Upgrading the Global Dialogue
ABOUT THE BMW FOUNDATION
HERBERT QUANDT

The BMW Foundation Herbert Quandt unites economic innovators, political decision-makers, leading scientists, and representatives of civil society in a global network.

Together, we transcend borders, cultures, and systems to advocate for innovations and sustainable changes that pave the way for innovative economies and resilient democracies. These efforts serve as the foundation for a fairer and more livable future.

At the core of our endeavors is Responsible Leadership, as we firmly believe that a more just and inclusive society is possible when those in power understand and fulfill their responsibilities.

In addition, our Policy Innovation program seeks to strengthen social cohesion at the intersection of governance, business, and the civic space by enhancing cross-sectoral dialogue and bringing speed, agility, and innovation to the conversation.
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Executive Summary

The need for new solutions arises from the current dynamics and shifts in the global order, which encompass grappling with issues such as growing inequalities, mass migration, and climate change. We strongly believe that it is crucial to address the root causes of these problems while also continuing to develop our economies.

During the two-day BMW Foundation Responsible Leaders Hub at the 2024 Munich Security Conference, our primary focus was on discussing promising solutions to global challenges and on promoting the transformation of societies and democracies as a collective effort. This approach allows us to actively engage in solution-oriented debates and discussions, enabling us to find effective strategies for tackling both current and future challenges. Our main emphasis lies in promoting a positive narrative that outlines a clear and actionable path towards a fair and livable future.

The term “crisis” kept appearing in different panels, in different contexts, and in different forms – from energy crisis and security crisis to humanitarian crisis to permacrisis and polycrisis – and provided a grim backdrop for many of the discussions. However, there was a silver lining: Speakers agreed on the general importance of a rules-based order, international institutions, and global collaboration on transnational issues.

We use “Global South” and “Global North” while acknowledging that these terms are contested.

With record-breaking global temperatures and increased exposure to natural disasters, the global climate emergency requires humanity to rethink economic goals and practices. At the same time, global conflicts reveal economic dependencies and make countries prioritize their national economies. Nevertheless, these dynamics have also created momentum for innovative breakthroughs.

Many panelists shared their observation that democracies have become more ineffective in dealing with today’s challenges. Electoral cycles and short-term political horizons hinder the implementation of effective policies on long-term issues. Aligning technological advancements with democratic values is a challenge that needs to be addressed through smart regulation of risks.

In an increasingly complex world, it is crucial to have a dialogue among equals. Leaders at the Responsible Leaders Hub were united by a powerful vision: the need to upgrade the global dialogue. One potential starting point is an equal conversation between the Global South and the Global North.

Overall, it takes leadership that is willing to take risks, prioritize long-term interests over personal gain, and put the public interest first: Responsible Leadership.

Under the slogan “Leadership for Transformation”, the BMW Foundation convened leaders from business, politics, science, and civil society at the Responsible Leaders Hub, an official part of this year’s Munich Security Conference (MSC), in the heart of Munich on February 16 and 17, 2024. The program centered around three key themes: economic transformation, peace and stability, and future-proof democracies.

Participants included current and former heads of state or government, ministers, members of parliaments, mayors, public servants, activists, journalists, corporate and startup leaders from Europe, Africa, Asia, Latin America, and North America, and a Nobel Peace Prize laureate. Several of the panels were co-hosted with the German Federal Foreign Office, the American-German Institute (Johns Hopkins University), the Bled Strategic Forum, the Climate Overshoot Commission, the Energy Resilience Leadership Group, Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ), McKinsey & Company, and UnternehmerTUM.

This summary specifically focuses on the challenges that the speakers addressed as well as the solutions they pointed out. Far from being an exhaustive summary, it rather attempts to illuminate recurring themes with a special focus on challenges, solutions, open questions, and action items. It also addresses the recurring question of “what happens after the event?” By sharing this summary, the BMW Foundation not only aims to show the diversity in perspectives, but also to provide a tangible reminder that there is a vast number of potential ideas to address current transformation needs for which it takes collaborative efforts.

