marketing strategies, he explained.

Finding Balance

The panelists agreed that striking a balance between what governments need to communicate and the content people want to consume is a challenge. To remedy this, sharing information across platforms where parties can engage in dialogue and find commonality is crucial.

The Speed of Change

Dialogue between story producers and consumers is particularly important in an era where new communication methods are fragmenting society, said Kraus. As a result, she recommended that governments rethink their communication strategies to bring people together.

To do this, she explained that governments must understand the changing tools and styles of storytelling and gauge their impact on messaging and consumers. She advised governments to explore the metaverse in particular. The all-encompassing virtual world could help facilitate communication between people from different countries, as well as offer a way to test out potential

communication strategies before they are implemented in reality.

Lessons from the Pandemic

Bertoni warned that thanks to the haphazard dissemination of information at the beginning of the COVID-19 pandemic, people have since become less trusting of government messaging.

Kraus stressed how important it is for governments to maintain transparency in their communication and share feedback channels with their citizens in order to build relationships of trust, and advised governments to communicate early and accurately to remedy the fissure of public trust.

Finally, both Kraus and Bertoni agreed that government storytelling will only ever be as effective as the storytellers themselves. Thus, they suggested that governments should prioritize a deep understanding of the scope and benefits of digital tools, upskill on and provide access to digital tools for employees to ensure optimal use and continuously engage with younger people for reverse mentoring that is relevant to the times and provides insights into consumer needs.

KEY POINTS

HARNESSING THE POWER OF STORYTELLING IS AN EFFECTIVE WAY FOR GOVERNMENTS TO COMMUNICATE WITH THEIR INTENDED AUDIENCES

GOVERNMENTS MUST WORK TO UNDERSTAND THEIR AUDIENCES AND UTILIZE DIGITAL COMMUNICATION TOOLS FOR EFFECTIVE MESSAGING

THE METAVERSE WILL BECOME A CRUCIAL VEHICLE FOR EXECUTING AND TEST-DRIVING GLOBAL COMMUNICATION

IT IS ESSENTIAL THAT GOVERNMENTS REBUILD TRUST WITH THEIR CITIZENS BY CREATING OPEN AVENUES FOR DIALOGUE

KEEPING UP WITH THE EVER-CHANGING WORLD OF COMMUNICATION REQUIRES GOVERNMENTS TO UNDERSTAND THE BENEFITS OF DIGITAL TOOLS, UPSKILL EMPLOYEES, AND RECEIVE REVERSE MENTORING FROM YOUNG PEOPLE



Designing Government Task Forces for the Future

John Hope Bryant (1)
Founder, Chairman, and CEO
of Operation HOPE

Mina Al-Oraibi (2, Left)
Editor-in-Chief of *The National*,
Moderator

Governments must look to outside forces to help them navigate and embrace the modern era's rapid change, explained John Hope Bryant, Founder, Chairman, and CEO of the financial literacy non-profit Operation HOPE in an interview with *The National's* Editor-in-Chief, Mina Al-Oraibi.



Governments' New Role

Bryant praised the UAE Government for its foresight and flexibility, citing the case of a government employee who wanted to establish her own business. Instead of resisting, the government granted her a six-month sabbatical and encouraged her, enabling her to contribute to the nation's GDP and job market.

"Don't resist the change," he said. "I would actually embrace it and ride the back of it." He pointed out that in doing so, the government was unleashing human potential – through women. "This is actually how to grow an economy," he said. He added that her success – and that of other small businesses and entrepreneurs – would only help the government in its reach and opportunity, its desire for peace and stability, and its tax base and growth, as most of the world's GDP comes from small enterprises.

Whereas governments have traditionally engaged in one-way relationships with businesses, dictating what was to be done and issuing a check for the work, that approach isn't valid today, he said. "Governments

should embrace a new role, as a facilitator, collaborator, and convenor.

The Power of Three

Bryant said governments should convene the community and the private sector in task forces. He emphasized the importance of the private sector "because that's where the jobs come from", and you can create power at a community level through small businesses.

A task force should be "initiated by government, chaired or co-chaired by a private sector or community leader, with the best leaders in the region," he said. "You don't have to be in government to influence government, but also government has to look to outside forces that can help it navigate the changes and the transformations that we're seeing, so a task force is one way of doing it."

He said future-focused task forces should seek to create economic prosperity at the bottom of the economic pyramid, uplifting the most disadvantaged people through job creation, wealth creation, and opportunity. "At scale, those three

things together will create stability in any region of the world," concluded Bryant.

KEY POINTS

GOVERNMENTS NEED TO BE FORWARD-LOOKING AND FLEXIBLE IN THEIR APPROACH

MOST OF THE WORLD'S GDP COMES FROM SMALL ENTERPRISES, SO GOVERNMENTS MUST ENCOURAGE ENTREPRENEURSHIP

GOVERNMENTS SHOULD NOT TRY TO CONTROL EVERYTHING BUT INVOLVE THE COMMUNITY AND THE PRIVATE SECTOR

GOVERNMENTS MUST EMBRACE CHANGE AND EVEN CRISES AND USE THEM TO THEIR ADVANTAGE

TRANSPARENCY IS KEY TO BUILDING TRUST

21 Emotions of Government

Prof Steve Jarding
CEO and Managing Director of
Jarding Global LLC, Lecturer
in Public Policy at the Harvard
Kennedy School

“Human communication is much easier than we make it. Human communication is much more consistent than we think”

Passion and emotion are what make a great public speaker, asserted communications expert Professor Steve Jarding, who is also a public policy lecturer at the Harvard Kennedy School. Based on global research and his own experience as a political manager and consultant in the United States, he asserted that human communication is universal and consistent.

More than Words

Most people do not communicate effectively, Prof Jarding announced in his opening remarks.

He had this realization when he was working as a speechwriter. Smart politicians who know policy are often not successful at the polls, he said, whereas those who are not necessarily knowledgeable about politics are often beloved. “So, what is it in their communication? If people are not respecting intellect or understanding of policy, what are they respecting?” he asked.

He found the answer in a University of California, Los Angeles study which examined what part of the communication paradigm people actually connect to. More than half of the respondents said body language and 38% said voice. Only 7% said they connected with a speaker’s words. This underlined the fact that much more than *what* someone says, *how* they say it is what’s crucial for connecting with audiences. While 93% of listeners cannot remember a word of a speech, he said, they do remember their overall impression of the speaker.

Based on this study, Prof Jarding’s research team set out to discover what impacts body language and voice changes. They found that a person’s passion has a significant effect on their pace, tone, level of enthusiasm, and gestures while speaking.

Becoming Effective Communicators

Prof Jarding presented three evidence-based techniques to become a more effective communicator.

First, he recommended using a speech font to reduce the number of words per line on a speaker’s notes. He explained that humans speak 12 words before pausing because they typically use a 12-point font. According to audiologists and neurologists, this pace does not help audience comprehension. Prof Jarding further revealed that “scientists tell us that the human ear needs a little pause after about four or five words. So, speech font [means] four or five words per line, with a 26-point font. You can look down, read it, and my brain can pick up those four or five words in a split second.” Speech fonts, in effect, slow speakers down, which gives listeners time to digest what they are hearing.

The second technique he suggested is related to conveying emotion. He explained that everyone, no matter where they are from, expresses a total of 21 emotions in their face. Using at least four or five of these emotions repeatedly in any communication enables greater audience connectivity. He advised identifying “emotional triggers,” from which one could draw passion and emotion, and weaving them into the speech.

Finally, he emphasized the importance of first impressions. “In the first five seconds somebody sees you, when you come into a room for a presentation or a speech or an interview, they form an opinion of you. Within 10 seconds, it is solidified,” he said. Hence, it is crucial that speakers smile, maintain good posture, and make eye contact. This conveys confidence and approachability and enhances one’s first impression, which, in turn, ensures effective audience recall and retention.

Anyone can be a great speaker, Prof Jarding concluded. It just takes practice.

KEY POINTS

AUDIENCES CONNECT MORE TO A SPEAKER’S BODY LANGUAGE AND VOICE THAN THEIR ACTUAL WORDS

PASSION AND EMOTION HAVE A SIGNIFICANT IMPACT ON ONE’S BODY LANGUAGE AND VOICE CHANGES

USING A SPEECH FONT, A LARGER FONT SIZE THAT DECREASES THE NUMBER OF WORDS PER LINE, ENSURES SPEAKERS SLOW DOWN TO GIVE AUDIENCES TIME TO COMPREHEND THEIR MESSAGE

THE HUMAN FACE DISPLAYS 21 EMOTIONS, AND EMPLOYING FOUR TO FIVE REPEATEDLY IN COMMUNICATION IS RECOMMENDED FOR ENHANCED AUDIENCE CONNECTIVITY

SPEAKERS CAN MAKE A GOOD FIRST IMPRESSION BY MAKING EYE CONTACT, SMILING, AND MAINTAINING GOOD POSTURE



Governments and Content Creation

Nuseir Yassin
Founder and CEO of Nas Academy



Known for having created more than 1,000 one-minute videos on Facebook, TikTok, and Instagram through his page Nas Daily, Nuseir Yassin, Founder and CEO of Nas Academy, emphasized the importance of developing effective communication strategies for governments.

A New Era of Communication

Government voices are quieter than ever before, Yassin asserted. Before social media, there were fewer channels to communicate public messages, which made it much easier to reach people. However, today governments are struggling to reach their populations. It is imperative, Yassin stressed, that they adapt to new emerging trends in communication.

Decentralized Journalists, Decentralized Content

As an alternative to mainstream media, YouTubers, Instagrammers, and other social media influencers have emerged as journalists in recent years. "Today, you need thousands of journalists to say the same message thousands of times" in order to reach

the most people, Yassin explained. Consequently, it has created a pool of journalists and content that is decentralized, more accessible, and has a wider audience. If they are to embrace this new media, governments need to broaden their network and reach out to many sources to achieve effective results, he advised.

Rethinking Communication

Governments must reconsider their communication plans and make them more short-term because media dynamics are constantly changing. "We need to make governments creative again," urged Yassin. His platform demonstrates that the most effective pieces of content are those that are current and simple.

"Social media changes faster than humans do," Yassin explained. It is so dynamic that it changes every two years, so governments need to work with young people who are able to adapt to constantly changing media dynamics and recognize current trends.

To close the session, he concluded that despite the current failure of governments to communicate

effectively with their citizens, it can be mitigated by welcoming the new voice of youth and being better prepared for the future.

KEY POINTS
GOVERNMENTS NEED TO BROADEN THEIR NETWORK AND REACH OUT TO A VARIETY OF NEW MEDIA SOURCES TO IMPROVE COMMUNICATION WITH THEIR CITIZENS

COMMUNICATION PLANS MUST BE UPDATED TO INCLUDE MORE SHORT-TERM PLANNING AS MEDIA DYNAMICS CHANGE SO QUICKLY

TO ADAPT TO THIS ERA OF NEW MEDIA, GOVERNMENTS NEED TO WORK WITH YOUNG PEOPLE WHO UNDERSTAND THE CURRENT TRENDS

Women in Government Forum

The Summit gave a global platform to the issue of gender parity in public sector leadership. The Women in Government Forum provided female leaders with the opportunity to both acknowledge successes and discuss how to increase the pace of gender parity globally. Alongside the dialogue, delegates made a collective pledge to mentor 10 young women each through their public leadership journeys.



On the Verge of a Global Food Crisis: Can We Contain It?

HE Gilbert Hougbo (1)
President of the International
Fund for Agricultural Development,
10th Prime Minister of Togo

**HE Mariam bint Mohammed
Saeed Hareb Almheiri (2)**
Minister of Climate Change
and Environment of the United
Arab Emirates

Imane Lahrache
News Presenter for Sky News
Arabia, Moderator

Leveraging technology and diversifying food sources are vital for a food-secure future, asserted His Excellency Gilbert Hougbo, President of the International Fund for Agricultural Development and tenth Prime Minister of Togo, and Her Excellency Mariam bint Mohammed Saeed Hareb Almheiri, Minister of Climate Change and Environment of the UAE. With global food shortages intensified by the Russia-Ukraine conflict, the panelists stressed the importance of accelerating efforts to transition to more efficient and resilient food systems.

Food Crisis Response

According to Hougbo, there are three strategies crucial to attaining global food security:

1. **Building resilience**
2. **Diversifying food sources**
3. **Increasing productivity**

Resilience, he pointed out, must be a long-term investment: “There’s more or less a ratio of one to seven; \$1 that we invest today for long-term sustained development will help us avoid the equivalent of \$7 in terms of crisis management or humanitarian management later on.” Emphasizing the need for long-term planning, Almheiri explained how the UAE’s pre-pandemic development of a National Food Security Strategy helped maneuver the country through the global food crisis. Despite being dependent on global food supply chains, she said the UAE has responded by diversifying its food sources, tapping into new markets, and harnessing technology to build its AgTech sector.

Hougbo concurred that diversification is key, noting that the pandemic underscored the importance of domestic production alongside strategic imports. He advised that increased productivity should also be balanced with competitive production costs.

Innovation and Collaboration

With global food systems accounting for a third of greenhouse gas emissions, Almheiri pointed out the opportunity to change mindsets around current food production methods. The development of the UAE’s AgTech sector, she said, is attracting a younger generation of agri-technologists and changing the blueprint of the country. “We want to make sure that the UAE is known as a food trade hub. But we also want to make sure that the UAE becomes a center for innovation and technology to export technology and knowledge,” she added.

The launch of the Food Tech Valley also intends to help the UAE’s partners move to more sustainable, climate-resilient food systems, and Almheiri called for global collaboration in response to the food crisis. Referencing the Agricultural Innovation Mission (AIM) for Climate, a joint initiative between the UAE and the United States to accelerate efforts toward ending world hunger, she highlighted the benefits of global partnerships and knowledge exchange. With 170 partners onboard and commitments of

over \$4 billion, AIM is a collaborative resolution to the food system problem.

Farmers and the Future

Responsible for nearly a third of the world’s food, smallholder farmers are also on the frontlines of food and climate crises. Almheiri identified three ways in which smallholder farmers could be supported to ensure that they remain a vital part of the global food system:

1. **Access to technology**
2. **Finance options**
3. **Upskilling**

She added that AIM for Climate has an innovation track for smallholder farmers to provide tools that alleviate their concerns.

Hougbo also emphasized the impact of technology in boosting economic growth during the pandemic. Its role in transformation and creating access to markets, as well as its availability and affordability to small

producers, will be crucial in attaining a food-secure future, he concluded.

KEY POINTS

TECHNOLOGY, ALTERNATIVE FOOD SOURCES, AND ACCESS TO NEW MARKETS ARE VITAL FOR FUTURE FOOD SECURITY

THE UAE HAS INNOVATED WITH TECHNOLOGY TO LEAD A GLOBAL TRANSITION TO SUSTAINABLE, CLIMATE-RESILIENT FOOD SYSTEMS

BUILDING RESILIENCE MUST BE A LONG-TERM, SUSTAINED INVESTMENT

THERE NEEDS TO BE A FOCUS ON GLOBAL COLLABORATION AND LOCALIZED FOOD PRODUCTION

SMALLHOLDER FARMERS MUST BE SUPPORTED WITH ACCESS TO TECHNOLOGY, FINANCE OPTIONS, AND UPSKILLING FOR DEVELOPMENT



The Rise of Africa: Strategies and Dynamics

HE Mohamed Béavogui (Right)
Prime Minister of Guinea

The Rt Hon Robinah Nabbanja
(Center Right)
Prime Minister of Uganda

HE Dr Philip Mpango
(Center Left)
Vice President of Tanzania

Eleni Giokos (Left)
Anchor and Correspondent
for CNN, Moderator

The future of Africa is bright, affirmed His Excellency Dr Philip Mpango, Vice President of Tanzania, the Right Honorable Robinah Nabbanja, Prime Minister of Uganda, and His Excellency Mohamed Béavogui, Prime Minister of Guinea. The three leaders came together at the Summit to discuss the continent's resilient growth and investment opportunities as the countries work collectively towards Agenda 2063's vision of an integrated, prosperous, and peaceful Africa.

A Pan-African Market

Referencing one of Agenda 2063's flagship projects, Béavogui outlined the potential of the 2018 African Continental Free Trade Area (AfCFTA), a strategic agreement to boost intra-African trade and achieve pan-African development. Infrastructure improvements along with investments in roads, railways, and shipping, and the creation of a free-fly zone are helping to facilitate the free movement of goods and people, he noted.

During global uncertainty, Africa sought to produce for itself first before looking to enhance relations worldwide, Béavogui added.

Closing Supply Gaps

With measures being put in place to diversify agriculture and harness modern technology, Dr Mpango described how African nations are starting to close supply gaps. In Tanzania, he said that significant improvements in production and productivity have doubled the country's rice production. Their fruit and vegetables were also reaching European markets.



Referencing Uganda's adequate land, fertile soils, and good climate, Nabbanja highlighted partnership plans with agricultural companies to support smallholder farmers in joining the commercial market.

Meanwhile, Béavogui emphasized Guinea's growth in mining and its status as one of the world's first bauxite exporters, generating \$200 million for the treasury.

Dr Mpango also expressed optimism about Africa's potential to close global oil and gas supply gaps, citing ongoing discussions to supply gas to Kenya and Uganda using the East African Crude Pipeline Project.

Investment Opportunities

Key to developing Africa's market is investment, and Tanzania is focusing on system reforms and doubling the economy's growth to facilitate an attractive investment climate for foreign and local investors, asserted Dr Mpango.

Béavogui alluded to Guinea's free internal movement, enhanced security, and improved infrastructure as potential draws for investors. As well as being the sole source of water in West Africa, he also underlined the

country's iron ore project, which is likely to see major investments over the next 20 years.

Nabbanja added that Uganda presents promising investment opportunities, pointing to the country's oil availability as a sector that is primed for development.

Looking Forward

Africa is a huge market with enormous potential, purchasing power, and investment prospects, maintained Nabbanja. Acknowledging that investors seek stability, she referred to their young, educated workforce, availability of electricity, and secure environment as reassurance for possible financiers.

For Béavogui, trust in Africa's capabilities is paramount. Speaking of the continent's future vision, he urged individual nations to work collectively. Joining together as one continent will help achieve self-reliance, agreed Dr Mpango. However, he stressed the importance of also securing Africa's future in the global market: "It is very important that we partner with the rest of the world," he concluded.

KEY POINTS

AFCTA ELIMINATES TRADE BARRIERS, CREATES OPPORTUNITIES, AND BOOSTS THE AFRICAN ECONOMY

AFRICA IS WORKING TO FILL GLOBAL SUPPLY GAPS

AFRICA'S ABUNDANT NATURAL AND HUMAN RESOURCES AND INFRASTRUCTURE DEVELOPMENT PRESENT PROMISING INVESTMENT OPPORTUNITIES

AFRICA AIMS TO BE A GLOBAL TRADE AND INVESTMENT HUB

TO SECURE THE CONTINENT'S FUTURE IN THE GLOBAL MARKET, AFRICAN COUNTRIES MUST WORK TOGETHER AND BUILD PARTNERSHIPS WITH THE REST OF THE WORLD

Infrastructure of Tomorrow: How Governments Can Build Safe, Smart, and Digital Havens

Matthias Rebellius (1)
Member of the Managing Board
and CEO of Smart Infrastructure
at Siemens AG

John Simons (2, Left)
Executive Editor of *TIME*, Moderator



Purposeful technology for the people is the hallmark of future smart cities, said Matthias Rebellius, Member of the Managing Board and CEO of Smart Infrastructure at Siemens AG.

