



GLOBAL PHILANTHROPY FORUM 2013

THE FUTURE WE MAKE

April 15-17, 2013
Redwood City, CA

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The Conference would not have been possible without the support of our partners and members listed below, as well as the dedication of the wonderful team at the World Affairs Council. Special thanks go to the GPF team — Suzy Antounian, Sylvia Hacaj, Naomi Mandelstein, Britt-Marie Alm, Anne Calvert, Ashlee Rea and Sawako Sonoyama — for their work and dedication to the GPF, its community and its mission.

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FOREWORD



Jane Wales

Emerging economies are rapidly growing, democracies are expanding and new digital tools are empowering the next generation. Yet joblessness, hunger, disease and even the outrage of slavery persist. But the opportunity is before us. The digital revolution and the resulting access to data now allow us to target our interventions with greater precision — and to tap the great reserve of human ingenuity that exists in every community, family and person.

Faced with the combination of outrage and opportunity, philanthropists, social investors and leaders from the public and civic sectors came together at the 2013 Global Philanthropy Forum Conference to understand the choices that individuals and societies can make to extend opportunity to those who are hungry, poor, unemployed, diseased or enslaved.

The Global Philanthropy Forum (GPF) is a dynamic, international network of more than 1,800 agile and engaged philanthropists, donors and social investors from more than 40 countries. They are both the architects and beneficiaries of the information age, and they want to see its benefits more evenly shared. Our purpose is to build a learning community and to inform, enable and enhance the strategic nature of our work.

Members treat the GPF community as an informal brain trust, and we use the annual gathering to recharge, renew and often reconsider our approach to a given problem. Together we explore the choices before us that shape the future we can make: how to combine and collaborate on effective strategies, source ingenious solutions and bring them to scale, advocate for smart policies, and deploy new tools for the greatest possible impact.

At the 2013 Conference, we examined how harnessing data, increasing transparency and broadening collaboration can achieve social goals. We asked how data — big and small — can be applied to complex and enduring social problems, while reminding ourselves that data is only useful when we understand the story it tells, and fails to tell. Paul Kukubo, CEO of the Kenya ICT Board, drove home the distinction between access and understanding, posing the rhetorical question: “What does GDP mean when I don’t have food on the table?”

We explored the increasing importance of collaboration in a resource-constrained world. Leaders in the sector, like Larry Kramer, president of The William and Flora Hewlett Foundation, impressed upon us how like-minded foundations would benefit from sharing knowledge. Pam Omidyar, founder of The Omidyar Group, told us that the public, private and social sectors must work together to address problems as large as human trafficking.

Rockefeller Foundation President Judith Rodin urged us to retain our willingness to be “the go-to partner for risk,” noting that “philanthropy is at its best when the work is the hardest and the risk is the greatest.”

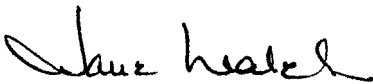
This sentiment was echoed by Sasha Dichter, Chief Innovation Officer at the Acumen Fund, who warned that the real risk lies in cherry-picking in “slightly easier-to-serve populations” only to find that “in a few years the toughest to reach population hasn’t changed because we skipped a step.”

Founder and President of Nigeria’s Wellbeing Foundation Toyin Saraki—who is also a member of GPF’s newest affiliate the African Philanthropy Forum—reminded us that our strategy can’t be only top-down, stressing “the importance of picking champions that exist within communities.”

Fellow African, Fred Swaniker, founder and CEO of the African Leadership Academy, closed the Conference by asking us to consider the obligation that accompanies a sense of outrage: “Whenever we face these moments of obligation, we are faced with a choice, do we tackle it or do we walk away? Great leaders are those that can make wise choices when they are faced with moments of obligation.”

We agree.

On the following pages, you will read the words of these ingenious leaders from the public, private and social sectors who have dedicated their lives to securing human rights, reducing poverty and advancing the social good. As you read their stories, we hope you not only experience a sense of outrage over the problems that persist, but that you see and seize the future we can choose.



Jane Wales

CEO, Global Philanthropy Forum and World Affairs Council
Vice President, The Aspen Institute

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2013 CONFERENCE AGENDA



THE FUTURE WE MAKE: OUTRAGE, OPPORTUNITY AND CHOICE IN THE DIGITAL AGE

Monday, April 15

9:00 AM **Speed Networking Salons 1, 2, 3 & 4**

We will jump-start the Conference with timed, six-minute “speed meetings” so that you can begin getting to know members of the GPF community. Please be sure to bring the Speed Networking Access Card you received at registration.

9:45 AM **Break**

10:00 AM **The Future We Make: Development in the Digital Age Ballroom**

While many developing countries are experiencing steady economic growth, the benefits have not been broadly shared. And widening economic and social gaps may hinder societal success and cohesion. Yet we are living in the digital age—a time in which data, rapidly and widely dispersed, enable us to make smarter, better and quicker decisions. Using data—big and small—we can increase the accuracy of our interventions to achieve greater impact. This plenary will explore ways to harness data for development to foster inclusive growth.

Welcome by **Jane Wales**, President and CEO, World Affairs Council and Global Philanthropy Forum; Vice President, The Aspen Institute

In conversation with ...

Paul Kukubo, CEO, ICT Board

Sendhil Mullainathan, Founder, ideas42

A visual tour of a Fab Lab

Neil Gershenfeld, Director, Center for Bits and Atoms, Massachusetts Institute of Technology

Danielle Applestone, CEO, Otherfab

Mike Estee, CTO, Otherfab

11:15 AM **The Outrage of Modern-Day Slavery Ballroom**

Over 20 million men, women and children are enslaved across the globe, for sex or for labor. Awareness of this scourge continues to grow, and the fight to end human trafficking has risen to become one of the greatest human security challenges of our time. How are traditional international aid agencies, governments and philanthropists working together on this issue? What are the linkages to learning, health and human development? How can we leverage big data to identify the perpetrators of trafficking and close down their operations? And will the human rights community adopt the abolition of slavery as a central part of the human rights agenda?

Luis CdeBaca, Senior Advisor to the Secretary of State, Office to Monitor and Combat Trafficking in Persons, US Department of State
Jacqueline Fuller, Director, Google Giving

Pam Omidyar, The Omidyar Group

[Moderator] **Randy Newcomb**, President and CEO, Humanity United

12:15 PM Musical Performance by Peter Buffett

12:45 PM Lunch
1:45 PM Break

2:00 PM Feeding the Next 7 Billion

Ballroom

With the global population increasing at a rapid rate, sustainable agriculture is a key component of the development agenda. There is a need to improve productivity and access to meet global needs for nutrition while protecting the natural environment. What are the factors shaping agriculture and nutrition today and in the future? What are the barriers to scaling innovations? And what are the linkages among nutrition and health, learning and development?

Jane Karuku, President, Alliance for a Green Revolution in Africa (AGRA)

Carter Roberts, President and CEO, World Wildlife Fund - US

Trevor Tomkins, Founder and President, venture | dairy

[Moderator] Judith Rodin, President, The Rockefeller Foundation

**3:00 PM Philanthropic Decision-Making: Open or Closed,
Ballroom an Art or a Science?**

What role does evidence play in informing the practice of philanthropy? How accessible and how relevant are the data we gather and share in the pursuit and evaluation of various strategies? In our hunger for evidence of impact—and the creation of a cycle of continuous learning—are we over-burdening grantees and grantors? And is “evidence-based decision-making” the only, or even the best way that smart choices are made? What role remains for intuition, hunch, and heart? Hewlett Foundation President Larry Kramer will share the fresh perspective of a scholar who has entered the world of philanthropy, while Foundation Center President Brad Smith assesses the digital tools that are newly available to philanthropic decision-makers.

Larry Kramer, President, The William and Flora Hewlett Foundation

Bradford Smith, President, Foundation Center

[Moderator] Jane Wales

3:45 PM Break

4:00 PM CONCURRENT SESSIONS

Grand Salon Problem-Solving: Preventing Modern-Day Slavery

This working group will focus on identifying strategies for the prevention of modern-day slavery. Participants will discuss what has been tried and what is working. The group will identify the gaps in the prevention of human trafficking and discuss the resources and players—from policymakers to civil society and business leaders—that are needed to fill those holes.

Luis CdeBaca, Senior Advisor to the Secretary of State, Office to Monitor and Combat Trafficking in Persons, US Department of State
Justin Dillon, Founder and CEO, Made In A Free World and Slavery Footprint

Faris Natour, Director, Human Rights, BSR

Pamela Shifman, Director, Initiatives for Girls and Women, NoVo Foundation

Kavitha Sreeharsha, Co-founder and Executive Director, Global Freedom Center

[Chair] Randy Newcomb, President and CEO, Humanity United

Blue Room

Problem-Solving: Connecting Farmers to Market

This working group will explore new ways to connect farmers to markets, ensuring that increased productivity leads to greater accessibility and improved incomes at or near the bottom of the pyramid. How can we better support farmers at all stages of the food value chain? Participants will identify existing weaknesses in the value chain and discuss ways to strengthen those areas with the end goal of enhancing the global food supply.

Stephanie Hanson, Director of Policy and Outreach, One Acre Fund

Tim Hanstad, President and CEO, Landesa

Linda Kwamboka, Co-founder, M-Farm LTD

Trevor Tomkins, Founder and CEO, venture | dairy

[Chair] Heather Grady, Vice President, Foundation Initiatives, The Rockefeller Foundation

Salon 1

Enhancing Governance and Building State Capacity

The state plays an essential role in advancing broad-based economic growth and inclusive development. It sets policies and provides basic services on which its citizens rely. It builds and sustains the legal and regulatory framework within which commerce, social and political interactions take place. And it provides the physical infrastructure needed for modern life. Yet many states lack the core capacity to provide. And some lack the transparency and accountability to earn the public trust—on which any social contract relies. What role can philanthropy play in strengthening institutions, advancing effective checks and balances and leveraging data to ensure transparency and accountability?

Wiebe Boer, CEO, The Tony Elumelu Foundation

Antony Bugg-Levine, CEO, Nonprofit Finance Fund

Peter Eigen, Founder and Chairman of the Advisory Council, Transparency International

Matthew Stepka, Vice President, Technology for Social Impact, Google.org

[Moderator] Kathy Calvin, President and CEO, United Nations Foundation

Salon 4

Building an Information Infrastructure: Unlocking Data for Philanthropy

Economists argue that ready access to timely information is essential to efficient commercial markets. The same is true for “markets for good,” social-sector activities undertaken by philanthropies and

those they support in pursuit of the public good. Yet the sector — despite its hunger for impact — lacks a coherent information infrastructure that provides real-time information on what works, what doesn't and where precise interventions could make a decisive difference. Panelists will discuss what it takes to build a knowledge commons — from setting standards and reporting protocols, to building platforms, to the widespread embrace of a norm of openness — and a commitment to field-wide learning.

Jacob Harold, President and CEO, GuideStar
Robert Kirkpatrick, Director, UN Global Pulse
Mayur Patel, Vice President, Strategy and Assessment, John S. and James L. Knight Foundation
[Moderator] Darin McKeever, Deputy Director, Charitable Sector, Bill & Melinda Gates Foundation

5:15 PM

Break

6:00 PM
Ballroom
Foyer

The Rockefeller Foundation Centennial Evening Reception

7:00 PM
Ballroom

Dinner: A Celebration of Strategic Philanthropy

A century ago the first grantmaking foundations were founded, each with the goal of bettering the world in which we live. This dinner program will be a celebration of 100 years of strategic philanthropy, hosted by The Rockefeller Foundation, offering a retrospective, key learnings and a window into the future.

Peter Robertson, Chairman, Board of Trustees, World Affairs Council of Northern California
Wiebe Boer, CEO, The Tony Elumelu Foundation
Judith Rodin, President, The Rockefeller Foundation

8:30 PM

Musical Performance by Meklit Hadero

TUESDAY, APRIL 16

7:30 AM
Ballroom

Breakfast Buffet and Table Talks

Maximize your learning by joining participant-driven discussions during breakfast. A conference attendee will lead each conversation, facilitate networking and encourage targeted knowledge-sharing. Please log on to GPF Connect to view the list of Table Talks. You may also refer to the insert in this program.

9:00 AM
Ballroom

The Opportunity to Connect Learning to Jobs

Access to primary education has improved, but questions of quality and relevance persist. There is an opportunity to reorient our thinking and our strategies to focus primarily on learning (the outcome) rather than education (the method). And new data enable us to see clearly the ways in which learning connects to livelihoods—for young women as well as young men. Linkages to health, environment and human security will also be explored.

Amit Bhatia, Founder and Chairman, Aspire
Jennifer Buffett, President and Co-chair, NoVo Foundation
Tsitsi Masiyiwa, Executive Chairperson, Higher Life Foundation
José Zaglul, President, EARTH University
[Moderator] Reeta Roy, President and CEO, The MasterCard Foundation

10:15 AM

Break

10:30 AM

CONCURRENT SESSIONS

Grand Salon

Problem-Solving: Improving Data on Modern-Day Slavery

How can we leverage data and technology to monitor and combat modern-day slavery? Participants will examine data that are already available and consider what new data might be needed to advance the goals of preventing human trafficking and prosecuting perpetrators.

Jim Fruchterman, Founder and CEO, Benetech
Mark Latonero, Research Director and Deputy Managing Director, Annenberg Center on Communication Leadership & Policy, USC
[Chair] Randy Newcomb, President and CEO, Humanity United

Blue Room

Problem-Solving: Ensuring Quality Education

When it comes to education, the conversation has moved from access to quality. This working group will seek to identify actionable solutions for improving the content and delivery of education worldwide. Successful interventions will be highlighted, and key barriers will be identified—from cost to cultural biases. New technology tools and potential partnership opportunities will be discussed, and key information gaps will be noted.

Patrick Awuah, Founder and President, Ashesi University
Conor Bohan, Founder and Executive Director, Haitian Education and Leadership Program (HELP)
Hidde van der Veer, Executive Director, Aflatoun
[Chair] Reeta Roy, President and CEO, The MasterCard Foundation

Salon 1

Getting the Message Across in Health

No matter how innovative, public health interventions cannot achieve their intended impact without public awareness of the problem, wide access to solutions and the choice of millions of individuals to embrace new behavior. Evidence-based data is important in informing and shaping individual choices. This panel will showcase creative and effective behavior change communications strategies, which use mobile messages, mass media campaigns, radio and television serial dramas, and storytelling across media platforms to provide people with the information they need to make smart decisions about their health.

Sharon Kathryn D'Agostino, Vice President of Corporate Citizenship, Johnson & Johnson

Roy Head, CEO, Development Media International

William Ryerson, President, Population Media Center

[Moderator] Kate Roberts, Vice President, Corporate Marketing, Communications and Advocacy, PSI

Salon 2

Promoting Social Investments in Asia

Unprecedented wealth creation in Asia has prompted the emergence of new philanthropists and investors eager to make a difference. However, many lack faith that civil society organizations have the capacity to carry through on promises made. In some societies distrust is pervasive. And so a number of philanthropists have made strategic investments in infrastructure organizations that build the capacity, transparency and accountability of civil society organizations. These philanthropists' goal is to build a robust civil society and unlock grantmaking and investment dollars, which are now on the sidelines.

Edgar Bullecer, Co-founder and CEO, The Paglas Group

Robert Kraybill, Managing Director, Impact Investment Exchange Asia

Jiangang Zhu, Executive Director, Center on Philanthropy, Sun Yat-sen University

[Moderator] Wendy Hawkins, Executive Director, Intel Foundation

Salon 4

Incubating Entrepreneurship in MENA

Building a successful social enterprise is a challenge anywhere, but in the Middle East and North Africa, it is complicated further by ongoing conflict and a lack of basic infrastructure and capacity. Panelists will discuss what is needed to develop an ecosystem that allows entrepreneurs to realize their vision and deliver impact.

Tony Bury, Founder and Chairman, Mowgli Foundation

Fernando Fabre, President, Endeavor Global Inc.

Kamal Mouzawak, Founder, Souk el Tayeb

[Moderator] Amy Klement, Partner, Omidyar Network

11:45 AM

Lunch

12:45 PM
Ballroom

The Facts and Fictions of Impact Investing

Over the past decade, impact investing has come a long way as a concept and as an asset class. However, the field is at a critical juncture as it moves to scale this market. There are various theories of change about how to get more early-stage capital off the sidelines and differences in how organizations define impact. This panel will have a frank, provocative discussion exploring the true realities on the ground as well as whether and when there are real trade-offs between social and financial returns.

Matt Bannick, Managing Partner, Omidyar Network
 Maya Chorengel, Founding Partner, Elevar Equity
 Sasha Dichter, Chief Innovation Officer, Acumen Fund
 [Moderator] David Bank, Editor and CEO, Impact IQ Inc.

2:00 PM
Ballroom

Defining and Advancing Philanthropy in Africa

Many emerging economies in Africa have experienced rapid economic growth, deepened democracy and reduced poverty over the past two decades. With their newly created wealth, African philanthropists and investors are seeking ways to help Africa meet its own development needs. Panelists will address the ways in which they seek to foster equitable growth and inclusive development. Linkages among development issues in Africa will be noted.

Wiebe Boer, CEO, The Tony Elumelu Foundation
 Tsitsi Masiyiwa, Executive Chairperson, Higher Life Foundation
 James Mwangi, CEO and Managing Director, Equity Bank Limited;
 Chairman, Equity Group Foundation
 Toyin Saraki, Founder and President, The WellBeing Foundation
 [Moderator] Jane Wales

3:15 PM

Break

3:45 PM

CONCURRENT SESSIONS

Grand Salon

Problem-Solving: Leveraging Safe and Sustainable Technology

This working group will emphasize the importance of technological solutions that increase food production while maximizing safety and environmental sustainability. Experts will highlight innovative solutions for improved agricultural productivity. In addition, participants will also be encouraged to think about food in terms of its nutritional value and consider the implications of undernutrition on health and learning.

