



**“HOLISTIC, LONG-TERM THINKING FOR A BETTER FUTURE”**  
**Thoughts on a new vision, mission and strategy for the Club of Rome**

*Winterthur, 6<sup>th</sup> May, 2019*

**Our Vision: Emergence from Emergency**

Humanity faces an existential crisis yet we know that we can emerge from emergency. We face threats of systemic collapse on many fronts. The philosophical underpinnings of modern societies democratic institutions and core values of respect for human rights, the rule of law and ethical use of science are all under threat. Decades of exponential growth in both population and consumption are now colliding with the limits of the Earth’s biosphere destabilizing the very foundations of intelligent life as we know it today.

Yet it is now within humanity’s grasp to secure healthy, creative, productive, and meaningful lives for all people. Reclaiming the purpose, intellectual integrity, and spirit of inquiry of the founders of economic theory and to update it based on current scientific understanding is long overdue and essential to humanity’s step to a new civilization. (See Nadeau, [The Unfinished Journey of Ecological Economics.](#))

It is encouraging to see a growing level of consciousness across the globe on the need to shape a new core value system that would enhance harmony between humans and with nature. The critical shift for the Club of Rome is a move beyond sounding the alarm to advancing conceptual frameworks essential for actualizing humanity’s potential as a beneficial rather than solely predatory species. That has always been a part of our role, but never at the critical level required today. We must both sound the alarm while creating a vision of the future that will inspire the will to change and embrace a more equitable, harmonious and holistic balance between all species and the earths planetary boundaries.

A new paradigm is now a prerequisite for survival and evolution. We must clarify our “mission” as a species within the greater Earth Community and at a larger level the unfolding of creation. Planning for climate emergency and eco system tipping points is a pragmatic response to a known risk and humanity’s insurance plan for survival and a positive future. Such plans will be necessary on many fronts in order to respond to known tipping points. This is where the Club of Rome and its members can add value and ensure that we contribute to a new human Renaissance.

Our vision is to:

- **Accelerate a better future for all**
- **Emerge from emergency**
- **Move towards more equitable economic, finance, socio-political models**
- **Ensure an inclusive human dimension** to all systems change and transitioning

## Our Mission: Holistic, long-term thinking for a better future for human kind and the planet

The core **Mission** of the Club of Rome is to translate the above vision through the following five major pillars:

- Climate Emergency
- Emerging New Civilization
- Reclaiming & Re-framing Economics
- Rethinking Finance
- Young leadership

These five pillars are linked and should be seen as integrated pillars of a shifting paradigm. The Emerging New Civilization, Reclaiming & Re-framing Economics and Rethinking Finance initiatives represent a shift in paradigm from the destructive pathway humanity is on now. The state of emergency we find ourselves regarding climate change, is a symptom of this destructive pathway of growth at all costs and growing structural inequities. At a time when the world's youth are voicing their growing disappointment in the current lack of leadership and action on important systemic issues like climate change, species extinction and socio-political malaise, enhancing a vibrant intergenerational dialogue and the co-creation of solutions is essential. The new Mission of the Club of Rome focuses on influencing the five major areas further described below to ensure a broader societal and planetary balance. This Mission is built on a foundation of 50 years of thought leadership and transformational insight from past and current members and takes into consideration new pioneering thinking and pathways for change.

This shift in paradigm imposes on the Club of Rome the responsibility to be a catalyst for breakthrough thought leadership and where possible action by:

- **Enhancing intergenerational thought leadership** by fostering greater dialogue and thought leadership between generations and **promoting thought leadership from new young leaders**
- **Providing the space for difficult conversations and conflict resolution**
- **Promoting greater gender, ethnic, geographic and age diversity** across government and business in order to enhance the capacity for complex decision making
- **Continuing to promote a culture of deep thinking** related to core global tipping points whilst offering spaces for co-creation of solutions and hope
- **Translating the Club of Rome's thought leadership to touch the minds and hearts of leaders and citizens** across the globe through education, knowledge exchange and publications
- **Partnering between our members, associations and with enlightened leaders** from the business, policy and NGO communities to ensure more impact on the ground

### I. Climate Emergency

*Climate change is the most pressing global challenge, constituting an existential threat to humanity. Planning for climate emergency is a pragmatic response to a known risk and humanity's insurance plan for survival and a positive future. The Limits to Growth alerted the world to the environmental and demographic challenges. The central message was that the quest for unlimited growth in population, material goods and resources, on a finite planet, would eventually result in the collapse of its economic and environmental systems. That prediction is clearly manifesting in the climate change crisis we are confronted with today.*

