

Mr. Helge Lund  
Chief Executive Officer  
Statoil  
Forusbeen 50  
4035 Stavanger  
Norway

April 30, 2014

Dear Mr. Lund,

It is my pleasure to invite you to the Atlantic Council's sixth annual Energy and Economic Summit will take place in Istanbul on November 20-21, 2014.

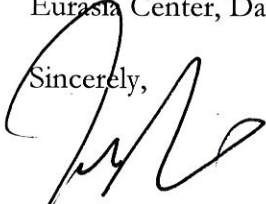
This flagship initiative of the Council, one of Washington's premier foreign policy think tanks that focuses on the transatlantic relationship aims to foster and strengthen transatlantic engagement and more effective policy on regional and global energy, economic and political challenges in the broader Middle East, the Caucasus and Central Asia, the Balkans, and Ukraine and Russia. The Summit gathers top government and business leaders, as well as think tanks and academia around the table to promote a greater sense of community, common destiny, and cooperation in the region.

We would be pleased to work with your staff to offer you a prominent speaking in the program.

Also enclosed are details on partner sponsorship levels and their corresponding benefits. Partners will enjoy full access to all events and opportunities to promote their profile and interests. At higher contribution levels, partners come members of our Leaders Council and participate in exclusive events in and around the conference and at other times of the year; be offered a role in speaking, moderating or introducing a session; receive priority access to bilateral meeting rooms and assistance in scheduling meetings; and get VIP seating at lunches and dinners. We hope that Statoil and you consider joining us at one of the top partnership levels, and we are prepared to work with you on the program and specific benefits to ensure that Summit participation addresses the firm's interest in appropriate ways.

We would welcome your attendance, and we believe you will find the event useful, interesting and stimulating. For further information, your office can contact Acting Director of the Dinu Patricia Eurasia Center, David Koranyi, at +1 202-445-0336 ([dkoranyi@atlanticcouncil.org](mailto:dkoranyi@atlanticcouncil.org)).

Sincerely,



Frederick Kempe  
President and CEO  
Atlantic Council



# Atlantic Council

## ENERGY & ECONOMIC Summit

November 20-21, 2014 • The Grand Tarabya • Istanbul, Turkey

## 2014 Partnership Opportunities

Now in its sixth year, the Atlantic Council Energy and Economic Summit in Istanbul brings together a unique and preeminent **community of global leaders** for a lively two-day debate on business opportunities, values, energy development, and political challenges in a region standing at the crossroads of history. Held in the newest global city, the Summit analyzes the latest in political and business trends, as well as promotes opportunities in a region spanning from Central Asia in the East to Central Europe to the Levant in the West.



2013 keynote speakers included Turkish President **Abdullah Gül** and US Secretary of Energy **Ernest Moniz**.

Companies enjoy plenary sessions, bilateral meetings, breakouts, networking opportunities, and access to global and regional leaders.

The invitation-only sessions on energy, business, politics, and the economy are open to Summit partners and a select group of thought leaders from around the globe.



Photos clockwise from top left: **Fatih Birol**, Chief Economist, International Energy Agency and **Melanie A. Kenderdine**, Executive Director, Massachusetts Institute of Technology Energy Initiative; **Tony Hayward**, CEO, Genel Energy; **Taner Yıldız**, Minister of Energy and Natural Resources, Republic of Turkey; The **Grand Tarabya** hotel in Istanbul, site of the 2014 Summit; and **Ashti Hawrami**, Minister of Natural Resources, Kurdistan Region, Republic of Iraq.

**Summit Partnership presents the following opportunities:**

## Recognition

At the Summit, all partners are given logo recognition on printed materials, signage, and the Summit website. Other opportunities include hosting a company exhibit in the Summit foyer area, logo recognition on a partner video loop and on stage backdrops at the sessions, as well as exclusively sponsoring a Summit meal event.



## Access to Global and Regional Leaders

Through thought-provoking sessions, bilateral meetings, a private catered lounge, and special events, including the offsite Gala Dinner, the Summit truly creates a setting that helps its partners build and strengthen vital relationships with high-level policymakers, academics, and business leaders. There is also the option to serve on the Summit Leaders Council and engage in programming and events throughout the year.



## Speaking Opportunities

Platinum Co-Chairs and Gold Summit Partners are given the opportunity to feature their Chairman, CEO, or other senior designate as a speaker, moderator, or introducer for a session/event at the Summit.



Photos clockwise from top right: **William C. Veale**, Executive Director, US-Kazakhstan Business Association and **Yelda Güven**, Eurasia Director, ExxonMobil; **Special Summit Partners dinner**; **Adel Chaouch**, Director and General Manager, Corporate Social Responsibility, Marathon Oil; **Ian MacDonald**, Vice President, Europe, Eurasia, and Middle East Exploration and Production, Chevron; and **Ali Babacan**, Deputy Prime Minister, Republic of Turkey.

