



Monday, 23 April 2007
Grand Hotel Huis ter Duin
Noordwijk aan Zee, The Netherlands

AGENDA IN BRIEF:

Sunday, 22 April

19:00 to 20:30.....Welcome Reception Margriet, Irene, and Salon Terrace

Monday, 23 April

08:45 to 10:30Plenary Forum..... Picke Suite

10:30 to 11:00Refreshment Break Tappenbeck Foyer

11:00 to 12:00Plenary Forum..... Picke Suite

12:00 to 13:35Lunch.....Keizerzaal Room

13:35 to 15:05Plenary Forum..... Picke Suite

15:05 to 15:35Refreshment Break Tappenbeck Foyer

15:35 to 17:45Plenary Forum..... Picke Suite

19:00 to 21:00Formal Reception & Dinner.....Keizerzaal Room

21:00 to 22:00After Dinner "Lounge" Session..... LaTour Restaurant

AGENDA IN DETAIL:

Sunday, 22 April

15:00 to 21:00.. REGISTRATION DESK OPEN DC Room

19:00 to 20:30 . WELCOME RECEPTIONMargriet, Irene, and Salon Terrace

Monday, 23 April

07:00 to 20:00 REGISTRATION DESK OPEN DC Room

08:45 to 09:15 . PLENARY FORUM SEATING

09:15 to 10:30.. PLENARY FORUM..... Picke Suite

Welcome

Introduction:

Michel Van der Bel • Vice President, Public Sector • Microsoft International

This welcome will set the stage for the Defence Leaders Forum. Our opening speaker has first hand experience of balancing the requirements of domestic policy with his country's obligations to NATO and other international organisations (such as the UN and the EU). The Netherlands has a long and honourable history of promoting peace, openness and development in a globalising world. Its troops are at present deeply involved in Afghanistan. The speaker will make the case for a truly comprehensive approach to crisis management, in which his country has already played a pioneering role.

Welcome:

H.E. Eimert van Middelkoop • Minister of Defence • The Netherlands

Session Introductions

Ralph Young • Vice President Worldwide Public Sector • Microsoft Corporation

“Globalisation of Information: Why this Joint Initiative?”

The world of communication and information is changing; information is available, on demand 24 hours a day, and the impact of that change affects all aspects of human endeavour including the specialized needs of security and defence. Although each of our speakers represent very different organisations, each will reflect on the common experience of managing their organisations within the new 24/7, always on communications environment. The speakers will consider the impacts on their particular organisations both internally and externally and explain how their organisations are changing to reflect the new demands and possibilities of the globally connected, but interdependent communications and information environment.

Partner Keynote Presentations:

- *Jean-Philippe Courtois • President • Microsoft International*
- *David Jordan • Controller, Editorial Policy • BBC*
- *Jean Fournet • Assistant Secretary General for Public Diplomacy • NATO*

BBC Keynote Presentation

Richard Sambrook • Director, Global News • BBC

The keynote will address the changing world of news reporting. Technology has had an impact on the way the BBC handles and validates news stories. Richard Sambrook will discuss the changes as it affects the BBC.

10:30 to 10:55.. REFRESHMENT BREAK..... Tappenbeck Foyer

11:00 to 12:00.. PLENARY FORUM..... Picke Suite

“The Impact and Power of Technology Today and Tomorrow”

Modern technology has a huge impact on the way each of the three organisations operates. Each speaker will present their vision of the future from a technology perspective as it is reflected in their own organisations. The panelists will present a three to five year road map and discuss their vision potentially to 10 years. This will then be followed by a question and answer session with the panel.

Facilitator:

Lyse Doucet • News Correspondent and Presenter • BBC

Panelist Speakers:

- *Richard Sambrook • Director Global News • BBC*
- *Peter Flory • Assistant Secretary General for Defence Investment • NATO*
- *Jonathan Murray • Vice President and Chief Technology Officer • Microsoft EMEA*

12:00 to 13:30.. LUNCH SERVICE..... Keizerzaal Room

13:35 to 15:05 .. PLENARY FORUM..... Picke Suite

“Finding ‘Comprehensive Solutions’ to Crisis Response and Crisis Management – Afghanistan as a Stabilization and Reconstruction Mission”

Experience in Afghanistan and Kosovo demonstrates that today’s challenges require a comprehensive approach by the international community involving a wide spectrum of civil and military instruments, while fully respecting mandates and autonomy of decisions of all actors, and provides precedents for this approach. Several existing crisis management instruments will need improvements as well as practical cooperation at all levels with partners, the UN and other relevant international organisations, Non-Governmental Organisations and local actors in the planning and conduct of ongoing and future operations wherever appropriate. This panel should take into account emerging lessons learned and consider flexible options for the adjustments to enhancing civil-military interface.

At the same time, all operations are directly affected by the globalization of information, new technology and global media. Information technology affects the conduct of operations as well as the way the public at large accesses information about crises. It offers the potential for better information sharing and shared knowledge among all actors involved. This requires innovative approaches to the use of information and technology and offers the potential for new forms of cooperation between the public and private sector. The private sector, including global business corporations and media can play a useful role in supporting and supplementing the international community in its efforts to bring stability and security to many places around the globe and good examples of such contributions should be highlighted in this Panel.

Media reporting affects public and elite perception of all actors involved internationally as well as in theatre and thus influences the conduct of operations. In addition, media training and journalistic capacity building in countries affected by crisis can positively influence stability and reconstruction.