Smart Cities of the Future
Describing to moderator John Simons, Executive Editor of *TIME*, what life would be like in a smart city of the future, Rebellius imagined that breakfast would be waiting for you when you got up in the morning because your kitchen knows your regular habits. Your travel arrangements might depend on the weather or your destination so could be a matter of choice, but otherwise, your calendar would have booked your tickets and reserved your meeting room. There would be carbon-free transportation and no traffic jams, as everything would be organized through the use of artificial intelligence (AI).



“The city of the future should also give people choices. We don’t want everything to be the same for everybody”

According to Rebellius, smart cities will be more livable, less stressful, sustainable, safe, and secure, while access to data and advanced technology will ensure they are well-organized, efficient, and personalized. However, citizens of these future cities must retain the option to make personal choices, whether that is on how to spend their leisure time or what data they want to share.

He also stressed that it is equally important for cities to maintain a unique identity. Many of today’s cities may be overcrowded, polluted, and noisy – issues that can be overcome by electric transport and efficient technology – but they also have character. “We need to keep the culture and the vibrance of the cities and combine them with new technologies, otherwise they’ll all look the same and not natural anymore,” he said.

Smart Cities of Today
Smart cities are not just a future concept; they already exist, said Rebellius, citing the example of Dubai’s Expo 2020 site, which has been described as the best example of a “purpose-built, connected urban environment.” Although not a city as such, it is being used as a blueprint for future cities, and following the successful completion of the event, it is now Expo City Dubai, a prime example of smart, sustainable urban planning.

Vienna has had a smart district housing 10,000 people for more than 10 years, and the data collected from there is harnessed in the optimization of future planning. Others are also in the pipeline, notably in the Gulf and Red Sea regions, he said.

Rebellius predicted that investment in making cities smarter will double by 2030, as the proportion of city-dwellers in the global population is expected to grow from 50% to 70%. He urged governments to be proactive in investing for economic growth and to meet their commitments to the 2050 carbon neutrality goal, because “smart

infrastructure is sustainable infrastructure, and sustainable infrastructure needs to be smart infrastructure,” he said.

KEY POINTS
FUTURE CITIES WILL OFFER CARBON-FREE TRANSPORTATION, NO TRAFFIC JAMS, AND AUTOMATED SERVICES CONTROLLED BY AI

THE CHARACTER AND CULTURE OF CITIES MUST BE PRESERVED WHILE UPDATING THEM WITH SMART INFRASTRUCTURE

EXAMPLES OF PURPOSE-BUILT, CONNECTED URBAN ENVIRONMENTS ALREADY EXIST IN MANY PARTS OF THE WORLD, AND MORE ARE BEING DEVELOPED

SMART CITIES ARE ESSENTIAL TO MEETING NATIONS’ 2050 CARBON NEUTRALITY COMMITMENTS

INVESTMENT IN SMART INFRASTRUCTURE IS EXPECTED TO DOUBLE BY 2030

Elements of a Future-fit City: Governance and Data

Dr Parag Khanna
Founder and Managing Partner
of FutureMap

“They’re the ones for whom we have to think about infrastructure, cities, and climate adaptation. It’s for them, because they’re the future”



Cities of the future must align with the needs of today’s youth, emphasized Dr Parag Khanna, Founder and Managing Partner of FutureMap, who spoke of the importance of cities and how they would have to change in the face of the climate crisis.

Adapting Cities for the Future

Dr Khanna introduced cities as “the bedrock of civilization.” Despite differing languages, religions, and cultures, humanity has built a global urban network by connecting cities. However, the climate crisis is affecting their livability and their demographics, he warned. As more people will have to move away from the places they call ‘home’, governments must be prepared to adapt and to handle vast numbers of displaced people.

He called on governments to focus more on adaptation to the climate crisis. Currently, 95% of climate change budgets are put into mitigation efforts, but we cannot turn back the clock. A mere 5% is spent on climate-proofing infrastructure, land reform, revitalizing coastal wetlands, considering coastal barriers, and reducing urban heat-island effects, Dr Khanna pointed out.

Governments will have to consider mobile infrastructure, relocating buildings, and even movable cities if we are to adapt to the volatility of the climate. Furthermore, no government or non-governmental organization has a plan for population resettlement, he said. Trying to preserve today’s international borders is not going to work, and expecting governments to agree to free mobility across the board is a pipe dream.

Governance for New World Demographics

Most leaders share a demographic, revealed Dr Khanna. They are married, wealthy, and have children, and their outlook shapes public opinion, but the populace does not look like them, and to make any kind of workable plan, we must talk about adaptation for everyone, not just the elite, he said.

Dr Khanna called on government leaders to use data to recognize the new world demographics. The majority of the global population is aged under 40 and living in Asia. The “normal family” is actually a young, single person, who is struggling financially and living in a small apartment in a mega-city in the developing world.

They are not having children – largely because of the climate crisis – so they are the present and the future. “How many human beings there are in the future, how healthy they are, how they live, and where they live depends on us redesigning our institutions around their needs,” he said.

As such, it is their three main values – which are digital connectivity, sustainability, and mobility (the freedom to live where they choose) – which should shape government policies when designing the cities of the future.

KEY POINTS

CLIMATE CHANGE IS REDEFINING WHICH AREAS OF THE GLOBE ARE HABITABLE

MITIGATION MEASURES CANNOT STOP CLIMATE CHANGE, SO WE NEED TO FOCUS MORE ON ADAPTATION

GOVERNMENTS MUST MAKE POLICIES FOR THE MAJORITY, NOT THE ELITE

DIGITAL CONNECTIVITY, SUSTAINABILITY, AND MOBILITY ARE VALUES THAT WILL SHAPE THE FUTURE

The Humanity of Cybersecurity

Dr Jessica Barker
Co-founder and Co-CEO of Cygenta



As technology is evolving, so are cybersecurity threats, asserted Dr Jessica Barker, Co-founder and Co-CEO of Cygenta. In her address to the Summit, Baker explored the different forms of hacking and highlighted that an understanding of the human element will allow people to better protect themselves online.

A Human Issue

Cybercrime and cybersecurity are often thought of in terms of data and technology, Dr Barker pointed out, however “technology does not attack technology by itself”. In 99% of cases, a human is involved.

Cyberattacks occur when people use (or abuse) data, she remarked, adding that the motivations behind hacking – greed, power, ego – are also very human. With attacks being made on schools, universities, and hospitals, as well as on companies and individuals, Baker argued that “the impact is deeply human too.”

Phishing

A hacking situation generally arises through phishing, Dr Barker explained. The potential victim is manipulated into parting with information or downloading an attachment by someone they perceive as trustworthy.

She noted that the impersonator typically uses a form of social engineering where they prey on human

emotions to cloud their judgment. The hacker then exploits human error as the victim shares data without thinking. While Baker explained that users should view unexpected emails or communications that require a person to feel or do something as red flags, she emphasized that everyone is vulnerable. “The right phish at the wrong time could catch any of us.”

Hackers

Baker outlined the different types of hackers to be aware of:

- **Nation-state hacking**
While nation-state hacking only accounts for a small portion of the problem, Dr Barker underlined that government-led hackers have the resources to escalate an attack. “The damage, the impact, of nation-state attacks can be so severe,” she acknowledged.

- **Organized crime**
Making up the largest sector of the hacking industry and financially motivated, these organized gangs, according to Baker, would probably have been committing crimes anyway but likely found it easier and less risky to do so online.
- **‘Hacktivists’**
This group is not motivated by greed, Dr Barker insisted, but by political or social agendas. She anticipated an increase in attacks due to growing social unrest combined with increased internet usage.
- **‘Script kiddies’**
Baker proposed that these “have-a-go” hackers, generally young people out to impress their peers, are unaware that they are committing a criminal offense. However, they are also behind more serious attacks.

- **Insiders**
Malicious insiders are generally employees who feel they have been dealt a raw deal by their bosses and steal information to “get their own back,” Baker explained. Non-malicious insiders, on the other hand, are simply employees who made a mistake.

A Positive Approach to Cybersecurity

Dr Barker discussed some well-publicized hacking incidents, including when ‘hactivist’ group Anonymous claimed responsibility for publishing confidential data belonging to corporate giant Nestle. Refuting this, Nestle announced that the information was leaked accidentally by one of its own employees.

However, rather than focus on the threat, Dr Barker urged for people to adopt a more positive approach to cybersecurity. Educating people about social engineering is essential to ensuring they understand how to protect themselves online, she concluded.

KEY POINTS

HACKING IS A HUMAN ISSUE RATHER THAN A TECHNOLOGY ISSUE

MOST HACKERS WILL TRY TO GAIN ACCESS BY CLOUDING VICTIMS’ JUDGMENT AND EXPLOITING HUMAN BIAS

THE LARGEST SECTOR OF HACKING BELONGS TO ORGANIZED CRIME, WHILE NATION-STATE HACKING IS LESS COMMON BUT ENGENDERS SEVERE DAMAGE

EDUCATING PEOPLE ABOUT HOW TO PROTECT THEMSELVES ONLINE WILL ENSURE A MORE POSITIVE APPROACH TO CYBERSECURITY

Urban Design for the 21st Century

Adam Greenfield
Writer and Urbanist



The common conception of tomorrow's urban landscape as a highly technologized, comprehensively automated metropolis is completely detached from reality, contended writer and urbanist Adam Greenfield as he forecast how cities and citizens will be organized in an age of climate chaos.

An Unsustainable Future

Visualizations of the smart city of the future are founded on the assumption that there will be cheap, ubiquitous computation, Greenfield observed. "But computation itself has a cost," he warned, and these visions are far removed from the reality of life for billions of people on Earth.

Furthermore, computation is unsustainable, as it currently accounts for 10% of the world's energy budget. "Blockchain is best described as a distributed waste heat generator," he declared. "It is one of the most energy-inefficient things on the planet." As an example, he said the Bitcoin blockchain uses as much energy as Sweden, and virtually none of that energy is sustainable.



An Era of Disruption

While businesses like to use the word 'disruption' to refer to innovation that brings new opportunities, Greenfield pointed out that true disruption – such as pandemics, global warming, supply chain collapse, and state failure – makes it impossible to conduct business as usual. The current idea of what a future city will be like is not designed to withstand disruptions, he argued, and the 21st century looks like being one long train of disruptions.

The real cities of the future will rather be urban modules on a neighborhood scale that are self-sufficient, and not wholly reliant on technology. They will be compact and walkable, with systems that are easy to understand and construction that can be disassembled, moved to another location, and reassembled easily. It will be locally governed – discussed, decided, planned, and built locally.

Greenfield argued that societies must also change. People must take care of things and of one another and

build collective capacity, practical skills, and resourcefulness for survival. Rather than chasing new and shiny things, the community will need to develop an ethos of repair, making new use of the carbon and capital investment that has already been made in existing objects.

It will not be an easy life, he asserted, but one that brings out the fundamental capacities of people. As humanity needs to make a place for itself in a world that is "rapidly absconding from our control," we need to design a future that is more akin to the reality of the conditions, he said.

Citizens can start taking care of one another now by getting to know their neighbors. "This is what it means to be resilient; this is what it means to be adaptable," Greenfield concluded.

KEY POINTS

THE STANDARD IDEA OF A FUTURE CITY BEARS NO RELATIONSHIP TO REALITY

THE COST OF COMPUTATION FOR AN AUTOMATED CITY WOULD BE PROHIBITIVE

FUTURE CITIES MUST BE BUILT TO WITHSTAND DISRUPTIONS

HUMANKIND MUST DEVELOP AN ETHOS OF SURVIVAL, REPAIR, AND MUTUAL SUPPORT

LOCALLY GOVERNED, NEIGHBORHOOD-SCALE MODULES WILL FORM THE BASIS OF FUTURE DEVELOPMENT

How Can Governments Empower Creative Economies?

Sir David Adjaye (2)
Founder and Principal Architect
of Adjaye Associates

HE Hala Badri (1, Right)
Director General of the Dubai
Culture and Arts Authority

HE Noura Al Kaabi (3)
Minister of Culture and Youth of the
United Arab Emirates

Ramia Farrage (1, Left)
Senior Producer and Presenter for
Forbes Middle East, Moderator

In 2021, the UAE launched its National Strategy for the Cultural and Creative Industries, which aims for the sectors to be among the country’s top 10 industries and contribute 5% to GDP within 10 years. In the same year, the Dubai Creative Economy Strategy was launched, announcing plans to transform the emirate into a global destination for creativity and the capital of the creative economy.

The UAE Government’s commitment to the creative sector was highlighted in a discussion between Her Excellency Noura Al Kaabi, Minister of Culture and Youth of the UAE, Her Excellency Hala Badri, Director General of the Dubai Culture and Arts Authority, and Sir David Adjaye, Founder and Principal Architect of Adjaye Associates.

Getting Creative

In 2018, His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, Ruler of Dubai, issued a directive asking government officials and relevant stakeholders to look into the future of cultural and creative industries. The group’s research started from scratch, explained Al Kaabi. They looked at the local talent, the possible products and cultural services available for export, and the opportunities for job creation, as well as the ecosystem of small and medium businesses.

They also engaged other sectors, notably education, to ensure young talent was nurtured from early childhood. “The strategy aims to make the industry one of the top 10 in the UAE,” she added.

This ambition was echoed by Badri, who shared Dubai’s target of doubling its workforce in the cultural and creative industry and ensuring it contributes 5% to the emirate’s GDP to position the city as a creative capital.

Government Input in Creativity

The government’s main role is to identify and establish spaces in which creatives are able to network, both with each other and with people in supporting industries, explained Adjaye. Badri highlighted Dubai’s Al Qouz industrial area as the site chosen for a new creative zone. As well as already being a hot spot for creatives, she pointed to its green spaces and connectivity opportunities: “It’s an area that allows the artists to create, produce, and disseminate their work and creative services,” To make collaboration easier, she explained that affordable space was offered to artists.

According to Adjaye, supporting young designers to take on training and partnerships in established firms would be highly beneficial, and he said that governments should encourage design excellence across the board. “Setting and applying standards, building capacity through networks, supporting diversity, leading by example – that’s how you build resilience,” he asserted.

The panelists agreed that artists aren’t typically interested in the business side of the industry, so policy-makers must align them with business professionals.

Badri concluded the discussion by underlining the importance of design in everyday life: “It impacts us every single day. Design and creativity play a very vital role in every single thing that we do.”

KEY POINTS

THE CREATIVE SECTOR IN THE UAE AIMS TO DOUBLE ITS WORKFORCE AND CONTRIBUTE 5% OF THE GDP

IT IS IMPORTANT THAT ARTISTS HAVE A SUITABLE ENVIRONMENT IN WHICH TO DEVELOP AND COLLABORATE

GOVERNMENTS CAN ASSIST ARTISTS BY ENCOURAGING HIGH-QUALITY DESIGN, SUPPLYING WORK SPACES, AND FACILITATING NEW MARKETS

CREATIVE PROFESSIONALS NEED TO BE SUPPORTED BY THOSE FROM THE BUSINESS SECTOR TO HELP THEM INCREASE THEIR IMPACT



Guiding Societies in a World Full of Uncertainty

Dr Julie Smith (1)
Clinical Psychologist

Ramia Farrage (2, Left)
Senior Producer and Presenter for Forbes Middle East, Moderator

The psychological fallout from the COVID-19 pandemic is only just beginning, clinical psychologist Dr Julie Smith warned in a conversation with Ramia Farrage, Senior Producer and Presenter at Forbes Middle East, in which she discussed her experience of sharing the educational aspect of therapy via social media and her book *Why Has Nobody Told Me This Before?*



Support is Essential

Trauma, explained Dr Smith, takes time to unfold. And the pandemic affected people by taking not only their loved ones but also their livelihoods, financial security, and family businesses that had taken generations to build. As for children, the psychological impact is still largely unknown, and their anxiety must be handled now or it could have repercussions in adulthood.

Access to education about how the mind works is essential to being able to look after one's own wellbeing, Dr Smith stressed. Although effective therapies exist, they're just not being made available to people because of continuing stigma surrounding psychological care and a "historic, chronic under-investment in mental health services", she said.

As such, people are seeking help online and via social media. Not believing that patients should have to pay to see a therapist to understand how their own mind works, Dr Smith

began offering educational videos via YouTube about a month before the pandemic struck. Soon after, she had more than four million followers. "This is what people need, and they're not getting it elsewhere," she said.

An Important Discovery

Understanding the workings of their own minds and learning valuable skills enables people to take charge of their mental health, Dr Smith explained. While they can not directly control the way they feel, they can learn to control the contributing thoughts and actions. This discovery prompted people to ask, "Why has nobody told me this before?", which inspired the title of her book.

She stressed that education is not a replacement for therapy, but it can provide a toolbox to help people pull themselves through a crisis, as working to develop confidence, dealing with criticism, acting contrary to an urge, and building resilience are all teachable skills.

"When you start to put them into practice in small ways, it builds this confidence in your ability to manage your own mental health and be able to thrive and be your best," Dr Smith said.

Poor mental health can disrupt lives, families, communities, and even nations, Dr Smith concluded. Its silent, invisible costs make it both a human and an economic problem that must be addressed at the highest levels.

KEY POINTS

THE CURRENT APPARENT PSYCHOLOGICAL IMPACT OF COVID-19 ON SOCIETIES IS JUST THE TIP OF THE ICEBERG

HISTORIC UNDER-INVESTMENT IN MENTAL HEALTH SERVICES RESTRICTS ACCESS TO THERAPY FOR MANY PEOPLE

USEFUL SKILLS THAT HELP PEOPLE TAKE CHARGE OF THEIR OWN MENTAL HEALTH CAN BE LEARNED

POOR MENTAL HEALTH IS A DISRUPTIVE HUMAN AND ECONOMIC PROBLEM THAT MUST BE ADDRESSED AT THE HIGHEST LEVELS

Bridging the Gender Gap Together

Audrey Tcherkoff

Managing Director of the Women's Forum, Executive President of the Positive Economy Institute



In her address to the Summit, Audrey Tcherkoff, Managing Director of the Women's Forum and Executive President of the Positive Economy Institute, invited the world's leaders to unite in the discussion surrounding gender equality. Sharing concerning data about the gender gap, she advised that more must be done to empower women and ensure that they are not forgotten as we work towards building the future.

Glaring Gender Gaps

At the current rate of progress, it will take 135 years to close the gender gap, Tcherkoff announced. "In 2022, women account for 70% of people living under a dollar a day and represent 80% of the climate refugees," she continued.

The subject of gender inequality is now mainstream, with a firm place on political, humanitarian, and business agendas. And while there are many more opportunities open to women today, the path is too narrow for ordinary women, she asserted, who do not have the power of choice. "The ability to say yes and no is probably the strongest gift that we can give to any human being, and yet too many



women and girls are not being given that power," she said.

Inequality is still glaringly prevalent in the scientific and economic fields, she explained. For example, the rate of women's participation in the paid economy has stagnated at around 50% since the 1990s. "The persistence of gender inequality in the workplace is an immense waste of talent," she stressed. "What are we waiting for before giving women a place in the economy and promoting female leadership as a driving force of change?"

According to Tcherkoff, reducing inequality would benefit everyone, as it would raise the global GDP by several billion dollars.