<b>PARTNERSHIP LEVELS AND BENEFITS</b>	<b>Platinum Co-Chair (\$250,000)</b>	<b>Gold Summit Partner (\$120,000)</b>	<b>Silver Summit Partner (\$60,000)</b>	<b>Bronze Summit Partner (\$30,000)</b>
CEO or Chairman invited to present brief introductory remarks during the Summit	✓			
One-page company advertisement ( <i>to be provided by partner</i> ) in Summit program book	✓			
Mention in pre- and post-Summit official press releases	✓			
Permanent logo recognition on stage backdrops at the plenary and breakout sessions	✓			
CEO or senior designate invited to serve on the Summit Leaders Council* and attend its exclusive events	✓	✓		
Opportunity to feature CEO or Chairman as a speaker or introducer in a Summit session	✓	✓		
Opportunity to exclusively sponsor a Summit meal event where CEO or Chairman gives welcoming remarks ( <i>subject to availability</i> )	✓	✓		
Atlantic Council assistance in scheduling interviews with various media at the Summit, as desired	✓	✓		
Access to bilateral meeting rooms during the Summit ( <i>subject to availability</i> )	dedicated room	priority access	✓	
Reserved area on Partner's information table to display and distribute company related material ( <i>subject to availability</i> )	✓	✓	✓	
High rotation of company logo on a sponsor video loop at the Summit	✓	✓	✓	
Access to all Summit meals (Thursday and Friday), networking events, and exclusive lobby areas	✓	✓	✓	✓
Logo recognition of support on printed materials, signage, and Summit website ( <i>logo size dependent on partner level</i> )	✓	✓	✓	✓
Access to the "Partner Help Desk" and dedicated staff	✓	✓	✓	✓
Passes ( <i>total</i> ) for participants to attend the Summit and the Gala Dinner	10	8	6	4

\***Summit Leaders Council:** CEOs and/or other senior designates at the **Platinum Co-Chair** and **Gold Summit Partner** levels will be invited to attend special events at the Summit and throughout the year with other high-level policymakers, academics, and business leaders.

# 2013 Sponsors

## Platinum Co-Chairs



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İSTANBUL**



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## Gold Summit Partners



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International**



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bp



**ÇALIK ENERJİ**



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For more information about partnership opportunities and attendance, please visit [www.acsummit.org](http://www.acsummit.org), or directly contact Summit Director Orhan Taner at [otaner@AtlanticCouncil.org](mailto:otaner@AtlanticCouncil.org) or +90 532 485 6336.

The Atlantic Council is a registered 501(c)3 nonprofit organization.  
Your contribution may be tax-deductible to the extent allowed by law

[www.acsummit.org](http://www.acsummit.org) • @AtlanticCouncil • #acsummit

H.E. Ola Borten Moe  
Minister of Petroleum & Energy  
Kingdom of Norway  
Oslo

April 24, 2013

Dear Mr. Minister,

On behalf of Atlantic Council Interim Chairman Brent Scowcroft and President Frederick Kempe, I am honored to invite you to the Council's Energy & Economic Summit that takes place in Istanbul November 21-22, 2013.

The Istanbul Summit aims to promote transatlantic values and ties with the countries extending from Europe east to the Levant, the Caucasus, Central Asia, and points beyond. Its agenda focuses on energy, economic issues and integration, and the region's critically important politics. Now in its fifth year, this invitation-only event attracts foreign policy, business, and energy leaders from government, the corporate sector, and other walks of life from throughout the area. Enclosed please find the 2012 Istanbul agenda and our notional program for 2013.

Through Statoil and more directly through its strong diplomatic presence in Eurasia, Norway is a country that plays an outsized role regionally and therefore brings much to an initiative aimed at promoting transatlantic values and integration in Eurasia. We also believe that your country will be well-served by the opportunities the Summit presents for doing business and advancing its interests in the region. If you wish, we would be pleased to discuss with your staff an appropriate speaking role, and I would be happy to talk about that and any questions you or your staff may have. I can be reached at [rwilson@acus.org](mailto:rwilson@acus.org) or 1-202-778-4965.

You will honor us greatly by taking part in the 2013 Atlantic Council Energy & Economic Summit. We hope you can join us and look forward to your reply.

Sincerely,



Ambassador Ross Wilson  
Director, Dinu Patriciu Eurasia Center

Enclosures:  
2012 Istanbul Summit Agenda  
2013 Notional Summit Agenda

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**Fra:** Kathryn Basinsky [mailto:KBasinsky@AtlanticCouncil.org] **På vegne av** Ross Wilson

**Sendt:** 24. september 2013 20:57

**Til:** !Postmottak OED; Nilsen Anne Grethe; Nilsen Anne Grethe

**Kopi:** Kathryn Basinsky; Laura Linderman

**Emne:** Update: Atlantic Council Energy & Economic Summit

Dear Mr. Minister,

Thank you for advising us of your regret of the Atlantic Council's invitation to participate at its Energy & Economic Summit that takes place November 21-22 in Istanbul. This note is to advise you that **US Secretary Energy Ernest Moniz has now committed to attend** and speak at the summit and to take part in a **special expanded regional energy ministerial** on its margins to which the Council has been asked especially to invite you. Attached with this please find a new, revised draft agenda for summit and Council's original letter of invitation for you to participate.

