

nrg4SD Info-flow for Rio +20

19/01/2012

This info-flow compiles a list of reactions to the zero draft outcome document for Rio+20 entitled *'The Future We Want'* which was published on 10 January 2012. It includes articles from like-minded organisations representing local and subnational governments, NGOs, business and academia. Sources include media outlets and national press.

Stephen Hale Guardian blog – 10 January 2012

[Rio+20 can make a difference](#) - The global summit in June presents a rare and timely opportunity to unite world leaders and secure a global commitment to sustainable development – we cannot afford to waste it

John Vidal, The Guardian – 11 January 2012

[Decisions must be made at Rio Earth summit, urges UN official](#) - The Earth summit in June must be the place where decisions on the future of the planet are made, and not just another talking shop for world leaders, says Brice Lalonde, UN executive coordinator of the conference. Speaking as the first draft of the UN declaration for [Rio+20](#) was released in New York on Tuesday night, Brice Lalonde, the UN's executive co-ordinator of the conference and former French environment minister, said: "[The draft] is a good start. **Most topics are on the table: from efficient international co-operation to sustainable development goals, from a regular review of the state of the planet to an agency for the environment, from universal access to energy to social safety floors. What is missing now is one verb: to decide. Because to stress, urge, call, recognise, underscore, encourage, support or reaffirm is not enough. When heads of state meet, it should be to decide.**"As [revealed by the Guardian early on Tuesday](#), world leaders will be called on to sign up for 10 new sustainable development goals for the planet and promise to build green economies. They will also be asked to negotiate a new agreement to protect oceans, approve an annual state of the planet report, set up a major world agency for the environment, and appoint a global "ombudsperson", or high commissioner, for future generations.

International groups on Wednesday reacted to the draft. Diana Bronson, a spokeswoman for ETC group in Canada, said: "The draft declaration calls for bold and decisive action and then offers weak and equivocal statements, reiterating commitment to the same old policies that have failed to deliver on sustainable development for 20 years. Alarmingly, business is called upon show leadership on the green economy – completely ignoring how well-entrenched and increasingly consolidated

private interests have steered us away from sustainable development thus far. We need a clear commitment to support peasant agriculture and food sovereignty."

John Vidal, The Guardian – 11 January 2012

[Nations will be asked to sign up for 10 goals and promise to build green economies at this summer's earth summit](#) - The 20-page document celebrates progress made in the last 20 years in reducing poverty and developing IT industries, but it recognises that countries have largely failed to meet most of the environmental and developmental challenges and commitments they made **two decades ago**. "Unsustainable development has increased the stress on the earth's limited natural resources, and on the carrying capacity of ecosystems. Food insecurity, climate change and biodiversity loss have adversely affected development gains. We are deeply concerned that around 1.4 billion people still live in extreme poverty and one sixth of the world's population is undernourished, pandemics are omnipresent threats," it says. **Brazil, which will host the conference, is planning a massive parallel meeting for non-government groups and individuals to debate and put pressure on governments to act. The agenda met with a mixed welcome from environment and development groups.**

Greenpeace quoted from the guardian

Ruth Davis, chief policy adviser at Greenpeace UK, said: "This Rio summit comes after two decades of delays and broken promises on sustainable development which has left millions in poverty and pushed ecosystems to the brink of collapse. **Whilst this draft text covers the key issues, it also demonstrates a dismal lack of urgency in tackling them.** Goals to end destruction of ancient forests, tackle over-fishing, phase out dirty energy subsidies, and deliver access to clean energy for the poor are either open-ended or pushed back for years." She continued: "**There are certainly important and useful proposals here - not least, the plan to negotiate a new agreement on protecting oceans - which could see an end to the wild-west plundering of the high seas. But for Rio to be more than an elite talking shop, world leaders need to inject some ambition into the negotiation, right now.** A vague commitment to act at some point in the future will no longer cut it with the millions of people who have become rightly cynical about voluntary pledges and empty words."