CLICK & WATCH
Watch the panel discussions at the Responsible Leaders Hub on YouTube.
Geopolitical shifts: back to the future of great power politics

In recent years and especially since the Russian invasion of Ukraine, it has become obvious that the multilateral global order established after the end of the Cold War has increasingly come under pressure. The faith in a multilateral approach based on international cooperation, common rules, and effective global institutions appears to be fading. At the same time, zero-sum thinking has been gaining momentum. This year’s Munich Security Report aptly titled “Lose-Lose?” refers to the notion that thinking in relative gains—an essential rule of the zero-sum game, meaning that if player A wins, player B always loses—will inevitably lead to further fragmentation, with no player better off in the end.  

Climate has been mentioned in all sessions so far. As has been our ability to handle the complex challenges. The thing to take away here is: If we will not fundamentally reform the way we do things, we will see more frustration and polarization.

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The current multilateralism fatigue was also a subject of debate at the Responsible Leaders Hub. The fact that strategic dependencies have made a strong comeback in world politics and are increasingly perceived as critical to a nation’s sovereignty have been apparent for some time. The Russian war of aggression in Ukraine was nevertheless a harsh awakening for Europe. Strategic dependencies in the energy sector and the continent’s heavy reliance on Russian oil and gas suddenly became a major challenge, emphasizing the need for a rapid energy transition. At the Responsible Leaders Hub, criticism centered around Europe’s continued high dependency on imported fossil fuels, despite their negative impact on the climate and on Europe’s energy security.

The issue of strategic dependencies was also mentioned in the context of Europe’s position between the United States and China. Sitting between these two competing strategic powers, Europe needs to adapt its approach in the face of competitive pressures from large state-backed industries and policies such as China’s green transition plan and the United States’ Inflation Reduction Act (IRA). It was also argued that Europe needs to pivot its focus towards innovation and growth (instead of regulation) to ensure strategic sovereignty and global competitiveness. Diversifying risks was recommended as one way to de-risk economic relationships especially in the energy sector and to decrease overall vulnerabilities.
Multilateralism incapable of providing satisfying answers to climate change

The criticism ran along two lines: First, as international climate agreements are often based on consensual decision-making, outcomes only represent the lowest common denominator. Second, the World Trade Organization (WTO), historically focusing on free trade and building up trade capacities, was criticized for not paying adequate attention to the mitigation of climate change.

Permacrisis

The term “crisis” kept appearing in different panels, in different contexts, and in different forms – from energy crisis and security crisis to humanitarian crisis to polycrisis and permacrisis – and provided a grim backdrop for many of the discussions. It was noted that crises like pandemics, regional conflicts, and wars were accelerating globally and happening simultaneously, adding complexity to an already multilayered situation.

Lack of credibility and trust

The gaps between the Global South and the Global North were addressed in multiple panels. Panelists criticized Western governments’ allegedly inconsistent responses to conflicts and crises. If values such as democracy and human rights are not applied universally, the resulting loss in credibility and trust, including in global institutions such as the UN Security Council, will further aggravate the crisis of multilateralism. Additionally, geopolitical shifts, increasing fragmentation, and the renewed focus on short-term gains lead to growing mistrust between leaders at the national, regional, and global level.

At the end of this doomsday analysis, if we are able to cooperate and talk to each other, all these crises are manageable.

JUAN MANUEL SANTOS
FORMER PRESIDENT OF THE REPUBLIC OF COLOMBIA; 2016 NOBEL PEACE PRIZE LAUREATE
A silver lining

Despite all shortcomings, speakers agreed on the general importance of a rules-based order, international institutions, and global collaboration on transnational issues. Global governance provides predictability particularly for smaller countries, protection from arbitrariness, and a formalized way to address grievances through legal recourse rather than by force.

There was an overall consensus that holding on to multilateral institutions, despite their weaknesses, was the right way forward: They provide important forums for discussions, cooperation, and peacekeeping, and they help build bridges and develop solutions. One option for achieving greater acceptance and credibility in the future would be to reform and rejuvenate international institutions, for which it will take not only “robust discussions” but above all political will.

I think multilateral institutions can help facilitate solutions. If we believe that they can provide some glue and bridge building where there are differences and particularly geopolitical differences, we will need to invest in these institutions.

AXEL VAN TROTSENBURG
SENIOR MANAGING DIRECTOR OF OPERATIONS, THE WORLD BANK

KEY TAKE-AWAY

→ Multilateralism under pressure: Geopolitical shifts and the renewed focus on short-term gains not only leads to a loss of faith in global institutions but also to growing mistrust between leaders at the national, regional, and global levels.