The expanded ministerial will be a private meeting ahead of the summit's public opening and will focus on the theme of **energy efficiency**. As decisions are now moving forward, sometimes with difficulty, on the Southern Gas Corridor, Iraqi and Eastern Mediterranean gas, and a variety of other upstream, midstream, downstream, unconventional, renewable, and other matters, this ministerial will be an opportunity to consider a crucial set of issues related to energy intensity and utilization. We plan to put together a highly interactive discussion among ministers and a small number of invited experts to talk about technologies, ways of doing business, and other practical steps that countries can consider to improve their energy efficiency and, in so doing, buy down the cost of investment in new capacity, improve competitiveness, and lower environmental impact and other costs.

The ministerial will take place at **8:00-10:30 a.m., on Thursday morning, November 21** just prior to Turkish President Gül's formal opening of the summit. Invitees include ministers (principal plus one), a limited number of experts, and the Atlantic Council convenors, who will include our interim chairman and former US national security advisor Brent Scowcroft, and president and CEO, Frederick Kempe. Ministers will also be invited to a Council-hosted dinner on Wednesday evening, November 20, and more information on this will be provided later. Both events will take place at the **Grand Tarabya** venue of the Istanbul summit. They will closed to the media.

While we cannot speak for Secretary Moniz, we understand that he will stay in Istanbul beyond the conclusion of his role in this ministerial meeting and the summit luncheon at which he will be the keynote speaker and anticipate that he will be available for bilateral meetings.

We hope very much that you might be able to reconsider participating in the summit and joining Secretary Moniz, Turkish Minister of Energy and Natural Resources Taner Yildiz, and our other participants at the regional ministerial meeting being organized alongside it.

If we can answer any questions, please do not hesitate to let us know. We look forward to hearing from you.

Sincerely,

A handwritten signature in black ink, appearing to be the initials 'RW' or a stylized 'Ross Wilson'.

Ambassador Ross Wilson  
1030 15th Street, NW, 12th Floor | Washington, DC 20005  
T: (1) 202-778-4965 | F: (1) 202-463-7241 | M: (1) 202-746-8450  
Email: [rwilson@acus.org](mailto:rwilson@acus.org)





# ATLANTIC COUNCIL

IDEAS. INFLUENCE. IMPACT.

BEVARES

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## DRAFT Proposal for a Framework Partnership Agreement Between the Kingdom of Norway and the Atlantic Council

III  
Overview

### A Transatlantic Security Partnership

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The Atlantic Council is pleased to submit this proposal for a framework partnership between the Kingdom of Norway's Ministry of Defense and the Atlantic Council. The below proposal outlines the Council's suggested approach for such a partnership under the umbrella of the Council's soon-to-be-launched Brent Scowcroft Center on International Security, which would allow the Council to strengthen its important work of advancing the transatlantic security relationship in an age of global challenges while also bringing Norwegian perspectives and priorities on a range of defense and security issues to the wider Washington policy community.

#### The Brent Scowcroft Center on International Security

The United States and its transatlantic allies and partners face a strategic moment the likes of which has not been seen since the fall of the Berlin Wall. As the leading advocates of security, democracy, stability, and prosperity, the United States and its allies are confronted by extraordinary challenges and opportunities that arise from a world in rapid and historic transformation.

Decision-makers on both sides of the Atlantic face political upheavals in the Middle East and North Africa. Globalization has lowered the barriers to entry not only to participation in politics, but also in the security and economic spheres. As a result, traditional structures and institutions are being shaken by non-state actors, non-traditional security threats, newly assertive rising powers, and profound shifts in economic and political influence.

To respond to this strategic challenge, the Atlantic Council is building the Brent Scowcroft Center on International Security, which is predicated on the fact that, while cooperation between the United States and Europe cannot solve all emerging security issues, transatlantic collaboration is often a precondition for dealing with them effectively. With the transatlantic relationship at its core, the Brent Scowcroft Center on International Security seeks to provide decision-makers and policy actors with actionable and policy-relevant advice on how the transatlantic community can tackle some of the key emerging security challenges in the 21<sup>st</sup> century. The Brent Scowcroft Center on International Security is housed within the Atlantic Council, a deeply respected, long-standing, and nonpartisan institution that promotes constructive US leadership in the context of even closer consultations with longstanding allies while embracing a new set of increasingly important global partners.

The Center will pay tribute to General Scowcroft's vast contributions to the security and well-being of the United States and its allies through his many years of distinguished public service and principled leadership, as well as to his service to the Atlantic Council. General Scowcroft has served as a board director at the Council for over 30 years and currently serves as the Chairman of the Council's International Advisory Board (See Tab A for membership). He not only has played a pivotal role in the extraordinary growth and increased relevance of the Council, but has also inspired the

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Council's emphasis on cultivating next generation transatlantic policymakers through his own legacy as a mentor in shaping the careers of countless leaders.

#### **The Atlantic Council – Norwegian Ministry of Defense Partnership**

The Norwegian Ministry of Defense's partnership with the Brent Scowcroft Center on International Security could center around the work of the Council's Strategic Advisors Group (SAG). A body of recognized security and defense experts and former senior officials drawn from across the Alliance, the SAG (See Tab B for membership) is the Scowcroft Center's focal point for its most important projects and deliberations on key transatlantic security issues.