***Our historic recognition of the existential nature of this threat, the need for an emergency response, and the opportunity such planning can present, is the unique contribution which the Club of Rome wishes to bring to the global community. We are calling on governments, business leaders, the science community, NGOs and citizens to rise to the challenge of climate action, so that our species can survive and create thriving civilizations in harmony with planetary boundaries. Acknowledgement of these challenges and opportunities creates the basis for a societal renaissance of unprecedented proportions. This requires swift action and the collective implementation of one of the most comprehensive emergency plans ever contemplated. The Club of Rome believes that such action, difficult as it may be, will create a much healthier, happier, safer and innovative global society.***

In the spirit of “The Limits to Growth”, a holistic assessment of the challenges and opportunities paves the way to a comprehensive re-design of social and economic systems towards a sustainable future. This is what the Club of Rome’s Climate Emergency Plan is about; how to leverage the growing concerns among citizens and stakeholders of all kinds to define and implement actions not only to tackle the emergency but also to accelerate the emergence of a better future for all. This Climate Emergency Plan sets out ten priority actions; the full list is available [here](#). The Club of Rome will act as a catalyst to develop momentum with partners across the spectrum of concerned organizations, to give political, community and business leadership the confidence and legitimacy to implement emergency action. Over the course of the next three years, the Club of Rome will undertake a series of key catalysing interventions and engagements with partners in order to ensure the global recognition that humanity is confronted with an existential threat and that addressing climate change requires an emergency plan in order to emerge stronger and advance a better future for all.

## **II. An Emerging New Civilization**

***A new paradigm is essential to clarify our role as a species within the greater Earth Community. Conversations are needed to agree on core values that promote human dignity, respect for nature and protection of the commons beyond current generations. These would be foundations of a stewardship culture for all we do as a human race.***

***The Club of Rome is repositioning itself to challenge humanity to rise to its full potential and become good stewards of the Earth’s limited resources. Our call is anchored on the need for a paradigm shift in our fundamental belief matrix, and the complex economic, financial, social systems underpinning our daily interactions. We are determined to identify and mobilize those already engaged in the quest for a New Civilization to become part of a Network of Networks to pursue this vision.***

The exploration of a New Civilization is being enriched by the responses of many fellow explorers who are engaged in asking tough questions of humanity in a variety of spaces. Common threads are emerging that affirm what we already know:

- We are **living beings who are inherently relational**
- Wisdom of ancients tells us that “the I Am because you Are”, the African **Ubuntu** philosophy, or there is “no Me without We.” Buddhists and other indigenous knowledge systems also have similar orientations. This wisdom enabled humanity to evolve into the intelligent species it is today, and we would be remiss not to tap into it.
- **The emergence of the need for a New Civilization is a manifestation of a rising consciousness** of who we are as humans, and what values would best shape our relationships to one another and to nature.
- New paradigms are needed to foster core values that promote human dignity, respect for nature and protection of the commons, beyond current generations. These would be the foundations of a stewardship culture for all we do as a human race.

### III. Reclaiming & Re-framing Economics:

***A new civilization cannot be advanced by an economic system that has produced much of the current malaise. The metrics applied to human and planetary progress must focus on well-being extending innovatively beyond GDP to reflect the true cost, risk and opportunity of human pursuits. The Club of Rome will continue to push for the exploration of a new set of values and principles. The shift from mainstream economics and policy making based on fundamentally flawed economic theory and indicators promoting a growth centric philosophy rather than the well being of people and the planet is necessary to ensure a reversal of crucial eco system, climate and social tipping points. Economics that reflect a New Civilization must go deeper in its cosmology than GDP growth. It must give greater attention to the institutional challenges presented by the need to free humans from servitude to financiers and growth indicators while restoring the health of Earth's regenerative systems and meeting the essential material, social, and spiritual needs of all people.***

One useful frame to demonstrate the core value of the health of our earth systems is Kate Raworth's [Doughnut Economics](#). Rather than begin by depicting a human economy defined by flows of money and products, her model begins by depicting the health of Earth (the outer circle) and of humanity (the inner circle) as living communities. It then recognizes that the economy that connects the two must support equitable distribution and the regenerative health of Earth. It seems a proper foundation for the work ahead.