About the Women's Forum

The Women's Forum was created in 2005 in France with the main goal of raising women's voices and empowering them to be the leaders of tomorrow. "In the last decade, the Women's Forum has also become the leading international platform for action," Tcherkoff noted. It has mobilized more than 30,000 people globally to ensure that women have the same opportunities as men.

She highlighted the forum's diverse means of action to spread the message:

1. **Developing data and reports to highlight the prevalence of gender inequalities and the urgency to reduce them**
2. **Bringing international leaders together during global forums to discuss the most pressing issues and highlight women's voices on diverse topics**
3. **Inviting public and private sector leaders to commit and act toward fostering gender equality and women's empowerment**

A Unified Effort

To accelerate progress toward achieving gender equality, women must be given a seat at the decision table and placed at the heart of government policies and programs, Tcherkoff asserted.

Emphasizing that gender parity efforts require everyone's participation, she called for women and men to unite. It is in everyone's interest that we work together quickly to close the gap, she reiterated.

KEY POINTS

PROGRESS TOWARD ACHIEVING GENDER EQUALITY IS BEING MADE, BUT IT IS MUCH TOO SLOW

REDUCING GENDER INEQUALITY WOULD CONTRIBUTE SEVERAL BILLION DOLLARS TO THE GLOBAL GDP

GENDER EQUALITY IS KEY TO OVERCOMING CRISES AND STABILIZING CONFLICT-WEAKENED STATES AND GOVERNMENTS

WOMEN MUST HAVE A SEAT AT THE DECISION TABLE AND BE PLACED AT THE CENTER OF POLICIES

WOMEN AND MEN NEED TO ACT TOGETHER AND SWIFTLY TO COUNTER RISING GENDER DISPARITIES

Empowering Societies with Future Skills

Asrar Damdam (2)
Founder and CEO of Uvera

HE Sarah bint Yousif Al Amiri (3)
Minister of State for Public Education and Advanced Technology of the United Arab Emirates, Chairwoman of the United Arab Emirates Space Agency

Isabel Neiva (1, Left)
Partner at Kearney, Moderator



In a panel discussion about building skills for the future, Her Excellency Sarah bint Yousif Al Amiri, Minister of State for Public Education and Advanced Technology of the UAE and Chairwoman of the UAE Space Agency, and Asrar Damdam, Founder and CEO of the biotech company Uvera, advocated for a comprehensive framework that brings together policy-makers, the private sector, and civil society to create new opportunities for education and capacity building for future talent.

Establishing New Sectors

Al Amiri spoke of the UAE's experience in establishing new sectors, including the importance of building infrastructure, skills, and ecosystems. Interacting with leaders from around the world has enabled the UAE to create exciting opportunities in newly adopted industries, such as the space sector.

She advised nations wishing to enter new fields to provide programs to develop capabilities, which include mentoring opportunities, put mechanisms in place that alleviate risk

for people entering new fields, and create the necessary conditions for empowering societies.

Al Amiri noted that STEM (science, technology, engineering, mathematics) education has been part of the UAE's education policy since the country's founding. The policy allows for both women and men to pursue their aspirations – sometimes even in fields they never dreamed would be possible. As an example, she told the story of her own journey from being a computer engineer to being a computer engineer in the space sector and eventually working in government, where she sets policy for science and technology.

Leveling the Playing Field

When creating programs to build capacity and capture knowledge, Al Amiri said, the right programs must be comprehensive so as to level the playing field and make use of all of society. She stressed the importance of ensuring the participation of more women in scientific fields, which requires a staunch commitment from top leadership and the elimination of individual and institutional biases.

In tracing her own professional journey, Damdam noted that government programs help create more opportunities for women in science and technology. She said she feels privileged to be living in an era of women's empowerment in Saudi Arabia when other countries still have obstacles to women being able to do their best. However, the credibility gap continues to be a significant issue.

She emphasized the importance of educating women, explaining that she feels her high level of education has enabled her to overcome bias, and urged governments to raise awareness of the need to educate girls and women. "Education is the essence of the development of a community," she concluded.

Al Amiri asserted that the UAE has managed to achieve gender parity among university graduates largely because the nation has not inherited institutions that had gender bias, like single-sex colleges. The rest of the world still has a long way to go in stamping out these prejudices, she said, stressing that, in order to correct a bias, one first must recognize that it exists.

KEY POINTS

GOVERNMENTS SHOULD PROVIDE COMPREHENSIVE PROGRAMS TO BUILD NEW CAPABILITIES AND KNOWLEDGE

ACCESS TO GOVERNMENT PROGRAMS AND EDUCATION MUST BE INCLUSIVE OF ALL MEMBERS OF SOCIETY, ESPECIALLY WOMEN

EDUCATION, PARTICULARLY IN STEM FIELDS, IS ESSENTIAL TO THE DEVELOPMENT OF SOCIETIES

INTERNATIONAL COLLABORATION IS INSTRUMENTAL IN DEVELOPING NEW SECTORS

Women’s Empowerment and Gender Balance

Ouided Bouchamaoui (Center)
Former President of the Tunisian Union of Industry, Trade and Handicrafts, Nobel Peace Prize Laureate 2015

Jean-Paul Scheuer (Right)
General Manager of Sanofi Genzyme and MCO Lead for the Greater Gulf at Sanofi

Chiara Riffaldi (Left)
Principal at Kearney United Arab Emirates, Moderator

More must be done to promote gender equality in the workplace, agreed Ouided Bouchamaoui, former President of the Tunisian Union of Industry, Trade, and Handicrafts and 2015 Nobel Peace Prize Laureate, and Jean-Paul Scheuer, General Manager of Sanofi Genzyme and MCO Lead for the Greater Gulf at Sanofi.

The pair discussed gender parity, pay gaps, and women’s work in a panel moderated by Chiara Riffaldi, Principal at Kearney UAE.

Promoting Gender Equality

Riffaldi opened the discussion by citing gender statistics from the Organisation for Economic Co-operation & Development and the World Bank:

- The global labor force participation rate is 45% for women compared to 74% for men
- The global participation of women on boards is 20%
- The average pay gap between men and women is 22%

Bouchamaoui highlighted that open mindsets, access to education, and proactive political will are means to countering gender imbalance. It is crucial to treat men and women equally, foster an encouraging environment, offer equal opportunities for education, and facilitate women’s access to senior positions, she said.

Scheuer noted that gender equality is part of his company’s strategy, and over the past six years, he has committed to ensuring a strong female representation, achieving 54% women on the management committee.

He emphasized the importance of cultivating talent early, providing equal promotion prospects, creating favorable conditions for women’s relocation, and implementing a fair, transparent, and open process. The top leadership must set the tone for a culture of diversity, including gender balance, he added.

In discussing initiatives to promote gender equality, especially in the context of the pandemic, Scheuer observed that the company’s provision of a 14-week paid paternity leave had emphasized the father’s equal role in parenting, while its efficient work-from-home policies had produced a flexible environment. Additionally, the provision of two-and-a-half day weekends had enhanced work-life balance. However, there is a long road ahead, he acknowledged, noting that his organization’s overall gender balance was only 37%. He said his priority is closing the gender pay gap.

Closing the Gender Gap

Bouchamaoui pushed the public sector for greater legislation and political commitment to upholding laws and reducing gender pay gaps. She called on the private sector to hire more women, uphold equal pay, promote women to top positions, and provide strong female role models.

She emphasized the three axes of education, communication, and information to help women know about their rights and to fight for them.

Noting that the pandemic has pushed 2.3 billion women and 1.1 million men out of the workforce, she observed that the majority of marginalized women around the world are working in informal sectors. Bringing those women into formal sectors will enable social security, equal pay, and better working conditions, she added.

She concluded by emphasizing the need to recognize and combat workplace harassment, and support women who seek redressal in order to create a more conducive climate for them to be efficient and productive at work.

KEY POINTS
OVERALL GENDER BALANCE, PAY PARITY, AND WOMEN’S REPRESENTATION IN LEADERSHIP ROLES NEED TO IMPROVE

PROGRESSIVE MINDSETS, EDUCATION, AND POLITICAL COMMITMENT CAN COUNTER GENDER IMBALANCES

LEADERSHIP MUST MODEL A CULTURE OF DIVERSITY AND GENDER PARITY BY INCORPORATING IT INTO CORPORATE STRATEGY

THE PRIVATE SECTOR CAN DRIVE CHANGE BY RECRUITING AND PROMOTING MORE WOMEN, RESPECTING EQUAL PAY, AND ENABLING FEMALE ROLE MODELS

GENDER EQUALITY DISCUSSIONS MUST FOCUS ON MARGINALIZED WOMEN WORKING IN INFORMAL SECTORS



The End of Privacy? Ethical Questions for the Digital Era

Dr Stephanie Hare (1)
Researcher, Broadcaster,
and Author

Imane Lahrache (2, Left)
News Presenter for Sky News
Arabia, Moderator



“If we wait for governments...to tell us
what to do, it might be too late”

Technological advancements are driving today’s convenience culture, but there is a trade-off between these benefits and privacy. Researcher, broadcaster and author Dr Stephanie Hare suggested that tech companies could do more to protect today’s digital generation by involving end users and ethics in the design process.

The Price of Technological Progress

The concept of privacy has changed over time, Dr Hare noted. Thirty years ago it would be inconceivable that a phone could also be a computer, camera, and audio and video recorder, much less be able to track your movements or share your private data. Yet, today, people can order groceries via voice instruction to listening devices installed in their homes. Convenient, yes, but also an inherent invasion of privacy. This, Dr Hare said, is the price of progress.

In time, people may start to see the loss of privacy as too big of a trade-off, she continued. To download an app or access a website, you have to agree to the terms and conditions. That isn’t really a choice, she insisted.

“As technology changes and as society changes, we have to ask ourselves over and over: ‘Is it worth it?’”

Acknowledging that further regulation could improve the situation, she called for technology companies to take responsibility and foster better relationships with end users.

Involving End Users

While technological developments tend to be profit led, Dr Hare proposed that customer demand for more privacy could cause a shift in the market.

Typically, technology is built, customers use it, and legislation is only applied later if it proves to be harmful, and only if deemed necessary.

Instead, she recommended that technology design involves consultation with potential users from the beginning in order to identify potential risks and opportunities in advance, and to ensure that users’ needs are truly being met, rather than exploited. For example, she said, children are less likely to understand the risks of posting or talking to people on social media, and the input of teachers and parents would be beneficial to developing online environments for them.

Technology Companies as Ethical Leaders

Dr Hare touched on concerns that too much government intervention around safety and privacy could destroy innovation. She suggested that rather than waiting for government intervention, tech companies can simply take an ethical stance at the outset, and create safer, more ethical digital products.

However, gentle government frameworks are still necessary, but Dr Hare said these need to become globalized. For example, she described how digital products and content sometimes have to be modified for use in different regions to avoid breaking countries’ conflicting laws, thus potentially eroding the technology’s inherent value. She urged governments to prioritize technology since “technology is going to be part of every single thing that government does.”

Ultimately, however, technologists need to think about the consequences of what they are building, asserted Dr Hare. She recommended adopting a ‘Hippocratic Oath’ for the tech industry and professional ethics training to mitigate the risks.

KEY POINTS

AS TECHNOLOGY ADVANCES,
PEOPLE HAVE LESS PRIVACY

IF PRIVACY BECOMES MORE
IMPORTANT TO PEOPLE, THIS
COULD ALTER THE
TECHNOLOGICAL MARKET

TECHNOLOGY IS USUALLY
LAUNCHED BEFORE ANY
REGULATION IS CONSIDERED

END USERS SHOULD BE CONSULTED
AT THE DESIGN STAGE TO ENSURE
THEIR NEEDS AND PRIVACY
CONCERNS ARE MET

TECHNOLOGY COMPANIES
COULD LEAD THE WAY IN
ETHICAL DEVELOPMENTS, AND
WOULD BENEFIT FROM THE
INCLUSION OF ETHICS IN
PROFESSIONAL TRAINING

GOVERNMENTS NEED TO
MODERNIZE LAWS TO TAKE INTO
CONSIDERATION ONGOING
TECHNOLOGICAL DEVELOPMENTS



How Will Government Leaders Navigate the Transformation of Work?

Kate O'Neill
Founder and CEO of KO Insights,
Tech Humanist and Author



“The more we bring digitization into the workplace, into work, the more we need to understand what humans uniquely contribute”

Although studies show digital technology will account for approximately 60% of potential economic growth by 2030, digital transformation must be about people, stressed tech humanist and author Kate O'Neill, Founder and CEO of KO Insights.

The Face of Work Is Changing

In describing recent shifts in how we think about work, O'Neill noted that today, more than just earning a wage, employment is an opportunity for economic development, personal satisfaction, and productivity. The human tendency to search for meaning means people are also seeking fulfillment and pride from the contribution they make through their work.

As people are increasingly able to choose the place from which they work, she remarked that alongside the benefits, remote working also raises a new set of concerns, from its impact on family and relationships with co-workers to inequality, as surveys have shown that only 10% of low-paid jobs can be done remotely, compared to more 60% of knowledge-based work.

With the advent of the metaverse, O'Neill envisioned a virtual workplace that will enable diverse connections, support multiple languages, and be sustainable and accessible in real time or on demand. She was hopeful a playful interpretation of the virtual office could inject creativity into the workforce, as studies have shown that teams that practiced curiosity, generosity, empathy, and emotional intelligence are most productive.

The Future Is What We Make of it

O'Neill called on leaders to prioritize infrastructure, such as Wi-Fi, and focus on protecting human data. There will be less emphasis on physical centers of economic activity, she pointed out, so governments need to conceive of new ways of creating vibrant communities and mixing up the tax base, reducing dependency on commercial real estate for economic stimulus. All these developments must be sustainable, she added, citing the initial drop in greenhouse gas emissions at the beginning of the COVID-19 pandemic, which did not continue once regular activity resumed.

Urging public-private partnerships to employ a holistic approach in supporting projects that both solve human problems at scale and create meaningful work, she said the key is to leverage what humans are capable of versus what can be automated by machines and to harness technology to empower workforces. This will

maximize efficiency and ensure that humanity thrives in this rapidly evolving environment, she said.

O'Neill acknowledged the uncertainty regarding how digitization will affect employment as artificial intelligence, the metaverse, and open workspaces become the new reality. She advised starting from an optimistic viewpoint while being realistic about what can be achieved, visualizing the best possible outcome and being “relentlessly strategic” in pursuing it. “We do not have a future ahead of us that is either dystopia or utopia. It is truly about what we make of it,” she concluded.

KEY POINTS

WE MUST RESPECT THE UNIQUE CONTRIBUTION OF PEOPLE WHEN IMPLEMENTING NEW TECHNOLOGIES

WORK IS ABOUT NOT ONLY INCOME BUT ALSO PRIDE, SATISFACTION, AND MEANING

GOVERNMENTS MUST BE OPTIMISTIC ABOUT THE FUTURE AND BE RELENTLESSLY STRATEGIC IN PURSUING THEIR VISION

GOVERNMENTS MUST PRIORITIZE SUPPLYING THE INFRASTRUCTURE TO SUPPORT REMOTE WORKING

Attracting Talent in a World of Remote Work

Alain Bejjani (1)
CEO of the Majid Al Futtaim Group

Imane Lahrache
News Presenter for Sky News
Arabia, Moderator



“Remote working is a magnificent way to leverage talent because we get people to be at their best”

Alain Bejjani, CEO of the Majid Al Futtaim Group, told Imane Lahrache of Sky News Arabia that COVID-19 has forever changed the way we work. While ongoing technological advances meant the world had already been moving toward digital workspaces, the onset of the pandemic in March 2020 accelerated the transition. Bejjani said that remote working became operational in a mere 10 days. Even musicians were able to give concerts in the metaverse, he said.

Bejjani highlighted that the new normal of remote working has revolutionized the way teams collaborate and has allowed companies to tap into wider talent pools – a marker of humanity’s readiness to adapt.

Teams of the Future

Bejjani explained that some companies were worried that loss of face-to-face interaction would derail teamwork. However, he asserted, this was not the case. Rather than suffering, teamwork thrived as virtual technology supported increased collaboration, communication, and sharing. In addition, Bejjani believes that the urgency of the crisis pulled teams closer together than ever before.

Wider Talent Pools

More ways of working also created opportunities for local companies to tap into the global talent pools. “We are able today to hire people from across the world without actually having to uproot them,” Bejjani said. He noted that this has contributed to the establishment of a global society connected by technology, which he

believes is “a fantastic source of enrichment” for companies worldwide. With business powered by its people, he said, “the only thing that matters going forward is talent.”

Organizational Trust

The openness of the new digital regime also required that businesses work harder to trust and support their remote workers. “Good talent wants to do interesting work,” he explained. “They want to be trusted and empowered. People want to do things that are interesting, things that matter to them.” He said that although “technology has brought in a lot of solutions, the technology is not going to replace the basics of what good relationships mean in organizational culture.”

Beyond simply adopting new technologies, he said, “companies have to adapt in order to take into account the new means of interaction between people.” He warned that companies that refuse to adapt, and insist on policing their workforce, will not only put off good talent, but will ultimately be doomed to go out of business.

Government Support

For businesses to effectively attract, retain, and benefit from new global workforces, however, Bejjani said the world needs new regulations. He explained that cross-border employment requires accommodating different countries’ labor and tax laws, with relevant legal frameworks needed to enable people to work internationally from wherever they live.

However, he warned against government’s overinvolvement in the private sector. “Governments and lawmakers should never interfere unless they have to,” he said, noting that “free enterprise and the ability for people to actually do what they believe is right” is a much-needed marker of modern society. “Intervention and regulation should be by exception, not as the standard.”

Overall, Bejjani believes that the new world of remote working and international talent pools are an indicator that “when we, as human beings, are forced to change, we actually show an ability to adapt.”

KEY POINTS

THE WORLD WAS ALREADY MOVING TO VIRTUAL WORK SETTINGS, BUT THE REMOTE TRANSITION WAS ACCELERATED BY THE PANDEMIC

NEW WAYS OF COLLABORATING ONLINE ALLOWED TEAMWORK TO THRIVE, ESPECIALLY AS WORKERS PULLED CLOSER TOGETHER IN THE FACE OF EMERGENCY

MOVING ONLINE ENABLED COMPANIES TO HIRE INTERNATIONALLY, ALLOWING THEM ACCESS TO THE BEST LOCAL AND GLOBAL TALENT

FOR REMOTE WORKING TO SUCCEED, COMPANIES MUST ENSURE THEIR EMPLOYEES FEEL TRUSTED AND EMPOWERED AND AVOID MICROMANAGING THEIR WORKFORCE

WHILE NEW LEGAL FRAMEWORKS ARE NECESSARY TO SUPPORT NEW HIRING AND WORKING STRUCTURES, GOVERNMENT INVOLVEMENT IN THE PRIVATE SECTOR SHOULD BE KEPT TO A MINIMUM

Why Governments Need to Prepare for the Alpha Generation

Josh Kallmer (2, Center)
Head of Global Public Policy and Government Relations at Zoom Video Communications

Dr Ray Johnson (1)
CEO of the Technology Innovation Institute, CEO of ASPIRE

Becky Anderson (2, Left)
Anchor for CNN, Managing Editor of CNN Abu Dhabi, Moderator



Panelists Josh Kallmer, Head of Global Public Policy and Government Relations at Zoom Video Communications, and Dr Ray Johnson, CEO of the Technology Innovation Institute, convened at the World Government Summit to discuss the rise of Generation Alpha (Gen Alpha) – digital natives born into and able to navigate the world’s new digital normal. Touching on the risks presented by technology, the panelists also explored the implications of this generational shift on education, policy, and the future.