→ If we want to uphold a multilateral and rules-based global order, the issue of mistrust needs to be overcome.

→ For multilateral institutions to regain trust, we need to have honest conversations about reforming and rejuvenating these institutions.

→ With the current system weakened, we need to be open for new forms of cooperation.

ACTION ITEMS
Economic transformation: A balancing act

Sustainability, stability, and technological advancement

After many decades of neoliberal globalization and continuous growth in emerging countries, global economies are transforming organically but are also forced to adapt. With record-breaking global temperatures and increased exposure to natural disasters, climate change requires humanity to rethink economic goals and practices. At the same time, global conflicts reveal economic dependencies, especially in Europe, and make countries prioritize their national economies. Leaders at the Responsible Leaders Hub nevertheless agreed that these dynamics have also created momentum for innovative breakthroughs – e.g., in the field of energy transition. Many of the discussions centered around adaptations of European markets and its impacts on other parts of the globe. Some discussions dove deeper into specific solutions, with occasionally diverging opinions on what kind of technology innovation is required to reach net zero by 2050. For example, some argued that net zero could not be reached without conventional nuclear power, while others placed their trust in innovative solutions such as hydrogen and ammonia.

Europe’s scaling capacities are lagging behind

It was frequently mentioned that Europe was lagging behind when it comes to scaling and deploying tech at speed and scale. Even though Europe has always been a center for innovation, especially the so-called “second valley of death” seems harder to overcome in Europe than in the United States. While Europe overall has a well-functioning venture capital (VC) market, with European VC funds regularly outperforming their U.S. counterparts, there is a large gap when it comes to growth and late-stage funding in Europe. The fact that European deep-tech scaleups struggle with support in their scale-up journey explains why they often make the journey across the Atlantic at this crucial growth stage. So the question remains how Europe can overcome the showstoppers of too little finance and too little risk appetite when it comes to the capital-intensive innovations that are needed for the transformation of our economies.

Europe needs to learn a few lessons. We need to get faster and more agile to get things done. And when you ask: Where will the money for the transformation come from? A lot has to come from the private sector. But the private sector will only invest when they see the infrastructure is ready or they will go to the U.S. or where conditions are better.

CONNIE HEDegaARD
FORMER EUROPEAN COMMISSIONER FOR CLIMATE ACTION

Private-sector innovation
a key lever for economic transformation

To achieve the ambitious climate goals and reduce strategic dependencies, it will take unprecedented efforts and innovation across sectors. It became clear that Europe’s rigid business landscape dominated by established companies needs to be enriched by grassroots innovators and entrepreneurs developing disruptive technology, from AI to climate tech. The private sector – from large multinationals to small- and medium-sized companies (SMEs) to scaleups and startups – was said to be a key player when it comes to scaling solutions. Corporates were encouraged to support startups through partnerships or financing when there is still room to fail but also untapped potential in need of reliable commitment. An example of private-sector advancement of innovation is the First Movers Coalition launched at COP26 in 2022, sending the largest private sector clean demand signal for emerging climate technologies to help decarbonize the world’s heavy-emitting sectors.4

Big companies very often are not speedboats, and therefore, in order to change the course of that tanker, we need all the startups, all the innovative companies to be the speedboats and to help shift the tanker.

WOLFGANG SCHMIDT
HEAD OF THE FEDERAL CHANCELLERY AND FEDERAL MINISTER FOR SPECIAL TASKS, FEDERAL REPUBLIC OF GERMANY

Overcoming the "valleys of death": De-risking and signaling by the public sector

To help startups overcome the valleys of death in Europe, more de-risking through public finance is needed to attract private financing. Governments and public institutions were asked to elevate their efforts to support a European innovation ecosystem to keep up with the international competition through targeted funds like the German Deep Tech and Climate Fund, but also other capital mechanisms such as public loans or guarantees, similar to those from the U.S. Department of Energy. Adding philanthropy players in so-called public-private-philanthropic partnerships (PPPPs) can help scale tech further by reducing the risk component.


If you want to help industries to decarbonize, just change the subsidy system from CAPEX to OPEX.