As rightly pointed to by the iconic American political leader, Robert Kennedy, in his speech on Beyond GDP in 1968: "The gross national product does not allow for the health of our children, the quality of their education or the joy of their play. It does not include the beauty of our poetry or the strength of our marriages, the intelligence of our public debate or the integrity of our public officials. It measures neither our wit nor our courage, neither our wisdom nor our learning, neither our compassion nor our devotion to our country, it measures everything in short, except that which makes life worthwhile."

### IV. Rethinking Finance

***The global financial system is currently at the service of an outdated economic paradigm. It acts as a means of wealth accumulation for a narrow elite, whilst disregarding the negative externalities of environmental damage and social inequalities. A new, sustainable finance system will be a core pillar of a new economy which serves both humanity and the planet. The monetisation of all transactions will need to be re-visited to enhance the equitable distribution of wealth and ensure broader well-being of all peoples. This means putting conscious effort and science into moving away from finance as a value system benefiting the few to accelerating a move toward real economy wealth creation for the many.***

With a view of moving the current sustainable finance discussion from surface changes to the deep shift needed in our relationship to money and the existing finance system at large, the new Club of Rome Finance Impact Hub will bring together real economy actors, investors, thoughts leaders to address core systemic alterations needed to support a well-being economy in balance with nature and responding to core global tipping points.

## V. Young leadership

***It is becoming ever clearer that greater intergenerational dialogue and understanding is needed to address some of the most pressing issues facing humanity today. The global student strikes for the climate demonstrates that younger generations are increasingly mobilised and engaged. Many want the same systems change dynamics as the members of the Club of Rome and fundamental shifts in our current economic, political, and social systems. In this respect, there is growing interest in the Club's holistic, interdisciplinary approach and its growing desire to serve as an influencer both through thought leadership and action.***

In this context, the Club of Rome will establish a global young leadership programme, based on three key areas – Education, Engagement and Action. This approach encapsulates both the value of nurturing future leaders through education - inspired by the Club of Rome's core vision for a sustainable future for humanity and the planet - whilst recognising that this learning process needs to be leveraged and translated into concrete projects with genuine and lasting impact. The leadership programme will focus on the Club's guiding pillars: Climate Emergency, An Emerging New Civilization, Reclaiming & Re-framing Economics and Rethinking Finance.

### **Our Strategy: Implementation through Impact**

The focal point for a future strategy of the Club of Rome is to build on the legacy and reputation of the Club as a 50 year wellspring of intellectual capital for whole Earth systems research and advocacy. The challenge is to identify ways that the Club of Rome can be a more effective “Network of Networks” through the concept of a common Platform. This will leverage and focus the rich diversity of members' interests and skills for a wider community of activists and intellectuals who are on the leading edge of environmental and social transformation. The Platform will become operational through the establishment of CoR *Impact Hubs* as agreed upon by the Club of Rome's Executive Committee in its meeting on 30-31 March 2019.

*CoR Impact Hubs* will enable broad collaboration and planning on the Club's Five Thematic areas: Climate Emergency, New Emerging Civilization, Reclaiming & Re-framing Economics, Rethinking Finance, and Young Leadership as a cross cutting theme responsive to the voices of young people as well as it's own Hub to gather them in an open space for discussion and action. This Platform of Impact Hubs will offer the benefits of joint programmes and projects, co design, creating synergies and partnerships, with the aim to provide solutions for real impact.

The CoR *Impact Hubs* will focus on:

- aligning and developing activities,
- projects and cooperation in the specific area of each distinct thematic pillar,
- targeted actions to leverage the added value of the Club of Rome.