Founded in 2007 by then-Atlantic Council Chairman General James L. Jones, Brent Scowcroft, Council President and CEO Fred Kempe, and former Norwegian Minister of Defense Kristin Krohn Devold, the SAG has established itself as the preeminent network for strategic thinking and analysis on Euro-Atlantic security through its thought leadership on critical issues such as Afghanistan/Pakistan, missile defense in Europe, the NATO Strategic Concept, NATO reform, and the Alliance's role in Libya. Currently co-chaired by Atlantic Council Chairman Chuck Hagel and Airbus CEO Tom Enders, the SAG produces major public policy briefs and reports, hosts off-the-record Strategy Sessions for senior US and European civilian and military officials, and provides informal, expert advice to senior policymakers.

The SAG established its reputation for expertise and its 'over the horizon' outlook by publishing an important report in 2007 entitled 'Saving Afghanistan: An Appeal and Plan for Urgent Action.' The brief warned of the risks of failure in Afghanistan at a time when the security discourse focused more on the challenges of Iraq. Written by then-SAG Chairman General Jones, the brief played a major role in shaping the public and private debate in Washington over the deteriorating situation in Afghanistan through its blunt, but comprehensive analysis and findings. The report was released at the Senate Foreign Relations Committee in the presence of Committee Chairman Senator John Kerry. SAG Chairman General Jones later testified before that Committee on its findings. The SAG then visited NATO Headquarters, SHAPE, and the EU Headquarters to brief Europe's leadership on the report's conclusions.

In 2008, the SAG focused its efforts on the topic of NATO reform, teaming up with the Center for Strategic and International Studies, the National Defense University, and John's Hopkins School of Advanced International Studies to produce a report entitled 'Alliance Reborn: An Atlantic Compact for the 21st Century.' This effort outlined ways in which Allies should reinvigorate NATO, including improving decision-making, enhancing capabilities, and tackling major challenges to ensure NATO's relevance for new and emerging threats.

The 'Alliance Reborn' report served as a prelude for the SAG's 'STRATCON 2010' project, which shaped the debate concerning NATO's development of a new Strategic Concept. Led by SAG members Yves Boyer and Julian Lindley-French, the project influenced the Strategic Concept development process from both inside and outside the formal process. SAG members were in attendance at NATO's five official reflection conferences on the future of the Strategic Concept, and the Atlantic Council served as a partner in hosting the fourth official NATO seminar on the topic of NATO capabilities in February 2010. The SAG also provided members of NATO's Group of Experts with issue briefs on issues most critical to the success of the Strategic Concept. In 2010, the SAG produced an important 'STRATCON 2010 Report' that provided an outline for what the official NATO Strategic Concept should address before it was unveiled at the Lisbon Summit in the fall of 2010.

As a supporter of the Brent Scowcroft Center on International Security and its SAG, the Norwegian Ministry of Defense would also have an opportunity to nominate Norwegian experts and former officials to serve on the SAG, as well as shape the direction of the group in collaboration with the Council.

With the support of the Norwegian Ministry of Defense, the SAG would focus on a series of core policy issues, with the aim of shaping policy and the public debate through products consisting of conferences, policy reports and briefs, expert roundtables, and strategy sessions for US, NATO, and allied nation officials. These core issues could include:

#### *Transatlantic Security in the Age of Austerity and the Chicago Summit*

The transatlantic community is currently in a serious economic crisis that is applying significant downward pressure on the availability of defense resources. To respond to this, NATO Secretary General Rasmussen has launched a smart defense initiative, which will be a topic of the Chicago Summit in May 2012. Maintaining and potentially extending Euro-Atlantic defense and security capabilities and capacities, as well as political will, in the age of austerity will be crucial to preserving the transatlantic security relationship in the 21<sup>st</sup> century. Under this theme, the SAG would develop actionable policy solutions and models for cooperation, prioritization, and specialization that take into account both US and European perspectives and objectives. The SAG would also serve as a platform for focused deliberations between experts, policy makers, and influencers from Washington, Oslo, NATO, and other allied capitals. Finally, these and other relevant issues would be highlighted by the Scowcroft Center and the SAG before and during the Chicago Summit through public and private programming.

#### *NATO in the Middle East*

In the wake of the Arab Awakening and the Allied Libya operation, there exists an opportunity for a larger and more proactive NATO role in the region, both as a security partner for various nations, and as a capacity builder for emerging democracies in need of political and security sector reform. Under this effort, the SAG would work closely with the Council's Rafik Hariri Center on the Middle East to formulate policy options and recommendations for NATO and member nations on how the Alliance can strengthen partnerships, and play a leading role as an advisor and capacity builder in the greater region.