Facilitator:

- *Jamie Shea • Director Policy & Planning • NATO*

Panelist Speakers:

- *John Simpson • World Affairs Editor • BBC*
- *Nigel Snoad • Lead Capabilities Researcher • Microsoft Humanitarian Systems*
- *H.E. Maliha Zulfacar • Ambassador of The Islamic Republic of Afghanistan to Germany*

- *Brig. General Theo Vleugels* • *Commander of the Royal Netherlands Army Training Command*

15:05 to 15:30 .. REFRESHMENT BREAK..... Tappenbeck Foyer

Session Introductions

Ralph Young • Vice President Worldwide Public Sector • Microsoft Corporation

“Information and Communication in a Changing International Security Environment”

Rt Hon. Lord Ashdown of Norton-sub-Hamdon GCMG KBE

This keynote will draw on Lord Ashdown’s practical experiences in Bosnia-Herzegovina, as well as making suggestions of a new blueprint for a better coordinated effort by the International Community.

Question and Answer Session:

Facilitator:

Lyse Doucet • News Correspondent and Presenter • BBC

Participant:

Rt Hon. Lord Ashdown of Norton-sub-Hamdon GCMG KBE

NATO Keynote Presentation

H.E. Jaap de Hoop Scheffer • Secretary General • NATO

In this address to the Defence Leaders’ Forum, the NATO Secretary General Jaap de Hoop Scheffer will analyse how globalisation has affected NATO’s approach to security and led to the Alliance increasing its missions both in Europe and in the wider world. The Secretary General will outline the key features of NATO’s transformation over the past decade and emphasise NATO’s comprehensive approach to security in which the Alliance’s military capabilities increasingly support and interact with civilian agencies to ensure lasting stability and reconstruction. In this connection, the Secretary General will focus his remarks on NATO’s current ISAF mission in Afghanistan and comment on how private sector companies such as Microsoft and media organisations such as the BBC are also key to this comprehensive approach.

Microsoft Keynote Presentation

Steve Ballmer • Chief Executive Officer • Microsoft Corporation

The technology revolution of the last decade has changed the requirements of 21st century crisis management. As governments look to be more strategic in their defence, public safety and security operations, technology plays an increasingly critical role – enabling greater information security, facilitating interoperability across diverse organisations, and tearing down traditional barriers to collaboration and communication. In his keynote address, Microsoft CEO Steve Ballmer will discuss the role of innovation and partnership in managing the complexities of 21st century crisis situations. He will highlight recent public-private partnership efforts and discuss how through shared goals, public and private sector organisations can drive positive change worldwide.

Joint Questions and Answer Session

Facilitator:

Lyse Doucet • News Correspondent and Presenter • BBC

Participants:

- *Steve Ballmer • Chief Executive Officer • Microsoft Corporation*
- *H.E. Jaap de Hoop Scheffer • Secretary General • NATO*
- *Richard Sambrook • Director Global News • BBC*

Forum Close

Michel Van der Bel • Vice President, Public Sector • Microsoft International

- *H.E. Jaap de Hoop Scheffer • Secretary General • NATO*

- *Steve Ballmer • Chief Executive Officer • Microsoft Corporation*
- *Richard Sambrook • Director Global News • BBC*

21:00 to 22:00 . AFTER DINNER “LOUNGE” SESSION LaTour Restaurant

“Media and Military Operations Unplugged”

The after dinner “Lounge” session is a unique opportunity to listen to two leading experts in their respective fields discuss openly how the media has impacted Military Operations. This is an informal session; each speaker will speak for 20 minutes and then open the floor to questions and discussions. Tea and Coffee will be served and a bar will be available.

Facilitator:

George Hall • Executive Committee, Broadband Stakeholder Group • United Kingdom

Participants:

- *General Lance Smith • Supreme Allied Commander for Transformation • NATO*
- *Paul Wood • Defence Correspondent • BBC*

THE FORUM'S SPEAKERS

Following are biographical briefs and photographs regarding those speakers confirmed prior to press time. Please note that cancellations, replacements, confirmations and other scheduling adjustments may have occurred after press time. For specific times and additional information about Speakers, please refer to the Agenda. This year's featured Speakers include:

H.E. Jaap de Hoop Scheffer **Secretary General, NATO**

Jakob Gijsbert (Jaap) de Hoop Scheffer was born in Amsterdam on 3 April 1948. After completing his secondary education, he studied law at Leiden University, graduating in 1974. From 1974 to 1976 he performed his military service in the Royal Netherlands Air Force and was discharged as a reserve officer. From 1976 to 1986, he was employed in the Foreign Service of the Ministry of Foreign Affairs and he started in the spokesmen's service in 1976. From 1976 to 1978, he served at the Embassy in Accra (Ghana). He then worked at the Permanent Delegation to NATO in Brussels until 1980, where he was responsible for issues relating to defence planning. He was in charge of the private office of four successive Ministers of Foreign Affairs until 1986. De Hoop Scheffer was elected to the House of Representatives of the States General for the Christian Democratic Alliance (CDA) in June 1986. He became the Party Spokesperson on foreign policy as well as asylum and refugee policy and European justice matters in the House and served on the Permanent Committees on Justice, European Affairs and Defence. From 1989 to 1994 he chaired the Permanent Committee on Development Cooperation. From 1986 to 1994 he was also a member of the Parliamentary Assemblies of the Council of Europe and the Western European Union (WEU). In 1990, during the Gulf crisis, he served as WEU rapporteur on the consequences of the invasion of Kuwait and continuing operations in the Gulf region. From 1994 to 1997, he was a member of the North Atlantic Assembly. He served as deputy leader of the CDA parliamentary party in the House of Representatives from December 1995 to March 1997, when he was elected leader. He is married to Jeannine de Hoop Scheffer-van Oorschot, who teaches French and holds positions in various volunteer groups. They have two daughters. In his free time, he is a dedicated runner and plays tennis and squash. He enjoys singing and is fond of Dutch, French and English literature, as well as French films.