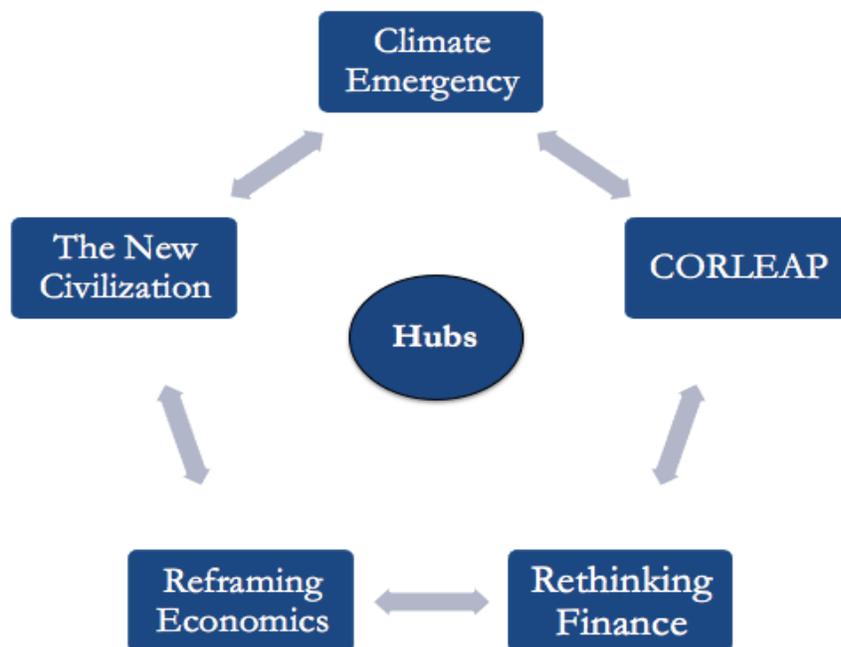
As the backbone of the Club's “network of networks” approach, the CoR *Impact Hubs* would enable acceleration of effort within each hub, with other hubs, members, associations partners and organizations of different sectors (governments, companies, universities, international institutions, NGOs, esteemed influencers, etc.) They would bring together people and teams of various backgrounds for ideation, projects and support for aligned initiatives.

The result would be a Club of Rome that is more effective as a platform by forming a comprehensive network connecting people and ideas that would not otherwise be connected. The Platform and Impact Hubs framework would

- give critical mass to the major pillars,
- aggregate knowledge, capabilities and resources into one virtual space, and
- enhance the Club's brand and its work across the globe where members are located.

While each Hub would provide a designated space for the three main themes and pillars of activities to be implemented, each will be inter-dependent, with overlapping synergies and objectives. Some hubs may have or develop specialities in a particular field, while others have horizontal skills that can help all actors and partners involved. The Hub will be the Club's main delivery mechanism for collective action, with independent or aggregated funding and a common structure and means of bringing partners together in a dedicated working space.

The Hubs, as a focal point of activity, will enable the implementation of the following pillars: Climate Emergency, Reclaiming & Re-framing Economics, New Emerging Civilization, Rethinking Finance, Young Leadership (Club of Rome Leadership, Education, Action Plan). Each will form a hosted and curated creative impact space where Club of Rome members, chapters and partners will share transformational thought leadership and co- design solutions for impact.



## IMPACT HUBS

| Impact Hub   | COMMENT  |
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| <p><b>New Emerging Civilization Initiative</b><br/> <i>A new paradigm is essential to clarify our role as a species within the greater Earth Community. Conversations are needed to agree on core values that promote human dignity, respect for nature and protection of the commons beyond current generations. These would be foundations of a stewardship culture for all we do as a human race.</i></p> | <p>Support and point of contact at the Club of Rome Secretariat: Alexander Stefes<br/>           (astefes@clubofrome.org)</p>  |
| <p><b>Next steps:</b><br/>           Connect Report of Dubrovnik Meeting with the outcome of the Strategy Design Studio on April 1<sup>st</sup>, 2019</p>  | <p>Key members identified so far to be involved: Nora Bateson, Tomoyo Nonaka, Carlos Alvarez Pereira, Petra Künkel, Mamphela Ramphela, Garry Jacobs, David Korten, Paul Shrivastava, etc.</p>      |
| <p>Establish Steering Group with Nora Bateson, Tomoyo Nonaka, Carlos Alvarez Pereira, Petra Künkel, Mamphela Ramphela</p>  |  |
| <p><b>Reclaiming and re-framing Economics</b><br/> <i>The new civilization cannot be advanced by an economic system that has produced much of its malaise. The metrics applied to human and planetary progress must now extend innovatively beyond GDP to reflect the true cost, risk and opportunity of human pursuits. A new set of values and principles must be explored.</i></p>                        | <p>Support and point of contact at the Club of Rome Secretariat: Till Kellerhoff<br/>           (tkellerhoff@clubofrome.org)</p>   |
| <p><b>Next steps:</b><br/>           Establish Working Group with Members of the Club of Rome including Kate Raworth, Tim Jackson, Peter Victor, Herbert Girardet, David Korten, Bob Constanza</p>   |  |
| <p>Discuss possibilities of assessing hidden costs/ externalities in cooperation with a Swiss Foundation</p>   | <p>Key members identified so far to be involved: Kate Raworth, Tim Jackson, Peter Victor, Herbert Girardet, David Korten, Bob Constanza, Sandrine Dixson-Declève, Carlos Alvarez Pereira etc..</p> |
| <p><b>Climate Emergency</b><br/> <i>Climate change is the most pressing global challenge, constituting an existential threat to humanity. The Club of Rome's Climate Emergency Plan sets out 10 priority actions for business, government, civil society and individual citizens.</i></p>  | <p>Support and point of contact at the Club of Rome Secretariat: George Biesmans<br/>           (gbiesmans@clubofrome.org)</p>   |