Jake Harriman, Founder and CEO, Nuru International
 Chris Richards, Principal, Partnerships and Advisory Services
 Department, International Finance Corporation (IFC)
 [Chair] Heather Grady, Vice President, Foundation Initiatives, The Rockefeller Foundation

Blue Room

Problem-Solving: Preparing the Next Labor Force

While it is important to focus on the overall quality of education, we must also develop better mechanisms for equipping students for future jobs. This working group will discuss innovative ways

to enhance the relevance of education to employment. How can we change societal expectations and thinking about education so that there is more of a focus on the skills needed to enter the workforce, such as critical thinking, leadership development and entrepreneurship? What is the role of philanthropy and the private sector in increasing opportunities for market-driven approaches to education?

Suzanne DiBianca, President, Salesforce.com Foundation
Nalini Gangadharan, Founder and Executive Chairperson,
CAP Foundation

Janet Longmore, President and CEO, Digital Opportunity Trust
[Chair] **Reeta Roy**, President and CEO, The MasterCard Foundation

Salon 1

Platforms for Investing in Africa

In Africa dynamic entrepreneurs often lack the resources necessary to start and grow their businesses. While traditional banks fund established companies and microfinance serves individuals, a dearth of venture capital and financial services leaves entrepreneurs and small and growing businesses with few options. This disparity has been called the “missing middle” and represents an opportunity to support sustainable development through enterprises creating economic, environmental and social benefits. This panel will examine the current impact investing landscape in Africa, identify gaps in infrastructure and explore the platforms from which we can expand investment.

Shari Berenbach, President and CEO, United States African Development Foundation

Olivier Lafourcade, Chairman of the Board, I&P Développement
James Mwangi, CEO and Managing Director, Equity Bank Limited;
Chairman, Equity Group Foundation

[Moderator] **Randall Kempner**, Executive Director, Aspen Network of Development Entrepreneurs (ANDE)

Salon 4

Expanding Knowledge, Improving Policy

In the knowledge era, independent sources of information, research and analysis are essential to good policy and practice. Yet, despite an increase in the number and diversity of news sources, neither their professionalism nor their freedom is assured. In addition, most societies lack think tanks, and those knowledge centers that do exist are often government financed and managed. Drawing on case studies, panelists will discuss the strategic role that independent sources of knowledge play in development.

Martín Benavides, Executive Director and Senior Researcher,
Grupo de Análisis para el Desarrollo (GRADE)

Jeanne Bourgault, President and CEO, Internews

Saleemul Huq, Director, International Centre for Climate Change & Development

Dele Olojede, Executive Chairman, Timbuktu Media

[Moderator] **Russ Hall**, Managing Director, Legacy Venture

5:00 PM
Ballroom
Foyer

Data Fair

Explore the latest digital tools that are leveraging data to support global development and philanthropy.

Josh Powell, Innovation Team Manager, Development Gateway, AidData

Janet Camarena, Director, SF Office, Foundation Center

C. Davis Parchment, Special Projects Associate, Foundation Center

David Thau, Senior Developer Advocate, Google

David Bloom, Director, Harvard Antares

Elizabeth Cafiero, Global Health Research Analyst, Harvard Antares

Matt Wahl, Product Manager, Khan Academy

Adam Klein, Director, Integration, Made In A Free World

Tariq Khokhar, Open Data Evangelist, World Bank Group

6:00 PM
Ballroom
Foyer

Reception

7:00 PM
Ballroom

Dinner: Presentation of Vodafone Wireless Innovation Project Winners

Vodafone Americas Foundation designed the Wireless Innovation Project as a competition to foster creativity and fund the most promising wireless innovations with the potential to solve pressing issues around the globe. Winning projects demonstrate a multi-disciplinary approach with potential for replication and large scale impact.

Peter Robertson, Chairman, Board of Trustees, World Affairs Council of Northern California

Fay Arjomandi, Head, Vodafone xone (Venture, Incubation); President, Vodafone Americas Foundation

8:00 PM
Ballroom

Breaking Out of the Old School

Traditional classrooms and instructional methods may not optimize learning outcomes. Path-breaking innovators have employed digital tools to break out of traditional teaching and move beyond rote learning. By doing so, the educational experience can be transformed, including in societies like China, where the sheer size of the student population has stood in the way of individualized student-first approaches.

Salman Khan, Founder and Executive Director, Khan Academy
[Moderator] Jane Wales

WEDNESDAY, APRIL 17

7:30 AM Breakfast Buffet and Table Talks

9:00 AM From One to Many: Amplifying Impact in Health

Ballroom

We know that the global health challenges we are facing are complex. They are both a cause and consequence of poverty and insecurity. Examining how they are intertwined with deficits in education, livelihood and gender equity allows us to identify comprehensive solutions. This plenary will feature individuals who made a personal choice to tackle health issues and are leveraging community resources, health systems and technology from multiple sectors to enhance and increase their impact.

Elizabeth Cafiero, Research Analyst, Global Health and Population, Harvard School of Public Health

Robert Kirkpatrick, Director, UN Global Pulse

Deogratias “Deo” Niyizonkiza, Founder, Village Health Works

[Moderator] Kim Hamilton, Director, Global Policy and Advocacy, Bill & Melinda Gates Foundation

10:00 AM Break

10:30 AM Two Sectors, Two Approaches in Latin America

Ballroom

Over the past 15 years, smart policies have brought positive change to fast-growing Latin American economies, significantly increasing the middle class of Brazil, Chile and Mexico. Persistent inequality, however, can undermine the success of these societies. In this plenary, two social investors and a business executive will explore the roles of their respective sectors in advancing inclusive development in the region.

Patricia Devereux, Group Head, Corporate Philanthropy and Citizenship, MasterCard Worldwide.

Fernando Fabre, President, Endeavor Global, Inc.

Antonio Moraes Neto, Co-founder and General Partner, Vox Capital

[Moderator] Bernardo Guillamon, Manager, Office of Outreach and Partnerships, Inter-American Development Bank

**11:30 AM
Ballroom**

The Choices We Will Make

Digital tools, social media and new wealth in Africa, Latin America and Asia provide new resources for tackling modern-day slavery, hunger, and lack of education and employment opportunities. Strategic philanthropists are seeking ways to deploy them more creatively, collaboratively and effectively across geographies and sectors. But, we know that the challenges we face, as well as their solutions, are the result of millions of individual choices. We will reflect on what some of our choices are — and how they might be informed.

Jamie Drummond, Executive Director, Global Strategy and Co-founder, ONE

Angélique Kidjo, Goodwill Ambassador, UNICEF; Founder, The Batonga Foundation

Fred Swaniker, Co-founder and CEO, African Leadership Academy
[Moderator] Jane Wales

12:30 PM

Conference Adjournment and Lunch

SPEAKER BIOGRAPHIES



FAY ARJOMANDI

Head, Vodafone xone (Venture, Incubation) President,
Vodafone Americas Foundation

Fay Arjomandi joined Vodafone as the head of US Group R&D in January 2011. Bringing an extensive wealth of expertise as an entrepreneur, Arjomandi successfully launched Vodafone xone in Silicon Valley in September 2011. Here, she spearheads partnership work with emerging and disruptive technologies to enable start-up companies to develop, test and prepare for commercial deployment in global markets.

Additionally, her role expands on leading Vodafone Ventures, the strategic corporate venture capital arm of Vodafone Group. Her broad range of role also includes being the president of Vodafone Americas Foundation, an outreach program whose mission is to mobilize communities to resolve shared problems and to enable mobile technology to advance social change.

Prior to Vodafone, Arjomandi was the co-founder and CEO of three technology start-ups that built location-based services, quality of service, and multimedia content distribution platforms used by mobile operators globally.

A pragmatic technology innovator, she has authored 12 patents. In 2006, she received the distinguished Business in Vancouver's "Top 40 Under 40," in addition she was the Canadian technology and innovation representative to the White House.

Arjomandi holds a bachelor's of applied science degree in electrical engineering from Concordia University.

PATRICK AWUAH

Founder and President, Ashesi University

Patrick Awuah is the founder and president of Ashesi University in Ghana, a private, nonprofit institution that is educating a new generation of ethical and entrepreneurial leaders in Africa.

Before founding Ashesi, Awuah worked as a program manager for Microsoft where he spearheaded the development of dial-up internetworking technologies and gained a reputation for bringing difficult projects to completion. He holds bachelor's degrees in engineering and economics from Swarthmore College, and an MBA from UC Berkeley's Haas School of Business.

Awuah was nominated as a 2007 Global Leader by the World Economic Forum, received the 2009 John P. McNulty Prize, and in 2010 was voted one of the 100 Most Creative People in Business by Fast Company magazine. This past October, Patrick was named the 4th Most Respected CEO in Ghana based on a survey of 300 of Ghana's CEOs. In the same survey, Ashesi University was named the 7th Most Respected Company, and was the first educational institution to win the award.

Awuah is a fellow of the Africa Leadership Initiative of the Aspen Global Leadership Network and a member of the USAID's Advisory Committee on Voluntary Foreign Aid, the US Council on Foreign Relations and the Pacific Council on International Policy.

DAVID BANK

Editor and CEO, Impact IQ Inc.

David Bank is a journalist, an entrepreneur and the editor and CEO of Impact IQ Inc. The theme of “catalyzing capital” runs through all of Bank’s work, from The Wall Street Journal, through Encore.org (formerly Civic Ventures), which mobilizes talent for social innovation, to Impact IQ, a media platform for pioneering investors, innovative ventures and market-driven change. Along with ImpactSpace.org, the open impact data initiative, Impact IQ delivers “deals, data and intelligence” to investors seeking social, environmental and financial returns.

In a decade at the Journal, Bank covered Microsoft, the internet and the software industry and launched the paper’s philanthropy beat. His book, *Breaking Windows* (Free Press, 2001), was named one of the year’s “Best Business Books” by the Harvard Business Review and Amazon.com.

Bank was a Nieman fellow at Harvard and earned an MS in journalism from Columbia and a BA in politics from the University of California, Santa Cruz.

MATT BANNICK

Managing Partner, Omidyar Network

As managing partner, Matt Bannick leads Omidyar Network’s operations and strategy. He works closely with the co-founders and board of directors to ensure that Omidyar Network achieves its long-term mission and strategic objectives.

Previously, Bannick was an executive at eBay Inc. for eight years, serving as the president of eBay International and the president of PayPal. As President of eBay International, Bannick grew eBay’s footprint from 5 to 25 countries and grew eBay International’s annual revenue run rate from \$10 million to \$2 billion.

As PayPal’s first post-acquisition president, he helped triple revenue in two years and set the stage for PayPal’s remarkable success. Bannick also spearheaded eBay’s initiatives in Global Development and Citizenship.

Prior to eBay, Bannick was the North American president of NavTeq, a management consultant with McKinsey & Company and a US diplomat in Germany. Bannick serves on the boards of Bridge International Academies, Endeavor, the GIIN and Landesa. He earned an MBA with distinction from Harvard Business School and a bachelor’s degree, Phi Beta Kappa, in international studies and economics from the University of Washington.

MARTÍN BENAVIDES

Executive Director and Senior Researcher, Grupo de Análisis para el Desarrollo (GRADE)

Martín Benavides is currently the executive director and a senior researcher at Grupo de Análisis para el Desarrollo (GRADE) and also works as a professor in the Department of Social Science at the Pontifical Catholic University, where he is a member of the Faculty Council and the Advisory Committee of Graduate Programs in Sociology.

He has published on topics such as education, social stratification and social classes, inequality and youth. He served as a fellow at the Center for Advanced Studies in Behavioral Sciences at Stanford University during the 2007-2008 academic year and as an affiliated researcher at the Stanford Center for the Study of

Poverty and Inequality. Benavides has a PhD in sociology from Pennsylvania State University where he also attained a master's degree in education policy. He has a bachelor's degree in sociology and political science from the Pontifical Catholic University of Peru, and has been a visiting student on issues of social mobility and inequality at Nuffield College at the University of Oxford in England.

His fields of specialization are social stratification and inequality, sociology of education, educational policy and youth.

SHARI BERENBACH

President and CEO, United States African Development Foundation (USADF)

Before joining the United States African Development Foundation (USADF), Shari Berenbach was the director of the Office of Microenterprise & Private Enterprise Promotion (MPEP) at USAID. Through her work at USAID, Berenbach has developed an expertise in finance and development in African countries. She was a pioneer in promoting financial services and efforts to link microfinance to energy, health, small and medium enterprise and other related sectors. She was involved with programs in Ghana, Kenya, Liberia, Mali, Tanzania and Uganda, among other countries throughout Africa, Latin America and Asia.

Prior to joining USAID, Berenbach served as president and CEO of the Calvert Foundation, an independent, nonprofit organization dedicated to maximizing the flow of capital to disadvantaged communities in order to create a more equitable and sustainable society. During her 13-year tenure, she grew Calvert Foundation from a small pilot project to a \$500 million institution serving thousands of investors and hundreds of local financial intermediaries in the United States and around the globe.

Berenbach has an MBA in Finance from Columbia Business School and an MA in Latin American studies from the University of California, Los Angeles. She received her undergraduate degree in political science from the University of California, Berkeley.

DAVID BERRY

Founder, Pronutria

David Berry joined Flagship in 2005 where he focuses on innovating, entrepreneurship and investing in new ventures in life sciences and sustainability. He is a founder of Flagship portfolio companies LS9, Joule Unlimited, Eleven Biotherapeutics, Seres Health, Pronutria and others. He was also a board member of Flagship portfolio company CGI Pharmaceuticals (acquired by Gilead in 2010) and currently serves on the boards of Joule, Eleven, Seres and Pronutria.

Berry completed his combined MD-PhD from Harvard Medical School and the MIT Biological Engineering Division in just over 5 years. He has been recognized with over 50 awards and honors as an innovator including receiving the prestigious Lemelson-MIT Student Prize for invention and innovation, being named the Innovator of the Year by Technology Review and being selected by the US State Department as one of 12 Innovators Helping to Reshape Realty. He also speaks across the globe on topics including innovation, sustainability, biotechnology and entrepreneurship, including at the National Academies, for the Prince of Girona Foundation and at Google Solve for X.

Berry previously served on the MIT Corporation and its Board of Trustees. He currently serves on the boards of multiple nonprofits in education and the arts. He has also been appointed to the United Nations Sustainable Development Solution Network Leadership Council.

AMIT BHATIA

Founder and Chairman, Aspire

Amit Bhatia, an award-winning social entrepreneur, is founder and chairman of Aspire, an employability education firm in India. Since 2007, Aspire has trained over 62,000 students across 100 institutions in 16 states. Bhatia has been recognized as “Education Czar” in 2008 by MINT (a Wall Street Journal publication), finalist in 2010 and winner in 2012 of the John P. McNulty Prize, a “Young Turk” by CNBC-TV18 and featured in Fast Company, as well as Business Today as “66 Reasons to Keep Your Faith in India” in 2013.

Bhatia has 21 years of management experience and until 2007 served as CEO of WNS Knowledge Services, successfully listing WNS on the New York Stock Exchange with a one billion dollar IPO. Prior to WNS, Bhatia was the founding country manager for FreeMarkets, Inc. Most notably, Bhatia conceived, founded and led the McKinsey Knowledge Center in Delhi NCR, the consulting firm’s global research center. He also has held business and financial analysis positions at American Express.

Bhatia has a bachelor’s degree from Shri Ram College of Commerce and a master’s degree from Delhi School of Economics with a University Gold Medal. He is also a qualified Cost and Works Accountant and is both a fellow and trustee of The Aspen Institute.

WIEBE BOER

CEO, The Tony Elumelu Foundation

Dr. Wiebe Boer is CEO of The Tony Elumelu Foundation (TEF). He manages the daily operations, strategy development and execution for the Foundation. His vision is for The Tony Elumelu Foundation to be a benchmark for 21st century African philanthropy. TEF is charged with the mission of driving Africa’s economic development by enhancing the competitiveness of the African private sector. Under his leadership, the foundation strategically deploys its resources to generate solutions to challenges that inhibit Africa’s entrepreneurs.

Boer is a director of Mtanga Farms, Tanzania, is a member of the advisory board of Digital Divide Data Kenya and serves on the board of the African Grantmakers Network. He also serves on the Nigerian Minister of Agriculture’s Steering Committee for National Youth Employment in Agriculture.

Previously, Boer was associate director at The Rockefeller Foundation, one of the world’s leading charitable organisations. He also worked as a consultant with McKinsey & Company and spent several years in Mauritania managing a USAID-funded food aid development project for World Vision.

Born and raised in Jos, Nigeria, Boer earned his doctorate in history at Yale University and undergraduate degree at Calvin College in Grand Rapids, Michigan, USA.

CONOR BOHAN

Founder and Executive Director, Haitian Education and Leadership Program (HELP)

While teaching at a Catholic high school in Port-au-Prince, Haiti, Conor Bohan decided to sponsor one of his student's lifelong dreams of becoming a doctor. Bohan covered tuition — just over \$1,000 for a year of medical school — with his \$200 monthly stipend from his job and a little help from his parents. Bohan realized many similar students could never afford the tuition to attend college and he continued to expand his search for top students throughout Port-au-Prince and the surrounding area. In his free time, Bohan began soliciting friends and other family members for scholarship donations and set up a small committee to award the money.

As the number of students expanded, Bohan dubbed the organization HELP, the Haitian Education and Leadership Program. Under his leadership, HELP has grown from a single student to the largest university scholarship program in Haiti, graduating 46 students to date, every one of whom is either employed or pursuing graduate work. HELP is currently supporting 120 students for the 2012-2013 academic year.

In addition to founding and growing HELP, Bohan was a volunteer teacher, deputy director of the National Democratic Institute (NDI) in Haiti, and director of Haiti Programs for the American Institutes for Research (AIR). Bohan has a BA in History from Brown University and was named one of the Hemisphere's Innovators by Americas Quarterly Magazine in 2008.