Steve Ballmer **Chief Executive Officer, Microsoft**

Steven A. Ballmer is Chief Executive Officer of Microsoft Corporation, the world's leading manufacturer of software for personal and business computing. Ballmer joined Microsoft in 1980 and was the first business manager hired by Bill Gates. Since then, Ballmer's leadership and passion have become hallmarks of his tenure at the company. During the past 20 years, Ballmer headed several Microsoft divisions before being promoted in July 1998 to President, a role that gave him day-to-day responsibility for running Microsoft. He was named CEO in January 2000, assuming full management responsibility for the company, which includes delivering on the company's mission of enabling people and businesses throughout the world to realize their full potential. Together with Gates and the company's other business and technical leaders, Ballmer is focused on continuing Microsoft's innovation and leadership across the company's seven businesses. Microsoft's goal is to provide an integrated platform to enable a seamless experience across a wide range of computing and non-PC devices and services. Various described as ebullient, focused, funny, passionate, sincere, hard-charging and dynamic, Ballmer has infused Microsoft with his own brand of energetic leadership, vision and spirit over the years. Ballmer was born in March 1956, and grew up near Detroit, where his father worked as a manager at Ford Motor Co. He graduated from Harvard University with a bachelor's degree in mathematics and economics. While in college, Ballmer managed the football team, worked on the Harvard Crimson newspaper as well as the university literary magazine, and lived down the hall from fellow sophomore Bill Gates. After college, he worked for two years at Procter & Gamble Co. as an assistant product manager and, before joining Microsoft, attended Stanford University Graduate School of Business.



Richard Sambrook **Director, BBC Global News, BBC**

Richard Sambrook is Director of the BBC's Global News division, responsible for leading the BBC's international news services across radio, television and new media. He is a member of the BBC's Executive Direction Board and the BBC's Journalism Board. The division contains BBC World Service radio, BBC Monitoring, BBC World television and the BBC's international facing online news services. The aim of the division is to create a clear, coordinated presence in international media, improving the impact of BBC journalism with global audiences. He took up the post in September 2004. Previously as Director of BBC News from 2001 to 2004, Sambrook led the world's biggest broadcast news operation. Prior to that, from 1999 to 2001, he was Deputy Director of the News division. He also served as acting Director of Sport from April to October 2000 during the then Director-General Greg Dyke's restructuring of the corporation. During his career in BBC News, Sambrook has worked as a producer and programme editor on the BBC's national TV news programmes. He was senior producer and deputy editor of the Nine O'Clock News during which time he worked on location in the Far East, Middle East, Europe, Russia and the United States and helped produce campaign coverage for three General Elections. He also produced the BBC's news coverage of the collapse of the Berlin Wall in 1989 and co-coordinated the coverage of the war in Bosnia. Sambrook went on in 1992 to be appointed News Editor, BBC Newsgathering - the department which brings in coverage from around the world for all BBC radio and TV news and daily current affairs programmes. In 1996 Sambrook was appointed Head of Newsgathering and led a major expansion of the BBC's overseas news capability, creating a network of "hub" bureaus in key regions around the world and building the BBC's live broadcasting capability.



Richard's first job with the BBC was in 1980 as a sub-editor in the radio newsroom. Before that, he was a trainee journalist with Thomson Regional Newspapers between 1977 and 1980 when he worked with Celtic Press in the Welsh Valleys and the South Wales Echo. Born in Canterbury on 24 April 1956, Sambrook was educated at Reading University where he obtained a BA in English. He also completed an MSc in Politics at Birbeck College, London University.

Eimert van Middelkoop **Minister of Defence, The Netherlands**

Eimert van Middelkoop was born in Berkel en Rodenrijs on 14 February 1949. After completing his secondary education, he studied sociology at the Netherlands School of Economics, now Erasmus University, Rotterdam. Van Middelkoop was employed from 1971 to 1972 as a lecturer at the Reformed School of Social Work in Zwolle. From 1973 to 1989 he worked as an assistant for the parliamentary party of the Calvinist Political Union (GPV). From 1989 until 2002 he was a member of the House of Representatives of the States General, first for the GPV and from 2001 for the Christian Union, formed through a merger between the GPV and the Reformed Political Federation (RPF). He has been a member of the Senate of the States General since 2003. He has held numerous positions, in particular as member of the supervisory committee of the Social and Cultural Planning Office, chair of the interministerial policy review committee on task specialisation in European defence, secretary/treasurer of the Centre for Parliamentary History in Nijmegen, member of the Advisory Board of the East-West Parliamentary Practice Project, member of the feedback group of the Royal Netherlands Air Force, deputy chair of the Advisory Board of the Netherlands Institute of International Relations "Clingendael" and member of the Supervisory Council of the Institute for Multiparty Democracy. He has also been a freelancer for the Evangelical Broadcasting Association (EO) and a columnist for the *Nederlands Dagblad*. On 22 February 2007 Mr Van Middelkoop was appointed Minister of Defence in the fourth Balkenende government.