#### *The Transatlantic Community in a Pacific Century*

As the wars in Iraq and Afghanistan wind down, Washington is increasingly focused on the Pacific and Indian Ocean regions, potentially to the detriment of its transatlantic relationship. However, the Council believes that NATO and the larger transatlantic relationship should play a vital role in a Pacific century as, among other things, a vehicle for partnerships and confidence building with emerging powers. Furthermore, coordinated action between the United States and Europe will ensure a more effective approach to newly assertive powers in the Pacific and Indian Ocean regions. The SAG would devise cutting-edge transatlantic approaches to this new geo-political reality and help shape the transatlantic debate on a topic that will be crucial to the health and long-term viability of the transatlantic security relationship.

#### *NATO Beyond Libya and Afghanistan*

With the successful completion of the NATO air operation over Libya, and the eventual draw down in Afghanistan, the Alliance must consider what operational roles and missions it should undertake to advance transatlantic security in the 21<sup>st</sup> century, while also considering the political and military lessons it learned from the sharp engagement in Libya, and the long-term commitment in Afghanistan. Should the Alliance remain an expeditionary one, or are there security issues closer to Europe that need to be addressed by members on both sides of the Atlantic? Under this line of effort the SAG would gather those lessons learned, and devise a way forward for NATO in a post-Afghanistan world.

### *Outreach to Next Generation Transatlantic Leaders*

The Center will pay tribute to Brent's legacy as a mentor in shaping the careers of future leaders by developing initiatives to identify and train future transatlantic policymakers. The Council is organizing and hosting an ambitious young leaders program in the run-up to and at the NATO Chicago Summit. The Center will continue to maintain and cultivate this network of young leaders as they assume key positions in their own nations. Norway's support for the Center could also be targeted at growing these mentorship efforts, including targeting Norwegian candidates for participation.

The above are suggested themes, and the Council would welcome the opportunity to discuss them in more detail with the Norwegian Ministry of Defense to take into account its interests and priorities.

In addition to the activities under the umbrella of the SAG, the Brent Scowcroft Center could also serve as a platform for the Norwegian Ministry of Defense for outreach efforts in Washington. The Atlantic Council maintains a wide network of leading experts and officials in government, the diplomatic corps, industry, academia, media, and the think tank community, which can be brought to bear for roundtables, strategy sessions, and public events together with visiting Norwegian officials and delegations for consultations on a wide range of topics related to defense, security, and the larger transatlantic relationship.

### **Level of Effort**

To fully fund the work of the Brent Scowcroft Center's Strategic Advisors Group would require \$1,000,000, with \$250,000 per year over a four-year period. The partnership would be managed by the Council's and the Scowcroft Center's leadership team. Please contact the leadership listed below to discuss this proposal in more detail.

Damon Wilson  
Executive Vice President  
Atlantic Council  
202-778-4976  
[dwilson@acus.org](mailto:dwilson@acus.org)

Barry Pavel  
Director-Designate  
Brent Scowcroft Center  
Atlantic Council  
202-778-4940  
[bpavel@acus.org](mailto:bpavel@acus.org)

Magnus Nordenman  
Deputy Director  
International Security Program  
Atlantic Council  
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[mnordenman@acus.org](mailto:mnordenman@acus.org)



DET KONGELIGE  
FORSVARSDEPARTEMENT

*The Royal Norwegian Ministry of Defence*

Atlantic Council  
Att. Damon Wilson  
Executive Vice President

Your ref

Our ref  
2012/00243-4/FD II 1/ADS/014.19

Date

16 MAR 2012

*Dear Damon*

**COOPERATION BETWEEN ATLANTIC COUNCIL AND NORWAY**

Thank you very much for the proposal concerning a partnership between the MOD Norway and the Atlantic Council US under the Brent Scowcroft Center on International Security. Increased cooperation and dialogue between our two entities would be mutually beneficial in terms of providing strategic advice and analysis on how the transatlantic community can tackle the security challenges in the 21<sup>st</sup> Century. Unfortunately the MOD is not in a position to meet the financial commitment as requested in your letter. However, we are open for supporting the Council's work on a more ad hoc basis related to future projects and events.

On behalf of Minister Eide and the Norwegian MOD I wish you the best of luck in the Council's future endeavors, and look forward to continued dialogue and cooperation.

Yours sincerely,

  
Svein Egestad  
Director General



# Atlantic Council

**Jon M. Huntsman, Jr.**  
CHAIRMAN

**Brent Scowcroft**  
INTERNATIONAL ADVISORY  
BOARD CHAIRMAN

**Frederick Kempe**  
PRESIDENT & CEO

H.E. Ine Eriksen Søreide  
Minister of Defense of the Kingdom of Norway  
Glacisgata 1  
Pb. 8126 Dep., 0032 Oslo  
Norway

March 27, 2014

Your Excellency,

On behalf of the Atlantic Council, I would like to sincerely thank you for generously hosting the Atlantic Council in Oslo for the "Charting NATO's Next Chapter: From Afghanistan to Ukraine And Beyond" conference and giving the conference's opening remarks.

Since we first initiated the "NATO in an Era of Global Competition" project with the generous support from your ministry, the European security landscape has undergone tectonic shifts. Your views on how North America and Europe can best navigate these shifts, most notably the unfolding crisis in Ukraine, were important and thought provoking. I found your comments on how NATO must incorporate regional focuses into its command structure particularly enlightening, and this serves as just one example of the innovative reform proposals you offered to help NATO adapt to 21<sup>st</sup> century challenges. The transatlantic community is fortunate to have such an active and forward-thinking individual in a critical leadership position to help the Alliance navigate this time of deep uncertainty and significant risks.