Defining Gen Alpha

Dr Johnson defined Gen Alpha as those born in or after 2010, when the first Apple iPad was launched, into a completely digital world.

“The instinct for them is to be on platforms, to be using data, to be interacting digitally,” said Kallmer. And while the COVID-19 pandemic dramatically altered the way the world works, Gen Alpha students forced into new digital learning environments already possessed the unique skillsets to thrive in a world that was quickly rushed online.

Education for Digital Natives

Digital education offers self-learning at an individual pace, noted Dr Johnson. He explained that a shift in the understanding of education means that it will be measured by individuals’ acquired abilities in the real world, rather than certificates or degrees. The emphasis of education for digital natives, he said, must therefore be on lifelong learning and demonstration of knowledge.

To this end, he presented gamification, which he described as the use of play and games to deliver learning, as a viable educational strategy for Gen Alpha. “Studies have shown that education that is not [dependent on] rote memory but is fun is a lot easier. You actually engage in it and you learn.” He highlighted that through gamification and mixed environments, young people can be reached more effectively and their time better managed to prevent them becoming totally absorbed by the digital environment.

Preparing for Gen Alpha

With Gen Alpha expected to live over 100 years, Dr Johnson questioned how

educational systems and government programs would adapt to meet their needs. “What will it mean to have a smart city that has the mobility, the interaction, and the support structure that enables this Generation Alpha, as they age, to continue to be functional and be additive to society as opposed to a drain on society?” he asked.

Urging policy-makers to be more prepared, Kallmer credited Zoom’s forward-thinking approach for being able to anticipate and meet people’s needs based on an understanding of how this generation wants to communicate and integrate their physical and digital lives. Not only did Zoom enhance accessibility to Gen Alpha, but it has also given governments the tools to interact with them, he highlighted.

Kallmer pointed to online safety as another core challenge that governments will need to overcome. With young people sharing more personal data online, existing privacy tools may run the risk of being exploited by bad actors, he said. Dr Johnson agreed that policy-makers need to implement further regulations to protect individuals, but emphasized this

shift in generation should be seen as an opportunity for transformation. “It’s critical that governments, and companies as well, develop the tools and the mindset to meet this younger generation,” Kallmer concluded.

KEY POINTS

MEMBERS OF GEN ALPHA ARE DEFINED AS DIGITAL NATIVES, BORN AFTER 2010

IN THE FUTURE, THE VALUE OF EDUCATION WILL BE MEASURED BY THE ABILITIES AND CAPABILITIES DEMONSTRATED

GAMIFICATION IN MIXED DIGITAL ENVIRONMENTS CAN BE USED TO BETTER REACH AND EDUCATE GEN ALPHA

POLICY MUST ACCOUNT FOR GEN ALPHA’S LONGER LIFESPANS AND LIFELONG LEARNING NEEDS

GOVERNMENTS MUST SUPPORT GEN ALPHA THROUGH SAFETY REGULATIONS, HYBRID ENVIRONMENTS, AND INCREASED FLEXIBILITY

A Conversation with the World’s Youngest Programmer

Kautilya Katariya

Guinness World Record Holder for Youngest Computer Programmer

Becky Anderson

Anchor for CNN, Managing Editor of CNN Abu Dhabi, Moderator



Governments and education systems must do more to support and develop future tech talent, affirmed eight-year-old Kautilya Katariya, who holds the Guinness World Record for being the youngest computer programmer in the world. A technology prodigy and an IBM-certified artificial intelligence (AI) professional, Katariya asserted that young people need to be exposed to advanced technologies, as these tools will be crucial to humanity’s future.

Katariya’s Journey

To begin, Katariya shared how he became the world’s youngest programmer. He has always loved solving puzzles, he said, so when he was five years old, his father gave him a book on how to build a basic logic program. He was so fascinated that he finished it in a single day and proceeded to build his first computer program. He is an avid reader, and the COVID lockdown gave him even more time to explore books and videos on technology, AI, coding, and math.

From home, he accessed books and online courses from top universities on math, computer programming, and AI, from which he learned how to ‘talk’

“AI is the future, so please provide the right education and direction to us so we’ll build a bright future for the world”



to computers by writing code. “Computing is like a puzzle to me,” Katariya explained. “It teaches us how to make smart and logical decisions and how to approach solving any problem efficiently.”

Room for Creativity

While he said that he does not know how to shape the next generation of governments, Katariya asserted that “shaping the next generation will shape the government.” Rethinking education so that today’s young people have room to be creative, while also equipping them with the tools they need to succeed in a technology-driven future is vital.

To illustrate, he told the story of Albert Einstein. The rigid, regimented education system prompted Einstein, a highly creative problem-solver, to drop out of school at just 15 years of age. “It was the school that failed Albert Einstein,” Katariya asserted.

This problem still exists today, he observed. While some students are able to overcome these conditions, the majority cannot. Young people are creative, and they need an educational environment that allows them the

freedom to exercise that creativity. “If the schools and the government allow us to explore, we can discover another plant and maybe even reach Mars before Elon Musk,” Katariya said.

A New Education System

Katariya advised governments to focus on four areas to foster the kind of education system that young people need to be successful:

- 1. Awareness of technology**
AI-driven technologies are increasingly shaping our lives, so skills such as coding should be integrated into school curriculums to ignite children's passion for these subjects at an early age.
- 2. Learning resources**
It is important to support students by developing flexible learning plans and resources that cater to their specific interests and learning styles.
- 3. Unrestricted access**
Students should have opportunities to visit laboratories and research centers to learn and draw inspiration from the work happening there.

- 4. Personalized curriculum**
School curriculums should be personalized to suit the capabilities and interests of individuals, with one-on-one teaching in those subjects about which the pupil is passionate.

“I think AI is the future,” Katariya concluded, “so please provide the right education and direction to us so we’ll build a bright future for the world.”

KEY POINTS
COMPUTING TEACHES PEOPLE HOW TO MAKE LOGICAL DECISIONS AND SOLVE PROBLEMS EFFICIENTLY

YOUNG PEOPLE NEED THE FREEDOM TO BE CREATIVE IN THEIR LEARNING ENVIRONMENT

TECHNOLOGY AND AI SHOULD BE INTEGRATED INTO SCHOOL CURRICULUMS

SCHOOLS SHOULD DEVELOP PERSONALIZED, FLEXIBLE LEARNING PLANS THAT ARE TAILORED TO STUDENTS’ UNIQUE INTERESTS AND ABILITIES

Rethinking Learning for the Next Generation

Esben Staerk (2, Right)
President of LEGO Education

HE Sarah bint Yousif Al Amiri (1)
Minister of State for Public Education and Advanced Technology of the United Arab Emirates, Chairwoman of the United Arab Emirates Space Agency

Becky Anderson (2, Left)
Anchor for CNN, Managing Editor of CNN Abu Dhabi, Moderator



The pandemic has been pivotal in shaping modern education systems, agreed both Her Excellency Sarah bint Yousif Al Amiri, Minister of State for Public Education and Advanced Technology of the UAE and Chairwoman of the UAE Space Agency, and Esben Staerk, President of LEGO Education. Discussing the evolving impact of technology on the curriculum, the panelists acknowledged the benefits of play-based learning and shared their predictions for classrooms of the future.

Lessons Learned in a Pandemic

The COVID pandemic highlighted the ingenuity of teachers in an unprecedented situation, remarked Staerk. They were told, “Here’s a Zoom link, make it work,” and they did. The problem, Al Amiri pointed out, was unequal access to technology. Touching upon the UAE’s initiative to supply digital schooling and tablets to students, she urged that a global cost reduction in educational technology is needed to close the gap. Going forward, she said, satellite networks

also need to be provided in remote areas for minimal or no cost. With digital tools replacing traditional teaching methods during the pandemic, Staerk highlighted that the classroom has become more about exploration and engagement.

Gamification

Staerk advocated for a more play-based approach to learning. “Play is personally meaningful, it’s actively engaging; you make choices, you create something,” he explained. He defined ‘gamification’ as bringing the principles of play into the classroom. Drawing upon her own experience of how an educational game has been used to reinforce what is taught in class, Al Amiri agreed that children learn through doing rather than just listening to information. Staerk agreed, noting that digital tools which involve problem solving allow students to build confidence in their own leaning. He emphasized that interactive elements also lend themselves to other vital skills such as communication, negotiation, and compromise.

The Future of Learning

Going forward, Al Amiri envisaged there would be more of an emphasis on skills-based instruction. Underlining that education is not about how much a child knows, rather how much they understand, she suggested that this approach would allow teachers to cater to children’s individual skillsets. Staerk insisted the private sector also has an opportunity to be part of rethinking the classroom, bringing in the tools that support play-based learning and skills development. Al Amiri concluded by highlighting the potentials of emerging technologies in future learning. “We don’t live a day without technology, and if we don’t have the full awareness on where and how to use these technologies, we won’t be able to utilize it to its maximum capability.” Rather than viewing technology as a mechanism to push the core science, technology, engineering, and mathematics subjects, she called for a greater understanding of technology as a tool to deliver inclusive and transformational learning across all educational fields.

KEY POINTS

- THE COVID PANDEMIC ACCELERATED THE USE OF AND INTEREST IN TECHNOLOGY IN EDUCATION
- COSTS OF EDUCATIONAL TECHNOLOGY MUST BE REDUCED AND CONNECTIVITY PROVIDED TO ENSURE THAT ALL CHILDREN BENEFIT FROM DIGITAL LEARNING TOOLS
- GAMIFICATION ALLOWS CHILDREN TO LEARN BY DOING RATHER THAN JUST LISTENING
- EMPHASIS IS SHIFTING FROM INSTRUCTION-BASED LEARNING TO SKILLSET DEVELOPMENT
- TECHNOLOGY NEEDS TO BE UNDERSTOOD AS A TOOL IN ORDER TO MAXIMIZE ITS POTENTIAL IN ALL EDUCATIONAL FIELDS

How Can Governments Accelerate Borderless Remote Education and Talent Recruitment?

Massi Basiri (2)
Co-founder and Chief Operating Officer of ApplyBoard

Sultan Murad Saidov (1, Right)
Co-founder and President of Beamery

Becky Anderson (1, Left)
Anchor for CNN, Managing Editor of CNN Abu Dhabi, Moderator



The pandemic has normalized remote work and education, necessitating a big shift in thinking when it comes to recruitment and talent development. In a discussion moderated by Becky Anderson, Managing Editor of CNN Abu Dhabi, two entrepreneurs using artificial intelligence (AI) to facilitate access to opportunities shared the ideas behind their platforms.

Harnessing the Power of AI
Massi Basiri, Co-founder and Chief Operating Officer of ApplyBoard, opened the discussion by highlighting that his business aims to assist students in navigating the study abroad process. He explained how ApplyBoard, an end-to-end platform that connects aspiring international students with partner schools and recruiters, leverages AI to streamline the process.

By using AI to process the details of more than 1,200 institutions and match potential students' background information to the options available, Basiri said that ApplyBoard can give students a 95% chance of being accepted at their college of choice, as



opposed to 50% for those trying to complete the process unaided.

The platform placed more than 200,000 students in 2022 alone, with the AI-based system ensuring that forms were correctly submitted and that qualifications matched requirements. It also takes into account historical statistics to pinpoint where a given student is most likely to be accepted. African students, for example, are more likely to be accepted in the United Kingdom than in Canada, he cited.

Sultan Murad Saidov, Co-founder and President of Beamery, explained that his talent management platform was developed to solve a similar problem in the workplace, as there is no easy way of matching job seekers with available employment. Recruitment styles have changed, he said, and skills and capabilities are now primary drivers for hiring rather than more traditional mechanisms such as where a candidate went to school.

He advocated the use of AI and data inferences for recruitment personalization to better navigate the rise in borderless opportunities.

"We're on a mission to create equal access to work," he asserted.

Saidov asserted that the world of work is no longer about careers: "There's been a Cambrian explosion of jobs, so many people are in jobs for no more than one or two years." Assessing a candidate's ability to shift from one role to another therefore requires consideration of a vast quantity of statistical data, which is very difficult without AI, he said, likening manual recruitment efforts to navigating without a map.

Creating Opportunities
With a large proportion of work no longer needing a physical office, people are now able to work remotely, which according to Saidov, is "massively opening up the equality of opportunity available."

Basiri defined a three-step strategy that governments can adopt to ease the 'borderless transition': identifying labor shortages, partnering with institutions that can offer the necessary skills to fill those gaps, and ensuring stability for the people stepping into those roles.

Both experts agreed that governments and education systems have an opportunity to centralize skills definitions and certifications, which in turn will enhance the future talent pool.

KEY POINTS
AI CAN PROCESS DATA MORE EFFICIENTLY THAN HUMANS, ENABLING IT TO TAKE MORE FACTORS INTO ACCOUNT

BIAS IS INHERENT IN TRADITIONAL RECRUITMENT METHODS

THE NORMALIZATION OF REMOTE WORKING IS PRESENTING OPPORTUNITIES FOR CROSS-BORDER EDUCATION AND EMPLOYMENT

EDUCATION IS LAGGING BEHIND INDUSTRY IN EMPHASIZING SKILLSETS RATHER THAN EXACT TRAINING

Revitalizing Earth for Our Conscious Good

Sadhguru (1)
Founder of the Isha Foundation,
Author and Speaker

Robert El Nakhel
Senior News Anchor for
Sky News Arabia, Moderator

Renowned author, speaker, and spiritual teacher Sadhguru appealed to the Summit audience for a change in the narrative around soil policy. Sadhguru, whose Isha Foundation launched the global Save Soil movement in early 2022, advocated that soil is intrinsic to our existence and its inclusion in political manifestos is fundamental to the future of society.



“The most important thing is to change the narrative...because the narrative has not addressed soil at all”



Soil is Alive

In a virtual conversation, Sadhguru emphasized that soil is not an inert substance, but the most sophisticated and complex living system in the known universe. The first 15 to 18 inches of soil’s microbial activity constitutes the foundation of life.

“Keeping soil alive and passing it on as a living substance to future generations is a fundamental responsibility for all of us,” he stressed. He introduced Save Soil, a global movement to address the soil crisis by raising awareness, mobilizing support, and enabling governments to institute policies to safeguard soil health. The project has distributed the *Global Policy Draft & Solutions Handbook* to every country in the world to help governments frame policies based on their latitudinal position, soil types, economic conditions, and agricultural traditions.

Soil is in Crisis

Around the world, the organic content of agricultural soil worldwide is below the minimum level of 3-6%, Sadhguru warned, and without action, arable land will turn into desert in the next 15-20 years.

The depletion of several nations’ soil, making it impossible to grow food, has already driven a rise in forced migration and farmer suicides, and 1.2 billion people are estimated to migrate by 2032, he said.

Furthermore, as 3.5 billion people are forecast to be water stressed by 2032, he said that enhancing organic content in soil to up to 15% could reduce the proportion of the world’s freshwater consumed by agriculture from about 78% today to as low as 10%.

Exposed plowed land also emits a huge amount of carbon dioxide and methane, exacerbating the climate crisis. Despite these serious implications, he noted, currently no government policy prevents the complete plowing of agricultural land.

Save the Soil

Sadhguru advised that by investing in processes such as planting cover crops, which are simply meant to cover the soil rather than be harvested, and incentivizing farmers, governments can help to enrich the soil.

He also emphasized the importance of every nation having a policy mandating minimum soil standards, as

without policy, even with best practices, soil content can be easily reversed.

Sadhguru called on individuals to begin talking about soil to effect policy change. He urged people to join Save Soil’s Earth Buddies program and use social media to raise awareness and spread the movement’s message.

KEY POINTS

SOIL IS A SOPHISTICATED AND COMPLEX LIVING SYSTEM

SAFEGUARDING SOIL HEALTH MUST BE ENSHRINED IN NATIONAL POLICIES

AGRICULTURAL SOIL MUST HAVE A MINIMUM OF 3-6% ORGANIC CONTENT

EXPOSED PLOWED LAND MUST HAVE GREEN COVER TO COUNTER GLOBAL WARMING

INDIVIDUALS CAN CHAMPION SOIL CONSERVATION BY BECOMING AN EARTH BUDDY

Back to Normal



The disruption caused by the global pandemic accelerated the adoption of existing technology, agreed panelists in a conversation about the ‘new normal’.

His Excellency Mothanna Gharaibeh, CEO of Fifth Advisory Services and former Minister of Digital Economy and Entrepreneurship of Jordan, said the world is actually going forward to normal, not back, as it emerges from the shock caused by COVID-19. The technology sector is growing, he said, offsetting job losses caused by the ensuing economic crisis, and financial inclusion was boosted as the use of mobile wallets increased from 200,000 users to 1.8 million in six months, as uptake was driven by need.

- HE Dr Esam Alwagait** (2, Right)
Director of the National Information Center of Saudi Arabia
- HE Mothanna Gharaibeh** (2, Left)
CEO of Fifth Advisory Services, Former Minister of Digital Economy and Entrepreneurship of Jordan
- HE Dr Ahmed Darwish** (1)
Former Minister of State for Administrative Development of Egypt
- Ferid Belhaj**
Vice President for the Middle East and North Africa of the World Bank, Moderator

Technology is the Future

His Excellency Dr Esam Alwagait, Director of the National Information Center of Saudi Arabia, said the greatest silver lining of the global pandemic is the change in culture toward e-services and the uptake of technology that people were reluctant to use before. He detailed the growth of FinTech, food delivery apps, and telehealth in Saudi Arabia as examples.

The future is all about technology, Dr Alwagait emphasized, and the pandemic was a test for governments to check their digital transformation. He advised leaders to be agile, evolve technologically, and be future-ready.

Embracing Change

Outlining a number of lessons the Egyptian government learned from the COVID-19 crisis, His Excellency Dr Ahmed Darwish, former Minister of State for Administrative Development of Egypt, counted among them the importance of believing in people’s ability to adapt to change. Advising leaders to be bold, he emphasized that if they want to effect change, they cannot make small modifications –



sometimes it is necessary to cancel old ways to push people to adapt.

He urged governments to plan for future emergencies and use agile decision-making, with the ability to enhance actions on the go to better respond to future crises.

Public-private Partnerships

With regard to the respective roles of the public and private sectors in returning to normal, Dr Darwish noted that the government’s monopoly over providing services is under extreme stress from rising citizen expectations driven by the private sector’s more advanced and efficient services.

Gharaibeh advocated for a participatory approach with the private sector, and urged governments to be less focused on regulation and to avoid obstructing innovation. “Governments just need to listen more and get out of the way,” he noted.

However, Dr Alwagait underlined governments’ key role in policy-making and legislation: “Even with the contribution of the private sector, if you do not have proper enabling legislations or policies, you could simply kill a market.” He called for agile and innovative governance, data-driven decision-making by governments, and active stakeholder engagement, citing Saudi Arabia’s use of data and artificial intelligence for evidence-based policy-making and its use of sandboxes, a closed testing environment designed for safe experimentation, to help develop regulatory frameworks for emerging industries.