Oxfam quoted from the guardian

- Stephen Hale, Oxfam's deputy advocacy and campaigns director, said: "This will kick-start the Rio negotiations. The Brazilian government deserves credit for a promising first draft. **The world's governments need to respond with ambitious and concrete proposals, particularly on sustainable agriculture and food security where there is far more that the Rio summit can and must agree.**"

Euractiv (taken from the Guardian) – 11 January 2012

[Leaked document reveals Rio+20 sustainable development goals](#)

WWF – 12 January 2012

["Future We Want" proposals are not the future we need](#) - The first negotiating draft has the direction right, but the magnitude wrong says WWF. **It acknowledges the need for poverty eradication, food security, and measures of progress towards SD, but has few practical measures to enable the world to meet challenges in balancing competing global food, water and energy needs over the next 10 years.** Proposals to tackle food, water and energy security need specific targets,

concrete implementation measures and a clear funding agreement. **The text recognises that countries have failed to act effectively on the environment and development over the last two decades but there is a lack of binding commitments** - The proposed "Register of Voluntary Commitments" are not legally binding and will not commit countries to meet any targets or work within a given timeframe. **WWF has identified the need to solve the "Food, Energy, Water" equation as crucial to the success of Rio+20 but this first draft is especially weak on water-related ambition.**

WWF welcomes the commitment to the sustainable management of marine and ocean resources, but is concerned there is no commitment to a sorely needed system of high seas protection, no workable safeguards for the sustainability of dwindling fish stocks, and no proposals for curtailing criminal exploitation of marine living resources. WWF welcomes the fact that a number of priority issues have been addressed, including the need for government and business frameworks to develop green economies, a move towards low carbon development and the elimination of environmentally harmful subsidies.

WWF is concerned that the text on developing green economies fails to require bringing social and environmental costs into national accounts, tax measures and certification schemes. The text fails to take into account the critical role of climate change, and of ecosystem services which are key factors underpinning the production of food, energy and water. No targets for stopping deforestation or goals for effective water management.

ICLEI - January 16, 2012

[The 'urban' future we want - Cities take part in the Rio+20 zero draft outcome document](#) - Cities are gaining more and more recognition in Rio+20 preparations, with ICLEI being a leading organisation in linking local governments to Rio+20. **The role of local government and the importance of sustainable cities is prominently included in the Zero draft of the Rio+20 outcome document.** Quoting paragraph 72 of the document, "*We promote an integrated and holistic approach to planning and building sustainable cities through support to local authorities, efficient transportation and communication networks, greener buildings and an efficient human settlements and service delivery system, improved air and water quality, reduced waste, improved disaster preparedness and response and increased climate resilience.*"

Sustainable Finance – 16 January 2012 by Reynard Loki

[Rio+20 or Bust: Zero Draft of Outcome Document for the UN Conference on Sustainable Development Released](#)

The zero draft stresses the commitment of the member states to the concept of sustainable development, reaffirms the principles of past action plans, emphasizes the flexibility required to tailor solutions for the different needs of the various nations and proposes a roadmap that includes progress indicators between 2012-2015, implementation between 2015-2030 and a final assessment in 2030. The document also identifies a number of key themes: food security; water; energy; cities; green jobs and social inclusion; oceans, seas and small island developing states (SIDS); natural disasters; climate change; forests and biodiversity; land degradation and desertification; mountains; chemicals and waste; sustainable consumption and production; education; and gender equality.

[Rio+20 edition 1 - 25 January 2012](#)

The sustainable urban future at Rio+20 by Susan Salz, ICLEI-Local Government for Sustainability - If Rio+20 is to be a worthwhile multilateral conference, justifying the enormous financial and human resources invested in it, Heads of States and Governments have to be personally involved in jointly deciding upon and presenting concrete actions. The world needs more than just another declaration.

A lot is already being done and will continue to happen in the cities of the world, home to over 50% of the global population. Local solutions are key to tackling the global challenges we are facing. By 2050 over two-thirds of the world population will be living in urban areas. In the next 40 years we have to build the same urban capacity which we have built in the past 4000 years. It will be a challenge to build quality urban fabrics that provide livelihoods and opportunities for people of all economic backgrounds so rapidly and at such enormous scale. Sustainable urbanization is, therefore, an issue which Rio+20 needs to forcefully address.

We need to redesign existing urban areas and systems, as well as build new ones that generate substantial amounts of their own resources within the urban region, in particular their energy, food, and even water. Put in economic terms, cities need to become more productive engines of economic growth by producing a substantial part of their own resource base. Until now, cities have mostly been extractive, resource consuming systems. Investment in the resource productivity of cities and urban systems is a vital opportunity and critical challenge of the green urban economies, which will form an essential part of the global transition to a socially cohesive and environmentally feasible green economy.