H.E. Maliha Zulfacar **Ambassador of The Islamic Republic of Afghanistan to Germany**

Maliha Zulfacar, a native of Afghanistan who has been active in the rebuilding of that country since 2001, was appointed as Afghanistan's Ambassador to Germany in 2006. She was the first woman to be appointed as an ambassador from the nation of Afghanistan. She was born and raised in Afghanistan's capital, Kabul. She left Afghanistan to attend college in the United States after her graduation from Rabia Balkhi High School in Kabul, returning to teach at Kabul University. Zulfacar was a sociology professor at Kabul University before fleeing the Russian occupation of Afghanistan in 1979 for Germany. She lived in Germany from 1979 to 1985, becoming fluent in German and studying at the German Technical Institute at Braunschweig. In 1985, she came to the United States and settled in California to raise her two children. She joined the California Polytechnic State University in San Luis Obispo Social Sciences Department in 1988. She returned to Germany in 1995, to earn her doctorate in sociology in 1998 from Paderborn University. Her doctoral thesis compared and contrasted the experience of Afghan immigrants in Germany and the United States. Since the fall of the Taliban in Afghanistan in 2001, Zulfacar has been leading a cross-continental life. Zulfacar has been a professor of Sociology at the California Polytechnic State University, teaching classes about global ethnic conflict and geopolitics and coordinating various projects and fundraisers to benefit Afghanistan's educational system and infrastructure. She is serving her term as ambassador while on sabbatical from her teaching and studies at California Polytechnic State University. Zulfacar has also produced two documentaries on the lives of the average citizens of Afghanistan. Her first, "Guftago: Dialog with an Afghan Village," was made in 2001, documenting her trip with an international delegation of women touring mountain villages in 2000. Her second, "Kabul Transit," following city residents in the course of their daily lives was screened at the 2006 Los Angeles Film Festival. She has been publishing widely, including on educational and reconstruction issues.



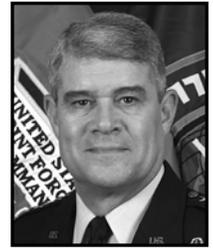
Rt Hon. Lord Ashdown of Norton-sub-Hamdon GCMG KBE

Between 1959 and 1972 Paddy Ashdown served in the Royal Marines and saw active service as a Commando Officer in Borneo and the Persian Gulf. He went to Hong Kong in 1967 to undertake a full-time course in Chinese, returning to the United Kingdom in 1970, where he was given command of a Commando Company in Belfast. In 1972 Ashdown left the Royal Marines and joined the Foreign Office. He was posted to the British Mission to the United Nations in Geneva where he was responsible for Britain's relations with a number of UN organisations and took part in the negotiation of several international treaties and agreements. After leaving the Foreign Office Ashdown worked in industry in South-West England and then went to work as a Youth Worker with the Dorset County Council Youth Service, with responsibility for initiatives to help the young unemployed. He stood as the Liberal Parliamentary candidate for the Yeovil constituency in 1979, raising the Liberal vote there to its highest ever level. Shortly after entering the UK Parliament in the 1983 General Election, Ashdown became the Liberal spokesman for Trade and Industry and went on to be Education spokesman four years later. He was elected Leader of the Liberal Democrats in July 1988. Ashdown stood down as the leader of the Liberal Democrats in 1999 and retired from the Commons in 2001. During the Bosnia and Herzegovina conflict, Ashdown was one of the leading and most vocal advocates for decisive action by the international community. Lord Ashdown was the UN High Representative for Bosnia and Herzegovina and the European Union Special Representative in Bosnia and Herzegovina from May 2002 until January 2006. Ashdown now sits in the House of Lords as a Liberal Democrat peer. In 2000 and 2001 Penguin Books published two volumes of *The Ashdown Diaries*, to critical acclaim. In April 2007 Orion will publish *Swords and Ploughshares – Building Peace in the 21st Century*, a book examining the challenges of nation-building in a post-conflict environment and bringing stability to destabilised and lawless spaces. It will draw on Ashdown's practical experiences in Bosnia-Herzegovina, as well as making trenchant and challenging, yet sensible and informed suggestions of a new blueprint for the International Community.



General Lance Smith **United States Air Force Commander, U.S. Joint Forces Command** **NATO, Supreme Allied Commander Transformation**

General Smith entered the Air Force in 1970 after completing Officer Training School. He commanded two fighter wings and led two air expeditionary force deployments to Southwest Asia: AEF III and the 4th Air Expeditionary Wing. He served as the Commander of 7th Air Force, Pacific Air Forces; Air Component Commander, ROK and U.S. Combined Forces Command Korea; and Deputy Commander U.S. Forces Korea. The general also served two tours at the Pentagon and was Commandant of the NATO School at Supreme Headquarters Allied Powers Europe, Commandant of Air War College and Commander of the Air Force Doctrine Center. Prior to his current assignment, he was Deputy Commander, U.S. Central Command, MacDill Air Force Base, Fla. General Smith flew more than 165 combat missions in Southeast and Southwest Asia in the A-1 Skyraider and the F-15E Strike Eagle. A command pilot, he has more than 3,000 hours in the T-33, T-37, T-38, A-1, A-7, A-10, F-111F, F-15E and F-16. In addition he completed a Bachelor of Arts degree in business management, Virginia Polytechnic Institute, Blacksburg in 1969; a Master of Arts degree in business management, Central Michigan University, Mount Pleasant; the Air Command and Staff College, Maxwell Air Force Base, Ala in 1982; the Army War College, Carlisle Barracks, Pa in 1990; and the Advanced Executive Program, J.L. Kellogg Graduate School of Management, Northwestern University, Evanston, Ill in 1994. General Smith received various awards and decorations.