The panelists discussed their countries’ use of technology such as regulatory impact assessment tools, computer simulations that help governments understand the impact of planned policies.

- KEY POINTS**
AGILE DECISION-MAKING AND FUTURE PLANNING WILL HELP GOVERNMENTS ADAPT TO CRISES
- INCREASED ADOPTION OF TECHNOLOGY HAS BEEN THE BIGGEST OPPORTUNITY PRESENTED BY THE PANDEMIC
- PEOPLE WILL ADAPT WHEN THEY ARE PUSHED TO DO SO
- GOVERNMENTS MUST WORK WITH THE PRIVATE SECTOR TO NURTURE, NOT OBSTRUCT, EMERGING INDUSTRIES
- TECHNOLOGY CAN HELP GOVERNMENTS IN POLICY-MAKING AND SERVICE PROVISION

Bringing Customer Experience into the Future

HE Saeed AlMulla
Executive Director of Customer Experience at the Abu Dhabi Executive Office



“We want to be the number one government when it comes to customer effort score – world-class, effortless experiences for all our customers across all our services”

As its name suggests, the primary objective of the Abu Dhabi Program for Effortless Customer Experience is to facilitate world-class, seamless experiences for all customers across all Abu Dhabi Government services, affirmed His Excellency Saeed AlMulla, Executive Director of Customer Experience at the Abu Dhabi Executive Office.

Toward Effortless CX

AlMulla shared the journey of the Abu Dhabi Program for Effortless Customer Experience, underlining how governments can harness the power of human-centric design to elevate customer experience (CX) in the public sector.

AlMulla and his team began by reviewing the current state of Abu Dhabi Government’s CX from three different perspectives:

1. Public

The team asked the public perception questions about their expectations of, trust in, and level of effort required to access Abu Dhabi Government services.

2. International

They looked at what other governments are doing to measure and understand CX, and the programs and initiatives they’re implementing to enhance the customer experience.

3. Internal

Finally, they assessed Abu Dhabi Government’s internal capabilities and the level of maturity they had already achieved in terms of CX.

The program adopted the International Model for Customer Experience in Government and, using its 4D framework, conducted assessments to understand CX across four dimensions:

- 1. Direction
- 2. Design
- 3. Development
- 4. Delivery

AlMulla explained that “the reason why we wanted to adopt this model is because it really spoke to our philosophy. Our philosophy that in order to create true change and

transformation in public services, the direction has to come from the top down, and that is where the model starts – with direction.” The government defined their future aspirations, objectives, and action plans to inform their top-down approach.

The design dimension saw investments in human-centered design capabilities in people, processes, and environments. They then focused on developing the required technology to enhance their public services. Finally, for the delivery element, the program invested in the whole chain, from the top leadership all the way to the customer experience agents. There was a particular focus on frontline service providers, AlMulla noted, to ensure they understood the services inside and out, as well as how to recover when issues in service delivery arise.

Future CX Roadmap

With the current state and future CX ambitions firmly in place, the program defined the path forward through five strategic thrusts:

- 1. **Customer experience policy**
Outlining roles and setting service delivery standards
- 2. **Setting priorities**
Setting government priorities based on customer needs and expectations
- 3. **Design lab**
Creating a design lab to work on making complex service problems effortless for customers
- 4. **Capacity building**
Developing the capabilities of customer service agents, designers, supervisors, and leaders through a full-scale collaborative program with academia and practitioners to ensure world-class customer experiences
- 5. **Measurement**
A rigorous measurement program to check, amend, and stay focused on reaching the effortless experience goal

“Serving people is part of our values, embedded in our tradition and within our founding fathers and leaders,” AlMulla concluded. “We live in a very exciting time where customer experience has really become appealing, interesting, and the talk of the town for governments worldwide.”

KEY POINTS

THE ABU DHABI PROGRAM FOR EFFORTLESS CUSTOMER EXPERIENCE AIMS TO STREAMLINE GOVERNMENT SERVICE EXPERIENCES

ABU DHABI GOVERNMENT HAS ADOPTED AND PRIORITIZED CUSTOMER EXPERIENCE AS A MEASURE OF PERFORMANCE

HUMAN-CENTERED DESIGN ALONG WITH TECHNOLOGY ENABLES EFFORTLESS CX IN GOVERNMENT SERVICES

CUSTOMER SERVICE EXCELLENCE REQUIRES THE PARTICIPATION OF EVERYONE, FROM THE TOP LEADERSHIP TO THE FRONTLINE SERVICE PROVIDERS

Emirates Lunar Mission

Adnan Al Rais (2, Right)
Senior Director of the Remote Sensing Department and Program Manager of Mars 2117 at the Mohammed bin Rashid Space Centre

Dr Hamad Al Marzooqi (2, Center)
Project Manager of the Emirates Lunar Mission at the Mohammed bin Rashid Space Centre

Dr Mohammed Al Zaabi (1)
Ground System and Rover Operations Lead at the Mohammed bin Rashid Space Centre

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During a special session at the Summit, a team from the Mohammed bin Rashid Space Centre (MBRSC) presented the objectives, capabilities, and collaborations of the Emirates Lunar Mission (ELM), the first Arab mission to the moon.

Journey to the Moon

“The Emirates Lunar Mission is the first mission from the United Arab Emirates and the Arab world to send a space robotics mission landing on the surface of another celestial body,” explained Adnan Al Rais, Senior Director of the Remote Sensing Department and Program Manager of Mars 2117 at MBRSC. ELM is a platform for cross-border collaboration, he added, which is aligned with the global exploration roadmap set by space agencies to develop science and technologies to reach Mars in the future. Accordingly,

the mission aims to advance science through its experiments and further develop the space ecosystem through collaboration with local and international space agencies, research institutions, and startups.

“I am proud to say the Rashid rover is designed and built completely by an Emirati team,” asserted Dr Hamad Al Marzooqi, Project Manager of ELM at MBRSC. Learning from rovers built for previous missions, he explained that the 10-kilogram (22-pound) rover that will be sent to the moon hosts several scientific instruments and multiple cameras. It will study the lunar surface, including its soil, geography, thermal properties, surface plasma (electrically charged gas) conditions, and photoelectron sheath. Rashid is scheduled to launch by the end of 2022 and is expected to land on the moon in the first quarter of 2023.

Scientific Operations

Dr Mohammed Al Zaabi, Ground System and Rover Operations Lead at MBRSC, explained four of the rover’s instruments which will gather information about the moon’s surface and properties, contributing to the knowledge for future missions.

- 1. Microscopic camera (CAM-M)**
Capture close-up images of the lunar surface to determine dust particle distribution and enable chemical analysis of lunar dust
- 2. Thermal imager (CAM-T)**
Gather data on the thermal behavior of surface structures to identify hot and cold spots based on solar illumination
- 3. Langmuir probe system (LNG)**
Study electron density around the rover at the landing site
- 4. Material adhesion determination (MAD) experiment**
Examine how different materials placed between the rover’s wheel grousers interact with lunar dust.

This will help determine which materials and surface treatments best repel lunar dust, which adheres to almost anything it comes into contact with, in order to develop better spacesuits

From the Moon to Mars

According to Al Rais, ELM will help address the current technical and knowledge gaps that must be filled to advance exploration on Mars. Lunar missions are more cost effective, accessible, and quicker than Martian missions, explained Dr Al Marzooqi. It is more efficient, in terms of time and money, to develop technologies for specific lunar missions to prove their efficacy and then adapt those technologies for Martian missions.

Lunar missions like ELM provide promising gateways for future technology development, he concluded.

KEY POINTS

ELM AIMS TO FURTHER DEVELOP THE SPACE ECOSYSTEM THROUGH COLLABORATION WITH LOCAL AND INTERNATIONAL SPACE AGENCIES, RESEARCH INSTITUTIONS, AND STARTUPS

THE MISSION WILL STUDY THE LUNAR SURFACE’S SOIL, GEOGRAPHY, THERMAL PROPERTIES, PLASMA CONDITIONS, AND PHOTOELECTRON SHEATH

BUILT ENTIRELY BY AN EMIRATI TEAM, THE RASHID ROVER IS SLATED FOR A YEAR-END LAUNCH, WITH A MOON LANDING EXPECTED BY 2023’S FIRST QUARTER

USING LUNAR MISSIONS TO PROVE THE EFFICACY OF SPACE EXPLORATION TECHNOLOGIES BEFORE DEPLOYING THEM FOR MARTIAN MISSIONS IS COST AND TIME EFFECTIVE



Global Crypto Forum

Technologists and regulators gathered to set clear priorities for governments and the private sector for how to utilize blockchain technologies most effectively



The Future of Blockchain: A Perspective from Industry Pioneers

Changpeng Zhao (1, Screen)
CEO of Binance

Kevin O’Leary (2)
Entrepreneur, Investor and
Strategic Advisor, Chairman of
O’Shares Investments

Lee Soo-man (3)
Founder of SM Entertainment

Hannah Murphy (1, Right)
Tech Correspondent for the
Financial Times, Moderator



Blockchain may not yet have revolutionized the world as we know it, but its time will come, agreed panelists in the first session of the Global Crypto Forum, who predicted that its future lies in culture and entertainment, the creative industries, and finance. The panel discussed the use cases, regulatory challenges, and future of blockchain technology.

The Use Cases

Changpeng Zhao, CEO of Binance, said cryptocurrency has not replaced traditional financial services because the use cases don’t yet overlap. They exist alongside one another, catering to different audiences. A creator monetizing their work via blockchain is not the same artist who appears in national galleries. And people don’t pay for coffee or lunch using crypto, but it enables more complex activities, such as global fundraising.

“They’re not disrupting the traditional industries yet, but if we look at the longer term – 10, 20, 30 years from now – they probably will,” he said.

Kevin O’Leary, Chairman of O’Shares Investments, asserted that the market

is currently the domain of high net-worth individuals who are personally interested in and excited by the potential of blockchain, and he underlined the lack of participation by institutional investors. He argued that regulation will be the turning point because institutional investors need more certainty to invest.

He admitted that blockchain technology is just software, but so too are Google and Microsoft. The difference is that the equity of those companies is a regulated security that trades globally.

The Growth of NFTs

Lee Soo-man, Founder of SM Entertainment, highlighted that blockchain makes it much easier to protect copyrights in the online space, which will encourage creators to continue producing work.

Zhao said that non-fungible tokens (NFTs), digital ownership certificates registered on a blockchain, are a fundamental technology with long-term disruptive potential.

“NFTs is the first time we have a technology that can verify authenticity through the blockchain,” he said, adding that they have enabled artists and content

creators to monetize their work globally. To address copyright and authenticity concerns, he suggested adding an NFT to every product to be sold.

O’Leary acknowledged NFTs’ authentication role, citing their use in the physical world to guarantee the authenticity of branded wristwatches. He emphasized the need to regulate NFTs to mitigate institutional trading risks and advance the market.

The Metaverse

On the metaverse, O’Leary said the use cases in gaming and real estate were fueling adoption, but it would need to be more curated to bring in advertising dollars. “No advertiser is going to put their product or service into an uncured environment because it will just be chaos,” he argued.

But Zhao disagreed, stating that institutional actors are already engaged in cryptocurrency trading and that price stability will emerge as a function of market size, not regulation. He argued that newer, agile players will have an advantage in the metaverse, which will not be dependent on advertising dollars.

“Advertising is a really bad business model,” argued Zhao, “because it sells

user information, and the users become the product.” He forecast the emergence of new, transparent Web3 business models, independent of advertising, in the metaverse and commended Dubai’s new cryptocurrency regulatory agency for helping the regional growth of the industry. He remained hopeful about the industry’s future, with progressive governments pushing for positive regulations.

KEY POINTS

CURRENT BLOCKCHAIN USE CASES EXIST ALONGSIDE TRADITIONAL FINANCIAL SYSTEMS BUT MAY CONVERGE IN THE FUTURE

INSTITUTIONAL PARTICIPATION IN A REGULATED BLOCKCHAIN SPACE WILL ADD SCALE THAT WILL SHAPE THE FUTURE

NFTS ENABLE AUTHENTICITY VERIFICATION THROUGH THE BLOCKCHAIN

CRYPTOCURRENCY NEEDS TO BE REGULATED AS A NEW ASSET TYPE



CBDCs and Stablecoins: Can They Co-exist?

Jonathan Levin (2)
Co-founder and Chief Strategy
Officer of Chainalysis

Richmond Teo (1, Second Left)
Co-founder and CEO Asia of Paxos

William Quigley (1, Second Right)
Co-founder of the Worldwide
Asset eXchange

Bjørn Krog Andersen (3)
Head of Regulator Affairs at
Banking Circle

HE Gabriel Abed (1, Left)
Ambassador of Barbados to the
United Arab Emirates, Moderator

There is a place in the market for both public and private digital currencies, agreed experts in a panel discussion about the compatibility of central bank digital currencies (CBDCs) – state-backed digital currencies issued by central banks – and stablecoins – commercially owned cryptocurrencies whose value is pegged to an external value like an existing currency or commodity.

Different Purposes and Users
CBDCs and stablecoins will co-exist for different purposes and users, asserted William Quigley, Co-founder of the Worldwide Asset eXchange. He expects big banks and financial institutions will promote CBDCs, while many people, especially those without existing banking facilities or who are based outside the United States or Western Europe, may prefer to use stablecoins.

Although CBDCs and stablecoins linked to a national currency cannot truly be decentralized, Quigley noted, algorithmic stablecoins – for which an algorithm, not a central bank, controls the supply of currency in response to demand – can. He said that they will provide a space for the billions of unbanked people who don’t want to put their money into a country’s government bank because they are worried about it being seized or about the currency being destabilized. The ability to hold currency in its native form without converting it – owning yen, euros, dollars, and renminbi, which is impossible today without bank accounts in those countries – may be the “most exciting area of the monetary system”, he said, given that in an

\$80 trillion global economy, about \$1 trillion every year is taken by government-based entities in currency conversion.

Jonathan Levin, Co-founder and Chief Strategy Officer of Chainalysis, noted that the crypto economy is now a sophisticated financial market with complex instruments such as stablecoins, lending and interest-earning mechanisms, and derivatives platforms. And this technology is transforming all kinds of businesses and industries, from gaming to music. According to him, the use cases and areas of mass adoption presented by these developments will shape the future of stablecoins.

Tackling Abuses
Bjørn Krog Andersen, Head of Regulator Affairs at Banking Circle, forecast that regulators will eventually come to love blockchains because they enable them to trace things that are not possible to trace with fiat, or traditional, currencies.

Levin added that crypto could offer “unprecedented transparency,” enabling the monitoring of anti-money laundering efforts and countering financing of terrorism risks. “We are

able to follow the money in those scenarios and actually detect different structuring and really all of the different ways in which people can abuse cryptocurrencies,” he said. There is a trade-off between how open a cryptocurrency can be and how it can tackle abuses, but he said existing stablecoin models are balancing those factors well.

Andersen said mass adoption of cryptocurrencies will require more regulation, as people want to know how stable they are, whether they are audited, and how they are backed. CBDCs could help drive mass adoption of crypto, he noted, but there are concerns over having a centrally controlled system because the philosophy of blockchain as a consensus-driven community is attractive to many of its users.

Richmond Teo, Co-founder and CEO Asia of Paxos, summarized: “On the one hand, decentralization is extremely important; freedom is extremely important. On the other hand, trust and credibility is important – that’s where CBDCs come in.” As the industry moves forward, Teo asserted that stablecoins will need to exist

somewhere in between those two poles to achieve mass adoption, calling them a bridge between the physical and digital worlds.

- KEY POINTS**
CBDCS AND STABLECOINS WILL CO-EXIST FOR DIFFERENT PURPOSES AND USERS
- REGULATION WILL SUPPORT THE MASS ADOPTION OF CRYPTOCURRENCIES
- BLOCKCHAIN HAS THE POWER TO OFFER UNPRECEDENTED TRANSPARENCY AND TRACKING CAPABILITIES
- REGULATORS MUST STRIKE A BALANCE BETWEEN PROTECTING FINANCIAL PRIVACY AND FREEDOM AND BATTLING FINANCIAL CRIME



Challenges in the DeFi Space

Sam Bankman-Fried (2, Screen)
Founder and CEO of FTX

Charles Hoskinson (2, Left)
Co-founder of Cardano, Co-founder of Ethereum

Pierre Person (1)
Member of the National Assembly of France

Richard Galvin (2, Center)
Co-founder and CEO of Digital Asset Capital Management

Jamie Crawley (2, Right)
News Reporter for CoinDesk, Moderator



Panelists discussing the definition and regulation of decentralized finance (DeFi) and the opportunities it presents said it is a game-changer, posing unique regulatory challenges.

Defining DeFi

The discussion began with the panelists sharing their definitions of DeFi.

For Sam Bankman-Fried, Founder and CEO of FTX, DeFi is the use of a blockchain to transfer assets and build programs, smart contracts, and applications directly into a blockchain.

Charles Hoskinson, Co-founder of Ethereum and Cardano, described it as “kind of a marriage of traditional finance with new concepts,” such as smart contracts, blockchain technology, and decentralized identity.

Similarly, Richard Galvin, Co-founder and CEO of Digital Asset Capital Management, sees it as the intersection of new technology with an old and slowing pace of innovation in the traditional finance world. He perceived it as a way for the younger generations to reimagine how finance could work and to use technology to provide services at the levels of

engagement, innovation, and speed that they are accustomed to.

DeFi is a revolutionary technology that heralds a new era in finance, which will shape tomorrow’s economy, summarized Pierre Person, Member of the National Assembly of France.

A Regulatory Opportunity

The revolutionary nature that makes DeFi so exciting poses a number of challenges as regulators work out how to deal with an industry that by definition lacks any central party.

Bankman-Fried forecast that as DeFi gains traction over the next decade, its open and anonymous nature will warrant a nuanced regulatory environment. “There are a lot of really open questions about how regulators will handle a space without any party that is actually enacting a transaction,” he remarked. He estimated that centralized user interfaces used to access DeFi and fiat-to-crypto currency exchanges would be the first areas for DeFi regulation.

Hoskinson extolled DeFi’s potential as “one of the greatest regulatory opportunities of the 21st century,” as

it could be used to correct the problems of the existing, fragmented financial regulatory system and make it fairer for everyone. Although optimistic about the global basis of the new system and the choice and lower costs it offers, he pointed out that the industry must develop in several areas, including identity, regulation, compliance, reversals, and freezing, to function in a global market instead of siloed regional markets. “We’re about 13 years in, and we’re starting to ask real questions that go beyond aspiration to practical considerations,” he said.

Meanwhile, Person emphasized the need to find a balance between too much regulation and too little. He argued that future usage should be regulated, not technology, and since DeFi’s future usage is unknown, “We need to find a middle ground between way too many regulations that would only protect the existing actors and no regulations.” He underlined the regulator’s challenge of inventing a new way to create governance based on the protocol and not on the control of individuals.

Galvin added that to scale up DeFi significantly, the industry needs to improve its accessibility through user-friendly interfaces, as users still require a certain level of technical knowledge to navigate the space well.