JEANNE BOURGAULT

President and CEO, Internews

As President and CEO of Internews, Jeanne Bourgault leads the strategic management of the organization and its programs in some 40 countries around the world. Bourgault has overseen Internews' growth in areas underserved by local media, such as Afghanistan and South Sudan. Under her leadership, Internews has led the sector in focusing on the need for information amid crises, working to support local news and information access for communities affected by disaster, including the 2005 Asian Tsunami and the 2010 Haiti earthquake.

Prior to Internews, Bourgault worked internationally in countries undergoing dramatic shifts in media and political landscapes. Bourgault worked in the former Yugoslavia, serving as a strategic advisor for media development programs in post-war Kosovo, as well as manager of community development projects in Serbia and Montenegro through the fall of Slobodan Milošević. She served for six years with the US Agency for International Development, including three years at the US Embassy in Moscow. In Moscow, Bourgault managed a \$250 million portfolio of democracy assistance and educational exchange programs through a period of intense democratic transition.

Bourgault speaks on issues of global news, information technology, media development and democracy assistance worldwide. Her speaking engagements have included the World Economic Forum's Annual Meeting in Davos, Skoll World Forum, Guardian Activate in New York and the Social Capital Markets conference in San Francisco.

JENNIFER BUFFETT

President and Co-chair, NoVo Foundation

As President of NoVo Foundation, Jennifer Buffett is responsible for the day-to-day creation and oversight of vision, strategy and program development. She also serves as chief liaison in NoVo's partnership building with other foundations and nonprofits. Buffett co-chairs the Foundation's board with her husband, composer and producer, Peter Buffett.

Through NoVo Foundation, Buffett works passionately to empower girls and women worldwide and to end the violence and exploitation against them. She serves on the boards of the Nike Foundation to promote "the girl effect," the economic and social empowerment of adolescent girls in the developing world that results in a ripple effect of positive change; the Collaborative for Academic, Social, and Emotional Learning (CASEL); and V-Day.

Buffett began her work in philanthropy in 1997 in Milwaukee, Wisconsin, primarily as funder of social service organizations, with a focus on early childhood education for at-risk children and families.

In September 2008, Buffett and her husband received the Clinton Global Citizen Award for their "visionary leadership and sustainable, scalable work in solving pressing global challenges." They were named in Barron's list of top 25 most effective philanthropists in 2009 and 2010, and in 2011 Newsweek magazine named her as one of the 150 women who "shake up the world."

PETER BUFFETT

Composer, Author and Co-chair, NoVo Foundation

Emmy Award-winning musician Peter Buffett has an acclaimed career that spans more than 30 years as a professional composer, philanthropist and author. He began his career creating music for early MTV bumpers of the '80s and the climactic crescendo in the memorable "Fire Dance" scene in 1990's Oscar winning film *Dances with Wolves*. Buffett received critical acclaim for his Native American-inspired music, composing the full score for *500 Nations* — the eight-hour Emmy-awarded CBS miniseries produced by Kevin Costner — and the musical production *Spirit: The Seventh Fire*.

Buffett has released more than 16 records to date on his own imprints as well as Narada, Epic and Hollywood Records. He has collaborated with Grammy-nominated recording artist Akon as well as Grammy-winning artist Angelique Kidjo on human rights inspired songs. Buffett's inspiring New York Times Best-Selling book, *Life Is What You Make It*, was recently released in paperback. To bring the message of the book alive, Buffett has crafted *Life Is What You Make It: A Concert & Conversation with Peter Buffett*, a live music event that incorporates multi-media and personal stories to give the audience an authentic, inspirational and impactful evening.

ANTONY BUGG-LEVINE

CEO, Nonprofit Finance Fund

Antony Bugg-Levine is the CEO of Nonprofit Finance Fund, a national nonprofit and financial intermediary that unlocks the potential of mission-driven organizations through tailored investment, strategic advice, and transformational ideas. In

this role, he oversees more than \$225 million of investment capital under management and a national consulting practice, and works with a range of philanthropic, private sector and government partners to develop and implement innovative approaches to financing social change. Bugg-Levine writes and speaks on the evolution of the social sector and the emergence of the global impact investing industry. He is the co-author of *Impact Investing: Transforming How We Make Money While Making a Difference* (Wiley, 2011).

As a Managing Director at The Rockefeller Foundation, Bugg-Levine designed and led the initiative, *Harnessing the Power of Impact Investing*. He is the founding board chair of the Global Impact Investing Network and convened the 2007 meeting that coined the phrase “impact investing.”

Previously, Bugg-Levine was the country director for Kenya and Uganda for TechnoServe, a nongovernmental organization that develops and implements business solutions to rural poverty. Earlier in his career, as a consultant with McKinsey, he advised Fortune 100 clients in the financial services and health care sectors, and helped develop new frameworks for incorporating social dynamics into corporate strategy. He is an associate adjunct professor in the Social Enterprise Program at the Columbia Business School.

EDGAR BULLECCER

Co-founder and CEO, Paglas Group

Edgar Ladera Bulleccer started his career in 1975 at the Philippine accounting firm SGV & Co., presently Ernst and Young. From then on, he became involved in numerous pioneering projects in the countryside of the Philippines. Since 1996, Bulleccer has been instrumental in contributing to private initiatives for economic investments in the Autonomous Region in Muslim Mindanao (ARMM), a region located in the Mindanao island group of the Philippines composed of predominantly Muslim provinces. Those initiatives, have greatly contributed to the transformation of certain conflict zones in Mindanao into bustling economic zones, illustrating how sustainable economic development is key to lasting peace.

The Paglas Group is a diverse coalition of different private initiatives focused on uplifting the socio-economic status marginalized communities. As Co-founder and CEO, Bulleccer's role extends far beyond typical corporate management, as he even played a back-channel role in the peace process between the Philippine government and the Muslim revolutionary group Moro Islamic Liberation Front (MILF), travelling on roads of Mindanao a typical CEO would avoid. (Note: In October last year, after many decades of war in Mindanao, the international community finally witnessed the historic signing of the Peace Accord between the government and the MILF).

He is also passionate about activities that aim to enhance ecosystem conservation and livelihood improvement through sustainable natural resource management and rural development programs. Bulleccer looks forward to his upcoming retirement and to be able to focus on his philanthropic work in environmental advocacy, health and “new ideas that come as visions.”

TONY BURY

Founder, Mowgli Foundation

Tony Bury was born in Bulawayo, Zimbabwe, educated in the UK, but has spent the majority of his life living and working overseas, particularly in the Middle East. Bury is a serial entrepreneur and has established 18 start-ups. Having exited from the majority of these businesses, he still maintains private equity shareholdings in a range of businesses including consultancy, energy, trading, engineering and industrial services. He recently launched 3sixty Capital, an investment holding company which provides 360° capital investment to established and entrepreneurial ventures that seek and deliver maximum ripple effect impact over and above strong and sustainable commercial returns.

In 2008, Bury founded the Mowgli Foundation, an award winning, UK-headquartered mentoring organization in response to the need for job creation and sustainable economic development, particularly in the MENA region and UK. Today the Mowgli Alumni has over 550 entrepreneurs and mentors and in December 2012, Mowgli was recognised with the Mohammed bin Rashid Award for Young Business Leaders for the Best Mentor Network in the Arab Region.

Bury is also a governor of Prior Park Educational Trust, President of the Prior Park Alumni (PPA) and a speaker at various conferences and events including TEDxBristol in 2011.

KATHY CALVIN

President and CEO, United Nations Foundation

Kathy Calvin is president and CEO of the United Nations Foundation. Her career has spanned work in the public, private and nonprofit sectors. She is a passionate advocate for multi-sector problem-solving, US leadership on global issues and the inclusion of women at all levels and in all sectors. She was named CEO by the UN Foundation Board in 2009 and President in 2013. In those roles, she leads one of the most innovative organizations advocating for the UN and the creation of public-private partnerships. Her leadership brings together the largest network of supporters of UN issues in the United States and a global network of corporate, civil society and media partners.

Prior to joining the UN Foundation as Chief Operating Officer in 2003, Calvin served as president of the AOL Time Warner Foundation where she guided AOL Time Warner's philanthropic activities and was the chief architect of the company's corporate responsibility initiatives.

In 2011, she was named one of Newsweek's "150 Women Who Rock the World," and in 2012, she was listed in Fast Company's "League of Extraordinary Women." Her innovative work in the philanthropy and international NGO sector was featured by the New York Times in 2011. She has received numerous other awards for philanthropy and leadership.

Calvin is a graduate of Purdue University.

LUIS CDEBACA

Senior Advisor to the Secretary of State, Office to Monitor and Combat Trafficking In Persons, US Department of State

In May 2009, Ambassador Luis CdeBaca was appointed by President Obama to coordinate US government activities in the global fight against contemporary forms of slavery. He serves as senior advisor to the Secretary and directs the State Department's Office to Monitor and Combat Trafficking in Persons, which assesses global trends, provides training and technical assistance and advocates for an end to modern slavery.

CdeBaca formerly served as counsel to the House Committee on the Judiciary, where his portfolio for Chairman John Conyers, Jr. included national security, intelligence, immigration, civil rights and modern slavery issues.

At the Justice Department, CdeBaca was one of the country's most decorated federal prosecutors, leading the investigation and prosecution of cases involving money laundering, organized crime, alien smuggling, official misconduct, hate crimes and human trafficking. He was honored with the Attorney General's Distinguished Service Award for his service as lead trial counsel in the largest slavery prosecution in US history, which involved the enslavement of over 300 Vietnamese and Chinese workers in a garment factory in American Samoa. Additionally, he received the Department's highest litigation honor - the Attorney General's John Marshall Award - and the Director's Award from the Executive Office of United States Attorneys. He has convicted dozens of abusive pimps and employers, and helped to liberate hundreds of victims from servitude.

CdeBaca attended Iowa State University and received his law degree from the Michigan Law School, where he was an editor of the Michigan Law Review.

MAYA CHORENGEL

Founder, Elevar Equity

Maya Chorengel grew up in Asia, has long been active in international investing and is passionate about bottoms-up solutions to development challenges.

She entered the impact investing space in 2004 and was the initial managing director of the Dignity Fund, a private investment fund, where she managed fund structuring, investing and operations and completed local currency debt financing for fifteen high-growth microfinance institutions in four continents. Chorengel views her role at Elevar as catalyzing the very innovation that will bring essential services to the disconnected: "A large part of what we do involves democratizing the delivery of necessary goods to those who need them most."

Previously, Chorengel was at Warburg Pincus, a leading, global private equity investor, working in the firm's New York, Hong Kong and Menlo Park offices. She invested in companies in a variety of industries spanning venture capital to leveraged buyouts to post-Asian-crisis balance sheet restructurings. She also previously worked as an investment banker at Morgan Stanley (Hong Kong and Singapore) and James D. Wolfensohn, Incorporated.

Chorengel is a director of Aarusha Homes, GloboKasNet and Caja Rural Los Andes and serves as an advisor to MicroCredit Enterprises and Opportunity Fund/SVMN. She has served as director on several boards, including Dignity Fund, the

International Association of Microfinance Investors, Silicon Valley Microfinance Network, North Pole Ltd., printChannel and vCustomer. Chorenge graduated magna cum laude in social studies from Harvard University and has an MBA from Harvard Business School.

SHARON D'AGOSTINO

Vice President of Corporate Citizenship, Johnson & Johnson

Sharon Kathryn D'Agostino was appointed vice president, Corporate Citizenship at Johnson & Johnson in April, 2012. In this role, she drives the company's citizenship and sustainability strategy. Since 2006, D'Agostino has also led the Worldwide Corporate Contributions Group in guiding the Johnson & Johnson strategic giving priorities. With a mission of making life-changing, long-term differences in human health, their initiatives are focused on: saving and improving the lives of women and children, preventing disease in vulnerable populations and strengthening the healthcare workforce. The team was instrumental in developing the Johnson & Johnson five-year commitment to the United Nations Secretary General's Every Woman Every Child Campaign.

Since joining Johnson & Johnson in 1989, D'Agostino held leadership positions of increasing responsibility for several US consumer businesses before becoming a global president in 2002.

D'Agostino is one of two private sector representatives on the Board of The World Health Organization's Partnership for Maternal, Newborn & Child Health. Her personal passion is to help ensure that the voices of girls, women and children everywhere are heard and their stories are told. As a global health advocate, D'Agostino is a prolific blogger about issues that impact the survival, health and empowerment of girls and women.

SUZANNE DIBIANCA

President, Salesforce.com Foundation

Suzanne DiBianca, president and co-founder, leads the Salesforce.com Foundation's innovative programs that leverage the resources of salesforce.com to improve communities around the world. The Foundation's 1/1/1 model of integrated corporate philanthropy has delivered valuable resources to the non-profit community, including 16,000+ organizations using donated and discounted licenses, over 400,000 hours of employee volunteer work and more than \$40 million in grants.

The Foundation's success under DiBianca's leadership has been recognized with a number of awards for excellence in philanthropy including: Stevie Award for 2010 Impact Corporate Social Responsibility (CSR) Program of the Year; the 2002 and 2009 Points of Light Award for Excellence in Corporate Community Service; the 2003 US Chamber of Commerce's Corporate Stewardship Award; a Codie Award for Excellence in Giving (2006) and the Committee Encouraging Corporate Philanthropy's Excellence in Corporate Philanthropy Award (2007). This new model of corporate philanthropy has also inspired other companies to design integrated models that deliver social impact.

DiBianca sits on a number of boards and advisory councils in the community, including the World Affairs Council's Global Philanthropy Forum, Zynga.org, the Business Advisory Council to SFUSD and Goodwill Industries. She is a graduate of the University of Colorado at Boulder with a BA in communications and economics.

SASHA DICHTER

Chief Innovation Officer, Acumen Fund

As Acumen's Chief Innovation Officer, Sasha Dichter is responsible for growing the impact of Acumen Fund's work through investment in leaders and the spread of ideas. This includes the Acumen Fund Fellows Program and +acumen chapters; work in knowledge, metrics and policy; as well as resource mobilization from three global Partner community. In his previous role at Acumen as director of Business Development, Dichter led global capital raising, including executing a successful \$100 million capital raise, serving as the point person for Acumen Fund's Partner community and heading up global partnerships for global expansion.

Dichter is also a noted speaker and blogger on generosity, philanthropy and social change, the author of the Manifesto for Nonprofit CEOs and the creator of Generosity Day. His talks have been featured on TED.com and he has been recognized as an Innovation Agent by Fast Company magazine and as a top 10 Business Bloggers by Say 100 Media.

Before Acumen Fund, Dichter worked at GE Money to expand financial offerings to underserved communities globally and at IBM, spearheading the company's corporate citizenship strategy and launching a leadership program for school administrators. Dichter holds a BA from Harvard College, a master's degree in public administration in international development from Harvard's Kennedy School and an MBA from Harvard Business School.

JUSTIN DILLON

Founder and CEO, Made In A Free World and Slavery Footprint

Justin Dillon is an artist, entrepreneur, public speaker and abolitionist. He is the founder and CEO of Made In A Free World, a nonprofit organization dedicated to ending forced labor, human trafficking and modern-day slavery through innovative awareness, consumer advocacy and business solutions.

In 2008, Dillon made his directorial debut in the film, "CALL+RESPONSE," which revealed the world's 27 million dirtiest secrets: there are more slaves today than ever before in human history.

In 2011, Dillon founded the website Slavery Footprint. Partnering with the US State Department, they launched a multiple-award-winning website that asks the question, "How Many Slaves Work For You?" The website, and associated mobile app, allows consumers to visualize how their consumption habits are connected to modern-day slavery and provides them with an opportunity to have a conversation with the companies that manufacture the goods they purchase. Last year President Obama acknowledged his organization's work in his speech on slavery to the Clinton Global Initiative.

Dillon has appeared on and been covered by CNN, Katie Couric, Dr. Phil, MSNBC, NYTimes, Glamour, Cosmopolitan, Ad Week, CBS, Fox, NPR, Washington Post, Rolling Stone, Fast Company and others.

JAMIE DRUMMOND

Executive Director, Global Strategy and Co-founder, ONE

Jamie Drummond is co-founder of the advocacy organisation ONE. Along with 3 million members and many influential advocates, ONE calls on governments to keep their promises to support the citizens of the world's poorest countries, especially in Africa, in achieving the Millennium Development Goals. ONE promotes a package of policies including debt cancellation, trade, governance reform and transparency, with a focus on effective aid and investment for real and sustainable results.

In 2005 ONE worked closely with the public and political leadership of the G7 and EU governments and the global entertainment industry to force consensus on a package of policies for African development; and has been working on ensuring these promises were kept, and built upon, ever since. In recent years ONE has pushed governance reforms such as extractives transparency legislation in the USA and EU, and SSA, and wider budget and aid transparency. Together, these policies have helped African leadership to achieve historic transformational results.

Prior to co-founding ONE, Drummond helped start DATA, and worked as the global strategist for Jubilee 2000 Drop the Debt. In 2007, he was elected a Young Global Leader by the World Economic Forum. Drummond has travelled widely in Africa and Asia and has a master's in development from the London School of Oriental and African Studies, and regularly speaks on development issues and building popular movements.

PETER EIGEN

Founder and Chair of the Advisory Council, Transparency International

Peter Eigen is the founder and chair of the Advisory Council of Transparency International (TI), a non-governmental organization promoting transparency and accountability in international development.

A lawyer by training, Eigen has worked in economic development for 25 years, mainly as The World Bank manager of programs in Africa and Latin America.

Under Ford Foundation sponsorship, he provided legal and technical assistance to the governments of Botswana and Namibia, and taught law at the universities of Frankfurt and Georgetown.

In September 2001, Eigen joined the Carnegie Endowment for International Peace as Visiting Scholar while teaching at Johns Hopkins University, SAIS. He became a member of the Board of The Centre for International Environmental Law (CIEL) and since 2002, has been teaching as an Honorary Professor of Political Science of the Freie Universität, Berlin. From 1988 to 1991 he was the Director of the Regional Mission for Eastern Africa of The World Bank, and from 1999 to 2001, Eigen was a faculty member of the John F. Kennedy School of Government at Harvard University.