SUSANNE KÖNIG
CO-FOUNDER & CFO, KRAFTBLOCK

But financing is not the only crucial aspect for scaling European tech innovation. Leaders acknowledged that risks associated with potentially harmful or dual-use innovations such as AI require government regulation. They criticized, however, that current levels of regulation in the EU were carrying too much of a bureaucratic burden and sometimes did not send positive signals to investors and potential partners. Industry stakeholders called for a market-making approach by European governments – such as the U.S. Inflation Reduction Act –, while others requested a more integrated and streamlined European industrial policy to better support the tech and green transition. Amidst heated debates, there was a consensus about the need for knowledge transfer between those that regulate and those that are being regulated. Leaders want a more trustful dialogue as well as an alignment and combination of strengths between the public and private sectors to create real progress.

We need signaling that deep tech is really welcome in Germany. We have requested for some time now to regulate nuclear fusion technology not like nuclear fission but rather like radiation. And that distinction changes everything.

FRANCESCO SCIORTINO
CO-FOUNDER & CEO, PROXIMA FUSION

We can leverage private market capital through guarantees from the public sector, and there are some really good examples.

PHILIP KESSLER
CO-FOUNDER & CEO, TURN2X

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FRANCESCO SCIORTINO
CO-FOUNDER & CEO, PROXIMA FUSION
Blended finance investments for peacebuilding

The role of public and private sector engagement was also considered crucial to accelerate the financing of businesses in conflict-affected areas. The discussion also touched on special purpose vehicles (SPVs) which facilitate increased private-sector investment in peacebuilding initiatives in fragile environments. These innovative financing vehicles leverage public and philanthropic funds to de-risk these investments for the private sector. One concrete example mentioned was a proposed new investment vehicle that is currently being structured by the UN Capital Development Fund (UNCDF) together with partners.

Investing is possible in fragile and conflict-affected states or regions. And it’s simple. It’s because economic incentives still work.

AISHAT RAJI
ASSOCIATE PRINCIPAL, CROSSBOUNDARY

A just and inclusive transition beyond borders

Representatives from the Global South criticized their lack of inclusion in conversations about economic transformation, climate change, and energy transition, to name just a few areas. Countries in the Global South face greater challenges in meeting development goals while decarbonizing and need the flexibility to utilize their limited resources. A global economic transformation requires a collaborative approach respecting national circumstances. Regional market integration like in the case of Morocco and initiatives like the EU’s Global Gateway infrastructure plan and the Partnership for Global Infrastructure Investment can help bridge gaps.

The green transition is essential, but transformation on that scale is bound to have losers as well as winners. And if there are too many losers, and too many interests at stake, it may start to go wrong to our detriment.

DAN SMITH
DIRECTOR, STOCKHOLM INTERNATIONAL PEACE RESEARCH INSTITUTE – SIPRI

Several countries from the Global South were represented as pioneers when it comes to the climate-neutral transformation of their economies – among them Costa Rica, whose successful national decarbonization plan achieved over 80 percent of its goals, and Morocco, which is exceeding its renewable energy targets through solar and wind.
Europe must pursue smarter strategies to diversify its critical mineral supplies. We are currently able to source only one percent domestically while China controls roughly 80 percent globally through strategic partnerships.

MAROŠ ŠEFČOVIČ
EXECUTIVE VICE-PRESIDENT OF THE EUROPEAN COMMISSION FOR EUROPEAN GREEN DEAL, INTERINSTITUTIONAL RELATIONS AND FORESIGHT

Another discussion revolved around the rising demand for rare or critical minerals, further accelerated by global energy transition plans. While some countries such as China control access to large amounts of these minerals and other world regions aim for a more equal distribution, there is the risk of unequal gains from extraction for the sourcing countries. Actions to help prevent the potential exploitation of these countries include the strengthening of partnerships grounded in national and local ownership of transition efforts.

Because of limited resources, sometimes we have to choose between responding to climate change and sacrificing development aspirations.

SABER CHOWDHURY
MINISTER OF THE ENVIRONMENT, FOREST AND CLIMATE CHANGE, PEOPLE’S REPUBLIC OF BANGLADESH

KEY TAKE-AWAY

→ While global rivalries are testing Europe’s economic resilience, they have also been creating momentum to further leverage breakthrough innovation.