KEY POINTS

DEFI DEMONSTRATES HOW TECHNOLOGY CAN REINVENT AND DISRUPT WHOLE INDUSTRIES

DEFI’S OPEN AND ANONYMOUS NATURE WILL REQUIRE A NUANCED REGULATORY ENVIRONMENT

REGULATORS MUST FIND A MIDDLE GROUND BETWEEN TOO MUCH REGULATION AND NOT ENOUGH

DEFI REGULATION IS AN OPPORTUNITY TO CORRECT THE PROBLEMS WITH THE EXISTING FINANCIAL SYSTEM

IMPROVED EASE OF USE WILL PROMOTE THE GROWTH OF THIS HIGHLY TECHNICAL SECTOR



Institutional Adoption of Cryptocurrencies

Shira Frank (Right)
Founder and Director of Maiden Labs, Strategic Advisor to the Digital Currency Initiative at the Massachusetts Institute of Technology Media Lab

Josef Holm (Center)
Founding Partner of Draper Goren Holm

Bill Chin (Screen)
Head of Binance Labs Fund

Leslie Lamb (Left)
Chief Marketing Officer of CoinFLEX, Moderator

Institutional investors are becoming more active in cryptocurrency, and momentum is building year on year in response to strong market performance, greater regulatory clarity, and demand from their clients, delegates at the Global Crypto Forum heard.

Greater Institutional Adoption
Moderator Leslie Lamb, Chief Marketing Officer of CoinFLEX, opened the panel discussion by stating that institutional investors traded \$1.14 trillion in cryptocurrencies on Coinbase in 2021. She also cited a survey that revealed a significant increase in cryptocurrency allocation by institutional investors and wealth managers over the past year.

Bill Chin, Head of Binance Labs Fund, agreed that since 2020, financial institutions have started to embrace innovation. He highlighted the huge growth potential given that only 5% of retail users are currently using crypto. He said that institutional investors include global asset allocators interested in venture capital investments in cryptocurrency

(particularly virtual payment currency Bitcoin and decentralized blockchain platform Ethereum) and financial services institutions, whose acceptance of cryptocurrency as a new commodity or payment alternative means use cases for cryptocurrency-related custody, clearance, and anti-money laundering services.

Despite these advances, Josef Holm, Founding Partner of Draper Goren Holm, stressed that he doesn't believe crypto will replace banks. "Banks are here to stay," he said, and the key to bringing them and other institutional investors on board is to employ new technology in a compliant way while providing their clients with more up-to-date and better products. Citing the example of a compliant, regulated, high-yield savings app that allows easy withdrawals and earns 10% returns through AI-powered technology that invests money in various decentralized protocols, he showcased how the app provides the same regulated protection as the bank, but more conveniently. He asserted that most institutions are reluctant to embrace crypto, but their

clients are demanding it, and now that the industry has reached a critical mass, they realize that they're losing money by not playing in this field.

Investment is Needed

Shira Frank, Founder and Director of Maiden Labs and Strategic Advisor to the MIT Digital Currency Initiative, highlighted the importance for institutionalized investors of understanding the potential security risks of an open-source, decentralized network powering the industry. She called for investment in people to work in the development of open-source crypto security in the long term and funding to improve network monitoring, bug fixing, knowledge transfer, and automation.

Holm added that when building critical infrastructure on open-source software, such as a network processing hundreds of billions of dollars, there is a need for some kind of service level agreement, a commitment between a service provider and a client. Otherwise open-source sounds nice until you encounter a problem, he said. In

addition, Chin recommended that some enterprises need to invest in dedicated engineers.

When it comes to mass adoption and making products that work better using blockchain than without it, Frank rejected the notion that cryptocurrencies must be either centralized or decentralized. She suggested that central bank digital currencies could be an entry point into crypto for billions of people. "We are re-architecting the core pieces of the financial system and picking them apart, redesigning them, and putting them back together – and that's what's exciting, not whether it's blockchain or whether it's decentralized."

KEY POINTS

INSTITUTIONAL ADOPTION OF CRYPTOCURRENCIES IS DRIVEN BY STRONG MARKET PERFORMANCE, INCREASED INVESTMENT, AND MORE REGULATORY CLARITY

SIGNIFICANT CRYPTOCURRENCY ADOPTION WILL COME FROM RETAIL USERS

THE INDUSTRY MUST INVEST IN PEOPLE, SECURITY, BUG FIXING, KNOWLEDGE TRANSFER, AND AUTOMATION

POLICY-MAKERS MUST COLLABORATE WITH THE INDUSTRY ON SECURITY ISSUES AND THE REGULATION OF CRYPTOCURRENCIES



Digital Currencies and Retail Banks

Jack Fletcher (Second Left)
Government Relations Manager
of R3

Zied Brini (Second Right)
Professional Services Delivery
Director for Europe, the Middle
East, and Africa of ConsenSys

Patrick Campos (Center)
Chief Strategy Officer of Securrency

Caroline Malcolm (Right)
Head of International Public Policy
and Research at Chainalysis

Lavan Thasarathakumar (Left)
Government and Regulatory Affairs
Director for Europe, the Middle
East, and Africa of Global Digital
Finance, Moderator

Central bank digital currencies (CBDCs), or digital currencies that are state-backed and issued by central banks rather than private organizations, will likely go mainstream in the next two to six years, a panel of experts estimated at the Global Crypto Forum, and Asia-Pacific and the Middle East will be the hotspots to watch.

The Role of Retail CBDCs

Zied Brini, Professional Services Delivery Director for Europe, the Middle East, and Africa of ConsenSys, said financial institutions, developers, and consumers already recognize the value of blockchain technology and programmable money, and everyone agrees that CBDCs are the next evolution of the current financial system. “The shift is happening,” he said, because digital currencies offer a greater range of financial services and more sophisticated products than the central finance world can offer today.

Explaining the technological and commercial motivations for retail CBDCs, he argued that the mainstream adoption of decentralized finance, the fast-evolving financial system infrastructure, and access to more financial services choices have meant retail CBDCs are the way forward.

Caroline Malcolm, Head of International Public Policy and Research at Chainalysis, dismissed the binary between retail CBDCs and stablecoins, and pointed to the parallel system evolving in the digital world, akin to traditional finance’s public and private money systems. She said that the rollout of CBDCs will involve collaboration between the public and private sectors in much the same way the mainstream market combines private and public money today, and argued that the future requires proportionate and forward-looking regulation.

Typically, retail CBDCs will be payment products that exist alongside existing methods, said Jack Fletcher, Government Relations Manager of R3, but their exact nature must be informed by what the public actually wants. He said some countries are aiming to provide central bank money to retail users, while others are looking at payment trails and programmable money. He predicted that within the next year, central banks will gain more clarity on what they require from CBDCs, and thus the private sector will better understand how to deliver products that meet those needs.

Brini described programmable money as a “true game-changer.” Whereas the legacy industry spends significant resources maintaining checking accounts, for example, programmable money will be programmed with logical code using smart contracts to automate this maintenance, allowing accelerated distribution of money and freeing up those resources, he explained.

Policy, Privacy, and Protection
The ability to protect privacy will be one of the major factors in implementing a retail CBDC and its successful adoption. As such, Malcolm called for education about the industry’s technological developments. She argued that a good understanding of the technology and the involvement of different players in the ecosystem will help strike a balance between respecting privacy and preventing illicit uses of retail CBDCs.

Patrick Campos, Chief Strategy Officer of Securrency, recognized that technology can be both powerful and dangerous. He said that technologists don’t have the luxury of assuming what they create will always be used for something noble and beneficial. Instead, he placed the onus on policy-makers and societies to ensure it is used in ways that preserve privacy and promote social good.

KEY POINTS

CBDCS WILL TYPICALLY BE PAYMENT PRODUCTS, BUT EXACTLY HOW THEY WORK WILL BE INFORMED BY WHAT THE PUBLIC WANTS

PROGRAMMABLE MONEY BRINGS INCREASED EFFICIENCY AND SECURITY BENEFITS FOR BANKS

IMPROVED UNDERSTANDING OF TECHNOLOGY AND THE PARTICIPATION OF A RANGE OF STAKEHOLDERS WILL HELP BALANCE PRIVACY AND SAFETY CONCERNS

ASIA-PACIFIC AND THE MIDDLE EAST ARE WELL POSITIONED TO BE EARLY ADOPTERS OF CBDCS





Global Metaverse Forum

Futurists, technologists, and innovators came together to share their visions of the metaverse and examine the challenges it may present

A New Reality

HE Omar Sultan Al Olama
Minister of State for Artificial Intelligence, Digital Economy, and Remote Work Applications of the United Arab Emirates, Managing Director of the World Government Summit Organization

By hosting the Global Metaverse Forum at the World Government Summit, the UAE Government has laid the first cornerstone for governments everywhere to start building the future world in which we are going to live in the next decade, asserted His Excellency Omar Sultan Al Olama, Minister of State for Artificial Intelligence, Digital Economy, and Remote Work Applications of the UAE.



“We believe our job is to shape the future with the brightest minds and the people who are creating that future for us”

In his opening remarks, Al Olama introduced the forum, organized in collaboration with Meta, formerly Facebook, which is paving the way to the future of the metaverse, and he gave his perspective on the meaning of the metaverse for governments and citizens and outlined the UAE Government’s future-focused approach.

Understanding the Metaverse

Establishing the concept of the forum, Al Olama described the metaverse as a virtual world that participants can enter, and inside which they can consume its knowledge and opportunities. It is a realm in which services can be offered beyond geographical boundaries.

It means a world with scale, he said, and the unleashing of a new form of creativity that will facilitate the designing not only of physical goods and services but also of a whole new set of realities, governance protocols, and experiences for people from all around the world.

“If anything, the metaverse to me means a new form of expression,” he explained.

He remarked that he is not an expert on the metaverse, but he is passionate about learning about it, as it will affect all aspects of life. For him, this means understanding the importance of this new reality “for our jobs as government leaders, for our lives as people who are using and leveraging technology, and as well for the future and the opportunities that it creates.”

Foundation for the Future

The forward-thinking UAE Government, known for its future-oriented policies and strategies, aims to proactively shape the world of tomorrow, Al Olama asserted, and the metaverse will be an invaluable tool for helping government leaders achieve that vision.

“The UAE Government does not believe in waiting for the future to happen,” he said. Instead of anticipating future technologies, trends, and experiences and then responding to them, it is collaborating with businesses and holding events such as the Global Metaverse Forum at the World Government Summit to have a role in shaping the future.

KEY POINTS

THE METAVERSE IS A BRAND NEW MEDIUM FOR EXPRESSION

THE METAVERSE OFFERS ACCESS TO THE VIRTUAL WORLD TO CONSUME ITS KNOWLEDGE AND OPPORTUNITIES

THE METAVERSE ACTIVATES A NEW TYPE OF CREATIVITY FOR THE DESIGN OF MATERIAL GOODS AND NEW EXPERIENCES

THE UAE EMPLOYS A PROACTIVE APPROACH TO MOLDING THE FUTURE IN COLLABORATION WITH THE BRIGHTEST MINDS

IT IS CRITICAL TO UNDERSTAND THE SIGNIFICANCE OF THE METAVERSE FOR GOVERNANCE, TECHNOLOGICALLY ENABLED LIVED EXPERIENCES, AND THE FUTURE

Paving the Way to the Metaverse

Brent Harris (1)
Vice President of Governance
at Meta Platforms, Inc

Mina Al-Oraibi (2, Left)
Editor-in-Chief of *The National*,
Moderator



Governments must work to empower creators and businesses to participate in the metaverse, advised Brent Harris, Vice President of Governance at Meta Platforms, Inc. In an engaging conversation with *The National*'s Mina Al-Oraibi, Harris provided an overview of the metaverse, focusing on access, governance, and collaboration.

Welcome to the Metaverse

Harris introduced the metaverse as the next wave of the internet, bringing the feeling of presence to social technology. He characterized it as a three-dimensional, interoperable space that will create profound experiences for use by businesses and in workplaces and social contexts, breaking down physical barriers and enabling access not possible, or even imagined, today.

The metaverse opens the prospect of a new economy at the intersection of Web3 and cryptocurrency, he said. Unlike the internet, which is owned by large corporations, the metaverse will enable property rights for small businesses, creators, and individuals, leveling the playing field for

participation, advantages, and economic benefits.

Encouraging everyone to learn more about the metaverse by experiencing it and exploring immersive experiences, Harris revealed Meta's commitment of \$150 million to immersive learning and \$50 million to an education fund, which will be channeled through NGOs, governments, and partners to educate people and encourage participation.

Governing a New Era

Asserting that the metaverse heralds a new era of telecommunications jointly built by multiple partners, he discussed Meta's policy and governance considerations regarding privacy, safety, standards, and access, including the foundation of the XR Association to help the industry establish guiding principles.

Harris said he is excited about the metaverse's scope for decentralized governance, its opportunities to hand over power to a wider array of people, and its potential to enable more localized forms of governance.

Advising governments to meet and partner with different companies to understand the technologies, deliberate

on the policy aspects, and serve their country's best interests, he emphasized that policy-makers should focus primarily on providing people with access to the internet and its services.

"The more inclusive we can be, the more likely it is actually going to bend in the best directions for any given part of the world," he said.

Second, governments should concentrate on the operation of services with a focus on the safety and privacy of participants.

Finally, he advised governments to place collaboration at the core of building the metaverse. The Middle East has great potential, he asserted, with its youth and thriving small business economy, to pave the way and develop various facets of this new reality.

KEY POINTS

THE METAVERSE IS A NEW ERA OF TELECOMMUNICATIONS COLLABORATIVELY DEVELOPED BY MULTIPLE PARTNERS

THE METAVERSE'S ULTIMATE USE CASES WILL BE BUSINESS AND SOCIAL ONES

THE METAVERSE WILL ENABLE PROPERTY RIGHTS FOR SMALL BUSINESSES, CREATORS, AND INDIVIDUALS

GOVERNMENTS NEED TO ENCOURAGE CREATORS AND BUSINESSES TO FACILITATE INCLUSIVE PARTICIPATION IN THE METAVERSE

THE METAVERSE HAS THE POTENTIAL TO ENABLE MORE LOCALIZED FORMS OF GOVERNANCE



The Metaverse: A Technology that Creates Opportunity

will.i.am (1)
Musical Artist, Producer, Tech Entrepreneur, Member of the Advisory Board of the World Economic Forum Center for the Fourth Industrial Revolution

Mina Al-Oraibi (2, Left)
Editor-in-Chief of *The National*, Moderator



Renowned musical artist, producer, tech entrepreneur, and member of the Advisory Board of the World Economic Forum Center for the Fourth Industrial Revolution, will.i.am took to the Summit stage to shine a light on the fact that more must be done to empower and equip today's youth with the digital tools for tomorrow – and to protect them from unscrupulous profiteers.

Artists in the Metaverse

The Black Eyed Peas frontman recognized advancements in technology as an attribute to creative success and discussed the group's early adoption of innovation, including its 2018 album *Masters of the Sun*, which tells a story in which the internet takes the form of a universal, immersive world – now referred to as the metaverse.



“If you look at the investment for tech versus the investment to make people intelligent, it’s lopsided”

He considered how musicians might work in the metaverse by using the example of forming a band of artists with different musical strengths. By adding a developer, a data scientist, a spatial computing specialist, and a machine learning expert, a network is created that enables a band to connect in ways that it could not do traditionally.

Policy Implications

For all the opportunity presented by the metaverse, will.i.am highlighted the need for caution, pointing out that he disliked the term ‘metaverse’ as it implies ownership by one firm. He offered ‘ultraverse’ or ‘omniverse’ as alternatives. The artist warned that these new technologies understand us far better than any human, and that we cannot allow companies to aggregate information and sell it for profit.

“We’re going to look back at these times and deem these companies and their business practices inhumane,” he said, expressing concern about business practices that undermine people’s – especially children’s – civil liberties and privacy. He urged policy-makers to protect people from

technologies that “can predict what a child will be and follow a child forever.”

Investing in Youth

Given modern society’s recognition of the value of innovation, will.i.am advised that a similar investment be made in the people developing the technology. Children could benefit from a more relevant education, he asserted, which combines technology programs with areas of emotional intelligence, empathy, logic, and creativity to truly prepare them for the digital future.

While American high schools have football and basketball courts, he noted that not all of them have computer science, robotics, music, or financial literacy programs that could help students survive and thrive. He emphasized how music can be used across multiple avenues, including political campaigns, disaster awareness, sports, and charity, and advocated for education in the arts as a way of encouraging young people to express themselves, foster self-awareness, and inspire others.

KEY POINTS

- TECHNOLOGY CREATES OPPORTUNITIES AND WILL SHAPE THE FUTURE
- ARTISTS MUST BUILD NETWORKS, ENLIST DEVELOPERS, COMPREHEND PLATFORMS, AND RECOGNIZE DATA AS CURRENCY TO OPERATE IN THE METAVERSE
- INVESTMENT IN YOUTH IS VITAL TO PREPARE THEM FOR A TECHNOLOGICALLY ADVANCED FUTURE
- POLICY-MAKERS MUST STRIVE FOR HARMONY, ORDER, AND PEOPLE-CENTERED GOVERNANCE WITH NEW TECHNOLOGIES
- MUSIC AND ARTS IN SCHOOLS CAN EMPOWER YOUNG STUDENTS AND FOSTER SELF-EXPRESSION AND COLLABORATION

Dissecting the Metaverse

Charlie Fink
XR Consultant and Author

“We always overestimate the near term and underestimate the long term, and I would posit that is exactly what is happening with this metaverse concept right now”



XR consultant and author Charlei Fink took to the stage to present his version of the metaverse to the world’s leaders. Exploring its transformative potential, Fink shared his predictions of what virtual worlds may look like in 2030.

Understanding the Metaverse

In his 2017 book, Fink referred to the metaverse as a metaphor, one which connects virtual reality (VR) and augmented reality (AR) with the world of spatial computing.

Fink explained that other definitions of the technology exist. Former Amazon Studio Executive Matthew Ball defines it as a space where fully embodied avatars exist in an infinite world, whereas Meta’s Mark Zuckerberg describes the metaverse as place that enables people to do more mundane activities alongside actions that could only ever be done in a virtual environment.

Whatever the definition, understanding the mutual inclusiveness of VR and the internet is key, stressed Fink. Like the internet, VR is part of – and can never be separated from – the concept of the metaverse.

Despite its transformational potential, he emphasized that the metaverse is still a theoretical construct which will take a few years to evolve.

The Transformative Potential of the Metaverse

The metaverse presents tremendous opportunities for society, Fink asserted. Highly evolved virtual spaces will facilitate experiential education, enable a fairer distribution of the workforce, and encourage a transformation of global e-commerce. The metaverse will also provide a platform for sports, entertainment, and live music.

Fink pointed out that technology giants will need to collaborate to develop the metaverse space as a whole, a process he envisages will take a decade. “The technology plods along until it becomes commercialized,” he noted. In the meantime, he believes that people will operate within several smaller metaverses, all belonging to different entities.

He outlined some of the barriers to developing a unified metaverse:

- **Current infrastructure is incapable of hosting infinite numbers of users, and the required technological components to support this have not been invested in**
- **The global internet space lacks synchronization**
- **The system lacks regulation to prevent unintended consequences**

A Glimpse into 2030

Fink estimated that by 2030 there will be 300 million devices in the metaverse with approximately one billion small metaverses.

He predicted that the big conglomerates will continue to have focal presence across the world and that society will have more access to digital entities and experiences. In addition, movies will no longer be shown in theaters, but instead as interactive worlds to be explored. And education, he anticipated, will be free and more accessible, with people collaborating and cross-learning virtually.