In light of these challenges and opportunities, it is not surprising that the significance of sustainable cities is gaining recognition in Rio+20 preparations. Maurice Strong, Secretary General of the 1992 Earth Summit recently stated that “cities are at the very foundation of environmental governance, as the main sources of environmental problems as well as their solutions. I would urge Rio+20 to give their key role recognition and a strong voice in policy and implementation.” Many UN member states also recognise sustainable cities as an important aspect of sustainable development.

The role of local governments and the importance of sustainable cities are prominent in the Zero Draft of the Rio+20 outcome document. Yet, there is still room to go even further if we are to make real progress towards sustainable urbanization. Section IIIc, on the Green Economy Framework for Action, for example, could be strengthened. **Local authorities are ready to develop green urban economy strategies.** In fact, urban goals and benchmarks for progress will be essential to support national green economy strategies. Urban areas need to be empowered and appropriately supported to take action.

In section IV, on the Institutional Framework for Sustainable Development (IFSD), the role of Local Governments as part of the group of Governmental Stakeholders – which was recognised by UNFCCC COP16 in Cancun - should be highlighted, emphasising how Governmental Stakeholders should be integrated into the future IFSD. Two options are viable. A new paragraph could be introduced, committing to further enhance the participation of stakeholders in the UN by upgrading the current nine Major Group structure to three new Stakeholder Groups with full participation: Governmental Stakeholders, business and industry, and civil society. Another option could be an addition to paragraph 62 committing parties to allow for full participation of Local Authorities in global sustainable development policy-shaping.

Rio+20 edition 2 - 26 January 2012

News from the negotiations – Day One - Kirsty Schneeberger, Stakeholder Forum- The first meeting of 2012 on Rio +20 – the informal discussions on the initial Zero Draft text – has commenced. The ball is rolling and in no time at all we will find ourselves at 20th June reaching agreement on the finer details of the Outcome Document, which has the potential to be one of the most defining moments of this generation. Many articles in this edition of Outreach refer to the Brundtland Commission and the vision that was shown in its report that had (and remains to have) a powerful impact on the way in which we view sustainability.

25 years down the track we have embarked on a process that could bring about the shift in our collective consciousness that can redefine the relationship we have with our economies, our environment, and one another. So far it seems like there is certainly an intention, a hope, that we could achieve this. Let us continue to hope that this intention develops into purposeful action.

Major Groups briefing in the morning - A briefing was offered to the Major Groups in the morning to set the scene for the days ahead. It was also an opportunity for representatives from the various organisations to network, share ideas, and discuss their plans for the informal talks.

Brazil has announced that 30 Heads of State have committed to attending Rio, including China, Germany, and India. This is a very positive step towards raising the ambition that can be achieved at Rio and it is hoped that all other Heads of State and Government soon announce their intention to attend;

·So far there have been 17 submissions made by Member States and Political Groups that contain comments on Sections 1 and 2 of the Zero Draft. These submissions are set to be published on the UNCSD website where all the other information on the Zero Draft is contained; and

·**The NGO Major Group agreed the text of its formal intervention which focusses on vision and urgency, participation, accountability, and implementation.**

In Plenary - ·There is a clear tension between brevity and specificity. Resolving this tension is a major balancing act for the Bureau and Secretariat because whilst the Outcome Document must be focussed, it must also have enough detail to ensure that aspirations will be matched with actions;

·Means of implementation and action on Sustainable Development on the ground was strongly emphasised;

·The G77 proposed that the 17th February deadline for country positions be pushed back to a later date, and there are murmurings in the corridors that many support this proposal;

·Overwhelmingly Member States were calling for the text to be more ambitious – that the initial draft offered a very good platform to build upon, and importantly to build ambition into, but that more certainly needs to be done to ensure this happens.. It is very encouraging to have Member States calling on themselves to pick up the pace and move into a higher gear. At the very least it demonstrates the intention to agree to an ambitious outcome in Rio;

·**Reaffirming the Rio Principles was a priority for many**, particularly the Principle of Common But Differentiated Responsibility (CBDR). Such reaffirmation of the previously agreed Rio Principles as well Agenda 21 will lay the ground for reaching agreement this June. As our review of the Rio Principles has shown, many have been translated from soft to hard law at the international and national levels; however there are still many gaps in implementation.