In 2000, he received the award of Honorary Doctor of the Open University, UK and in 2004, received the Readers Digest Award 'European of the Year 2004' and in December 2007, he received the Gustav-Heinemann-Citizen Award.

FERNANDO FABRE

President, Endeavor Global, Inc.

Fernando Fabre is the president of Endeavor, an organization that leads the high impact entrepreneurship movement around the world and a pioneer in supporting amazing entrepreneurs with the power to solve the world's greatest challenges. Prior to joining Endeavor Global he was the managing director of Endeavor Mexico.

In 2002 he and his professor, Dr. Richard L. Smith, were appointed by President Fox under the Partnership for Prosperity Program to develop a set of guidelines to build an entrepreneurial culture in Mexico. Among these guidelines were suggestions to create a Mexican association of venture capital funds and more recently the creation of a US\$50 million a year program to launch SME IPOs in the Mexican Bolsa.

In 2003 the magazine *Lideres Mexicanos* called him a "Leader of the Future"; and in 2007 the magazine *Expansion* called him one of the "30 under 40" Mexican leaders. In 2009 he became a Kauffman Fellow.

He holds an MA in economics from Claremont Graduate University and a BA in managerial economics from Universidad Anahuac del Sur.

Fernando lives in New York City with his wife and daughter.

JIM FRUCHTERMAN

Founder and CEO, Benetech
MacArthur Fellow, Technology and Social Entrepreneur

Jim Fruchterman is social entrepreneur and CEO of Benetech, a nonprofit technology company based in Palo Alto, California. A technology entrepreneur and engineer, Fruchterman has been a rocket scientist, founded two leading for-profit technology companies and created numerous technology social enterprises. Fruchterman co-founded Calera Recognition Systems and RAF Technology, Inc., pioneers in optical character recognition technology. In 1989, Fruchterman founded Benetech as a nonprofit social enterprise, to produce reading machines, based on the Calera technology, for people who are blind.

Benetech expanded its focus in 2000 and began creating new technology for people with disabilities as well as the human rights and environmental movements. Benetech's programs include Bookshare, the world's largest accessible online library for people with print disabilities, Martus, software for tracking human rights violations, Miradi, project management tools for conservationists, and SocialCoding4Good, an online platform to match skilled software development volunteers from the technology sector with open source social good projects.

Fruchterman received a MacArthur Fellowship in 2006 in recognition of his work as a pioneering social entrepreneur.

He has also received the Skoll Award for Social Entrepreneurship and receives the California Institute of Technology Distinguished Alumni Award in May.

JACQUELINE FULLER

Director, Google Giving

Jacqueline Fuller is the founder and leads Giving at Google which provides more than \$50 million yearly to support tech innovators making transformational impact in areas such as education, development, disaster relief and renewable energy.

Fuller joined Google in 2007 to help launch Google.org, and directs Google's grantmaking and advocacy in support of Google's sustainability and philanthropic efforts. She previously served as deputy director of Global Health at the Bill & Melinda Gates Foundation, where she was a member of the senior management team for eight years.

In 2004-2005, Fuller and her family moved to Delhi, India where she helped to launch a \$300 million health initiative for the Gates Foundation. Prior experience also includes serving as speechwriter to US Secretary of Health and Human Services, Dr. Louis Sullivan. She also ghostwrote the inspirational autobiography, "Never Forget," by Kay Coles James.

Fuller received her BA in political science from UCLA and a Masters in Public Policy from the Kennedy School of Government at Harvard. She serves on the boards of World Vision and the Eastern Congo Initiative.

NALINI GANGADHARAN

Founder and Executive Chairperson, CAP Foundation

Dr. Nalini Gangadharan is a development professional with 27 years of experience in institution building, change management, eco-system development and resource mobilization with nonprofits and corporate foundations.

Gangadharan holds a doctorate in Education and a gold medal from Madras School of Social Work, India. Gangadharan has to her credit many innovative and path-breaking initiatives with particular interest in young people at risk and their futures. These include Dr. Reddy's Foundation for Human and Social Development, the Child Relief and You (CRY) Fellowship, Clothes Bank (for recycling used clothes) and the CAP-Workforce Development Institute.

As the Founder and Executive Chairperson of CAP Foundation, Gangadharan inspires a dedicated team of professionals and business mentors in India and sub-Saharan Africa to provide end-to-end livelihood solutions that link learning and livelihoods for marginalized and at-risk groups of young people. CAP promotes this goal by providing access to academic, vocational and occupational pathways to in-school, out-of-school and post-school young adults from difficult circumstances.

A recipient of several awards, Gangadharan has served on many professional, national, governmental and international working groups and forums connected with youth services, poverty alleviation, informal sector employment, safe migration, skills training, rural and urban development and corporate social responsibility.

NEIL GERSHENFELD

Director, Center for Bits and Atoms, Massachusetts Institute of Technology

Neil Gershenfeld is the director of the Massachusetts Institute of Technology's Center for Bits and Atoms. His unique laboratory is breaking down boundaries between the digital and physical worlds, from creating molecular quantum

computers to virtuosic musical instruments. Technology from his lab has been seen and used in settings including New York's Museum of Modern Art and rural Indian villages, the White House and the World Economic Forum, inner-city community centers and automobile safety systems, Las Vegas shows and Sami herds.

Gershenfeld is the originator of the growing global network of field fab labs, which provides widespread access to prototype tools for personal fabrication, and directs the Fab Academy, the associated program for distributed research and education in the principles and practices of digital fabrication.

Gershenfeld has a BA in Physics with High Honors and an honorary Doctor of Science from Swarthmore College, a PhD from Cornell University; he was a junior fellow of the Harvard University Society of Fellows, and a member of the research staff at Bell Labs.

He is a fellow of the American Physical Society, has been named one of Scientific American's 50 leaders in science and technology, has been selected as a CNN/Time/Fortune Principal Voice, and by Prospect/FP as one of the top 100 public intellectuals.

HEATHER GRADY

Vice President for Foundation Initiatives, The Rockefeller Foundation

Heather Grady is vice president for Foundation Initiatives at The Rockefeller Foundation. She oversees the Foundation's grant making through Initiatives on issues ranging from climate change, agriculture and health to transportation, impact investing and employment, and through additional programmatic areas including Program Related Investments, philanthropic sector activities and the New York Cities Opportunities Fund. She provides vision, leadership and direction to help achieve the Foundation's goals of building resilience and promoting more equitable growth, and oversees the Foundation's Initiative staff, a diverse group of professionals working in the US, Asia and Africa.

Prior to joining The Rockefeller Foundation, Grady was the managing director of Realizing Rights: the Ethical Globalization Initiative, founded by former Irish President Mary Robinson. There she managed strategy and policy, and helped lead programs on employment, climate justice, corporate responsibility and women's leadership. Throughout her career, she managed international development and humanitarian programs with Oxfam Great Britain and other global organizations, living and working for over twenty years in a diverse range of settings including Viet Nam, China, Egypt, Sudan and the Gaza Strip.

Grady has written and taught on international development, human rights, and climate change, and served as an Adjunct Professor at Columbia. She received a bachelor's degree from Smith College and a master's degree in Public Administration from Harvard University.

BERNARDO GUILLAMON

Manager, Office of Outreach and Partnerships, Inter-American Development Bank

Bernardo Guillamon, an Uruguayan national, is the Inter-American Development Bank's (IDB) manager of the Office of Outreach and Partnerships. He also is in charge of the IDB's office in Europe, in an interim capacity, effective August 2012.

Guillamon has worked at the IDB in the area of private sector development since 1992. From 2007 until July 2008, he was in charge of the Bank's operational program in the Integration and Trade Sector (INT), developing and managing its portfolio of loans and technical assistance grants to expand trade and promote regional integration among all borrowing member countries.

During 2006 and 2007, Guillamon was the principal private sector specialist in the Private Sector Coordination Office, leading the development of the IDB Group's Integrated Business Plan for Private Sector Operations. Between 2001 and 2006, Guillamon led the private sector evaluation area of the IDB's independent Office of Evaluation and Oversight (OVE).

Prior to his career at the Bank, Guillamon worked in agribusiness with small, large and multinational companies. He graduated as an agricultural engineer from Uruguay's Universidad de la República, and holds an MBA from Santa Clara University in California. He is a member of the Beta Gamma Sigma Honor Society.

MEKLIT HADERO

Singer, Songwriter

Ethiopian-born San Francisco-based singer/songwriter Meklit Hadero's unique voice has been compared to that of Nina Simone, Joni Mitchell, Joan Armatrading, Norah Jones and Tracy Chapman - but she leaves her own indelible mark wherever she performs. She directed San Francisco's Red Poppy Art House and was named a TED Global Fellow before she became a sensation with the release of her 2010 debut *On A Day Like This*, an enchanting album featuring her delicately luminous original songs and traditional Amharic melodies. The album received rave reviews and Meklit has been touring the world non-stop ever since then, including trips to her native Ethiopia in the past 2 years - once with the artist collective she founded - and the second time to launch UN Women's gender-equality campaign in Africa. Her meteoric rise as a musician has been accompanied by her being named a TED Senior Fellow and the founding (with Egyptian ethnomusicologist Mina Girgis) of the Nile Project (www.nileproject.org), who just accomplished their first ever artist residency in Aswan, Egypt this past January, uniting musicians from 9 Nile Basin countries in a search for common roots. As SFJAZZ have said on their website, "Hadero has established herself as a modern queen of soul - and a multi-cultural mover and shaker."

RUSS HALL

Managing Director, Legacy Venture

Russ Hall co-founded Legacy Venture in 1999. As Managing Director, he helps shape the fund's strategy, manage its investments and tap the power of venture capital to help Legacy members amplify their positive impact in the world. He also serves on the board of the fund's philanthropic arm, Legacy Works, and was its founding chairman.

In addition to his leadership at Legacy Venture and Legacy Works, Hall serves on the board of the Gathering and The Philanthropic Workshop West, two active networks of philanthropists who share skills, commitment, and imagination to help solve major social and environmental challenges. He also serves or has served as an elder at his church; on the board of the national ministry Time Out; as well as on the advisory board for the Full Circle Fund, Good Capital, Stanford's Center on

Philanthropy and Civil Society (PACS), and the Global Philanthropy Forum. Russ is also a Senior Fellow of the American Leadership Forum of Silicon Valley and a member of the Donor Effectiveness Network.

Hall earned an MBA from Stanford Graduate School of Business, an MS from the University of California at Berkeley, and a BS from the United States Military Academy at West Point.

KIM HAMILTON

Director, Global Policy and Advocacy, Bill & Melinda Gates Foundation

Kimberly Hamilton oversees strategy, planning and management for the Global Policy and Advocacy team, which includes Policy Analysis & Financing, Program Advocacy and the foundation's related work in India, China, Europe and Africa. She also directs the foundation's Charitable Sector Support program.

She has been with the foundation since 2007, most recently as a deputy director for Global Development Policy and Advocacy. She has spent more than 20 years in the think tank, nonprofit and philanthropic communities.

Hamilton is a demographer by training with a special interest in population trends and poverty. She has served in several organizations including as president of NetAid, director of program planning and external relations at the Migration Policy Institute and as the deputy director of social policy at the Center for Strategic and International Studies. Within the philanthropic sector, Hamilton joined the Alcoa Foundation to oversee global grantmaking in 25 countries, as diverse as Brazil, Guinea and Hungary. She also served at the Howard Gilman Foundation where she worked on HIV/AIDS research and prevention and on environmental conservation.

Hamilton received her doctorate in demography from Brown University, a master's degree from the Johns Hopkins School of Advanced International Studies in African studies and a bachelor's degree from the Robert D. Clark Honors College of the University of Oregon in French and international studies.

STEPHANIE HANSON

Director of Policy and Outreach, One Acre Fund

Stephanie Hanson is the director of policy and outreach at One Acre Fund. She joined the organization in 2009 and started its government relations and policy work. She currently manages One Acre Fund's government relations team in East Africa, which focuses on collaborating with local and national government to improve the agriculture policy environment for smallholder farmers. She also leads One Acre Fund's policy and advocacy work in the United States.

From 2006 to 2009, she covered economic and political development in Africa and Latin America for CFR.org, the website of the Council on Foreign Relations. In 2008, she won a News and Documentary Emmy for Crisis Guide: Darfur, an interactive media guide that explores the history and context of the crisis in the Darfur region of Sudan. Her work has been published in the Los Angeles Times, Bookforum, San Francisco Chronicle, Newsday, The National, and on the websites of the New York Times, Newsweek, the Washington Post, and the Harvard Business Review.

She has spoken at conferences such as the World Food Prize symposium and the Global Microcredit Summit. She serves on the advisory group for Food Tank, a food think tank that aims to bridge domestic and global food issues.

TIM HANSTAD

President and CEO, Landesa

Tim Hanstad is the president and CEO of Landesa (formerly known as Rural Development Institute Landesa), an international nonprofit with a mission to secure land property rights for the world's poorest people. For over 40 years, Landesa has worked with 45 developing country governments on reforms that have helped to secure land rights for more than 100 million families.

Landesa has received numerous awards and distinctions, including the Henry Kravis Prize in Leadership, Gleitsman Foundation International Activist Award, Schwab Foundation Outstanding Global Social Entrepreneur, Hilton Humanitarian Prize finalist and has been nominated for the Nobel Peace Prize and World Food Prize.

Hanstad is a member of the Clinton Global Initiative, World Economic Forum community, Bretton Woods Committee and Global Washington Policy Panel. Hanstad has worked with the World Bank, United Nations Food and Agricultural Organization, Asian Development Bank and USAID and has led workshops with government leaders, NGOs and scholars on land property rights, food security and rule of law.

Hanstad's international work experience spans 14 countries and he recently returned from his second two-year post in India, where he helped launch Landesa's successful "micro-land ownership" initiative.

JACOB HAROLD

President and CEO, GuideStar

Jacob Harold is the President and CEO of GuideStar, the largest source of data about nonprofits. Each year, approximately 10 million users seek answers from GuideStar's 1.3 billion pieces of data.

Harold came to GuideStar from the Hewlett Foundation, where he led grantmaking for the Philanthropy Program. Between 2006 and 2012, he oversaw \$30 million in grants which, together, aimed to build a 21st century infrastructure for smart giving. Before that, he worked as a consultant to nonprofits and foundations at the Bridge-span Group and as a climate change strategist and campaigner with the Packard Foundation, Rainforest Action Network and Greenpeace USA.

Harold has written extensively on climate change and philanthropic strategy. His essays have been used as course materials at Stanford, Duke, Wharton, Harvard, and Oxford. He earned an AB summa cum laude from Duke University and an MBA from the Stanford Graduate School of Business.

Harold has further training from Green Corps in grassroots organizing, Bain in business strategy, the Chinese Academy of Sciences in complex systems science, and the School for International Training in Tibetan studies.

Harold was born and raised in Winston-Salem, North Carolina, where his parents ran small community-based nonprofit organizations.

JAKE HARRIMAN

Founder and CEO, Nuru International

Jake Harriman graduated with distinction from the US Naval Academy in 1998, earning a BS in Systems Engineering. He then served seven and a half years in the Marine Corps as a platoon commander in both the infantry and a special operations unit called Force Recon. During his military career, Harriman led his Marines on four operational deployments, including two combat tours in Iraq and disaster relief operations in Indonesia and Sri Lanka after the Asian tsunami. He was awarded the Bronze Star for actions in combat during his second tour in Iraq.

From his experiences, Harriman came to believe that the “War on Terror” will not be won on the battlefield alone: the contributing causes of terrorism — disenfranchisement, lack of education and extreme poverty — must also be eradicated.

Harriman left his career in the Marine Corps and dedicated himself to studying humanitarian development, organizational leadership and the problem of extreme poverty. He enrolled at the Stanford Graduate School of Business to build an organization focused on tackling extreme poverty.

Harriman graduated with an MBA in June 2008 and, in the following September, led a team to launch Nuru International’s first seed project in Kuria, Kenya.

WENDY RAMAGE HAWKINS

Executive Director, Intel Foundation

Wendy Ramage Hawkins is executive director of the Intel Foundation. The Intel Foundation is active worldwide, awarding grants totaling approximately \$40 million each year and focusing on STEM education (science, technology, engineering, and mathematics), increasing opportunities for girls, women, and under-represented minorities, and supporting the volunteerism and philanthropic efforts of Intel’s employees in education, their communities, and in response to disasters around the world.

In addition to 20-plus years managing education philanthropy for Intel, Hawkins has developed and managed numerous global, national and local education programs, including Intel Teach, a global teacher professional development initiative.

She is responsible for the Intel Science Talent Search, the most prestigious high school science competition in the US, and the Intel International Science & Engineering Fair, the largest and most admired competition of its type in the world. Prior to joining Intel, Hawkins managed residential education programs at Stanford and was director of development and membership at the World Affairs Council of Oregon. Hawkins is frequently sought out as a speaker, writer, advisor, and consultant in education, philanthropy, and corporate social responsibility.

Hawkins holds a degree in Psychology and German Studies from Stanford University, where she graduated with distinction.

ROY HEAD

CEO, Development Media International

Roy Head is the CEO of DMI, which uses mass media to reduce child mortality in the developing world.

In 1997 Head founded the Health Division of the BBC World Service Trust, bringing together the BBC and the World Health Organisation. For eight years he oversaw many of the world's largest health promotion campaigns, including a campaign in India which led to 200,000 people being treated for leprosy.

In 2005 he received the Joseph Rowntree Charitable Trust Visionaries Award and left the BBC to set up DMI, aiming to bring greater scientific rigour to health campaigning. He developed a mathematical model with some of the world's leading epidemiologists which indicates that 15% of all child deaths could be prevented using mass media alone, more cheaply than any other intervention. DMI is currently testing this model in West Africa in the most rigorous trial ever conducted of a mass media campaign.