KEY POINTS

THERE ARE MULTIPLE WORKING DEFINITIONS OF THE METAVERSE, BUT IN ALL OF THEM, VR AND THE INTERNET ARE INTEGRAL COMPONENTS

THE METAVERSE WILL LIKELY CHANGE THE WAY PEOPLE LIVE IN THE NEXT DECADE

AS THE METAVERSE IS STILL AN EVOLVING THEORETICAL CONSTRUCT, IT WILL TAKE A COLLABORATIVE EFFORT BETWEEN TECHNOLOGY GIANTS TO DEVELOP THE METAVERSE AS A WHOLE

THERE ARE ESTIMATED TO BE 300 MILLION DEVICES IN THE METAVERSE, WITH APPROXIMATELY ONE BILLION SMALL METAVERSES BY 2030

Epoch for Digital Commons: Across the Metaverse

Evo Heyning (1)
Co-chair of the Open Metaverse
Interoperability Group, CEO
and Executive Producer of
Playable.Agency

Glen Weyl (2, Right)
Political Economist and Social
Technologist for the Office of
the Chief Technology Officer
at Microsoft

Joel Dietz (3)
Founder and CEO
of Metametaverse

Mina Al-Oraibi (2, Left)
Editor-in-Chief of *The National*,
Moderator

Panelists explored what the merging of the digital and physical worlds might mean for the future of governance in a session hosted by the Free State Foundation, a think tank interested in the regulation of high-tech industries. The panel of members of the Free State Visionary Board discussed virtual worlds, participatory governance, and collaborative digital futures. A video presentation highlighted the history of inequality in the digital ecosystem and outlined the Free State Foundation’s vision to co-create new governance systems for true digital commons powered by community solidarity and group ownership.

An Open Metaverse
Evo Heyning, Co-chair of the Open Metaverse Interoperability Group and CEO and Executive Producer of Playable. Agency, spoke of the criticality of interoperability – ensuring that Web3 technologies are as portable as possible across worlds so that a single design element or project is not restricted to one platform or one small metaverse. She highlighted that the point between the physical and virtual worlds, where Web3 technologies such as digital twins and the Internet of Things have the potential to address global challenges like the climate crisis, disaster response, and conflict, is where interoperability and collaboration are vital for the greater good. “Interoperability matters, because if we can come together, design things together, and then implement them effectively, we can address any challenge together,” she said. But she pointed out that it is not going to be a level playing field if private companies are able to monopolize metaverses.

Bridging Divides
While people tend to think of technologies like artificial intelligence and cryptocurrencies as replacing people and institutions, Glen Weyl, Political Economist and Social Technologist for the Office of the Chief Technology Officer at Microsoft, said that the technologies that foster connections and strengthen the relationships between individuals and institutions will be much more important. He cited Taiwan’s “transformative” use of emerging technologies to enable civic participation in government policies as an example, saying that it has enabled the government to “address almost all the big problems that we’re facing today more effectively than any other country in the world,” from environmental problems to misinformation and dealing with the COVID-19 pandemic. Acknowledging the potential for continued inequality, Weyl argued that virtual worlds may also be able to spread empathy and connect humanity like never before by enabling people to bring others into the richness of their experiences.

“We can use these technologies to make us experience in a richer way than we ever have – everything from suffering to joy to just different cultural realities that people live in – and that may give us the chance to bridge those divides,” he said.

Governance Matters
Joel Dietz, Founder and CEO of Metametaverse, noted that the virtual world will be owned and governed by its participants. He highlighted the creation of DAOs – organizations that are totally Web3-based, member-governed, and with their own intrinsic monetization techniques. He pointed out that these companies are working to solve problems neglected in international governance, such as climate change and platform standardization for interoperability. “At least from an ownership paradigm, the future seems to belong to Web3,” he said. Weyl advised designing the right incentive structure and dismissed advertising and subscription models as being too individualistic to govern social spaces. He urged governments

to participate fully and strike a balance between reactive regulation and unrestricted private profit domination.

KEY POINTS
FOR VIRTUAL WORLDS TO BE TRUE DIGITAL COMMONS, THEY MUST BE POWERED BY COMMUNITY SOLIDARITY AND GROUP OWNERSHIP

THE PARTICIPANTS WILL OWN AND GOVERN VIRTUAL WORLDS

GOVERNMENTS MUST ACTIVELY ENGAGE IN VIRTUAL WORLDS, AS WELL AS REGULATE THEM

AN OPEN METAVERSE IS NOT POSSIBLE IF IT IS ALLOWED TO BE MONOPOLIZED BY PRIVATE COMPANIES

OPENNESS, INTEROPERABILITY, AND NEW GOVERNANCE FRAMEWORKS ARE VITAL FACTORS IN CREATING POSITIVE VIRTUAL WORLDS



6G: From Connecting Things to Connected Intelligence

Prof Mérouane Debbah
Chief Researcher of the Digital Science Research Centre and the Artificial Intelligence Cross-Center Unit at the Technology Innovation Institute

“6G: the transition from a world where we connect things to a world where we connect intelligence”

In an enlightening address to the Summit, Professor Mérouane Debbah, Chief Researcher of the Digital Science Research Centre and the Artificial Intelligence Cross-Center Unit at the Technology Innovation Institute (TII) in Abu Dhabi, outlined the pivotal role of 6G in the hyper-connected, intelligent world envisioned for 2030.

The Transition to 6G

Prof Debbah began by charting the “G-waves” or generations of wireless technology development. In 1999, 2G enabled mobile for voice; 3G brought in mobile for data in 2000; 4G gave us mobile for internet in 2010; and 5G heralded mobile for the Internet of Things in 2020.

In 2030, 6G will connect intelligence, he said, which will be underpinned by three main trends:

- 1. Sensing capability
- 2. Higher bandwidth and data rate requirements
- 3. Convergence of communication and computing

Sensors will use higher frequencies, enabling them to perceive things better than ever before. Computers will be able to reconstruct buildings down to the textures of materials and food down to the molecules in a sandwich, he explained, because the waves can ‘see’ beyond the conventional realm of wireless communication. Critical to these advances will be data analytics because the information gathered by the sensors must be classified and analyzed to give it meaning.

The bandwidth and data rates required for the new generation of applications really show the huge gap between 5G and 6G, Prof Debbah said. Whereas 5G is about 20 gigabits per second, 6G is no longer talking in bits but terabytes. Holoportation, for



example, involves not moving people but vast amounts of sensory information from one place to another to reconstruct a likeness, and certain industry applications will require a latency of under one millisecond.

A New Communications Paradigm

New technologies are demanding the redistribution of processing in the network, leading to the convergence of computing and communication, Prof Debbah said.

The current centralized, or ‘cloudified’, system, in which data is sent to the cloud to be processed and then sent back to a device, must change.

“We’re building...a huge, large-scale computer on which the computing is moving more or less toward where the data is, rather than the data where the computing is,” he explained. For example, autonomous vehicles must have localized computing, as privacy and connectivity constraints mean the data can’t leave the vehicle, and it won’t always be possible for one that is far away to be connected. Latency is

especially critical in the automotive industry, as responses need to be extremely fast. To bring forth these applications, 6G devices will be able to compute information at both the transmitter and the receiver, as well as store it.

Such a change transforms the way a communications infrastructure is built and indeed changes the whole paradigm of how we do communications, Prof Debbah said. TII is working to reduce the amount of communication required through ‘semantic communication’, he added, learning from previous communications in a similar way to how humans use the past as context to better exploit new information.

KEY POINTS

6G WILL HERALD A HYPER-CONNECTED, INTELLIGENT WORLD

HIGHER FREQUENCIES ENABLE THE COLLECTION OF BETTER SENSORY DATA THAT CAN BE USED FOR EVER-MORE ACCURATE RECONSTRUCTIONS

GREATER BANDWIDTH AND DATA RATES ARE ESSENTIAL FOR THE VAST AMOUNTS OF INFORMATION USED BY 6G APPLICATIONS

COMPUTING WILL BE DECENTRALIZED, MOVING TOWARD THE DATA AND DEVICE

TII’S WORK ON SEMANTIC-ENABLED NETWORKS WILL USE PRIOR LEARNING AS CONTEXT TO REDUCE COMMUNICATION REQUIREMENTS



Arab Public Administration Forum

Leaders and policy-makers from the Arab world convened to discuss solutions for modernizing governments in the region and enacting radical, sustainable reforms



The Path to the Future

HE Ahmed Aboul Gheit
Secretary General of the League
of Arab States

“Capacity building,
rearranging priorities,
digitization, flexibility,
and innovation are the
elements that will shape
the future of government
administration”



Only governments can lead societies out of a crisis, declared His Excellency Ahmed Aboul Gheit, Secretary General of the League of Arab States. Addressing the world’s leaders at the opening of the Arab Public Administration Forum, he emphasized the need to proactively develop national government policies to help overcome current challenges and prepare for unexpected adversities in the future.

The Role of the Government in Crisis

Praising the UAE for its effective leadership, Aboul Gheit emphasized that “government administration is the locomotive of development in most countries, if not in all.”

He cited the global financial crisis in 2008 to illuminate that society will always turn to the government in the event of a crisis. The crash inflicted heavy losses on nations, which necessitated emergency intervention by governments to contain the social and economic repercussions. He stressed that the same scenario was seen during the COVID-19 pandemic,

when a state of panic and confusion prompted people to turn to their governments to find solutions to alleviate the burden on the impacted industries of healthcare, education, and food supply chains.

With governments responsible for nations’ successful crisis recovery, Aboul Gheit asserted that institutions that were prepared, fared better.

Developing National Policies

Aboul Gheit urged that when “confronting a changing world whose prevailing feature is uncertainty,” governments must prioritize foresight, innovation, digitization, and flexibility to prepare for future crises such as climate change, the spread of epidemics, and other disasters. Flexibility within national policies is vital, he insisted.

While the pandemic forced many countries to reconsider their priorities, there are some governments that are reluctant to prepare for future disasters, believing erroneously that they might never happen again. But, said Aboul Gheit, “if they do occur, their losses far exceed the cost of

preparing for them.” He pointed out that preempting and investing in strategic planning will help to ease any future burdens, while also transforming a crisis into a potential investment opportunity.

The Importance of Capacity Building

Aboul Gheit emphasized the need to build flexible government departments that are proficient in anticipating and managing crises.

He identified three ways to promote administrative flexibility:

- **Enhancing forward-looking capabilities to help anticipate a crisis**
- **Developing national plans based on the worst-case scenarios**
- **Rearranging priorities according to recent changes**

He concluded his speech by emphasizing the importance of developing competencies and capabilities, with efficient training directly related to the success of governments. He advocated for Arab governments to take this into

consideration when developing public sector administrations, and expressed hope that the Summit will achieve its goal of improving the performance of Arab governments “so that we, in turn, can develop society and promote leadership.”

KEY POINTS

GOVERNMENTS ARE RESPONSIBLE FOR LEADING SOCIETY OUT OF CRISES, AND THEY MUST BE PREPARED TO RESPOND TO AND RECOVER FROM ALL POTENTIAL EMERGENCIES

ARAB GOVERNMENTS COULD BENEFIT FROM THE EXAMPLE SET BY THE UAE’S LEADERSHIP

TO EFFECTIVELY PREPARE FOR FUTURE CRISES, GOVERNMENTS MUST DEVELOP POLICIES BASED ON FORESIGHT, INNOVATION, AND FLEXIBILITY

CAPACITY BUILDING AND EFFICIENT TRAINING IS ESSENTIAL FOR THE SUCCESS OF GOVERNMENTS

Development in the Region: Betting on the Arab Public Administration

**HE Dr Nasser Al-Hatlan
Al-Qahtani** (Right)
Director General of the
Arab Administrative
Development Organization

**HE Ohood bint Khalfan
Al Roumi** (Center)
Minister of State for Government
Development and the Future of
the United Arab Emirates, Vice
Chair of the World Government
Summit Organization

Faisal Bin Huraiz (Left)
Senior News Presenter for Sky
News Arabia, Moderator

Strong governance is directly related to a healthy economy, affirmed both Her Excellency Ohood bint Khalfan Al Roumi, Minister of State for Government Development and the Future of the UAE and Vice Chair of the World Government Summit Organization, and His Excellency Dr Nasser Al-Hatlan Al-Qahtani, Director General of the Arab Administrative Development Organization. Exploring the factors that constitute a successful administration, the panelists encouraged Arab nations to emulate other global leaders and implement effective government models to overcome current challenges and exploit future opportunities.

What Makes a Successful Government Administration

Looking for examples of successful governments which have responded to challenges to become leaders in the global landscape, Al Roumi identified three pioneers from the past five decades:

- **South Korea, having become a major industrial power**
- **Singapore, for moving from third-world country to one of the world's most developed**
- **The UAE, where strong administration has led to a leading global economy**

Agreeing that government administrations are the basis for successful societies, Dr Al-Qahtani attributed comprehensive and sustainable development to three main factors: leadership, clear vision, and willpower.

Building on this, Al Roumi pressed that leadership requires “government practices based on proactivity and responsibility,” and highlighted the importance of speedy processing of government services and transactions as key to obtaining tangible results.

Priorities for Arab Governments

The priority in any government administration should be “people first, second and third,” insisted Al Roumi. By focusing on people and investing in skillsets, governments can enhance working environments and encourage innovation. She called for Arab leaders to review and adapt current human resource policies and for there to be a focus on remote work systems.

She highlighted how digital transformation will enable governments to link services to people’s needs more efficiently, but questioned the readiness of Arab governments to handle digital assets.

In response, Dr Al-Qahtani urged governments to take responsibility for the legislation, implementation, and regulation of development processes to support more efficient government operations. As part of this, he highlighted the need to “search for an agile and effective government apparatus” that balances a leaner workforce with efficiency and productivity, and noted the burden of surplus employees on both government budgets and operations.

Paving the Way for Success

Going forward, Dr Al-Qahtani advised the Arab world to draw upon the achievements of other Arab governments. He cited Egypt, Saudi Arabia, and the UAE as examples of places where rapprochement between the Arab institutions has facilitated success.

The UAE Government is preemptively focusing on development and preparation for the future, Al Roumi asserted, presenting the country’s Smart Learning Program, which launched in 2012, as an example. “We need to be proactive in our decisions now because success is not only for the strongest and the biggest, but for the fastest,” she concluded.

KEY POINTS

A COUNTRY’S DEVELOPMENT IS DEPENDENT ON THE STRENGTH OF ITS GOVERNMENT

THERE IS A NEED TO ADDRESS THE CULTURE OF GOVERNMENT ADMINISTRATIONS, WITH A FOCUS ON WORKING ENVIRONMENTS AND HUMAN RESOURCE POLICIES

DIGITAL TRANSFORMATION WILL ENABLE GOVERNMENTS TO ADDRESS PEOPLE’S NEEDS MORE EFFICIENTLY

IT IS NECESSARY TO DRAW INSPIRATION FROM LEADING ARAB AND INTRANATIONAL GOVERNMENT ADMINISTRATIONS

SUCCESSFUL LEADERSHIP IS BASED ON SPEED AS WELL AS STRENGTH



The State of the Arab Public Administration

HE Dr Nasser Yassin (3)
Minister of Environment
of Lebanon

Dr Adnan Alshiha (4)
Associate Professor of Public
Administration at
King Saud University

Prof Laila El Baradei (1, Left)
Professor of Public Administration
at The American University in Cairo

Dr Mhamed Biygautane (1, Right)
Lecturer in Public Policy at the
University of Melbourne

Dr Fadi Salem (5)
Director of Research and Advisory
at the Mohammed Bin Rashid
School of Government

Dr Yasar Jarrar (2, Left)
Member of the Board of Trustees
of the Mohammed Bin Rashid
School of Government, Partner
at the International Advisory
Group, Moderator

The Arab Public Administration Forum saw academics and public sector officials convene to discuss the difficulties of implementing strategic visions in the region. In this session, the panelists explored administrative challenges, while also discussing the necessary steps to reform.

Strategic Vision Gaps

Despite improvements across all basic development indicators, governments in the Arab region remain in crisis, stated Dr Yasar Jarrar, Member of the Board of Trustees at the Mohammed bin Rashid School of Government (MBRSG). There is a huge gap between a government’s strategic visions and their execution, he said.

His Excellency Dr Nasser Yassin, Lebanon’s Minister of Environment, agreed. He explained that while Arab governments’ short-term visions are generally likely to succeed due to immediate focus on key industries over shorter (10-20 year) time frames, these often fail to translate into long-term strategies due to poor future planning and a lack of coordination between relevant parties. Calling for Arab governments to invest in durable policies, Yassin pressed the need to focus on the process, not just the results.

Obstacles to Reform

Widening the strategic gaps experienced by Arab governments, and preventing effective administrations in the Arab world, could be the regulatory fluctuations, dilapidated laws and policies, and significant shortage of competencies identified in research conducted by MBRSG.



In particular, Dr Fadi Salem, Director of Research and Advisory at MBRSG, highlighted the inability to establish effective digital governments as an obstacle preventing Arab administrations from participating in the global digital transformation. To overcome this, he called for the public sector to make tactical policy changes, such as to “remove existing work mechanisms, remove some legislation, or put techniques in place.”

However, Dr Adnan AlShiha, Associate Professor of Public Administration at King Saud University suggested that governments may be having difficulty making the decisions needed to achieve this. Noting that administrative and political reform need to happen in tandem, he called for the creation of financially independent local administrations to involve the public in the decision-making process. He cited the UAE as a positive example of how this can be done.

Investing in the Future

According to Dr Mhamed Biygautane, a lecturer in Public Policy at the University of Melbourne, one key way that governments in the Arab world are approaching public sector reform in the long term is to invest in knowledge and vocational training for young people. By restructuring and redesigning educational programs, Arab governments can ensure that youth meet the requirements of the labor market and can make positive contributions to the futures of Arab countries.

Similarly, Professor Laila El Baradei, Professor of Public Policy and Administration at The American University in Cairo, called for further training to develop the skills of government employees. She said that better working environments will also improve efficiency and productivity, which she sees as key to reform. Dr Jarrar agreed, emphasizing that Arab governments already have access to the necessary resources, they just need to be effectively managed going forward.

KEY POINTS

THERE IS A WIDE GAP BETWEEN THE VISION AND EXECUTION OF SOME ARAB GOVERNMENTS’ LONG-TERM STRATEGIES

THE ARAB WORLD NEEDS MORE EFFECTIVE DIGITAL GOVERNMENTS, AND A CHANGE IN LEGISLATION IS REQUIRED FOR ACHIEVE THIS TRANSFORMATION

ARAB GOVERNMENTS SHOULD LOOK TO LINK ADMINISTRATIVE REFORM WITH POLITICAL REFORM

INVESTING IN ARAB YOUTH IS KEY TO PUBLIC SECTOR REFORM

INVESTING IN THE TRAINING AND DEVELOPMENT OF EMPLOYEES IN GOVERNMENT SECTORS IS ESSENTIAL FOR FUTURE DEVELOPMENT

At the Crossroads: Arab Governments and the Sustainable Development Goals

HE Dr Mahmoud Mohieldin
(Center Left)

Executive Director of the
International Monetary Fund,
United Nations Special Envoy on
Financing the 2030 Agenda for
Sustainable Development

Ferid Belhaj (Center Right)
Vice President for the Middle East
and North Africa of the World Bank

Dr Khalida Bouzar (Right)
Assistant Secretary General and
Director of the Regional Bureau for
Arab States at the United Nations
Development Programme

Maysa Alqalla (Left)
Presenter for CNBC Arabia,
Moderator

In a discussion moderated by CNBC Arabia's Maysa Alqalla, panelists exchanged views on the main factors impeding sustainable development in the Arab region, including the challenges facing Arab countries and the best ways to implement sustainable development plans and draw human and financial resources to the region.