Jean Fournet **Assistant Secretary General for Public Diplomacy, NATO**

Jean Fournet became the NATO Assistant Secretary General for Public Diplomacy on 1 April 2003. Prior to this he had been the Assistant Secretary General for Scientific and Environmental Affairs since March 2001. Before coming to NATO, Jean Fournet was the National Armaments Director and Director of Co-operation and Industrial Affairs in the Direction générale de l'armement (DGA) of the French Ministry of Defence. In 2000 he was also the Chairman of the Board of the Organization for Joint Co-operation in Armaments (OCCAR). Until 1999 he was a member of the board of directors of several national firms (Aérospatiale, SNECMA, Dassault). Fournet began his career in 1973 as the Head of the Energy/Propulsion Department in the DGA Directorate for Research and Test Resources. From 1978 to 1983, he worked as the Head of Bureau for Industrial and Economic Affairs and then as the Head of the Private Office of the Director for International Affairs at the Ministry of Defence. In 1983 he moved to the Ministry of Industry, where he was the Official Representative for Industrial and Environmental Affairs with the Director-General for Energy and Raw Materials until 1988, when he returned to the Ministry of Defence as the Technical Advisor to the Head of Strategic Affairs. In 1993 he studied at the Kennedy School of Government international programme. From 1989 to 1995, he was the Assistant Director and later the Deputy Director for Industrial Affairs at the DGA, and in 1995 he became the Director of the Private Office of the Head of the DGA, where he led a sweeping re-organization in 1996 before taking up the post of Director of Co-operation. Fournet was born in Brest, France in 1948, and graduated at the Ecole polytechnique and the French National College of Aeronautics and Space. He also obtained a master's degree in economics and a further graduate degree in political science. In addition he completed his studies at the Institut Auguste Comte and the Centre for Advanced Armament Studies (CHEAR, and SERA, the European session of armament directors). He attained the rank of Lieutenant General, Armament Corps in 1997. Also Fournet is a Chevalier of the Legion of Honour and an Officer of the National Order of Merit. He has two daughters.



Peter C. W. Flory **Assistant Secretary General for Defence Investment, NATO**

Prior to assuming the position of Assistant Secretary General Defence Investment in January, 2007, Peter Flory served as the Assistant U.S. Secretary of Defense for International Security Policy. In this capacity, he served as the principal advisor to the Under Secretary of Defense for Policy and the Secretary of Defense on issues that relate to nonproliferation and counter proliferation of nuclear, chemical, and biological weapons; development of security cooperation strategies with nations of Europe, Eurasia, and the North Atlantic Treaty Organization; oversight over the Cooperative Threat Reduction Program and arms control negotiations; and policy for nuclear and advanced non-nuclear deterrent forces, space-related capabilities, and ballistic missile defenses. From July 2001 to August 2005, Flory served as the Principal Deputy Assistant Secretary of Defense for International Security Affairs, and assisted in the formulation and coordination of international security strategy and policy for East Asia, South Asia, the Middle East and Persian Gulf, Africa, and Latin America. In particular, Flory played a leading role in the development and implementation of Administration strategies for India and Pakistan, and other nations of South Asia. From April 1997 to July 2001, Flory was Chief Investigative Counsel and Special Counsel to the Senate Select Committee on Intelligence (SSCI). Flory led investigations into technology transfers to the People's Republic of China and security problems at the Department of Energy's nuclear laboratories, and was responsible for oversight over intelligence matters, including counterintelligence, covert action, denial and deception, and intelligence analysis. From 1993 until he joined the SSCI staff in 1997, Flory practiced law with the firm of Hughes, Hubbard & Reed LLP. From 1992 to 1993, Flory served as Associate Coordinator for Counter-Terrorism in the Department of State with the rank of Deputy Assistant Secretary. From 1989 to 1992, Flory served as the Special Assistant to Under Secretary of Defense for Policy Paul D. Wolfowitz. After working as a journalist, he served as a national security advisor to Members of the House Foreign Affairs Committee and Senate Defense Appropriations Subcommittee. He completed an Honors Graduate of McGill University, and received his law degree from Georgetown University Law Center.