As the day finished there were still nearly 20 delegates hoping to speak, and they will have the chance first thing in the morning to articulate their views. Clearly Rio +20 is an important moment for all who are participating here. In order to progress in the positive direction that we would like to see, cooperation and collaboration will be vital to ensuring that the process lives up to the potential of being such an important milestone of 2012. Not only will delegates do themselves and their countries proud, but through safeguarding the future, they will do their posterity proud for generations to come.

[Rio+20 edition 3 - 27 January 2012](#)

A new recipe for multi-level governance and leadership for future sustainable development – by Maruxa Cardama, nrg4SD - With the publication of the zero draft, many ingredients for the recipe of the much needed change of paradigm are now on in the kitchen. The question now is: will the international community get the dish right over the next months? Certainly the meal being prepared is not an ordinary one. Time is as limited as ever. And we are talking about the chance for world leaders to take realistic stock on the state of our societies and trace a courageous, realistic and results-oriented path to sustainable development (SD).

One of the key ingredients now finally in the kitchen is the substantial reference to 'Local Authorities' and the local dimension, by recognising the essential role of local governments and the need to fully integrate them into all levels of decision-making. It would not be difficult to agree on the fact that the scale and urgency of the SD challenge ahead of us requires action by all levels of government. Among them, Local Authorities, Cities, Federated States and Regions, which are often responsible for the development and implementation of SD legislation and policy; for economic strategies and fiscal mechanisms, and for encouraging green private investments. The closeness of these levels of government to citizens allows for capitalising on the increasing demand for action, so we can all move together towards a new development paradigm. Moreover, many are the Federated States, Regions and Cities from both developing and developed countries, which make SD happen on the ground, are also coming together in decentralised cooperation projects.

In The Network of Regional Governments for Sustainable Development *nrg4SD*, we acknowledge and warmly welcome the local dimension of the zero draft. Still, we consider there is margin for improvement in order to achieve a true multi-level governance and leadership future, in the interest of a realistic, courageous and results-oriented path towards SD.

From the perspective of the so-called subnational governments – intermediate levels of government such as Federated States, Regions, Provinces, etc. - the wording of the zero draft fails to reflect the richness of multi-level governments below the national level. It also omits the fact that the complementarity and synergy between all sub-national governments has been key to achieving results over the years and will continue constituting a catalyser for grass-roots action. This is also due to the restrictive wording currently used for the name of the Major Group – i.e. 'Local Authorities'. In this context, we call for the recognition of the multiplicity and richness of subnational governments, as well as for the need to further support their complementary and synergetic work.

None of the goals of a sustainable development multilateral agreement can be achieved without the contribution of all levels of government. The full potential of Federated States, Regions, Cities as 'governmental stakeholders,' must be recognised and also transposed into enhanced engagement and accreditation mechanisms within the UN.

In order to improve the achievement of SD on the ground, it is important to ensure the territorial dimension of any agreements reached by means of, among others, the establishment of sub-systems of governance and the access to adequate funding by all sub-national levels of government.

Last but not least, the importance of global Sustainable Development Goals should be reinforced with appropriate indicators and evaluated according to specific targets. These should be completed with a 'roadmap' for unfolding Sustainable Development Goals at all levels of government.

Rio+20 – we need more flesh on the bones by Staffan Nilsson, European Economic and Social Committee - The zero draft, which summarises key issues forming the basis of the Rio+20 final agreement is a good starting point for subsequent negotiations. But it still falls far short of the hopes and ambitions of organised civil society in Europe, for what could and should be achieved by the Rio process. We look to the European institutions - the Council, the Commission and the Parliament - to be equally resolute in pressing the case for a stronger and more purposeful programme to be created at Rio, and to give our European negotiators a powerful mandate to settle for nothing less.

There was one sentence in [the blog article by Stephen Hale in the Guardian](#) recently which really resonated with me and our work on Rio+20 here at the [European Economic and Social Committee \(EESC\)](#): *'global summits don't make big promises unless civil society demands it'*. I agree that we need to unite to tackle common problems. The EESC is striving to formulate a strong joint message from civil society organisations across Europe, to European and world leaders, about the change we need Rio+20 to drive.