Head started his career as a documentary film director for the BBC, before joining UN Peacekeeping where he set up the UN's first radio station (in Cambodia) and its largest TV operation (during the Bosnian war). He has a double-first from Cambridge University and master's from University of Pennsylvania.

SALEEMUL HUQ

Director, International Centre for Climate Change & Development

Saleemul Huq is the director of the International Centre for Climate Change & Development (ICCCAD) since 2009. He intends to support growing capacity of Bangladesh stakeholders while enabling people and organizations from outside to benefit from training in Bangladesh.

Huq is also a senior fellow at the International Institute for Environment and Development (IIED), where he is involved in building negotiating capacity and supporting the engagement of the Least Developed Countries (LDCs) in UNFCCC. This includes negotiator training workshops for LDCs, policy briefings, support for the Adaptation Fund Board and research into vulnerability and adaptation to climate change in these countries. He is also an advisor of ARCAB, a long term action research project.

Huq has published numerous articles in scientific and popular journals, was a lead author of the chapter on Adaptation and Sustainable Development in the third assessment report of the Intergovernmental Panel on Climate Change (IPCC) and was one of the coordinating lead authors of 'Inter-relationships between adaptation and mitigation' in the IPCC's Fourth Assessment Report (2007).

He completed his BS (with Honors) in 1975 from Imperial College, London, United Kingdom and his PhD in plant sciences also from Imperial College in 1978.

SIDDHARTH KARA

Fellow on Human Trafficking, Harvard School of Public Health, Harvard Kennedy School

Siddharth Kara is a fellow on Human Trafficking at the Harvard Kennedy School and a fellow on Forced Labor at the Harvard School of Public Health. Kara is also the author of *Sex Trafficking: Inside the Business of Modern Slavery* and co-winner of the prestigious 2010 Frederick Douglass Award at Yale University. Kara's second book on slavery, *Bonded Labor: Inside the System of Slavery in South Asia*, was released in October 2012.

Since first encountering human trafficking in a Bosnian refugee camp in the 1990's, Kara has traveled to more than 30 countries across six continents to research modern slavery, personally documenting the cases of over one thousand former and current slaves of all kinds, witnessing firsthand the sale of humans into slavery and confronting some of those who trafficked and exploited them.

Kara advises the United Nations, International Labour Organization (ILO), the US Government and several other governments on anti-trafficking policy and law. Kara's ongoing research into modern slavery has been covered by CNN, the BBC, CNBC and National Geographic. Previously, Kara was an investment banker at Merrill Lynch, then ran his own finance and merger and acquisition consulting firm. He holds a law degree from England, an MBA from Columbia University and a BA from Duke University.

JANE KARUKU

President, Alliance for a Green Revolution in Africa (AGRA)

Jane Karuku is the president of the Alliance for a Green Revolution in Africa (AGRA), a dynamic Africa based, African-led organization committed to fighting food insecurity in Africa. AGRA works across the African continent to help millions of small-scale farmers and their families lift themselves out of poverty and hunger. Its programs develop practical solutions to significantly boost farm productivity and incomes for the poor while safeguarding the environment.

Karuku's career spans over 20 years, most of which has been in the agricultural sector. She has held senior positions in a number of international corporate organizations including Farmers Choice and Cadbury Limited where she served as the Managing Director with responsibility for 14 countries in the East and Central African region.

Karuku joined AGRA in April 2012 from Telkom Kenya, where she was the deputy chief executive and secretary general from July 2010. She sits on various boards including Barclays Bank - Kenya, Junior Achievement - Kenya and United States International University - Kenya. Karuku holds a degree in Food Science and Technology from the University of Nairobi and an MBA in Marketing from the National University of California, USA.

RANDALL KEMPNER

Executive Director, Aspen Network of Development Entrepreneurs (ANDE)

Randall Kempner is executive director of the Aspen Network of Development Entrepreneurs (ANDE), a global network of organizations that propel entrepreneurship in emerging markets. The network's members provide critical financing and business support services to small and growing businesses (SGBs) that create positive economic, environmental and social impacts in developing countries. ANDE's 170+ members have operations in more than 150 emerging market countries.

As executive director of ANDE, Kempner oversees the implementation of ANDE's extensive program and advocacy agenda, including efforts to develop standardized social and environmental metrics for impact investment, training seminars on supporting and investing in emerging-market entrepreneurs and the ANDE Capacity Development Fund, a facility which has granted nearly 3 million dollars to support capacity building and innovation within the SGB sector.

Kempner has nearly twenty years of experience in the field of national and international economic development. Most recently, he served as vice president for Regional Innovation at the US Council on Competitiveness. Prior to joining the Council, Kempner was co-founder of OTF Group, an international consulting firm that advises regions and nations on how to create competitive advantage.

Kempner graduated from the University of Texas at Austin with an MBA and an MPA. He earned his bachelor's degree in government from Harvard College.

SALMAN KHAN

Founder and Executive Director, Khan Academy

Salman Khan is the founder of the Khan Academy, a nonprofit with the mission of providing free, high-quality education for “anyone, anywhere” in the world.

Khan graduated from MIT in 1998 with three degrees: two BS in mathematics and electrical engineering/computer science; and a MS in electrical engineering. He worked in technology in Silicon Valley until the first bubble burst, after which he attended Harvard Business School. After earning a MBA in 2003, Khan became an analyst at a Boston based hedge fund. In 2004 as a side project, Khan began tutoring his young cousin in math, communicating by phone and using an interactive notepad. When others expressed interest, he began posting videos of his hand-scribbled tutorials on YouTube. Demand took off, and in 2009 he quit his day job to commit himself fully to the Khan Academy.

In October 2010, Khan was listed in Fortune’s annual “40 Under 40,” which recognizes business’s hottest rising stars, as well as Fast Company’s list of the “100 Most Creative People in Business.” He was recently profiled by “60 Minutes” and recognized by Time magazine as one of the 100 most influential people in the world.

He was born in Metairie, Louisiana, to immigrant parents from India and Bangladesh. He currently lives in Mountain View, California with his wife and two children. The One World Schoolhouse: Education Reimagined is his first book, released in October 2012.

ANGÉLIQUE KIDJO

Goodwill Ambassador, UNICEF
Founder, The Batonga Foundation

Grammy winner Angélique Kidjo is one of the greatest artists in international music today; a creative force with twelve albums to her name. Time Magazine has called her “Africa’s premier diva.” The BBC has included her in its list of the continent’s 50 most iconic figures, and in 2011 The Guardian listed her as one of their Top 100 Most Inspiring Women in the World. Forbes Magazine has ranked Kidjo as the first woman in their list of the Most Powerful Celebrities in Africa.

As a performer, Kidjo’s striking voice, stage presence and fluency in multiple cultures and languages have won respect from her peers and expanded her following across national borders. She has cross-pollinated the West African traditions of her childhood in Benin with elements of American R&B, funk and jazz, as well as influences from Europe and Latin America.

Kidjo also travels the world advocating on behalf of children in her capacity as a UNICEF and OXFAM goodwill Ambassador. She created her own charitable foundation, Batonga, dedicated to supporting the education of young

girls in Africa. Her critically acclaimed album DJIN DJIN won a Grammy Award for Best Contemporary World Album in 2008, and her most recent studio album OYO was nominated for the 2011 Grammy Award for Best Contemporary World Album.

ROBERT KIRKPATRICK

Director, UN Global Pulse

Robert Kirkpatrick is director of the UN Global Pulse initiative in the Executive Office of the Secretary-General. His current work involves research and development in mining both the open web and massive passive data to detect the early impacts of crises on vulnerable populations.

Kirkpatrick designs and applies technology for crisis resilience and organizational change. He has spent more than 15 years creating software and the past 10 developing tools for public health, disaster relief, security coordination, citizen journalism, telemedicine, crisis monitoring, conflict mediation, and civil-military cooperation. His work with industry partners, government agencies, and humanitarian organizations has explored ways that techno-social innovation may enhance trust-building, information sharing, and joint decision making across boundaries and lower barriers to organizational change. He is a strong proponent of open data, open standards, open source software, and participatory development.

In 2003, Kirkpatrick worked in Baghdad to improve coordination between coalition forces and Iraqi government ministries. In the wake of Hurricane Katrina, he provided on-site technology support to civil and military responders. Following the 2005 Kashmir earthquake, Kirkpatrick supported relief organizations in the disaster-affected areas designing tools for data collection and logistics. He participated in two missions in Afghanistan (2006, 2007) prototyping tools to improve situational awareness for NGOs involved in telemedicine and local capacity building.

LARRY KRAMER

President, The William and Flora Hewlett Foundation

Larry Kramer became president of The William and Flora Hewlett Foundation in Menlo Park, California, in September 2012. Before joining the Foundation, Kramer served from 2004 to 2012 as Richard E. Lang Professor of Law and Dean of Stanford Law School.

During his tenure, he spearheaded significant educational reforms, pioneering a new model of multidisciplinary legal studies. He also enlarged the clinical education program to promote reflective lawyering, an approach that seeks to integrate theory and practice as well as encourage self-reflection, and revamped programs to foster a public service ethos. He further developed the international law program to support a growing emphasis on globalization in legal practice.

His teaching and scholarly interests include American legal history, constitutional law, federalism, separation of powers, the federal courts, conflict of laws and civil procedure.

Kramer is a fellow of the American Academy of Arts and Sciences and a member of the American Philosophical Society and the American Law Institute. He serves on the board of directors of Equal Justice Works, a nonprofit organization that helps advance public interest law.

Kramer received an AB in psychology and religious studies from Brown University, graduating magna cum laude in 1980, and a JD from the University of Chicago Law School, magna cum laude, in 1984. He is the author of numerous articles and books, including *The People Themselves: Popular Constitutionalism and Judicial Review*.

ROBERT KRAYBILL

Managing Director, Impact Investment Exchange Asia

Robert A. Kraybill is managing director of Impact Investment Exchange Asia, a Singapore-based company which is creating Asia's first social stock exchange and other platforms to raise investment capital for social enterprises in Asia-Pacific. Kraybill is also a member of the board of Impact Investment Shujog Limited, a registered charity with a mission to promote social enterprise and prepare social enterprises to access impact investment capital. In addition, Kraybill is senior advisor to Asian Tiger Capital, a financial services firm in Bangladesh offering research, advisory and asset management services.

Before joining the social capital movement, Kraybill spent nearly 20 years in the traditional capital markets as an advisor and investor, most recently as head of Asian private equity for Marathon Asset Management, a US \$12 billion alternative investment manager. Before that, Kraybill was head of investment banking, Asia ex-Japan, for Dresdner Kleinwort Wasserstein. Kraybill began his career at Morgan Stanley and Credit Suisse.

Kraybill received his BA magna cum laude from Princeton University and his JD summa cum laude from the University of Pennsylvania. Kraybill has lectured on mergers and acquisitions as an adjunct professor at the Singapore Management University.

He has lived in Singapore since 2004.

LINDA KWAMBOKA

Co-founder, M-Farm Ltd

Growing up in a rural area, Linda Kwamboka Omwenga always knew that she is not meant to sit behind a desk and work like a robot 8 hours a day, 5 days a week on a course that had no measurable impact on society. She always dreamt of establishing a company of her own that would create meaning for the society in which she lives.

In 2010, Kwamboka acted on her dream and co-founded M-Farm Ltd, a social enterprise that used a mobile phone application to turn subsistence-farming into agribusiness. Its mission is to empower small scale farmers in Kenya and around the globe by providing them with a tool that enables them get information about market prices, buy their farm inputs directly from suppliers at favorable price through group buying (think groupon) and find buyers for their produce through group selling.

Kwamboka is one of Kenya's young serial tech-preneurs, striving to make money while bringing social change. She holds a bachelor's degree in business information technology from Strathmore University (Nairobi, Kenya). While there, she headed the Student Enterprise Program which nurtures businesses run by students on campus.

OLIVIER LAFOURCADE

Chairman of the Board, I&P Développement

Olivier Lafourcade, a French national, is a graduate of the Ecole Nationale Supérieure Agronomique of Rennes in France, and he holds an MSc and a PhD degree in agricultural economics from the University of Maryland. In addition he is a graduate of the Stanford Executive Program (1997).

He joined the World Bank in 1973. Over a period of 30 years in this institution, Lafourcade held a number of high level positions, such as director of the European Office of the Bank in Paris, director for several countries in Africa, and more recently director for Mexico, Colombia and Venezuela. In his career at the Bank, Lafourcade has accumulated considerable operational experience in many countries, in particular in Africa, Asia and Latin America.

Since leaving the Bank in 2002, Lafourcade has been an international consultant in the field of economic development. He is chairman of the board of I&P Développement, a venture capital company providing financing to small and medium size enterprises in Africa and board member of Results for Development (R4D), a think-tank in Washington.

MARK LATONERO

Research Director and Deputy Managing Director, Annenberg Center on Communication Leadership & Policy, USC

Mark Latonero is the research director and deputy managing director at the Annenberg Center on Communication Leadership and Policy and a research professor at the University of Southern California (USC), where he investigates emerging communication technology and social change. Latonero's recent work examines the intersection of technology and human rights, with a focus on human trafficking. In partnership with the USC Information Sciences Institute, he is developing technologies that disrupt the social dynamics of the trafficking trade and that leverage real-time data to provide actionable information for counter-trafficking efforts. USC Annenberg's technology and human trafficking initiative involves collaboration across private and public sectors including the US Department of Justice and Microsoft Research.

Latonero currently serves on a National Academy of Sciences/Institute of Medicine committee to study domestic minor sex trafficking and the commercial sexual exploitation of children. He also served as a member of the California Attorney General's task force on human trafficking. He has published in journals such as *Information, Communication & Society*, *International Journal of Information Systems for Crisis Response and Management*, and *Communication Research*.

Latonero received his PhD from the USC Annenberg School for Communication and was a postdoctoral research scholar at the London School of Economics.

JANET LONGMORE

President and CEO, Digital Opportunity Trust (DOT)

Janet Longmore is the founder, president and CEO of Digital Opportunity Trust (DOT), a leading international nonprofit organization focused on providing marginalized people with the skills required to enter the modern workforce and become self-reliant. Under her leadership, DOT has developed an innovative and cost effective youth-led model that transforms young women and men as they use

technology to become leaders of change in their communities. DOT's network of thousands of local young leaders has reached over a million people in the Middle East, Africa and the Americas.

A passionate believer in the power and potential of youth and technology, Longmore works tirelessly to promote respect for youth as an untapped source of creativity, energies and talent.

An accomplished social entrepreneur and mentor, she is a role model for the many women leaders in the DOT network.

Longmore is a frequent speaker at international conferences where she inspires new thinking about solutions to the school-to-work and street-to-work challenges facing youth. An honors graduate from Queen's University School of Business, she has been recognized in Canada as a Top 100 Woman of Power, a Women in Technology Entrepreneur of the Year and internationally as a World of Difference 100 Award winner.

WALT MACNEE

Vice Chairman, MasterCard Worldwide

Walt M. Macnee is vice chairman of MasterCard Worldwide. In this capacity, he is responsible for various senior client and government relationships — engaging these important stakeholders on key issues related to the ever-changing payments industry. In addition, he leads MasterCard's evolving merchant strategy.

Previously, Macnee was president, international markets, with responsibility for all markets and customer-related activities outside of the United States at MasterCard. Prior to this, he was president, global markets, with responsibility for building all aspects of MasterCard issuance and acceptance business globally. And, prior to that, he was president of the Americas Region. From 2001 to 2004, Macnee was president of MasterCard Canada, where he oversaw the company's efforts to provide advanced, secure, and reliable payment solutions and to strengthen its position in the Canadian banking industry.

Macnee briefly left MasterCard from 2004 to 2006 when he served as executive vice president of Canadian Imperial Bank of Commerce, in Toronto. In that position, he was responsible for overall management of the bank's credit card business and national collections. Previously, he spent 18 years with Toronto Dominion Bank where, in his last position as senior vice president, he had full product management and client service responsibility for payment cards and personal lending.

He has earned several university degrees, including a master's in business administration from York University.

STRIVE MASIYIWA

Founder and Executive Chairman, Econet Wireless Founder, Higher Life Foundation

Strive Masiyiwa has been in the business sector since 1986. He became a prominent figure in international business while fighting a landmark constitutional legal battle that lasted for five years. This ruling, which led to the removal of the state's monopoly in telecommunications in Zimbabwe, has been regarded as one of the key milestones in opening the African telecommunications sector to private capital.

Masiyiwa is the founder and executive chairman of South Africa based Econet Wireless, a global telecommunications group with operations, investments and offices in more than 15 countries (Africa, Europe, USA, Latin America and Asia-Pacific). The company's activities include mobile cellular telephony, fixed networks, enterprise networks, fiber optic cables and satellite services. They also provide payment solutions to banks across Africa. Other business activities include operations and investments in some of Africa's leading businesses in areas such as financial services, insurance, renewable energy, bottling for Coca-Cola, hotels and safari lodges.

As a respected business leader today, Masiyiwa speaks regularly on business and economic issues at major international gatherings and has been featured in leading international publications and television programs, such as the Economist, Newsweek, CNN, Barron's of New York, the Financial Times and The World Economic Forum.

TSITSI MASIYIWA

Executive Chairperson, Higher Life Foundation

Tsitsi Masiyiwa is the executive chairperson of the Higher Life Foundation. Through her role, she oversees five Trusts with operations in Zimbabwe, South Africa, Burundi and Lesotho. Alongside her husband, Strive Masiyiwa, they founded these Trusts by identifying the drastic developmental and social needs of African communities in which their telecommunications network Econet Wireless International operates.

Their Capernaum Trust has assisted over 40,000 orphaned and disadvantaged children in Africa through scholarships, spiritual, social and life skills training, food packages and medical assistance. In addition, the Higher Life Foundation recently established the Ambassador Andrew Young Scholarship, a \$6.5 million dollar scholarship fund that sends African students to attend the Morehouse College in the US. Ambassador Andrew Young is the former United States Ambassador to the United Nations, who is internationally recognized for the vital role in the Civil Rights Movement and international peacekeeping efforts.