ACTION ITEMS

→ We need more knowledge transfer between policymakers and the economy to stimulate the scale-up of innovation.
→ Private and public sectors must work together to scale solutions at speed and to overcome valleys of death in Europe.
→ A truly global energy transition requires equal collaboration between the Global South and Global North, which is also an opportunity to reset multilateralism.
Future-proofing democracies: Making democracies deliver again

Many panelists observed that democracies have become more ineffective in dealing with today’s challenges. Electoral cycles and short-term political horizons hinder the implementation of effective policies on long-term issues. In addition, the principle of unanimity has been called into question as consensus-based decision-making often leads to blurry results and does not sufficiently integrate scientific knowledge, e.g., in climate policy. Another challenge is the spread of misinformation, resulting in polarization and fragmentation.

Short-termism in political decision-making

Participants in the Responsible Leaders Hub saw political short-termism as one of the major issues contributing to the erosion of trust. This is a particular problem in democracies where politicians are bound by electoral cycles. Afraid of losing political capital, politicians are often discouraged from making difficult decisions that may have long-term benefits. This becomes particularly clear when looking at the policy responses to climate change, where a “kicking the can down the road” mindset is prevalent as climate change consequences will only materialize when today’s leaders are no longer in power. In addition, there is often no gratitude for leaders who successfully prevent disasters, creating an incentive for them to do nothing or delay action in order to maintain popularity in the short run, even if it has negative long-term impacts.

AI is here to stay: how to balance threats and benefits

Aligning the advances of technology with democratic principles is crucial for safeguarding democratic values. Regulating the risks of AI and other technologies was seen as a necessary measure to prevent harmful applications, such as cybercrimes and autonomous weapon systems. However, another risk played an even greater role in the discussions: large tech platforms and their influence over the dissemination of information, which could undermine liberal democracy in the long run. The concentration of power in the hands of a few makes the spread of misinformation difficult to control while deepfakes and manipulated media erode the trust in electoral processes, an essential feature of democracies.

At the same time, AI can have a positive influence on improving education, delivering medical breakthroughs, and understanding climate change. Additionally, AI helps governments to deliver services to their citizens — as can be seen in India where a national AI platform has brought direct benefits to people. AI can enhance democratic processes by helping bridge knowledge gaps, enabling real-time translation between citizens in political debates, and improving public services.

There was broad agreement that AI must be regulated. The EU AI Act, which the EU agreed upon in December 2023, was positively highlighted as the world’s first major legislation on AI. The fact that the AI Act will regulate risks rather than the technology itself was seen as a good starting point.

Yes, too much artificial intelligence is making fake news much more powerful, but at the same time, artificial intelligence can solve poverty in Africa and Latin America and health around the world. It depends on how you cooperate among the different interests and different countries.

JUAN MANUEL SANTOS
FORMER PRESIDENT OF THE REPUBLIC OF COLOMBIA, 2016 NOBEL PEACE PRIZE LAUREATE
The infernal trio: misinformation, polarization, fragmentation

An overarching challenge is the increase of misinformation as well as the decrease of shared public spaces, both online and offline. The increase in social media exposure and precise algorithms fosters the formation of echo chambers, with people no longer sharing the same public information space. This further reinforces the polarization and fragmentation of societies, which also weakens multilateral cooperation and creates a divided world with greater mistrust. Especially the younger generation globally does not trust democratic institutions. Therefore, it was regarded as essential for democracies to protect the public sphere and engage in international cooperation to set norms and standards around issues like misinformation and disinformation, which do not stop at national borders.

Responsible Leadership is needed now more than ever

While speakers agreed on the perilous state of democracies worldwide, they were also united in their view that all crises are solvable.

The most powerful approach to future-proof democracies, according to the panelists, lies in Responsible Leadership: leadership that is willing to take risks, prioritize long-term interests over personal gain, and put the public interest first. To encourage long-term thinking, panelists suggested to frame policies with a long-term horizon around near-term priorities such as jobs, health, and quality of life. In addition, instead of sticking to predefined processes, public-sector leaders should be tasked with solving problems and thinking outside the box. Real leadership must be co-responsible, cooperative, and, above all, morally courageous.

So how do we deal with a crisis? We break it down. We look for knowledge on how to solve this crisis. We don’t always have to invent a new way. And then we look for what we need and get on with the job.

NGAIRE WOODS
DEAN, BLAVATNIK SCHOOL OF GOVERNMENT, UNIVERSITY OF OXFORD

KEY TAKE-AWAY

→ Aligning technological advancements with democratic values is a challenge that needs to be addressed through smart regulation of risks.