Brigadier General T.W.B. Vleugels

After completing secondary education Brigadier General T. W. B. Vleugels entered the Royal Military Academy, Breda, in 1976; he was subsequently commissioned into the 43rd 'Chassé' Armoured Infantry Battalion in Assen. In 1981 he deployed to the Lebanon as part of the UNIFIL mission. Between 1981 and 1988 he held various positions, including company commander in the 12th 'Garderegiment Jagers' Armoured Infantry Battalion in Schaarsbergen. From 1988 tot 1990 he attended the General Staff College in The Hague; he subsequently worked as a staff officer within the Army Personnel Department before moving to HQ NORTHAG, Rheindalen (BRD) as an operational planner from 1991 to 1993. In 1992 he deployed to Bosnia-Herzegovina as the G3 planner within BH Command UNPROFOR. Between 1993 and 1996 he was posted to Heidelberg (BRD) and worked as a planner at HQ LANDCENT. In 1996 he assumed the position of Intel Planner in the headquarters of IFOR, Sarajevo. On return from the Balkans he became the Commanding Officer of 42nd Armoured Infantry Battalion in Seedorf (BRD), a position he held until 1999, and during which time he deployed with his battalion as part of SFOR IV to Bosnia-Herzegovina. From 1999 to 2001 he worked at the Department of Operational Policy within the Army Staff in The Hague. Between 2001 and 2004 he returned to Schaarsbergen as both the Second in Command and Chief of Staff of 11 (NLD) Airmobile Brigade (AASLT). From 2004 to 2005 Vleugels was responsible for operational readiness within the Staff of the Army Operational Command, Apeldoorn. In July 2005 he was appointed Commander of the Manoeuvre Education and Training Centre in Amersfoort. As of January 2006 Vleugels has commanded 1(NLD/AUS) Task Force Uruzgan (TFU) as part of ISAF in Afghanistan. As of 6 April 2007 he became Commander of the Royal Netherlands Army Training Command in Utrecht, and was subsequently promoted to Brigadier General.



Jean-Philippe Courtois

President, Microsoft International; Senior Vice President

As president of Microsoft International, Jean-Philippe Courtois leads sales, marketing and services for all regions outside the U.S. and Canada, including Europe, the Middle East and Africa (EMEA); Japan; China; the Asia Pacific region; Latin America; and emerging markets. He also shares responsibility for Microsoft Corp.'s worldwide public sector team, directing the company's engagement with governments around the globe. Courtois' role centers on driving growth through strategic partnerships and globally integrated business operations. As president of Microsoft International, Courtois also places a high priority on spreading the benefits of technology for economic and social development — creating ubiquitous access to technology, helping ensure Internet safety, supporting education, and generating economic growth and opportunity. As an industry leader, Microsoft has a responsibility to enable access to technology in ways that help people realize their full potential, and Courtois works to align Microsoft's business priorities to help address these critical global issues. During his 22 years at the company, Courtois has held several leadership positions. Previously, as CEO of Microsoft EMEA, he led the worldwide business planning process for EMEA, improving customer satisfaction and enhancing regional integration. Before he was named CEO, Courtois had served for three years as president of Microsoft EMEA and as vice president of worldwide customer marketing, based in Microsoft's U.S. headquarters in Redmond, Wash. Following the company's reorganization in March 1999, a process that realigned Microsoft's divisions to focus on core customers, he launched the Customer and Partner Satisfaction initiative and was instrumental in managing its strategic, global rollout. Before that, he was vice president of Microsoft Europe in 1997 and became general manager for Microsoft France in 1994, following several promotions. Courtois joined Microsoft France in 1984 as a channel sales representative. Before joining Microsoft, Courtois spent 18 months as a product manager for Memsoft, a French accounting software company. Courtois is administrator for PlaNet Finance and the official representative of Microsoft at Institut Montaigne. He is a past member of CSR Europe and the Advisory Council of the European Policy Centre. He also served as co-chairman of the World Economic Forum's Global Digital Divide Initiative Task Force. A French national, Courtois graduated from The Ecole Supérieure de Commerce, Nice (CERAM) and obtained his DECS.



Lyse Doucet

News Correspondent and Presenter, BBC

Lyse Doucet is a presenter and correspondent for BBC World television and BBC World Service radio who is often deployed to anchor special news coverage from the field. In recent years, her work has taken her to India and Indonesia to present extensive coverage of the aftermath of the tsunami disaster, and to the West Bank city of Ramallah for the illness and death of the Palestinian leader Yasser Arafat. She played a key role in BBC coverage of the war in Iraq in 2003 and Afghanistan in 2001. Lyse is also a regular presenter on the BBC's Talking Point programme broadcast on television, on radio and online and she occasionally presents HARDtalk which is seen on BBC News 24 and BBC World. Lyse was awarded a Silver Sony Award for News Broadcaster of the Year in 2003 and nominated for a Royal Television Society Award for their exclusive coverage of the attempted assassination of the Afghan President Hamid Karzai in 2002. Before joining the BBC's team of presenters in 1999 she spent 15 years as a BBC foreign correspondent which took her to West Africa, Kabul, Islamabad, Tehran, Amman, and Jerusalem. Born in Bathurst, New Brunswick, Canada, Lyse has an honorary doctorate in Civil Law from the University of King's College in Halifax, Nova Scotia; a Master's Degree in International Relations from the University of Toronto; and a BA Honours Degree from Queen's University at Kingston. She is a Council member of the Royal Institute of International Affairs (Chatham House) and the International Council on Human Rights Policy.



George Hall

EU Public Affairs and Government Relations Consultant

George Hall has worked on both sides of the public sector/private sector divide, first as a member of the British Diplomatic Service and then as a senior executive in the IT industry. He is now an independent advisor on public policy and governmental affairs, with a special focus on the EU, particularly the Lisbon Agenda, Information Society and Enlargement issues. He has been involved in EU affairs since 1973 when he worked in the UK Permanent Representation to the EU in Brussels. During his diplomatic career, he served in the Foreign and Commonwealth Office in London and in the British diplomatic missions in Caracas, Brussels, Bonn, East Berlin, Budapest and Ottawa. He was also attached to the UK Prime Minister's Office, working in the Press Office. Following his move to the private sector, he represented the IT industry in European and global forums, such as chairing the UNICE Information Society Steering Committee in Brussels, he was a founding board member of EICTA, he was EU issue manager on eCommerce in the Trans Atlantic Business Dialogue (TABD) as well as a member of the Business and Industry Advisory Committee of the OECD. In 1994 Hall was secretary to the Bangemann High Level Group which presented a report "Europe and the global information society" to the European Council which forms the basis of the EU's Information Society policies to this day. He is currently on the Board of the Broadband Stakeholder Group (BSG) a public/private partnership between the UK Government and the private sector players in the "broadband value chain" and on the Board of ERIS@ (European Regional Information Society Association) based in Brussels. Hall's clients have ranged from UK-focused SMEs to truly global companies, as well as clients in the public sector including the European Commission.