The Council prides itself on its ability to convene leading transatlantic security policymakers, and we hope that our conference served as an important resource for you and your team as you continue to monitor developments in Europe's East and prepare for the upcoming 2014 Summit in Wales.

Thank you again for your superb remarks at the conference. We very much look forward to working with you and your team as we plan the next phase of the "NATO in an Era of Global Competition" project.

Best wishes,

Damon Wilson  
Executive Vice President  
Atlantic Council

*Thank you!*

Til: Statsråden  
Fra: FD II via departementsråden  
Kopi: Statssekretæren  
Politiskrådgiver  
Departementsråden  
Forsvarssjefen  
Assisterende departementsråd  
Kommunikasjonsenheten  
Lederstøtte  
Dato: 8. april2014

#### THANK LETTER FROM THE ATLANTIC COUNCIL

The Minister has received a letter of thanks from Damon Wilsoni Atlantic Councili the conference held in OMS 19 March. The conference, "Charting NATO's Next Chapter: From Afghanistan to Ukraine and Beyond", was part of the collaboration that FD has with the Atlantic Council and IFS.

The letter is attached. FD is satisfied with the implementation of the conference. There were over 120 registered participants and good press coverage. The event was also well exposed on social media with over 700 twitter messages from 274 contributors. These messages reached over 520,000 twitter accounts.

The collaborative project concluded with a conference in Washington DC in June 2014. It is desirable that the minister holds a post at this conference in conjunction with his visit to Washington in late June.

Cooperation with the Atlantic Council helps strengthen the transatlantic security dialogue and gives us a good opportunity to demonstrate Norwegian interests and reviews in Washington DC. Atlantic Council has a large network and partnership allows us therefore access to a variety of professionals to influence policy development. FD II therefore intends to continue its cooperation and dialogue with the Atlantic Council for a follow-up project.

**Notat**

Til: Statsråden  
Fra: FD II via departementsråden  
Kopi: Statssekretæren  
Politisk rådgiver  
Departementsråden  
Forsvarssjefen  
Assisterende departementsråd  
Kommunikasjonsenheten  
Lederstøtte

Dato: 8. april 2014

Ref: 2012/02809-5/FD II 1/CFJ/500

**TAKKEBREV FRA ATLANTIC COUNCIL**

Statsråden har mottatt takkebrev fra Damon Wilson i Atlantic Council i forbindelse med konferansen som ble avholdt i OMS 19. mars. Konferansen, «*Charting NATO's Next Chapter: From Afghanistan to Ukraine and Beyond*», var en del av samarbeidet som FD har med Atlantic Council og IFS. Brevet er vedlagt.

FD er godt fornøyd med gjennomføringen av konferansen. Det var over 120 påmeldte deltagere og god pressedekning. Arrangementet var også godt eksponert på sosiale medier med over 700 twittermeldinger fra 274 bidragsytere. Disse meldingene nådde over 520,000 twitterkontoer.

Samarbeidsprosjektet avsluttes med en konferanse i Washington D.C. i juni 2014. Det er ønskelig at statsråden holder et innlegg på denne konferansen i forbindelse med sitt besøk til Washington i slutten av juni.

Samarbeidet med Atlantic Council bidrar til å styrke den transatlantiske sikkerhetspolitiske dialogen og gir oss en god mulighet til å synliggjøre norske interesser og vurderinger i Washington D.C. Atlantic Council har et stort nettverk, og samarbeidet gir oss derfor tilgang til en rekke fagpersoner med innflytelse på politikkutvikling. FD II ønsker derfor å videreføre samarbeidet og er i dialog med Atlantic Council om et oppfølgingsprosjekt.

  
Henning Vaglum

  
John Andreas Olsen





The Honorable Chuck Hagel  
Edmund A. Walsh School of Foreign Service  
Georgetown University  
37<sup>th</sup> and O Street, NW  
Washington, DC 20057

**CHAIRMAN**  
CHUCK HAGEL

**CHAIRMAN INTERNATIONAL  
ADVISORY BOARD**  
BRENT SCOWCROFT

**PRESIDENT AND CEO**  
FREDERICK KEMPE

February 8, 2013

Dear Senator Hagel,

I write in response to your letter to me, dated February 7, 2013, in which you ask whether the Atlantic Council can provide the U.S. Senate information regarding your remuneration as our chairman and foreign funding to the Council.

I confirm that your service to the Atlantic Council as its chairman since February 2009 has been on a pro bono basis. Therefore, in response to the Senators' specific questions, I can confirm that you have never been paid by the Council for your service as chairman directly or indirectly with foreign funds. (Aside from some travel expenses, you received compensation only once during your four years at the Atlantic Council of \$5,000 as an honorarium in 2012 for writing a paper for a project called "the Task Ahead," consistent with the amounts paid other authors, and paid from general Council resources and not a foreign source.)