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| <p><i>Planning for climate emergency is a pragmatic response to a known risk and humanity's insurance plan for survival and a positive future.</i></p>  |   |
| <p><b>Next steps:</b></p> <ol style="list-style-type: none"> <li>1. Organize high-level round-table event during Climate Week in London in cooperation with Climate-KIC, ETC and We Mean Business to agree on a co design plan for an emergency toolkit and stress testing tool</li> </ol>  | <p>Key members identified so far to be involved: Sandrine Dixson-Declève, Michael Dorsey, Ian Dunlop, Anders Wijkman, Bob Constanza, Anupam Saraph, Mathis Wackernagel etc...</p> |
| <ol style="list-style-type: none"> <li>2. Set up <i>Intergenerational Council for the Future</i></li> </ol> <p>Cooperation with WWF, Stockholm Resilience Centre and Potsdam Institute on Climate Emergency and Biodiversity loss.</p> <ol style="list-style-type: none"> <li>3. Look at CoR national and international monitoring proposals from Indian and Canadian chapters</li> <li>4. Set up CoR implementation team and partnership plan</li> </ol> |   |
| <p><b>Rethinking Finance</b></p> <p>The <i>Rethinking Finance Hub</i> bring together real economy actors, investors, thoughts leaders to address core systemic alterations needed to support a well-being economy in balance with nature and responding to core global tipping points.</p>  | <p>Support and point of contact at the secretariat: Till Kellerhoff (tkellerhoff@clubofrome.org)</p>  |
| <p><b>Next steps:</b></p> <p>Organize - Kick-off meeting in June 2019 to discuss details of this Hub</p> <p>Identify what people and what sectors should be analyzed</p> <p>Identify resource partners (Triodos, GABV, GLS bank)</p>  | <p>Key members to be involved: Michael Dorsey, Rosario Ritter, Sandrine Dixson-Declève, Peter Blom, Mariana Bozesan, Wouter Van Dieren etc.</p>                                   |
| <p><b>Young Leadership</b></p> <p><i>Within the context of intergenerational dialogue, the Club of Rome will establish a global young leadership programme.</i></p> <p><i>It will be based on three key leadership pillars – Education, Engagement and Action – and focus on the Club of Rome’s three guiding themes: The New Civilization, Reclaiming and Re-framing Economics, Rethinking Finance and Climate Emergency.</i></p>                        | <p>Contact point at the Club of Rome Secretariat: Till Kellerhoff (tkellerhoff@clubofrome.org)</p>  |

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| <p><b>Next steps:</b><br/> Establish Young Leadership Hub in cooperation with partners we are already working with (WeALL, Network for Plural Economics, AEMS Summer School Vienna, Reclaim our Economy, etc.)</p> <ul style="list-style-type: none"> <li>- Proposal for advisory board members</li> <li>- Define a possible role of an advisory board in a conference call with the selected members</li> <li>-Organize kick-off meeting during the Climate Youth Summit in Hamburg on July 25<sup>th</sup> – 26<sup>th</sup>, bringing together 10-15 young people with different backgrounds and discuss the structural and content-related details (including ideas on modus operandi/organizational structure as well as projects and initial funding ideas)</li> <li>-Enhance cooperation with (potential) partners, in particular ASviS (Rome), <i>AEMS</i> (Vienna), <i>Network for Plural Economics</i> (Germany), <i>WeAll Youth</i>, <i>Rainbow Warriors (Africa and Latin America)</i>. Co-organize a big youth convention 2020.</li> </ul> | <p>Key members identified so far to be involved:<br/> Jörg Geier, Ida Kubiszewski, Charlie Hargroves, Maja Goepel etc.</p> |
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