Beyond Finance

Ferid Belhaj, Vice President for the Middle East and North Africa (MENA) of the World Bank, stated that lack of finance is not the obstacle preventing Arab countries from achieving the UN's Sustainable Development Goals (SDGs), the problem is the way resources and public policies are managed. He argued that the World Bank has placed great material capabilities at the disposal of many countries in the region, but it

seeks positive interaction with governments to help them overcome challenges. Governments must work to keep pace with change and adopt effective policies to find solutions, he stressed.

Belhaj added that the main challenge for the region is that, in general, it lacks sufficient plans to anticipate crises or develop its human capital.

Dr Khalida Bouzar, Assistant Secretary General and Director of the Regional Bureau for Arab States at the United Nations Development Programme, referred to the various challenges facing countries in the region, including youth unemployment and food security. She stressed the importance of involving local governments, given their proximity to the local community, and the private sector in addressing these problems.

Dr Bouzar noted the need to take into account the differences between nations in their development goals and the speed at which they are achieving them, as well as internal problems such as armed conflicts. However, she

expressed optimism that five Arab countries – Algeria, Jordan, Morocco, Tunisia, and the UAE – have achieved about 70% of the SDGs.

Investing in the Future

His Excellency Dr Mahmoud Mohieldin, Executive Director of the International Monetary Fund (IMF) and United Nations Special Envoy on Financing the 2030 Agenda for Sustainable Development, said that investment in human capital, physical capital, and technological infrastructure should be priorities, as they build resilience, and that data – as long as it is accurate and well applied – is essential to finding solutions to the region's challenges.

Dr Mohieldin highlighted the importance of attracting local and foreign private sector investment to provide talented young people in the region with opportunities.

"Not opening the door for them leads to migration of Arab minds that have proven their competence in other countries," he said, stressing that the Arab region has untapped youth capabilities that are not being

harnessed in the workplace, driving them to leave.

He urged states to take the following measures to address such challenges:

- **Secure financing capabilities to support development that only the state can provide**
- **Empower private ventures**
- **Encourage the flow of local and foreign investments**
- **Finance long-term projects**

Criticizing the reluctance of some countries to borrow from the World Bank except in times of crisis, Dr Mohieldin argued that investing in these areas will increase a country's development and innovation potential, making it more competitive internationally. He pointed to the benefits that South Korea reaped by securing investment funding from the IMF.

KEY POINTS

THE ABSENCE OF A CLEAR VISION FOR THE ARAB REGION IS ONE OF THE MOST IMPORTANT REASONS FOR ITS FAILURE TO ACHIEVE THE SDGS

INVESTING IN HUMAN CAPITAL IS ESSENTIAL FOR SUSTAINABLE DEVELOPMENT

THERE IS A NEED TO CHANGE ARAB GOVERNMENT POLICIES TO KEEP PACE WITH CHANGE AND ENCOURAGE INVESTMENT IN HUMAN RESOURCES

COOPERATION WITH THE WORLD BANK IN FINANCIAL, TECHNICAL, AND KNOWLEDGE SUPPORT IS ESSENTIAL TO ACHIEVING SUSTAINABLE DEVELOPMENT



Are We Ready for the Digital Leap?

HE Dr Ghita Mezzour (3)
Minister of Digital Transition and Administrative Reform of Morocco

HE Eng Ahmed Mohammed AlSuwaiyan (2)
Governor of the Digital Government Authority of Saudi Arabia

HE Hamad Obaid Al Mansoori (1, Second Right)
Director General of Digital Dubai, Chairman of the Board of Directors of the Mohammed bin Rashid Space Centre

HE Mohammed Ali AlQaed (1, Right)
CEO of the Information and eGovernment Authority of Bahrain

Naoufer Ramoul (1, Left)
Anchor and Producer for Dubai TV, Moderator

In a discussion moderated by Dubai TV anchor and producer Naoufer Ramoul, a panel of digital policy-makers shared their thoughts on digital transformation in Arab government services, including how to leverage modern technology to facilitate government transactions and address challenges and concerns accompanying the leap to digital.

The Appropriate Infrastructure

Her Excellency Dr Ghita Mezzour, Morocco's Minister of Digital Transition and Administration Reform, told delegates about her country's investment in digital transition across its operations, including in the establishment of the first ministry dedicated to digital transition.

She stressed that Morocco aims to provide an infrastructure that encourages the transition to digital services, as 92% of the nation's population is online, and she confirmed that Morocco's internet infrastructure ranks third in Africa.

Beyond infrastructure, she said, governments must also apply their efforts in the following areas:

- **Training people to manage digital transformation**
- **Ensuring user-friendly digital services**
- **Developing e-government applications**
- **Increasing citizens' trust in digital services**

His Excellency Engineer Ahmed Mohammed AlSuwaiyan, Governor of the Digital Government Authority in Saudi Arabia, touched on the importance of preparing for the digital leap in managing government services, as it is a strategic opportunity that governments, companies, and citizens can benefit from. He pointed out that there are complications in developing the appropriate infrastructure for digital transformation throughout the

Arab world, but having digital applications for health, education, municipalities, tourism, and sports services, among others, is essential.

He described the Kingdom's need to find innovative solutions to provide appropriate infrastructure to cover its large geographical area, stressing the importance of involving the private sector to ensure the best possible services.

An Ongoing Challenge

His Excellency Hamad Obaid Al Mansouri, Director General of Digital Dubai, pointed out that, like technology, governments must be capable of changing quickly to meet society's needs and provide smart services to ensure customer happiness. He stressed that the digital leap is not "what we have reached now, but rather what we will achieve in the face of the challenges presented by future changes, the ability to create proactive smart services, evaluate digital transformation from time to time, and draw inspiration from the experiences of other countries in the field of digital government services."

Governments must also be mindful of the need to alleviate users' concerns, especially in regard to cybersecurity and maintaining the privacy of personal and financial data, said Al Mansoori. This sentiment was echoed by Mohammed Ali AlQaed, CEO of the Information and eGovernment Authority of Bahrain, who spoke about Bahrain's National Cyber Security Center and the government's bold decision to transfer all public services to cloud computing.

AlQaed said that keeping pace with technology is a continuous process, but the initial goal of Bahrain's digital strategy is to link government agencies and reach the stage where there is no need to request paper documents or certificates. This leads to another challenge, he pointed out, in the legislation and policies regulating digital government work.

AlSuwaiyan stressed that the success of Arab governments in achieving their digital ambitions hinges on the existence of a "clear vision, performance indicators, targets, programs and initiatives," in addition to training government employees and focusing on change management.

KEY POINTS

MAKING THE LEAP TO DIGITAL IS NECESSARY FOR ENHANCING GOVERNMENT SERVICES

PROVIDING THE APPROPRIATE INFRASTRUCTURE SUPPORTS DIGITAL TRANSFORMATION

ISSUES AFFECTING DIGITAL TRANSFORMATION AND CITIZENS' CONCERNS, ESPECIALLY IN REGARD TO INFORMATION SECURITY, SHOULD BE ADDRESSED

NATIONS NEED A CLEAR VISION AND GOALS TO ACHIEVE DIGITAL TRANSFORMATION



Skill Obsolescence: The Next Governments' Challenge

HE Dr Ali bin Qassim Al Lawati (2)
President of the Royal Academy
of Management

Dr Rascha Ragheb (3)
Executive Director of the National
Training Academy of Egypt,
Executive Director of the World
Youth Forum

HE Aisha Miran (1, Center Left)
Assistant Secretary General
for Strategy Management
and Governance of the Dubai
Executive Council

Naoufer Ramoul (1, Left)
Anchor and Producer for
Dubai TV, Moderator

The path to development begins with government administration, agreed Her Excellency Aisha Miran, Assistant Secretary General for the Strategy Management and Governance of the Dubai Executive Council, His Excellency Dr Ali bin Qassim Al Lawati, President of the Royal Academy of Administration in Oman, and HE Dr Rascha Ragheb, Executive Director of Egypt's National Training Academy.

In an eye-opening session, the panelists discussed the challenges facing Arab governments and the importance of investing in the youth market to manage obstacles and crises in the future.

Current Challenges for Arab Governments

Although government jobs offer many advantages for graduates, it would be more beneficial to society to steer them toward promising opportunities in the private sector, asserted Miran. Unfortunately, she said, it is easy for governments to become job generators, instead of developers of

employees' skills and capabilities, or providers of supportive working environments to achieve the state's ambitious visions, she said.

Dr Ragheb disagreed, emphasizing that by promoting job opportunities outside of state organizations, Arab governments are losing the younger generation to jobs with higher incomes.

Sharing his concerns about the acceleration of the Fourth Industrial Revolution, Dr Al Lawati reiterated the need for capacity building to overcome this issue. The challenge, he stressed, is that citizens and the private sector are better equipped to deal with the digital revolution than the public sector, largely because any government implementations must first consider the impact on the country's economy, security, and other sectors before they can take risks, even well-calculated ones.

A Forward-thinking Employment Market

Nevertheless, Miran emphasized how the UAE has made radical changes to transform its employment market by forming "a government based on performance, results, and the exploitation of opportunities in the future." Its strategies include:

- **Nurturing young people and supporting their practical experiences**
- **Ensuring that the education system is keeping pace with future developments**
- **Reconsidering plans for development and improving government performance**
- **Reframing the concept of employment**
- **Leveraging smart platforms that provide opportunities to train and qualify young people at lower costs and higher productivity**

Overcoming Future Obstacles

Dr Ragheb highlighted that different governments face different obstacles, with many administrations facing their own country-specific challenges. The biggest issue Arab countries are

contending with is the level of university and pre-university education, she noted.

Finding the right people is another challenge, agreed Dr Al Lawati, emphasizing that governments need young minds who can lead the future.

However, Miran suggested that a redefinition of the ideal candidate is needed, and governments should look for "the employee who is able to have the skill to adapt to future challenges and seize opportunities, not merely the employee who holds a university degree." She outlined the necessary skills that 'ideal' future candidates will require to overcome potential obstacles:

- **Communication and interpersonal skills**
- **Emotional intelligence**
- **Critical analysis**
- **Leadership capacity**
- **Entrepreneurial spirit and innovation**

Rather than referring to 'future governments,' Dr Al Lawati said he prefers the term 'new normal governments,' pointing out that any potential leaders already exist within

society. "We will not wait for the future to live," he concluded.

KEY POINTS

THE DEVELOPMENT OF THE ARAB COMMUNITY BEGINS WITH IMPROVING GOVERNMENT ADMINSTRATIONS

GOVERNMENTS ARE LESS EQUIPPED TO DEAL WITH THE FOURTH INDUSTRIAL REVOLUTION THAN CITIZENS OR THE PRIVATE SECTOR

IT IS ESSENTIAL TO ENCOURAGE AND SUPPORT YOUNG PEOPLE, AS WELL AS TO RE-EVALUATE THE CONCEPT OF EMPLOYMENT

HAVING THE RIGHT SKILLSET IS MORE IMPORTANT THAN JUST HAVING A DEGREE

THE UAE HAS IMPLEMENTED MAJOR CHANGES TO CREATE THE EMPLOYMENT MARKET IT WANTS FOR ITS YOUTH



Innovation and New Government Models

HE Dr Saleh Abdulrahman Al Sheikh (Center Left)
Chairman of the Central Agency for Organization and Administration of Egypt

HE Dr Raed Mohammed bin Shams (Right)
Director General of the Bahrain Institute of Public Administration

HE Huda Al Hashimi (Center Right)
Deputy Minister of Cabinet Affairs for Strategic Affairs of the United Arab Emirates

Maysa Alqalla (left)
Presenter for CNBC Arabia, Moderator

Dr Saleh Abdulrahman Al Sheikh, Chairman of Egypt's Central Agency for Regulation and Administration, Her Excellency Huda Al Hashimi, Deputy Minister of Cabinet Affairs for Strategic Affairs of the UAE, and His Excellency Dr Raed Mohammed bin Shams, Director General of the Bahrain Institute of Public Administration, convened to discuss innovative governance in the Arab region. Praising the success of the UAE Government, they highlighted the importance of fostering homegrown talent.

Innovation in Arab Governments

According to Dr Al Sheikh, innovation means "generating viable ideas that have an added value to society." Measuring innovation in Arab administrations, he said, should focus on a government's products, services, and transactions.

Acknowledging that these tools are readily available in the Arab world, he pointed to the younger generation as being the bedrock of innovation for governments in the region. Their ability to use modern technologies far exceed the capabilities of previous generations, he noted.

Al Hashimi cited the UAE as a pioneering example of government innovation, where the country has transformed "from a local economy based on the export of pearls to a diversified global economy." She outlined the steps her county has taken to achieve this:

- **Focusing on an ambitious future vision and strategy**
- **Dedicating a government body solely to innovation**
- **Nurturing a culture of government innovation through training**
- **Providing convenient platforms and spaces to incubate innovation**
- **Celebrating achievements and honoring the efforts of innovators**

Sustaining Innovation

Dr Shams confirmed that there are scientific methodologies behind innovation. Rather than being an inherited luxury, its existence is based on hard work and is a product of society, he explained.

Its sustainability is depends on an ecosystem, which, according to Dr Shams, is characterized by four contributing factors: community partnerships, joint work, empowerment, and an appropriate environment.

Highlighting the complexity of innovation, he urged governments to be more adaptive and open minded – even to failure. Government models that demand instant success are not conducive to creativity or innovation, he pointed out, and advised that any errors incurred should be contained, accepted, and learned from.

Fostering Homegrown Talent

While attracting innovators from outside may be more economical for some countries, Dr Al Sheikh insisted that finding and nurturing homegrown talent will ultimately be more sustainable. He described how government funding in Egypt is enabling the discovery of innovators as well as the adoption and implementation of their ideas. For example, a specialized center assesses the capabilities of potential government employees to detect innovation and ensure efficiency before they enter the state's administrative bodies. Dr Al Sheikh further underlined the importance of enhancing training for government sector employees, especially in areas such as digital transformation. Significant investments in innovation and creativity could result in a qualitative leap in government work, he insisted.

To conclude, Al Hashimi emphasized that it is as much the private sector's responsibility to foster talent as it is the government's: "We are supposed to create passion in our children – no more, no less."

KEY POINTS

ARAB GOVERNMENTS HAVE THE NECESSARY TOOLS TO INNOVATE, AND ARAB YOUTH ARE READY TO DO SO

SUSTAINABLE INNOVATION REQUIRES AN INTEGRATED WORK SYSTEM

THE ROLE OF GOVERNMENTS IS PIVOTAL IN ENCOURAGING INNOVATION AND ADOPTING INNOVATORS

DISCOVERING AND FOSTERING HOMEGROWN TALENT IS BETTER THAN IMPORTING IDEAS FROM OUTSIDE



The Role of Media in Building Future Governments

HE Faisal Al-Shboul (1, Center)
Minister of State for Media Affairs
of Jordan

Emad El Din Adeeb (2)
Journalist and Political Analyst

HE Saeed Al Eter (1, Right)
Chair of the United Arab Emirates
Government Media Office,
Director General of the Public
Diplomacy Office of the United Arab
Emirates, Director General of the
Executive Office of His Highness
Sheikh Mohammed bin Rashid
Al Maktoum

Faisal Bin Huraiz (1, Left)
Senior News Presenter for
Sky News Arabia, Moderator

The media plays an essential role in government communications, affirmed a group of media and government officials at the World Government Summit. Discussing the current threats to Arab media, the panelists explored the limitations of traditional media and outlined ways in which governments can communicate more effectively with society going forward.

The Current Issues Facing Arab Media
Governments are the first providers of news in any country in the world, asserted His Excellency Faisal Al-Shboul, Jordan’s Minister of State for Media Affairs. He highlighted the need to ensure credibility and accessibility when communicating with society.

Examining the current role of media in the Arab region, he identified three main challenges:

- 1. The significant increase in false news on social networking sites
- 2. Escalating hate speech
- 3. Violations of privacy

Advocating for governments to utilize traditional media tools over social media in order to protect the public, Al-Shboul emphasized the need to invest more into professional media outlets, especially with so many experiencing financial issues or at risk of bankruptcy.

Social Media Versus Traditional Media
His Excellency Saeed Al Eter, Chair of the UAE Government Media Office, Director General of the UAE Public Diplomacy Office and Director General of the Executive Office of His Highness Sheikh Mohammed bin Rashid Al Maktoum, agreed that communicating with the masses today is more difficult than before, especially with the lack of regulation on social media.

He cited the rumors depicting the COVID-19 pandemic as a hoax and a conspiracy on social media as an example, explaining how this led to demonstrations in several Western countries where people threatened to undermine government measures to manage the pandemic. However, Al Eter noted that social media allows information to be communicated with the general public much more quickly than traditional media. With 80% of the public looking to social networks for news updates, he urged governments and official agencies to be more open minded about modern forms of media.

On the other hand, pointed out journalist and political analyst Emad El Din Adeeb, traditional media is not without its own problems. He outlined three issues affecting traditional media outlets:

- 1. Financial returns
- 2. Efficiency and competence
- 3. The concept of freedom

These arise from the fact that privately owned media tends to satisfy its own commercial interests rather than focusing on the needs of society.

An Audience-focused Future
According to Adeeb, therefore, in order for media to have value, the audience must be at the heart of communication. He pressed this point by describing the media process as being based on three elements: the sender, the receiver, and the message. All three are dependent on the audience, not the media itself. Al Eter agreed, emphasizing that any changes to government communications going forward should be based on the audience. “Government media offices in the world, and especially in the region, need to break out of the traditional frameworks to keep up with modern methods of transmitting information,” he urged.

To keep pace with technological developments and explore avenues such as social media, Al-Shboul called for governments to enhance media education and improve legislation around new media. This will enable governments to communicate with their audience more effectively while mitigating any perceived risks, he concluded.

KEY POINTS
ARAB MEDIA IS FACING CHALLENGES TO ITS CREDIBILITY, INCLUDING THE RISE OF FALSE NEWS, HATE SPEECH, AND PRIVACY VIOLATIONS

DESPITE ITS CHALLENGES, SOCIAL MEDIA REACHES AUDIENCES FASTER THAN TRADITIONAL MEDIA, AND SHOULD BE HARNESSSED BY GOVERNMENT TO AID COMMUNICATION

TRADITIONAL MEDIA MAY OFFER MORE PROTECTION, BUT ITS SUCCESS IS THREATENED BY OVER-PRIORITIZATION OF COMMERCIAL INTERESTS

FOR MEDIA TO HAVE ANY VALUE, THE AUDIENCE MUST BE ITS CENTRAL FOCUS

GOVERNMENTS MUST KEEP UP WITH MEDIA DEVELOPMENTS AND DEVISE MODERN FRAMEWORKS THAT ALLOW THEM TO COMMUNICATE MORE EFFECTIVELY WITH THEIR AUDIENCES



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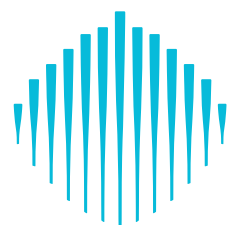
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