Masiyiwa also chairs the board of National Health Care Trust of Zimbabwe which offers scholarships to medical students at the Zimbabwe College of Sciences. In a direct effort to improve the quality of education medical students received the Trust in 2011, partnered with the Council for Assisting Refugee Academics (CARA) to set up of a Virtual Learning Centre at the University of Zimbabwe.

Masiyiwa also demonstrates a passion for gospel and serves as a deaconess and evangelist. She is also a mother of six children.

DARIN MCKEEVER

Deputy Director, Charitable Sector Support, Bill & Melinda Gates Foundation

Darin McKeever is a deputy director on the policy and government affairs team, where he leads the foundation's charitable sector work. McKeever serves as an ambassador for the foundation within the charitable community — managing the foundation's relationships and grants with associations, advocacy organizations

and research institutions with interests in philanthropy and the nonprofit sector as a whole. McKeever also monitors policy developments affecting the sector for the foundation.

Prior to joining the foundation, McKeever was the executive director and co-founder of Heads Up, a Washington, DC-based provider of academic and enrichment programs. Heads Up offered programs for children and families by recruiting and training a diverse, committed corps of local college students to serve as tutors, teachers, and mentors. For his efforts launching and leading the organization, McKeever was awarded the Echoing Green and Stride Rite Community Service Fellowships.

McKeever is an alumnus of Harvard College, where he graduated Phi Beta Kappa with a degree in social studies. He received his MPA as a Catherine B. Reynolds Foundation Fellow in Social Entrepreneurship at Harvard's Kennedy School of Government in 2008. He was also a member of the Leadership Washington class of 2002.

ANTONIO MORAES NETO

Co-founder and Partner, Vox Capital

Antonio Moraes Neto is co-founder and partner at Vox Capital, Brazil's first impact investing company, which channels investments and technical assistance to innovative companies with solutions that generate disproportionate social impact to low-income communities throughout Brazil. Moraes helped found the organization in 2009, when he was 23 years old, and since then Vox Capital has become a reference in Latin America impact investing market.

His long-term goal is to develop the impact investment sector in Brazil through his roles as Vox Capital partner and manager, founder of Associação Geração de Impacto and co-author of the documentary film *Setor Dois e Meio* (The Second-and-a-half Sector). Moraes has been active in high-impact entrepreneurship since 2002, having served as coordinator of *Gente Nova Brasil* and as president of *Consultoria Junior Pública FGV* and *Instituto Empreender Endeavor*. Moraes also worked for the management consulting firm *Booz Allen Hamilton* and founded the students' organization *Conexão Social*.

Moraes has a degree in public administration from *Fundação Getúlio Vargas (FGV - EAESP)*, including entrepreneurship studies at *Babson College* in Boston (USA). He is also a board member of *Instituto Geração*, *CDI Lan* and *Conexão Social FGV*. He was awarded the *Goldman Sachs Global Leaders Award* and the *Americas Business Council Leadership Forum Award*.

KAMAL MOUZAWAK

Founder, Souk el Tayeb

Kamal Mouzawak is founder of *Souk el Tayeb*, Lebanon's first farmers market. He is a son of farmers and producers, who grew up in gardens and kitchens while tasting life, food and fruits at their source.

After studying graphic design, Mouzawak started his career in food and travel writing, which included teaching macrobiotic cooking and hosting as a chef on healthy cooking television show. These experiences pushed him to take a path of social and environmental transformation.

Since its first days in 2004, Souk el Tayeb had the vision of celebrating food and traditions that unite communities of small-scale farmers and promotes the culture of sustainable agriculture. Today, Souk el Tayeb is an institution that organizes a weekly farmers market, “food & feast” regional festivals, “souk @ school” education and awareness programs, el tayeb newsletter, “dekenet Souk el tayeb” and the latest project of “tawlet Souk el Tayeb,” the farmers’ kitchen.

The Tawlet was founded in 2009. Before that, Mouzawak spent years as a food and travel writer. He was named New Hero by MONOCLE magazine in 2008 and Arab World Social Innovator by Synergos in 2009. He was also named an Ashoka fellow in 2011.

SENDHIL MULLAINATHAN

Founder, ideas42

Sendhil Mullainathan is a professor of economics at Harvard University and founder of ideas42, a nonprofit organization devoted to taking insights about people from behavioral economics and using it to create novel policies, interventions and products. His research helps bring an understanding of the psychology of scarcity, with the end goal of improving poverty alleviation programs in the US and in developing countries. He is also a research associate at the National Bureau of Economic Research, a founding member of the Poverty Action Lab and a board member of the Bureau of Research in the Economic Analysis of Development. He is also a recipient of a MacArthur Foundation ‘genius grant.’

Mullainathan conducts research on development economics, behavioral economics and corporate finance. He has published extensively in top economics journals including the American Economic Review, the Quarterly Journal of Economics and the Journal of Political Economy. In addition to being a MacArthur Fellow, Mullainathan is the recipient of numerous grants and fellowships, including those from the National Science Foundation, the Olin Foundation, the Sloan Foundation and the Russell Sage Foundation.

Mullainathan received his BA in computer science, mathematics and economics from Cornell University and completed his PhD in economics at Harvard University.

JAMES MWANGI

CEO and Managing Director, Equity Bank Chairman,
Equity Group Foundation

James Mwangi is CEO and managing director of Equity Bank, one of the top five banks in Kenya and the largest microfinance provider in East and Central Africa. Under his leadership, Equity Bank has become the biggest bank in East and Central Africa, with over 8 million bank accounts and growing accounting for over 50% of all bank accounts in Kenya. Mwangi is also chairman of Equity Group Foundation, which serves as a focal point for partnerships with Equity Bank on programs aimed at low-income populations. Its goal is to transform the socioeconomic status of people in Africa.

Mwangi received the 2012 Ernst & Young World Entrepreneur of the Year, becoming the first business leader from sub-Saharan Africa to receive this prestigious award. He is a Certified Public Accountant who holds four honorary doctorate degrees in recognition of his contributions to the Kenyan society, as well as a bachelor’s of commerce degree. For outstanding contribution in economic

development, he was named one of Kenya's National Heroes and Legends in 2011 and was given the First Class Chief of the Order of the Burning Spear (CBS), the highest presidential award granted to a civilian.

FARIS NATOUR

Director of Human Rights, BSR

Faris Natour leads BSR's human rights practice, advising companies on human rights strategy, policy development, human rights impact assessments and other elements of human rights due diligence. He has developed human rights strategies and management systems for companies in the energy and extractives, ICT, pharmaceuticals, consumer products, media and other sectors. A lawyer by training, Natour is a frequent speaker and writer on business and human rights issues and has taught business and human rights at Columbia University's Institute for the Study of Human Rights.

Natour joined BSR in 2005 as a manager, Advisory Services, focused on sustainability reporting, stakeholder engagement and human rights. From 2008 to 2010, Natour led BSR's research team, which identifies key trends in sustainability and translates them into opportunities for business. Prior to joining BSR, Natour spent four years as a social research analyst and team leader with Calvert Group, where he was responsible for investment analysis of corporate human rights performance.

A native of Germany, Natour holds an MA in international law from George Washington University Law School and a JD from the University of Regensburg, Germany. He is based in San Francisco.

BITANGE NDEMO

Permanent Secretary, Ministry of Information and Communications, Communications Commission of Kenya

Dr. Bitange Ndemo is the permanent secretary in the Ministry of Information and Communications.

Prior to his appointment as permanent secretary, Ndemo was a senior lecturer at the University of Nairobi's Business School, where he taught entrepreneurship, management and research methods. Most of his research work centers on small and medium enterprises in Kenya with emphasis on social enterprise.

Ndemo holds a PhD in industrial economics from the University of Sheffield in the UK, an MBA and bachelors degree in finance and accounting from the University of Minnesota. In the early 1990s, he was a financial systems analyst at Medtronic Inc., a Fortune 500 company in the USA.

His current position entails policy formulation and overseeing implementation of ICT projects. Ndemo has been involved in initiatives to lower the cost of accessing ICTs (connectivity, hardware and software) in Kenya and the region. His priority has been to connect East Africa to the rest of the world through the under-sea fibre optic cable. He is at the forefront of developing the demand side of ICTs by actively promoting Business Process Outsourcing in both urban and rural areas.

By virtue of his current position, Ndemo sits at the Boards of the Postal Corporation of Kenya, Telkom Kenya, Kenya Film Commission and the Kenya ICT Board.

RANDY NEWCOMB

President and CEO, Humanity United

Randy Newcomb is president and CEO of Humanity United, one of the largest private donors in the field of international human rights. Founded by Pam and Pierre Omidyar, Humanity United seeks to build peace and advance human freedom in the corners of the globe where these ideals are challenged most. Newcomb oversees Humanity United's international grantmaking portfolio, as well as its direct advocacy and policy activities, and leads the organization's long-term strategy.

Previously, Newcomb was a vice president of Omidyar Network, a philanthropic investment firm. Prior to Omidyar Network, he served for 14 years as executive director of Golden Gate Community Inc., a community based organization in San Francisco.

Newcomb was a fellow at the Center for Social Innovation at Stanford University and an International Development fellow at the University of Bath, England. He holds a Doctor of Education from the University of San Francisco and a MS in development economics from the University of Bath. He speaks and writes frequently on international human rights issues and has appeared as an expert commentator for such media outlets as CNN, ABC News and National Public Radio.

SANIA NISHTAR

Founder and President, Heartfile

Sania Nishtar left a lucrative career as Pakistan's first woman cardiologist to establish Heartfile. Today, this NGO think tank is the most powerful voice in health policy and catalyst for health reform in Pakistan and is recognized as a model for replication in other developing countries. She also founded Pakistan's Health Policy Forum and Heartfile Financing, a program to protect people against health impoverishment.

Nishtar is a key voice in health policy in Pakistan, the author of its first health reform plan, first compendium of health statistics and the first national public health plan for NCDs. She is a member of many boards, advisory groups and task forces, catalyzing change at the broader government level in Pakistan. Internationally, she is a member of Expert Working Groups and Task Forces of the World Health Organization, the board of the International Union for Health Promotion, the Alliance for Health Policy and Systems Research, the World Economic Forum's Global Agenda Council, the Ministerial Leadership Initiative for Global Health, the Clinton Global Initiative and is chair of GAVI's Evaluation Advisory Committee.

Nishtar is the author of six books, more than 100 peer review articles and op-eds. Her latest, *Choked Pipes*, was published by Oxford University Press in 2010. She is the recipient of Pakistan's Sitara e-Imtiaz, a presidential award, the European

Societies Population Science Award, the Global Innovation award and many others. She holds a fellowship of the Royal College of physicians and a PhD from Kings College in London.

DEOGRATIAS (DEO) NIYIZONKIZA

Founder, Village Health Works

After surviving and fleeing from a massacre in Burundi, Deogratias Niyizonkiza arrived at New York in 1994, penniless and without knowing one word of English. Working as a grocery store delivery boy and struggling with illness and homelessness, Niyizonkiza triumphed. With the help from his friends and family, he enrolled in Columbia University where he studied biochemistry and philosophy and continued his education at Harvard University's School of Public Health. He later took a hiatus from Dartmouth Medical School to found Village Health Works.

This Burundi-based organization believes that all people, including those most impoverished, deserve access to quality healthcare in a dignified environment. Since opening its doors in December 2007, the clinic in rural Burundi has seen more than 55,000 individual patients, the majority of whom are women and children. They have built a fully-functioning health center complex, which includes a malnutrition ward, community center, residence, solar farm, agriculture and food security demonstration and training gardens.

Niyizonkiza is the recipient of many awards, including the 2011 International Medal Award of St John's University and the 2010 Women Refugee Commission's Voices of Courage Award. His story can be found in Tracy Kidder's *Strength in What Remains*. Niyizonkiza has since returned to medical school, but is still actively involved in growing the organization into a model within Burundi and far beyond.

DELE OLOJEDE

Publisher, NEXT

Dele Olojede is the publisher of NEXT, which provides news and informed opinion for Africans to further the common good. A winner of the Pulitzer Prize and a former foreign editor at New York Newsday, he is experimenting with the unsupported proposition that citizens will act in their informed best interests when provided with unvarnished facts. Olojede also is a frequent public speaker on the good society, is a moderator of the Aspen leadership seminars and serves on the board of the Africa Leadership Initiative. He also serves on the board of the Africa Media Initiative.

In addition to the Pulitzer Prize, Olojede was honored in 2010 as an exemplar of ethical business leadership by the Global Forum for Ethics in Business. Fast Company has named him to its list of the 100 Most Creative People. He is a fellow of the Aspen Global Leadership Network. Earlier in his journalism career, Olojede reported from more than 50 countries, as bureau chief for Newsday in Johannesburg, in Beijing and at the United Nations.

He was educated at the University of Lagos and Columbia University, though all he ever needed to know he learned at Modakeke High. He persists at golf despite very little hope of ever getting very good at it.

PAM OMI DYAR

The Omidyar Group

Pam Omidyar is the founder and chair of the board of Humanity United, which she established in 2005. Humanity United is a philanthropic organization committed to building peace and advancing human freedom by leading, supporting and collaborating with organizations that also envision a world free of conflict and injustice. As the foundation's guiding visionary, Omidyar was integral in developing Humanity United's mission and values and is actively engaged in steering its course as board chair.

Omidyar and her husband Pierre are active philanthropists who believe that every person has the power to make a difference. Working across many sectors and geographies, the Omidyars have contributed more than one billion dollars to causes ranging from economic advancement for the underserved and human rights to technology for improving kids' health and sustainability initiatives.

To fulfill their mission, the Omidyars are deeply engaged in the organizations they founded, including HopeLab, Humanity United, Omidyar Network and Ulupono Initiative and Omidyar Fellows in their home state of Hawaii. While each organization across The Omidyar Group has a specific focus, they are united in that they all aim to create opportunities for people to improve their quality of life and that of their communities.

MAYUR PATEL

Vice President, Strategy and Assessment, The John S. and James L. Knight Foundation

Mayur Patel joined Knight Foundation in 2009. As vice president of strategy and assessment, he is responsible for aiding ongoing strategy development, strengthening research and knowledge management capabilities and assessing the impact and effectiveness of the foundation's efforts.

Patel was previously a project associate with the Global Economic Governance Programme at the University of Oxford, involved in research on international institutions and economic affairs and a fellow with the World Trade Organization in Geneva. He has served as a consultant to Oxfam's offices in Kenya and the UK, and as a trade and investment policy adviser to Realizing Rights, an NGO based in New York. He has previously worked with the United Nations Development Program in Zimbabwe, his home country, on issues of civic engagement and parliamentary support.

A Rhodes Scholar, Patel has a doctorate in international development from the University of Oxford, from which he also earned a master's degree. Prior to attending Oxford, he was awarded a bachelor's degree in international relations from the London School of Economics. He is a junior fellow with the EVA Business and Policy Forum based in Helsinki and a recipient of a Goldman Sachs Global Leaders Award. Recently, Patel was named a 2011 Independent Sector American Express NGen Fellow and one of '30 Under 30 Civic Leaders' by Splashlife Magazine and the National Council on Citizenship.

CHRIS RICHARDS

Principal, Partnerships and Advisory Services Department, International Finance Corporation (IFC)

Chris Richards is a principal with the Partnerships and Advisory Services Department of the International Finance Corporation (IFC) in Washington DC, where his responsibilities include IFC's foundation relationships. Previously Richards was a principle adviser to IFC's Sustainable Business Advisory Department, where he was the global lead for IFC's advisory work on standards, with a focus on the agri sector. Prior to this, Richards coordinated IFC's global advisory services operations in agribusiness.

From 2003 to early 2007, Richards was the general manager for IFC's advisory services programs in Indonesia and the Philippines, including IFC's program in Aceh. For the two years prior to this he was a program manager for IFC's Private Enterprise Partnership (PEP), responsible for IFC's financial markets advisory in Russia, Central Asia and the Caucasus.

Before joining IFC, Richards worked as a country manager for Australia's international development agency (AusAID), covering China, Mongolia and the DPRK. Prior to this Richards was a consultant with the Boston Consulting Group, as a member of their financial services practice area.

Richards holds a master's in public policy from Harvard University, is a Frank Knox Fellow and has an MBA from Monash University, Australia.

CARTER ROBERTS

President and CEO, World Wildlife Fund-US

Carter Roberts is president and CEO of World Wildlife Fund (WWF) in the United States. WWF works across 100 countries and enjoys the support of 5 million members worldwide.

Since joining WWF in 2004, he has focused the organization's attention on how to feed the world without destroying the planet. As an expected 9 billion people place increasing demands on a world of finite natural resources, WWF has built partnerships with the 100 biggest companies that influence 15 food commodities ranging from beef to seafood to soy, using certification programs to drive food production that uses less land, energy and water.

In addition, WWF has worked at the opposite end of the spectrum to ensure the rights of local communities to manage their natural resources for their own benefit, pioneering community conservancies in places like Namibia, Mozambique and Nepal that have restored forests, brought back species like tigers and elephants and strengthened governance and income and health for local communities.

During this time frame, Roberts has doubled the size of WWF in the United States, relying on a distributed system of offices, the famous panda logo and membership to tell stories and launch campaigns to mobilize the American public to act in ways that create a more sustainable planet.

Roberts has an MBA from Harvard Business School and a BA from Princeton University.

KATE ROBERTS

Vice President of Corporate Marketing, Communications and Advocacy, Population Services International (PSI)

Kate Roberts is the vice president of Corporate Marketing, Communications and Advocacy at Population Services International (PSI), a leading global health organization with programs in 67 countries targeting malaria, child survival, HIV, TB, reproductive health and non-communicable diseases. With an annual budget of \$600 million, PSI works in partnership within the public and private sectors to provide life-saving products, clinical services and behavior change communications that empower the world's most vulnerable populations to lead healthier lives. Roberts is also the founder of YouthAIDS and Five and Alive, two global marketing programs implemented by PSI dedicated respectively to HIV prevention and protecting the lives of children under five from preventable disease.