With regard to all donors, the Council maintains clear policies to ensure its ethical and legal operation as a section 501(c)(3) organization which values its credibility and integrity as a generator of creative ideas. All potential contributions from foreign governments or foreign government entities are vetted and approved by the Nominating and Governance Committee of the Atlantic Council Board of Directors. All agreements with donors stipulate that the Council retains intellectual independence and control over any content. Attached for your reference (at Tabs A and B) are the Council's Foreign Government Funding Review Process and the Council's Intellectual Independence Policy.

The Council, as a section 501(c)(3) organization, does not make public a comprehensive list of all its donors. However, we do publicly acknowledge our corporate donors of \$5,000 and more. Attached at Tab C is a list of foreign corporate donors to the Council over the past five years. Consistent with our policy with regard to foreign government funding, we also disclose foreign government donors. Attached at Tab D is a list of foreign government donors or foreign government-controlled entities which have donated to the Council over the past five years.

Please do not hesitate to let us know if you have any further questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Frederick Kempe".

Frederick Kempe  
President and CEO  
Atlantic Council

Tab A: Atlantic Council Foreign Government Funding Review Process  
Tab B: Atlantic Council Intellectual Independence Policy  
Tab C: Foreign Corporate Donors to the Atlantic Council (past five years)  
Tab D: Foreign Government Donors to the Atlantic Council (past five years)



ATLANTIC COUNCIL

IDEAS. INFLUENCE. IMPACT.

### **Foreign Government Funding Review Process**

The Council enjoys a diversified donor base helping to ensure our credibility and integrity. As we grow, we increasingly are engaging foreign governments which are interested in supporting programming at the Council. To protect our independence and reputation, we have established a process to obtain authorization to negotiate financing with a foreign government or state-controlled entity. The Governance Committee of the board of directors formally approved this process.

Attached is a template that sets out the process Council programs must complete to ensure a thorough review and formal approval of proposed foreign government funding prior to the Council entering formal negotiations for such a gift or contract. Programs should coordinate in advance with the CEO, Executive Vice President, and Vice President of Advancement on any potential exploratory talks with official foreign partners; however, we need to seek formal board authorization once we have an expectation of credible interest on our part and our foreign partner for a potential project. In such cases, program directors should submit this completed form for approval and board review.

## **Foreign Government Funding Review Process: [NAME OF COUNTRY]**

**Purpose:** To obtain approval of potential funding from the government [and/or state-controlled entities] of [COUNTRY].

**Context:** Provide context of Council programming related to this country, region, or set of issues to be funded. Explain how this work would fit into the Council's mission and the program or center's established work. Specify how this funding would further the Council's profile on a set of issues for which the Council is known, or whether this funding would help the Council stake out new areas of work.

### **Description of Proposed Project**

Provide a description of the proposed project including substantive focus, desired impact, events, timeframe, locations, audience, outputs, and related publications.

### **Unique Factors**

If applicable, describe unique factors about the country, its transatlantic relationship, and any strategic context that merit consideration when deciding on whether to accept funding.

### **Rationale**

- Provide succinct bullets summarizing the rationale for accepting these funds and implementing this project.

### **Ethics**

- **Disclosure:** The Council maintains a consistent disclosure policy and will acknowledge that funding is from the government [and/or state owned entities] of [COUNTRY].
- **Intellectual Ownership:** The Council requires all sponsors to agree to the Council maintaining intellectual ownership of any products resulting from the project.
- **Multiple Funding Sources:** When possible, the Council works to ensure that any one project is not dependent on one government funder. [In this case, the Council will seek additional funding from other sponsors such as... ].
- **Topics:** Describe how the topic(s) of the project expand the Council's focus beyond any potential specific agenda of the donor.
- **Diversity:** Describe how the project may take into account a range of views and participants.

**Funding:** Specify the range of funding sought and the specific government entities that might provide the funding.

**Recommendation:** That Council management be authorized to negotiate with [COUNTRY] authorities on the financing of [this/these proposed project/s].



ATLANTIC COUNCIL

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## **Atlantic Council Policy on Intellectual Independence**

The Atlantic Council is a nonpartisan organization that generates ideas and fosters debate on policy issues facing the Atlantic community. Its directors, staff, members, and contributing authors represent a diverse community united by a common belief in the Council's mission of renewing the Atlantic community for global challenges. The Council promotes constructive leadership and engagement in international affairs based on the central role of the Atlantic community meeting the global challenges of the 21<sup>st</sup> century.

The Atlantic Council embodies a nonpartisan network of leaders who:

- recognize that closer transatlantic cooperation cannot solve all global challenges, but it is often a precondition for dealing with them effectively;
- are committed to ensuring the Atlantic community remains a powerful catalyst for global cooperation and a cornerstone of US engagement in the world; and
- believe that today's most pressing challenges can most effectively be addressed by bipartisan and multinational solutions.

The Council as an organization does not adopt or advocate positions on particular matters. The Council's publications, including reports, issue briefs, blog posts, etc., always represent the views of the author or authors rather than those of the Council. Each task force report, for example, specifies the degree to which members of the task force agree with the views represented in the report.