We are organising a [conference on 7-8 February](#), the message of which is 'Go sustainable, be responsible!' and the goal of which is to voice and bring together European civil society's contributions in preparation for Rio+20. We are also gathering comments on the zero draft through [a virtual conversation within the European civil society community](#), where stakeholders can comment on the document or simply submit answers to the one question I also keep asking myself: What would you advise our leaders to commit to on behalf of our children and grandchildren?

I'm happy to see that the zero draft recognises the limitations of GDP as a measure of well-being. Of course, proposals for alternative measuring tools involve widespread public dialogue. We held a hearing on ['GDP on the road to Rio+20: Civil society's involvement in the development of complementary indicators'](#) on 26 January, which aimed to put forward ideas on ways to allow for effective civil society involvement in this very technical, but highly political debate.

We want to put across a strong message to European leaders and to the world about what Rio could, and should, achieve. We need a suitable programme for greening the global economy that is still not set out in the zero draft and which is essential for bringing about a real and sustainable recovery from the current economic problems. We will also need to draw special attention to adequate financial support for developing countries to face these transformation challenges. This needs to be further developed.

As to governance, the draft includes some interesting ideas about strengthening the UN machinery for advancing sustainable development and I am particularly happy to see the proposal for an Ombudsperson for Future Generations taken up in the draft. However, the zero draft does not yet properly address the social and equity agenda. Neither has it much to say about strengthening the national machinery, **or the crucial role of regional and local government, business, social partners and other sectors of civil society.**

The EU has an essential part to play over the next six months in driving this forward. Much still needs to be done to put more flesh on the dry bones of this first draft and create an agreement and a new global programme of action that is commensurate with the sustainability challenge the world is facing.

Euractiv– 26 January 2012

[EU sees thirsty China as a partner at Rio](#) - China's growing water problems make it a likely ally for European efforts to press global action on sustainable development at a UN conference later this year, Denmark's environment minister said yesterday (25 January). While European officials have questioned some of Beijing's climate credentials, [Ida Auken](#) said China's looming water challenges could help jump-start international efforts to cut waste and aid developing nations that share China's resource shortages. Auken, whose country holds the rotating EU presidency, said the European Union would take a leading role at the [UN Conference on Sustainable Development](#) in Rio de Janeiro.

"Neither Denmark nor the EU can safeguard the world's water supplies alone," she said in Brussels in a speech on the Danish presidency's priorities. "That's why at this conference we need to gather more allies to reduce water pollution and ensure clean drinking water for everyone. "We must try for a set up where China and the EU are represented as equal partners in an effort to promote a green transition of the economy." The UN is poised to release its Global Sustainability Report on Monday, setting the stage for the June talks in Rio. Auken vowed to make environmental issues a priority at the EU level and at the conference. 'EU must take the lead'

Rio offers the opportunity "to make concrete and ambitious commitments on sustainable development. EU is a driving force in this respect," she said, "and the EU must take the lead on this issue."

But recent international efforts to tackle climate change have had mixed results, often with the United States and China working to weaken EU-backed proposals. A UN official familiar with the sustainability report due out on Monday declined to comment on specifics, but told EurActiv that the document is likely to press for major commitments on expanding of renewable energy to developing nations.

That would be in line with one of UN Secretary-General Ban Ki-moon's development priorities and the latest UN Human Development Report, which urges developed nations to cut subsidies to fossil fuels and channel the money into renewable projects to provide electricity to the estimated 1.5 billion people who are off-grid.

This week in Brussels, the Danish presidency promoted a water cooperation deal with China to replace an expiring EU programme on riverbasin management. A new arrangement might help the Chinese improve efficiency, protect groundwater, and reduce flooding, said Jakob Nielsen, head of the water sector division, at the Danish Ministry of Environment.

The discussions would help set the stage for working with China to make water conservation and access a core concern at Rio. Beijing recently announced a five-year plan to improve water efficiency and address chronic urban shortages.

Launch of the UN Global Sustainability Panel – 30 January 2012

[Addis Ababa, Ethiopia, 30 January 2012 - Secretary-General's remarks at launch of Global Sustainability Panel Report, "Resilient People, Resilient Planet: A Future Worth Choosing"](#)

[Report available here](#)

I am pleased to be in Addis to receive the report of my High-level Panel on Global Sustainability. It is fitting that we meet in Africa where the challenges of sustainable development are starkest and the opportunities the greatest.