In 2012, Roberts launched a new philanthropic initiative, in collaboration with the Bill & Melinda Gates Foundation, focused on catalytic health solutions to transform the lives of girls and women. With like-minded global leaders, health experts, philanthropists, and companies, Roberts is building partnerships to provide health solutions to the most critical health needs of girls and women, and thereby lift them out of poverty.

Roberts has been featured in *The Washington Post*, named "Power Player of the Week" by Fox News, one of the Vogue 100 women, and celebrated on "CNN Heroes." Roberts has also been given the honor of speaking at the Aspen Ideas Festival, Google, Columbia University, and the Harvard Business School. She was awarded "Young Global Leader 2007" by The World Economic Forum, where she serves on the Global Health Advisory Board.

PETER ROBERTSON

Chairman of the Board of Trustees, World Affairs Council of Northern California

Peter Robertson was vice chairman of the Board of Directors for Chevron Corporation, one of the world's largest energy companies, for seven years until April 1, 2009. He joined Chevron in 1973 and over his 36 year career he had a wide variety of responsibilities, including: the direction of Chevron's worldwide exploration and production and global gas businesses, corporate strategic planning and corporate policy, and government and public affairs. He is a senior independent advisor at Deloitte LLP, a non-executive director of Jacobs Engineering Group and Universal Pegasus International, and an advisory director of Campbell-Lutyens. He is co-chairman of the US Saudi Arabian Business Council, chairman of the World Affairs Council of Northern California and a member of the International House Board at Berkeley. He is a past chairman of the US Energy Association.

A native of Edinburgh, Scotland, he holds a bachelor's degree in mechanical engineering from Edinburgh University and an MBA from the University of Pennsylvania, Wharton School, where he was a Thouron Scholar.

JUDITH RODIN

President, The Rockefeller Foundation

Dr. Judith Rodin is the president of The Rockefeller Foundation, one of the world's leading philanthropic organizations. Prior to The Rockefeller Foundation, she was the president of the University of Pennsylvania and provost of Yale University. She was the first woman named to lead an Ivy League institution and is the first woman to serve as The Rockefeller Foundation's president in its nearly 100-year history. Since joining the Foundation in 2005, Rodin has recalibrated its focus to meet the challenges of the 21st century. Today the Foundation supports and shapes innovations to strengthen resilience to risks and ensure that more people have access to the benefits of globalization.

Rodin is the author of more than 200 academic articles and has written or co-written 12 books and has received 18 honorary degrees and serves as a member of the board for several leading corporations and non-profits including AMR Corporation, Citigroup, Comcast and the White House Council for Community Solutions.

Rodin is a graduate of the University of Pennsylvania and earned her PhD in Psychology from Columbia University.

REETA ROY

President and CEO, The MasterCard Foundation

Reeta Roy is president and CEO of The MasterCard Foundation, a leading philanthropic organization focused on microfinance and youth learning initiatives. Under her leadership, the Foundation has prioritized Africa to make its most substantial commitments. It forges large-scale partnerships with a diverse range of visionary organizations, and is initiating large-scale initiatives, such as the \$500 million Scholars Program.

A passionate advocate, Roy works to ensure that the Foundation is deeply engaged in the field and travels extensively in the field to better understand the lives of the people served by the Foundation's partnerships. Her reflections on these experiences have been featured on the blogs of the Foundation, the Huffington Post, and the Stanford Social Innovation Review. She is a member of the Aspen Philanthropy Group and the World Economic Forum Council on Social Innovation. She has spoken before a wide array of fora, including the UN General Assembly (for the International Year of Youth), the Clinton Global Initiative, the World Innovation Summit for Education and the UNESCO Youth Forum.

Prior to joining the Foundation, Roy was the divisional vice president of global citizenship and policy at the global health care company Abbott, and was vice president of the Abbott Fund, its corporate foundation. She received a MA in Law and Diplomacy from Tufts University and a BA from St. Andrews Presbyterian College.

WILLIAM RYERSON

Founder and President, Population Media Center

William N. Ryerson is founder and president of Population Media Center (PMC), an organization that strives to improve the health and well being of people around the world through the use of entertainment-education strategies. He also serves as chair and CEO of The Population Institute in Washington, DC. In developing

countries, PMC creates long-running serialized dramas on radio and television, in which characters evolve into role models for the audience resulting in positive behavior change. The emphasis of the organization's work is to educate people about the benefits of small families, encourage the use of effective family planning methods, elevate women's status, prevent exploitation of children and promote avoidance of HIV infection.

Ryerson received a BA in biology (Magna Cum Laude) from Amherst College and an MPhil in biology from Yale University (focused on Ecology and Evolution). He served as director of the Population Institute's Youth and Student Division, development director of Planned Parenthood Southeastern Pennsylvania, associate director of Planned Parenthood of Northern New England and executive vice president of Population Communications International before founding Population Media Center in 1998. Ryerson has a 41-year history of working in the field of reproductive health.

SORAYA SALT

Regional Director, Middle East and North Africa, INJAZ al Arab

Soraya Salti took over a floundering educational non-governmental organization program in Jordan, INJAZ, in 2001 and turned it into a national entity that now reaches hundreds of thousands of students a year. Raising her sights to the regional level in 2004, she has since led the expansion of INJAZ. As Senior Vice-President of Middle East and North Africa for Junior Achievement Worldwide, and Regional Director of INJAZ Al-Arab, Salti has spent more than a decade mobilizing the private sector and ministries of education in the Arab world to join forces in creating a new generation of business-minded youth. Her efforts have led to the expansion of INJAZ to 15 countries, in the most successful private public sector partnership in education reaching more than one million youth, in the region with the world's highest youth unemployment.

Prior to joining INJAZ Al-Arab, Salti worked for two years at Jordan's Ministry of Planning on the Innovative Competitiveness Team, assisting Harvard's Michael Porter in applying his model for economic development. Salti has received several awards, including the Henry Kravis Prize in Nonprofit Leadership, Schwab Social Entrepreneur of the Year and World Economic Forum Young Global Leader.

TOYIN SARA

Founder and President, The Wellbeing Foundation Africa

Toyin Ojora Saraki is founder-president of the Wellbeing Foundation Africa (WBF Africa), a pan-African maternal health and wellbeing charity. WBF Africa has become one of the most influential and active organizations in the area of maternal, newborn and child health (MNCH), working across sectors to deliver innovative solutions such as its flagship WBFA IMNCH Personal Health Record and the MamaKit. WBF Africa goes beyond aid; it is dedicated to advocacy and the formation of best practices in health, education, women's empowerment and social welfare.

A qualified barrister, Saraki built a successful private sector career before dedicating the last 21 years to philanthropy. Saraki is a global advocate of the UN's Every Woman Every Child effort, acts as board chair of the White Ribbon Alliance Nigeria, chair of the FIDA International Committee on Law Protecting the Rights

of Children and is Goodwill Ambassador of the Olave Baden-Powell Society (OB-PS), which supports the efforts of the World Association of Girls Guides and Girl Scouts (WAGGGS). She also sits on the boards of the Global Foundation for the Elimination of Domestic Violence and The Africa Justice Foundation.

Saraki is married to HE Dr. Abubakar Bukola Saraki MBBS CON, Senator of the Federal Republic of Nigeria (Kwara Central), and together they are blessed with four children.

PAMELA SHIFMAN

Director, Initiatives for Girls and Women, NoVo Foundation

Pamela Shifman serves as the director of Initiatives for Girls and Women at the NoVo Foundation, directing its work on empowering adolescent girls and ending violence against girls and women. She spent six years spearheading UNICEF's efforts to end gender-based violence in conflict-affected settings, including Darfur, Eastern Congo, Uganda, Liberia and Sierra Leone.

Shifman has also served as the co-executive director of Equality Now, where she focused extensively on trafficking of girls and women and convened a coalition of organizations for passage of the first US legislation on trafficking in persons and the UN Transnational Crime Protocol on Trafficking in Persons. From 1996-1998, Shifman served as legal advisor for the African National Congress Parliamentary Women's Caucus in South Africa, where she supported development of South Africa's first post-apartheid legislation addressing domestic violence and led a National Campaign on Ending Violence against Women.

Shifman is the recipient of the 2011 Women's Way Lucretia Mott Award and was named one of the 21 Leaders for the 21st Century by Women's e-News. She has taught Women's Studies at the University of Michigan and at Hunter College, and holds a BA from the University of Michigan and a JD from the University of Michigan Law School.

BRADFORD SMITH

President, Foundation Center

Bradford K. Smith is president of the Foundation Center, the leading source of information about philanthropy worldwide. The Center maintains the most comprehensive database on US and, increasingly, global grantmakers—a robust, accessible knowledge bank for the sector, together with research, education and training programs designed to advance knowledge of philanthropy at every level.

Before joining the Foundation Center in 2008, Smith was president of the Oak Foundation in Geneva, Switzerland, a major family foundation with programs and grant activities in 41 countries in North America, Europe, Africa, Latin America and South Asia. With the Ford Foundation, he worked as representative in Brazil before becoming vice president in the New York headquarters, responsible for the global Peace and Social Justice Program. During his 10-year tenure as vice president, the program provided hundreds of millions of dollars to organizations working on the issues of human rights, international cooperation, governance and civil society in the US and around the world, while supervising field operations on three continents and overseeing the creation of TrustAfrica.

Smith holds an MA in economics from the New School for Social Research in New York and a BA in anthropology and ethnomusicology from the University of Michigan.

KAVITHA SREEHARSHA

Co-founder and Executive Director, Global Freedom Center

Kavitha Sreeharsha is the co-founder and executive director of the Global Freedom Center and a leader in the global movement against slavery. Her multifaceted experience as an attorney, policy maker and trainer informs the Center's programs which seek to increase identification and prevention of human trafficking worldwide.

As a young attorney, Sreeharsha helped to create the first anti-trafficking project in Northern California where she represented trafficked persons and led policy efforts including drafting AB 22, the first California state human trafficking law.

Sreeharsha later worked at Legal Momentum where she spearheaded policy efforts and successfully drafted expansions to Trafficking Victims Protection Act. She also developed a groundbreaking initiative for law enforcement working with immigrant crime victims. She has testified before and briefed Congress and writes on immigrant women and human trafficking. Before cofounding the Center, Sreeharsha worked in the Civil Rights Division at the Department of Justice.

Sreeharsha has also served on several other nonprofit boards of directors. She currently sits on the American Bar Association Commission on Domestic and Sexual Violence and Taskforce on Human Trafficking. Sreeharsha is a graduate of University of California, Berkeley and University of California, Hastings College of the Law.

MATTHEW STEPKA

Vice President, Technology for Social Impact, Google.org

Matthew Stepka leads social impact efforts at Google, including Google.org, Google Giving, Google Ideas, Google Green, Elections & Politics, Google for Nonprofits and Crisis Response.

Since joining Google in 2007, Stepka has led efforts in areas ranging from expanding internet access, developing clean energy and extending Google's footprint in emerging markets. He oversaw an investment in a planned constellation of satellites (O3b) to provide internet access to remote and underserved regions, as well as work with the FCC to develop technology to dynamically manage wireless spectrum to improve connectivity. Stepka helped to drive Google's commitment of over \$1 billion of investments in renewable energy projects capable of generating 2 gigawatts of power, as well as projects to reduce Google's environmental footprint through onsite renewables and energy efficiency measures. He led efforts to establish Google Ideas, a think/do tank addressing global challenges such as violent extremism and illicit networks through research, seeding initiatives and convenings. Stepka helped launch Google in Sub-Saharan Africa, opening 5 offices in the region.

Prior to joining Google, Stepka served as vice president, Pharmacy for drug-store.com and chief operating officer for WorldRes NA. Matthew also co-founded CyberJava, one of the first Internet cafes, and was a freelance game and software programmer.

Matthew holds a JD from UCLA School of Law, and BS degrees in computer engineering and management from Case Western Reserve University. He is a member of the California State Bar.

FRED SWANIKER

Founder and CEO, African Leadership Academy

Fred Swaniker is an entrepreneur with deep experience in education and leadership on the African continent. Currently based in Johannesburg, he is the founder and CEO of African Leadership Academy, a world-class, pan-African secondary school that aims to develop future generations of African leaders.

Swaniker has extensive experience in launching and managing private educational institutions in Africa, such as the Mount Pleasant English Medium School, one of the top-performing private elementary schools in Botswana. Swaniker also co-founded the African Leadership Network, as well as the Global Leadership Adventures, a leadership development program for youth with sites in 10 countries. Swaniker also gained entrepreneurial experience when he served as founding COO of Synexa Life Sciences and a consultant for McKinsey and Company.

Swaniker is an ALI fellow and was recognized by Echoing Green as one of fifteen “best emerging social entrepreneurs in the world” in 2006. He was chosen as one of 25 TED fellows in 2009 and is a fellow of the Aspen Institute’s Global Leadership Network. In 2010, US President Obama invited Swaniker to participate in the first-ever “President’s Forum for Young African Leaders” and was named a 2012 Young Global Leader by the World Economic Forum.

Swaniker holds an MBA degree from the Stanford University Graduate School of Business and a BA from Macalester College.

TREVOR TOMKINS

Founder and President, venture | dairy

Dr. Trevor Tomkins was CEO of Milk Specialties Global until the company was sold in 2011. He then founded venture | dairy as part of his passion for the dairy industry and wish to make a long-lasting contribution to developing communities around the world.

Tomkins earned his PhD in agriculture from the University of Reading in England and since then has been integrally involved in the worldwide dairy industry. During his 12-year tenure as CEO of Milk Specialties Global, Tomkins oversaw the growth of the company to becoming one of the major independent players in the US Dairy Industry.

Tomkins has extensive scientific experience including authoring many papers on animal nutrition. He served on the National Research Council Subcommittee which authored the 2001 Nutrient Requirements for Dairy Cattle. Tomkins served as chairman of the Board of Trustees of Heifer International Foundation and on the boards of Heifer International and I-Feeder (the Institute for Feed Education and Research). Currently, he is serving on the board of Women Thrive Worldwide.

Through his experience in dairy, business and development, Tomkins believes strongly in enterprise-based sustainable development as the only way to really build strong economies. Tomkins has lived and worked in Europe and Africa and has travelled extensively in Asia.

HIDDE VAN DER VEER

Executive Director, Aflatoun, Child Savings International

Hidde van der Veer has been the executive director of Aflatoun since July 2011. He is responsible for all aspects of Aflatoun's programs and advocacy.

Aflatoun's goal is to promote social and financial education in 120 countries for 10 million children by 2015. Currently Aflatoun operates in 83 countries with 120 partners to promote child saving, financial literacy and entrepreneurship to already over 1.3 million children worldwide.

Before joining Aflatoun, Van der Veer worked for twenty years in various positions for the Ministry of Foreign Affairs of the Netherlands, both in The Hague and abroad, including a secondment to the Board of Directors of the European Bank for Reconstruction and Development in London as the alternate representative for the Netherlands and Mongolia. Van der Veer acquired field experience in Ukraine in the Dutch Embassy. His main task was designing the development cooperation with Moldova both with the government, UN agencies as well as with Moldovan NGO's. As the manager for a EUR 100 million grants program for small and medium sized companies investing in developing countries he provided oversight for the selection and monitoring of grants.

Van der Veer has a master's degree in political science and law from the University of Leiden. He also enjoyed training in the Institut de Sciences Politiques in Paris as well as diplomatic training in the Clingendael Institute for International Relations in The Hague.

MECHAI VIRAVAIIDYA

Chairman, Mechai Viravaidya Foundation

Founder, Population and Community Development Association

Mechai Viravaidya founded the Population and Community Development Association (PDA) in 1974 to address the unsustainable population growth rate in Thailand. A variety of innovative, humorous and original methods were implemented in conjunction with mobilizing and educating a network of rural school teachers and village community members to make contraceptives available throughout Thailand. Viravaidya also established Thailand's first social enterprise, Business for Social Progress, to help fund the operating costs of PDA. Since then, this enterprise has spawned 18 other social enterprises which have contributed significantly to the financial needs of the association. Perhaps the best known is the Cabbages & Condoms Restaurants and Resorts.

In 2008, the Mechai Pattana Bamboo School was established by the Mechai Viravaidya Foundation to be a lifelong learning center for students as well as other citizens and a springboard for social and economic advancement. The Bamboo School also launched a new integrated rural development initiative to assist government primary schools in poor areas. The second school, the Mechai Pattana School - Chonburi, opened in May 2012 to provide education to marginalized students from Northeast Thailand.

Viravaidya has received the United Nations Population Award, the Bill and Melinda Gates Award for Global Health and the Skoll Award for Social Entrepreneurship. He was also named one of Asiaweek's "20 Great Asians", and one of TIME Magazine's "Asian Heroes" to mark the magazine's 60th year of its publication in Asia.

JANE WALES

CEO, Global Philanthropy Forum and World Affairs Council;
Vice President, The Aspen Institute

Jane Wales is founding president of the Global Philanthropy Forum, vice president of The Aspen Institute; president and CEO of the World Affairs Council of Northern California; and host of the nationally-syndicated National Public Radio interview show *It's Your World*. From 2007 to 2008, Wales served as acting CEO of The Elders, chaired by Archbishop Desmond Tutu, and in 2008, she was chair of the Poverty Alleviation Track for the Clinton Global Initiative.

Previously, Wales served in the Clinton Administration as special assistant to the President and senior director of the National Security Council. She simultaneously served as associate director of the White House Office of Science and Technology Policy, where her office was responsible both for advancing sustainable economic development, through science and technology cooperation, and for developing policy for securing advanced weapons materials in the former Soviet Union. In the Carter Administration, Wales served as deputy assistant secretary of state.