ACTION ITEMS

→ To put forward satisfying policy proposals, we need to overcome the knowledge gap by building bridges between politics, science, and economy.

→ Leaders need to be courageous and take the right long-term decisions even if a loss in political capital is imminent.

→ Policies with a long-term horizon should be framed around near-term priorities such as jobs, health, and quality of life to encourage long-term thinking.
A conversation among equals

Leaders at the Responsible Leaders Hub shared one powerful vision: to upgrade the global dialogue. Whether it is about transforming economies, reestablishing democracies, or more broadly ensuring peace and stability amidst increasing global rivalries, the common denominator was the desire for a renewed multilateral dialogue that is inclusive and empathetic, supported by good moderation and mindful of words and narratives.

The speakers highlighted the importance of understanding diverse perspectives, local dynamics and realities, and of including underrepresented communities in decision-making. It was criticized that the Global North still sets the global climate agenda, discarding perspectives from countries that are most affected. In an increasingly complex world, an equal debate is crucial. Local or expert knowledge should not be discarded but valued. Honest brokers must function as middlepersons.
I facilitate dialogues where I tell everyone “It’s okay to be yourself.” They have to be okay with being in a room with someone they fundamentally disagree with, which is a difficult conversation. “If you want to be part of this conversation, you need to accept everyone and not talk from an intellectual superiority perspective.”

HAJAR SHARIEF
CO-FOUNDER OF TOGETHER WE BUILT IT, MEMBER OF EXTREMELY TOGETHER, AND UN WOMEN’S CHAMPION ON WOMEN, PEACE AND SECURITY, AND HUMAN RIGHTS

Safe spaces for cross-gender and cross-generational dialogues are needed to promote better understanding. This should also be reflected in a truly representative set-up of international institutions and leader consortiums, including an equal share of women, older and future generations, as well as gender and ethnic minorities.

Further suggestions for creating a participatory discourse and future-proofing democracies included the redesign of democratic models to prioritize subsidiarity, local democracy, and civic participation.

It is very important that we simplify the subject matter. Whether it's geopolitics, economics, diplomacy of security, we have to be able to simplify matters so people really understand why they need to be part of this.

BOGOLO JOY KENEWENDO
AFRICA DIRECTOR AND SPECIAL ADVISOR, UNITED NATIONS CLIMATE CHANGE HIGH-LEVEL CHAMPIONS, UNITED NATIONS

The power of narratives and words

To upgrade the dialogue, we need to “meet in the middle as equals,” using easy-to-understand and cooperative language. People don’t just live their lives based on facts; rather, stories and narratives play a crucial role in how we perceive and shape our world.
Believe it or not, there is no agreed definition of what constitutes climate finance. So how can we be talking about millions and billions when we don’t even know what it stands for?

SABER CHOWDHURY
MINISTER OF THE ENVIRONMENT, FOREST AND CLIMATE CHANGE, PEOPLE’S REPUBLIC OF BANGLADESH

A key challenge raised in the discussion was the lack of agreed-upon definitions in global institutions, especially related to climate finance but also terminologies such as “Global South” and “Global North.” Internationally recognized definitions are a fundamental factor for multinational cooperation, making it possible to track progress towards objectives and commitments. It was pointed out that currently there is, for example, no standardized understanding of what constitutes “climate finance.” This creates ambiguity that can undermine efforts to mobilize sufficient financing to tackle the climate crisis. Establishing a shared definition of key terms was highlighted as an important step to ensure funding discussions have rigor and accountability.

In the end it’s not a polarized world, its one.

CARLOS ALVARADO QUESADA
COMMISSIONER, CLIMATE OVERSHOOT COMMISSION; PROFESSOR OF PRACTICE OF DIPLOMACY, THE FLETCHER SCHOOL, TUFTS UNIVERSITY; FORMER PRESIDENT OF THE REPUBLIC OF COSTA RICA

KEY TAKE-AWAY

To upgrade the dialogue, we need to “meet in the middle as equals” using easy-to-understand and cooperative language.

ACTION ITEMS

→ It is vital to understand diverse perspectives, local dynamics and realities, and to include underrepresented communities in decision-making.

→ Establishing a shared definition of key terms was highlighted as an important step to ensure funding discussions have rigor and accountability.

→ We need leadership that is guided by moral courage, that steps up, asks the hard questions, and drives honest conversations, even those that might be unpopular.