Sustainable development is a top priority for my second term. The reasons are clear. Both science and economics tell us our current path is unsustainable. Ecosystems are under stress. Economies are faltering. The human appetite for resources keeps growing.

We need to chart a new, more sustainable course for the future, one that strengthens equality and economic growth while protecting our planet.

Sustainable development offers our best chance to change course. I thank my co-chairs, Presidents Halonen and Zuma, and all the Panel Members, for their contributions. They have put their political expertise and credibility behind this report. I will count on all Panel Members to continue to champion their recommendations. The Panel has grappled with some of the most complex and serious issues we face: food? water?. energy? climate change? population trends? gender equality.

I asked the Panel members to be bold but practical – never an easy task, and especially difficult now in these times of austerity. The report deserves careful study, for it has far-reaching implications.

I look forward to studying it in detail. However, I have already noticed a few points directed to my attention. The Panel has asked me to appoint a task force to develop a set of indicators to measure progress toward sustainable development. It has also asked me to establish a task force to define new Sustainable Development Goals for the post-2015 period.

This latter step figures prominently in the five-year Action Agenda I announced last week. The Panel has also asked me to bring together key stakeholders to prepare a regular Global Outlook Report and to periodically convene world leaders to discuss sustainable development issues. It is essential that we act on the science of sustainability. Among the other recommendations of the report, I am already moving ahead with two. I am strengthening our Sustainable Development Strategy for the UN system.

And I have launched my Sustainable Energy for All Initiative. I commend the Panel's report to Member States and all stakeholders in our common future. It is a valuable input in the lead-up to the Rio+20 UN Conference on Sustainable Development in June. Sustainable development is a social, economic and environmental imperative. I call on all sectors of society to join in this effort.

We need everyone – government ministers and policy makers, business and civil society leaders, and young people – to work together to create a future worth choosing – a future we want.

Guardian – 31 January 2012

[A free-thinking UN would spice up sustainable development's bland dish](#)

The UN's new sustainable development report fails to deliver on the big questions. Would greater intellectual liberation help?

After working for a year and a half on "a new vision for sustainable growth and prosperity" for the world, the UN's high-level panel on global sustainability [presented its report](#) on Monday. It is notable less for [what it says](#) than for who says it: current and former heads of state and other officials meticulously chosen to represent almost every constituency of state power on the planet.

It's good to see many worthwhile and workable recommendations on running more sustainable economies, regional environmental co-operation, the importance of strong social protection and the need to bring science closer to policy. If there is one thing Ban Ki-moon, the UN secretary-general, should pick up and run with, it is the instruction to devise a **broader measure of development to replace GDP, one that includes human and environmental data. This can only be done at the global level.** The task would play to Ban's strengths, and it would be a small revolution.

Nonetheless, the global panel has served a bland dish. It will not provide the [Rio+20 conference](#) with the focus it needs. On the big questions, such as how much we will need to change our ways to keep the planet habitable, and how much market and how much state that will involve, there is haze, if not fog. And [sustainable development](#) remains a less than perfect term to capture the spirit of the age. It is too innocuous to excite the public. Broad enough to be always in danger of being nebulous, its three pillars – economy, society and environment – still neglect indispensable issues, such as peace, security and political rights.

A case in point is the criteria the panel have set out for sustainable development goals for the world. Happily, it seems we will soon move beyond goals designed exclusively for the poor to goals for all countries. Yet there is a risk that clarity will be lost amid a proliferation of goals. Moreover, strikingly, (and explicitly, in their second criterion) the panel repeat the mistake made formulating the MDGs by confusing targets with a strategy for achieving them. Before we rush to replace the MDGs, there must be a reckoning about why we failed to meet them. Promoting a technical fix to world problems is a great public disservice.

One of the things such a strategy would involve is an effective UN. The panel missed an opportunity to engage seriously with this question. **The quick fix of a new institution is proposed: a sustainable development council.**

High-level panels have their uses, but the real prize to be tapped is the **UN's own potential as a permanent confluence of thinking about the global good.** Though the UN is in many ways inhospitable to intellect, nine people who have worked for the organisation have won the Nobel prize in economics, quite apart from its many winners of the Nobel peace prize. Nowhere else can match this. Attending to personnel policy, creating islands of independent thought within the UN system, and fostering a greater culture of internal dissent would soon develop a formidable intellectual arsenal. It's one we'll need for the world, to borrow from Thoreau, to march to the music of a different drum.