David Jordan

Controller, Editorial Policy, BBC

David Jordan has been the BBC's Controller of Editorial Policy since December 2005 and for the two previous years was the BBC's Chief Adviser, Politics. Jordan became a television journalist on London Weekend Television's Weekend World in 1984. He joined the BBC in 1988 to help set up its flagship political programme On The Record. He became its Deputy Editor in 1989 and then Deputy Editor of the Current Affairs flagship Panorama in 1990, where he edited the RTS best domestic documentary two years in a row, before returning to On The Record as Editor in 1992. He remained its Editor until 2003, interrupted only by a period on attachment as the BBC's Chief Political Adviser. Jordan also founded The Westminster Hour on Radio Four and was the Executive Editor of Radio Four's The Week in Westminster and the World Service's People and Politics as well as creating and editing a range of political programmes for BBC television and radio.



Jonathan Murray

Vice President and Chief Technology Officer, Microsoft

As vice president and chief technology officer for Microsoft Europe, Middle East and Africa (EMEA), Jonathan is responsible for Microsoft's technology policy initiatives and engagements with government and academic leaders across the region. His organisation ensures that through bi-directional dialogue the unique needs of these constituencies are reflected in Microsoft's technology and development strategies. In his previous role, Murray founded and managed Microsoft's global accounts organisation, which oversees the relationship with the company's 50 largest global customers. He held this position for three years. Murray joined Microsoft in July 1994 as marketing manager in the worldwide enterprise technical marketing organisation and subsequently held the positions of group manager, director and then general manager of this organisation. In May 1999, he became general manager of the Microsoft's customer and partner satisfaction organisation. Before joining Microsoft, Murray spent five years with ARCO as a technology strategist. He was responsible for information technology projects aimed at improving organisational effectiveness through improved collaboration and knowledge sharing. Murray previously worked for Scientific Software Intercomp (SSI), an oil industry consulting company, and for Logica, one of the UK's leading systems integration companies, on various large-scale projects. Murray was born in the UK and is a keen amateur photographer and astronomer. He graduated in 1984 from Kingston Polytechnic in the UK with a Bachelor of Science degree in applied science.



Jamie Shea

Director of Policy Planning, NATO

Dr. Jamie Shea is Director of Policy Planning in the Private Office of the Secretary General, NATO. Before his present function he was Director of the Office of Information and Press of NATO from 2000-2003, and in May 2003 was appointed to the position of Deputy Assistant Secretary General for External Relations in the new Public Diplomacy Division. He was also NATO Spokesman from 1993 to 2000. In addition to his NATO responsibilities, Shea also holds a number of academic positions, most notably with the Collège d'Europe, Bruges, and the Brussels School of International Studies of the University of Kent, Canterbury. Shea completed his doctoral studies in Philosophy at Oxford University in 1981. He also holds a Bachelor of Art from Sussex University in History and French.



John Simpson

World Affairs Editor, BBC

John Simpson is the BBC's World Affairs Editor, the senior member of a team of London-based foreign and specialist correspondents. In a BBC career spanning 40 years, John has earned a reputation as one of the world's most experienced and authoritative journalists – he has reported from 120 countries across the globe, from 36 war zones, and has interviewed more than 150 kings, presidents and prime ministers. His assignments have included the great majority of international news stories since the Eighties: the Iranian revolution, the fall of Communism, Tiananmen Square, the Gulf War, the wars in Bosnia, the end of apartheid in South Africa, the rise and fall of the Taliban in Afghanistan, and the invasion of Iraq. In April 2000, he was named Royal Television Society Journalist of the Year for a second time (previously in 1991) for his reporting of the conflict. In a career which makes visiting trouble spots a way of life, John says he rarely fears for his safety - even when a Palestinian soldier ordered him to kneel in the road and pulled the trigger. His experience of trouble started early: in 1970, on his first day as a reporter, he was punched by then British Prime Minister Harold Wilson for asking whether he was about to call an election. John was appointed World Affairs Editor in 1988 following periods as Political Editor, Diplomatic Editor and presenter of the BBC ONE Nine O'Clock News. John also presents the current and political affairs programme, Simpson's World, which is broadcast on both BBC World and BBC News 24. His books include an autobiography, Strange Places, Questionable People (1998), and several accounts of his journalistic experiences. John received a CBE in the Gulf War Honours (1991) and among his other awards have been three Baftas, a Golden Nymph award, a Peabody Trust award for news (1999), a special jury's award at the Bayeux War Correspondents Awards (2002), an International Emmy award for News Coverage, and an RTS award for his reporting during the invasion of Iraq. Born on 9 August 1944, John was brought up in London and Suffolk, and educated at St Paul's School and Magdalene College, Cambridge where he read English, and edited the magazine Granta. He has two daughters by his first marriage and a son by his second wife, Dee, who worked for the BBC in her native South Africa and was the first producer of Simpson's World. They live in London and Paris. In 2000 Magdalene College awarded John an honorary fellowship, and in 2005 he was made Chancellor of Roehampton University. He holds honorary doctorates from six universities altogether.