The Council maintains strict intellectual independence for all of its projects and publications. Council staff and directors, and those the Council engages to work on specific projects, are responsible for generating and communicating intellectual content resulting from Council projects. The Council requires all funders and donors to agree to the Council maintaining independent control of the content and conclusions of any products resulting from sponsored projects.

Council staff and others working on Council projects should be mindful that accuracy, forthrightness, and dignity befit association with the Atlantic Council, and that the public may judge the Council by the individual's conduct and statements. Therefore, when speaking, writing, or acting on behalf of the Council, Council staff should be accurate, exercise appropriate restraint, and show respect for the opinions of others. The Council's directors, staff, fellows, and members are encouraged to offer their own views on current policy issues as Council experts, but without implying Council endorsement of those views. When writing in external publications, posting to social media, and speaking to media on issues related to their work, Council staff are free to identify themselves as affiliated with the Council, but should make clear that their views represent their personal opinions, not

Council positions. External publications by staff members are not subject to Council editorial review. Similarly, Council staff members are free to adopt political positions, endorse candidates, and sign petitions in their personal capacities, but must follow the guidelines specified in the Atlantic Council Policy on Election-Related Activity.

Council staff are encouraged to engage in external substantive activities that reinforce their programs and the Council's mission. When signing off on products of these efforts, including public letters, statements, task force reports, etc., Council staff should endeavor to make clear that they are signing in a personal capacity rather than representing the views of the Council as a whole. Consistent with the Council's commitment to transparency, Council staff members who intend to affiliate themselves with such public documents addressing policy matters should inform the president and executive vice president in advance.

## Foreign Corporate Donors

which have provided funding to the Atlantic Council in the past five years

### Foreign Corporate Funding

ACE Group	Globis	PublicisLive
AES Enerji Ltd.	Grundfos	QinetiQ
Afren	Grupo Espirito Santo	Risk Engineering Ltd
African Rainbow Minerals	Haviland Partners	Rolls-Royce
Ağaoğlu Holding	HCL Technologies Ltd	Royal Bank of Canada
Akfel Group	Ihlas Holding	Royal Bank of Scotland
All Nippon Airways	IMAX Corporation	Rubenius
Areva	Infosys	SNGN Romgaz SA
ARTOC Group	Istanbul Chamber of Commerce	Saab Group
BAE Systems	Istanbul Stock Exchange	Setgaz
Barclays Capital	JSC People's Bank of Georgia	Severstal
BBVA	KAR	The Shell Company
BP	Khaled Juffali Company	Soitec
Bromak EOOD	Krauss-Maffei Wegmann	Sony Corporation
C Faktoring AS	Kreab Gavin Anderson	Swiss Re
Calik Enerji	Worldwide AB	Thales Group
The Central Bottling Company	Lucky Cement	TOBB
Corporate Commercial Bank	MCB Bank Limited	Toyota Motor Corporation
Credit Suisse	Merck Finck & Co	Trans Adriatic Pipeline
Daimler AG	Millicom International Cellular SA	Transelectrica
Delta Petrol Urunleri Ticaret AS	Mitsubishi Corporation	Transgaz Magistrala Energiei
Deutsche Bank AG	Monitise	Trust Corporation
DNO International	Mytilneos Holdings SA	Türkerler
Dornier Seawings AG	Nabucco	Turkish Airlines
DP Holding SA	Nestle, SA	TÜSIAD
EADS	Newsdesk Media Group	UBS
Edison SpA	Nikitas Brokerage Limited	Unicredit Group
Elsevier	Novartis	Unilever
Empordef	NuclearElectrica	Wingate Capital SA
Enerjisa	The Olayan Group	WPP Group PLC
Eni	Oil Terminal SA	Yüksel İnşaat AŞ
First Eastern Investment Group	OMV	Zorlu Energy
Genel Enerji	Polish Telecom	Zurich
Georgian Industrial Group Holding	Poongsan Corporation	
	Portugal Telecom	
	PS Wind Management	

**Foreign Government or Foreign Government Entity Donors**  
which have provided funding to the Atlantic Council in the past five years

Foreign Government Entity Funding

State Oil Company of Azerbaijan (SOCAR)  
DEPA Public Gas Corporation (Greece)  
JP Transnafta (Serbia)  
Petroleum Pipeline Corporation (BOTAS) (Turkey)  
Istanbul Natural Gas Distribution Co. (IGDAS) (Turkey)  
Turkey Army College  
The Electricity Generation Company (EUAS) (Turkey)  
Turkish Petroleum Corporation (TPAO) (Turkey)

Foreign Government Funding

Kingdom of Bahrain  
European Commission  
Republic of Finland  
Georgia  
Republic of Kazakhstan  
Grand Duchy of Luxembourg  
Montenegro  
North Atlantic Treaty Organization  
Kingdom of Norway  
Republic of Poland  
State of Qatar  
Kingdom of Saudi Arabia  
Kingdom of Sweden  
Republic of China (Taiwan)  
United Arab Emirates  
United Kingdom of Great Britain and Northern Ireland

- The Council has also benefitted from modest, in-kind contributions from foreign governments, for example when they have hosted Council events at their embassies.