Nigel Snoad

Lead Capabilities Researcher, Microsoft Humanitarian Systems

Dr. Nigel Snoad is the Lead Capabilities Researcher for Microsoft Humanitarian Systems (MHS) where he leads MHS' investigations into the capabilities, approaches and future directions of solutions to address collaboration challenges in humanitarian environments. Microsoft Humanitarian Systems is an expeditionary team under Microsoft Chief Software Architect Ray Ozzie, and has ongoing projects in Afghanistan. Before joining Microsoft Dr. Snoad was Contingency Planning Advisor to Dr. David Nabarro, the United Nations System lead for Avian and Pandemic Influenza. Prior to this Nigel was the UN Joint Logistics Center's de-facto Chief Information Officer and deputy for Operations. He was deployed to Iraq in 2003, and Sudan in 2004 and 2005. In 2004 Dr. Snoad established the UNJLC for Indonesia less than 48 hours after the Tsunami and led the logistics coordination for the international relief response in Aceh. Nigel remains a part of the UNDAC rapid disaster response team, and was a part of the consultation team for the UNOCHA Civil-Military Coordination Handbook. Prior to joining the UN Dr. Snoad worked as an academic and founded technology startup companies. Nigel has a PhD in Complex Adaptive Systems from the Australian National University and was a visiting fellow at the Santa Fe Institute, Stanford University and Chalmers Institute for Technology in Sweden.



Michel Van der Bel

Vice President Public Sector, Microsoft International

Michel Van der Bel Vice President Public Sector of Microsoft International has world-wide responsibilities for the sales activities and Government relationships of Microsoft within the Public Sector, except for the USA and Canada. His focus is the growth within the Public Sector and implementation of a world-wide consistent strategy. Before being appointed to his current role, Van der Bel was vice president for public sector at Microsoft Europe, Middle East and Africa (EMEA), responsible for the relationships with European governments and for promoting Microsoft solutions for public-sector organisations and delivering an excellent customer and industry partner experience. A Microsoft veteran, Van der Bel brings to the role his experience in the field with the public-sector business, developing government relationships, driving strategies on health care and education, and developing Microsoft's citizenship efforts. From 2001 till beginning of 2006 Van der Bel was the general manager of Microsoft Netherlands. During this time he and his team worked on an integrated approach to customer and partner experience, people, and citizenship in order to continue business growth in the Netherlands. Van der Bel started at Microsoft in 1999, first as a sales and marketing director and leader of the Dutch Enterprise & Partner Group (EPG). He has a MBA degree and background in electronics and in his free time, Van der Bel enjoys sport and playing the piano.



Paul Wood

Defence Corespondent, BBC

Paul Wood is the BBC's Defence Correspondent. He was previously the BBC's Middle East Correspondent, covering the Arab world. He was in Baghdad during the 2003 invasion of Iraq and in Fallujah during the battle for the city. Last year, his Iraq coverage won the television prize at the Bayeux awards for war correspondents and a Golden Nymph at the Monte Carlo television festival. These were awarded for his report of a devastating suicide attack on Iraqi pilgrims in Karbala. Wood carried on broadcasting while several bombs exploded around him and the BBC team. This year he was runner-up at the Royal Television Society for best international report, for



coverage of Fallujah. He was previously the BBC's Belgrade reporter and its Balkans reporter, filing stories from behind Serbian lines while traveling with Kosovan guerrillas during the NATO bombing in June 1999. He has also reported from Croatia, Bosnia, Macedonia, Chechnya, Algeria, Libya, Saudi Arabia, Syria and Sudan, including Dafur. He was previously a correspondent for the BBC in Northern Ireland and a producer in the World Service newsroom at Bush House. Before joining the BBC he worked for local and national papers. He graduated from the LSE in Political Science.

Ralph Young

Vice President, Worldwide Public Sector, Microsoft Corporation

Ralph Young is vice president of Worldwide Public Sector. He leads Microsoft's efforts around government, education, and healthcare industries as well as the teams responsible for worldwide public sector programs, partnerships, partners, services, and marketing. He brings to his position more than 25 years of information technology experience. Young started with Microsoft in 1998 as the General Manager for TransPoint Sales & Marketing, a joint venture between Microsoft, First Data Corporation and Citibank that was responsible for developing the Internet Bill Delivery and Payment business. Most recently, Young held the position of Vice President of the Western U.S. for the Microsoft Corporation, responsible for the company's overall business relationships with Enterprise customers throughout the region. His division was in charge of delivering business value through the effective use of information technology to large Enterprise companies across many different industries. His prior position with Microsoft was that of Vice President of the Enterprise Sales Strategy Group (ESSG), where he was responsible for worldwide Enterprise sales strategy including the development of the Enterprise sales force and the models, processes, tools and training it utilizes. Prior to joining Microsoft, Young served as Executive Vice President of sales, marketing and business planning for AccessLine Technologies, a telecommunications enhanced-services start-up company. He also held several positions at Tandem Computers (now HP), including Vice President, North American communications; Area Manager, Solutions and Wireless; Area Manager, Central Region; and Western Region Sales Manager, Alternate Channels. Young holds an MBA from the Kellogg Graduate School of Management at Northwestern University and a BA in business management and psychology from Baldwin Wallace College in Berea, OH. He and his family reside in the Seattle area.