In the philanthropic sector, Wales chaired the international security programs at the Carnegie Corporation of and the W. Alton Jones Foundation, and she directed the Project on World Security at the Rockefeller Brothers Fund. She is the former national executive director of the Physicians for Social Responsibility, which shared in the 1985 Nobel Peace Prize during her tenure.

JOSÉ ZAGLUL

President, EARTH University

José A. Zaglul is the president of EARTH University, an international, private, non-profit institution in Costa Rica, dedicated to preparing leaders with ethical values to contribute to the sustainable development of the tropics and to construct a prosperous and just society. Zaglul has been president of EARTH University since its inception in 1989 and has provided the vision and leadership for this innovative institution and its unique educational environment that encourages the development of responsible leadership based on values, social commitment, environmental consciousness, academic excellence and an entrepreneurial and enterprising spirit.

Zaglul was the former head of the Animal Production Department at the Center for Tropical Agricultural Research and Training in Costa Rica, and served as professor and vice-rector of research and extension at the Costa Rican Institute of Technology. Zaglul is the former president (2005-2007) and a current executive committee member of the Global Consortium of Higher Education and Research for Agriculture (GCHERA) and is a member of the advisory board of the United World College Costa Rica Foundation.

He holds an MS in food science and human nutrition and a PhD in meat and muscle biology from the University of Florida.

JIANGANG ZHU

Executive Director, Center on Philanthropy, Sun Yat-sen University

Dr. Jiangang Zhu is a professor of the School of Sociology and Anthropology at Sun Yat-sen University in Guangzhou, China. He is also the executive director of the Center on Philanthropy and director of the Institute for Civil Society at Sun Yat-sen University. He also serves on the board of Guangdong Harmony Foundation, the first community foundation in China.

Zhu's postgraduate studies at Fudan University in Shanghai sparked his involvement in community development in Shanghai and led him to conduct urban community research. Zhu received his doctoral degree in anthropology from the Chinese University of Hong Kong. During this time, he lived and conducted field work in a Shanghai slum for a year. This experience completely changed his ideas and visions about China's grassroots society. He then decided to devote his time to develop civil society from the bottom up.

Zhu's research covers a range of fields including community power, community development, nonprofit organizations, social movement, urban space and gender studies. Zhu has been the recipient of several teaching awards. He has taught development anthropology, cultural anthropology theory, general anthropology, introduction of community study, civil society and culture and field work of anthropology.

THE FUTURE WE MAKE: DEVELOPMENT IN THE DIGITAL AGE



(From Left to Right) Jane Wales, Paul Kukubo

APRIL 15, 2013

JANE WALES, CEO, Global Philanthropy Forum and World Affairs Council; Vice President, The Aspen Institute

In conversation with...

PAUL KUKUBO, CEO, Kenya ICT Board

SENDHIL MULLAINATHAN, Founder, ideas42

A VISUAL TOUR OF A FAB LAB

NEIL GERSHENFELD, Director, Center for Bits and Atoms, Massachusetts Institute of Technology

DANIELLE APPLESTONE, CEO, Otherfab

MIKE ESTEE, CTO, Otherfab

JANE WALES

Good morning. My name is Jane Wales, and I want to welcome you to the Global Philanthropy Forum. I can feel you still networking, so obviously our speed networking session worked.

Over the next two and a half days, we are going to focus on opportunity. Economies are growing, philanthropy is expanding and digital tools are empowering people at all levels of society. It is an enormous opportunity, and it may be that our proximity to the notion of what could be is what causes outrage in us over what is: the fact that a farmer could be starving and a child could be bought and sold. These are the kinds of things that inspire us to action. The one opportunity we have, is that the kinds of problems that we'll discuss, as well as their solutions, will be a matter of millions of individual choices—including ours—so informing those choices is all important.

For those of you who are new to the Global Philanthropy Forum, I should probably say a word about who we are. We are a community. We seek to be strategic. Our focus is on results.

Second, we are here to learn from you. This is a network that is all about peer learning, so for those of you who have traveled from very far, know that others have come so that they can learn from the expertise you have. So, please share that expertise with them.

Third, to make sure that you have every opportunity to do so, we're mixing it up a bit this year. Following the plenary panels in which issues will be teed up, instead of the usual breakout session we will move into problem-solving working groups in which you roll up your sleeves side by side and consider the ways in

which ingenuity can be unleashed—the kind of ingenuity that we know exists in every country, in every community and in every individual. So, solving problems together and finding those opportunities together are what we hope your two and a half days will be all about.

Fourth, we will ask the question of how data—big and small—can be applied to the problems we face. We will recognize that data can actually change the very nature of the problem and expand the possible solutions. Having said that, we'll ask about data; we'll ask about the role for policy, the role for private enterprise, the role for philanthropy and the role for the engagement of the ultimate beneficiaries in the design phase, throughout each step, each choice, each decision along the way.

Fifth, we're going to focus on four broad substantive themes, but you should feel free to take us beyond. We will focus on sustainable agriculture—the issue of food security—which will be led by Judith Rodin of The Rockefeller Foundation. Exploration of issues that are related to that are ways to increase productivity, ways to ensure the nutritional value of the food that is produced and ways to improve the livelihoods of the many small farmers who exist around the world.

Our second topic is a related one: global health. Again, this is a field that sometimes we worry is data-poor. That reality may be something we can change in the digital age. Kim Hamilton of the Gates Foundation will be leading our conversation about global health.

Our third topic will be education and learning, and will be led by Reeta Roy of The MasterCard Foundation to consider not only questions of access but also questions of quality of education and, of course, the issue of how to ensure that we are preparing the students of today for the jobs of tomorrow.

Finally, we'll come to global human trafficking. This issue of slavery, unfortunately, calls out for us the fact that digital tools are just that—tools. They're indifferent to the purpose of their use, so the very tools that we feel expand our opportunities throughout the world also enable traffickers to be even more efficient in their cruel trade. Randy Newcomb of Humanity United is kind enough to walk us through and help us understand the issues at stake and then lead a series of working groups afterward to help us get our hands around those problems.

This division of labor brings me to the sixth point I wanted to make about the Global Philanthropy Forum—and that is that we are all about partnership. We don't ask you to do it alone. We certainly don't ask that of ourselves, and so we're very grateful to these leaders and their foundations for helping co-create these panels and lead the working groups that follow.

We also have a wonderful partnership with the Vodafone Foundation. This will be the fifth year of partnering with them. They will announce tomorrow night their innovation challenge — the Vodafone Wireless Innovation Challenge — which is an effort to identify, call out and celebrate those who have found novel ways to apply mobile technology to address some of the world's largest problems.

And while we're on the topic of celebration, I should note that tonight we will have a very special celebration. It is not an annual one; in fact it comes around only once a century. It is the celebration of 100 years of organized philanthropy. We're being hosted by The Rockefeller Foundation and they have invited us to join in this celebration. It is striking to me that that sense of opportunity, that sense of urgency, that sense of need, was just as strongly felt 100 years ago by John D. Rockefeller; his son, John Jr., and his children and other offspring along the way. I think it is really fitting that this foundation — the foundation that bears their name and their legacy — has done so much to define strategic philanthropy in the modern day. So, while John Rockefeller defined it way back when, 100 years ago, The Rockefeller Foundation has now expanded our understanding of that tool to include such opportunities as impact investing. We want to thank The Rockefeller Foundation for bringing this celebration to us.

Finally, because we're on the topic of history, let me close with a little bit of history about us. Twelve years ago the Global Philanthropy Forum was founded here. There was a gathering of about 300 architects and beneficiaries of the information age and, of course, the globalization that that technology allowed. It had created great wealth, great opportunity, but it also underscored enormous disparities that were growing — disparities of income, disparities of opportunity. These philanthropists, these newly successful business leaders, wanted to see those opportunities shared more broadly and more equitably, and they came to define a type of philanthropy that would allow them to take on very, very large problems.

Fast-forward to right now. Our newest members sitting among you come from Lagos, from Nairobi, from Johannesburg, from São Paulo, from Mumbai. They are in emerging economies that have been expanding at an enormous rate, and they are individuals who have taken a look at this extraordinary economic growth and noted that while the growth is robust, it's not necessarily broad-based; and while development is rapid, it may not be as inclusive as they want. So they, much like the Silicon Valley philanthropists who were in this room 12 years ago, want to change that reality and ensure that the benefits of this economic growth are more widely shared. They have joined us in replicating the model of the Global Philanthropy Forum in the societies in which they live, work and give. We see this as a special opportunity for you to get to know these newest members. I say that not only because they're defining and expanding philanthropy in their own

societies but because they have very specific knowledge that they can share with you as you invest and give in those same societies. This is important because I believe that the next great wave of philanthropic innovation will come from these emerging economies will come from the south, just as 100 years ago they came from the home of John D. Rockefeller.

Thank you for joining us. Take advantage of each other's knowledge. I can't wait for the two days ahead.

Now we are going to open with a conversation. The conversation will be about the ways in which information and communications technology can be used and is being used to inform policy, to enhance governance capability and to spur economic activity at all levels of society.

We are going to be joined by Paul Kukubo. He is CEO of the Kenya ICT Board — the Information and Communications Technology Board. He has traveled all the way from Nairobi to be with us. The purpose of the ICT Board is not only to grow the ICT sector in Kenya but to transform Kenya's economy into a knowledge economy, creating jobs and creating whole industries along the way. At the same time, the ICT Board is meant to help advance Kenya's Open Government Initiative and also to ensure e-governance, which is to say to apply new technologies to the most efficient delivery of government services.

I mentioned before that all of the problems we face and many of their solutions will be the result of individual choices, so we wanted someone who's actually an expert in how individuals think. Sendhil Mullainathan joins us to help us understand how individuals do the things they do; and when I say that, I mean people like us — why we do the things we do and how you work around, or work with, the way our minds work. The organization he founded is ideas42; it combines behavioral economics with developmental economics to help inform the design of policy, programs and various products aimed at helping raise folks out of poverty.

Finally, we're going to be joined by a third person remotely, and that is Neil Gershenfeld, director of MIT's Center for Bits and Atoms. Neil has been with us in previous years in person. This year we've asked him to join us from Alaska so that we can see and be introduced to the latest fab lab.

A bit about fab lab: As we think about innovation, we think about the ecosphere, particularly for those of us lucky enough to live in such an ecosphere here in the Silicon Valley, where all of the elements, all of the support structures for innovation exist. Neil takes us to remote locations and suggests that you can replicate, and tap into that ecosphere online, so fab labs provide \$50,000 worth of machine tools plus an internet connection.

We are going to ask Neil to give us a quick tour of the fab lab. This newest one is being created for a Native American community in Alaska, and he'll show us what digital fabrication is all about. Then we will be joined onstage by two of his colleagues — two other members of the maker movement — Mike Estee and Danielle Applestone of Otherfab.

So, Paul, I'm going to start off with you. Information and communications technology are the big drivers of the Kenyan economy. Give us a sense of how the economy is doing. What is the growth rate? What about jobs? Talk a bit about what ICT has done for Kenya.

PAUL KUKUBO

Thank you very much, Jane. I'm happy to be here.

Let me give you some historical perspective. In 2006 and 2007, ICT was not even an economic driver in Kenya. It was the early days, and our connectivity was erratic. The government invested substantially in getting undersea cable. We got new leadership. In the five or six years since, we've got a sector that is now the home for most of the multinationals globally in Kenya. We also have a developed mobile-money business. Right now, for example, we are talking about close to 18 million people who use mobile money in Kenya through the M-PESA and other systems, doing about 10.5 million transactions per day. We have a developed ecosystem with respect to mobile applications and IT [information technology] innovations. We've got the first research lab established by IBM [International Business Machines Corporation] in Kenya, which is a first in Africa. So, I think the qualitative and quantitative statistics are quite good.

ICT as a sector is sitting at about US \$1 billion — maybe \$1.5 billion; and if you look at the stats, that breakdown is made up of services, infrastructure investments and the packet software; and if you add the telco business, that will give you another \$1.5 billion. So, we're talking about a sector that's at about \$2 to \$2.5 billion and going to be about \$3 billion in the next three years. In terms of people employed, we've got 30,000 to 40,000 people employed in various services in the country, but the multiplier effect is actually a lot more substantial because a lot of the people who work in IT directly also serve other industries.

JANE WALES

As I mentioned earlier, one of the key characteristics of a knowledge economy is that there are great disparities between those with education and those without.

PAUL KUKUBO

Yes.

JANE WALES

Huge differences. And that earning gap keeps growing. So, what are the assumptions with regard to education?

PAUL KUKUBO

I think Kenya is going through massive changes at the moment. We've got a new constitution that we enacted about two years ago. We just had a successful election, and one of the election pledges was that from next year every student going into elementary school will be going to learn with a laptop. It's a big promise, and it's a massive investment on the side of government because there has been a lot of debate about whether we can or cannot achieve it. But what is more important about that discussion and that intent from the current president is that it is a statement of intent about where we need to go. So, we look at education as being digitally delivered, and we will have to figure it out. We have lots of help, lots of partners who come to the table, and that's why forums like this are important. We are going to have to have teachers properly retrained to deliver education through technology, and we've got to reorient our whole population around the benefits of ICT. Right now, as it is, we've done massive work in this respect. The current curriculum changes — the new Universities Act, the new Basic Education Act — all have to do with an emphasis on ICT as a core enabler of education as well as a subject on its own.

JANE WALES

Sendhil, what is interesting about this notion of digitally delivered education is that every parent wants their child to go to school, right? But for many families, that child's labor is essential to the income of the family. So, talk a little bit about what keeps people from going to school — what prevents kids from having that opportunity — and how we can work around that with smart programs.

SENDHIL MULLAINATHAN

I think what you alluded to is something I often think of as the intention/action divide.

What I mean by that is, if you look at yourself this morning, think about what time you woke up. Think about what time you intended to wake up when you went to sleep last night. Those are two very different numbers. What's amazing is that all of you are pretty experienced at waking up in the morning. You've done it many times, and you still haven't cracked this problem. That is just a reminder that in our own lives we understand that there are many things we want to do, that we badly want to do. For example, you say, "My spouse and I fight about little things. We're not going to do that anymore." But yet you just, argh! When

the moment comes, you just can't control yourself. It's very hard to do things that we want to get done, especially when those things need to be done every day, consistently, under duress, under complicated circumstances.

Why do I bring that up with education? Picture yourself as a parent in a rural area or in an urban slum. What is it you want to do? I've done a lot of fieldwork in India. I've been to Kenya only once. It was terrific but not that much fieldwork. In India you ask any parent, "If you had an extra, you know, 100 rupees or 1,000 rupees or 5,000 rupees, what would you do?" They all say, "Education," and then, "Health." So, at least in India, there is a big desire; the intention is there. People want their children to go to school. I'm not saying that's true everywhere, but it's definitely true in many places. But, even in India, even when parents are saying it, it doesn't happen. So, what does happen?

I think it's a little bit like your waking up in the morning. Picture yourself: You've got a lot going on in your life, a lot going on in your mind. You're worried how the crop will turn out. You're worried about the fact that your bicycle just broke and you need to get money to fix that chain and you're trying to figure out how to do all of that. While all of this is going on, there's a kid whom you know should get to school, but getting to school is not an easy activity. For us it's just put them on the bus or whatever it might be. Here the kids say, "I don't want to go to school." And you've got to cajole them into going to school and you've got to force them into going to school. You've got to monitor that they actually did go to school because you're sending them out. We've done fieldwork where we ask parents about the attendance of children and then we compare that to the actual attendance of children and there's a big gap. Parents don't know whether the kids went to school or not because they don't have the time or the bandwidth to follow through. So, I think these follow-through problems are big in education in variety of places. I think that is the lowest-hanging fruit: not trying to create the desire but trying to capitalize on the desire that's already there.

JANE WALES

We will talk a little bit about program design. Do you call it behavioral design?

SENDHIL MULLAINATHAN

Yes.

JANE WALES

Paul, we'll turn back to you just for a second because when I think about the Kenyan government's strategy, I think it's about ensuring the infrastructure, investing in education and health. By infrastructure I mean regulatory as well as physical, you know, physical and legal. But then you need to get out of the way to ensure that innovation can occur. When you privatized telecom, for example,

Safaricom came into existence — a private corporation — and it in turn created M-PESA, which you referenced earlier. This is a mobile-money service. It's been a stunning success. I think it has more money transfers in Kenya than Western Union has...

PAUL KUKUBO

Globally.

JANE WALES

...in the whole world, right? So, I'd love to hear from both of you. Why did M-PESA work so well in Kenya, and why has it not replicated quite as well elsewhere?

PAUL KUKUBO

People ask this question a lot and, you know, 20/20 is always good vision, but it's a cocktail of things that happened. That's my view. And some of it is also formal, an official view. One is that Kenya went through a transformation in leadership between 2002 and 2007 that was very important in terms of changing the psychology of how Kenyans did business. We became more liberal. We became more open as a society. Business was able to flourish. The second thing that happened is that Safaricom as an organization was extremely well-led, so an extremely well-led organization allowed innovation to happen. The third thing is that the regulatory environment in Kenya was a light touch. It meant that we did not try to over-regulate what we did not understand.

I've just come from Jamaica, and I was asked the same question about M-PESA. They have been going through massive pre-regulation of their mobile money, trying to learn, and I said, "Look, sometimes when you are trying to regulate something that is largely creative and largely innovative, you're bound to make mistakes. What you need to do is step aside a little and allow yourselves to make a mistake and see whether that happens." Fortunately for us in Kenya, the regulator did not provide a stumbling block.

The fourth thing is that, technologically, M-PESA is not very complex. So the issue wasn't really about the technology — it was about the social innovation. The idea that you could have Safaricom agents all over the country and you needed to cash money that was sent to you in a text message, you could find someone in the middle of the night or the middle of the day who could actually convert your text message value into cash value — and that's a very, very important aspect. If you don't get your distribution right, you can't get your M-PESA to work. We were not as bound then as we are now, and therefore the idea of transferring money in this way seemed to some to be a very, very important need.

A lot of studies have been done on M-PESA, and a lot of countries are trying to replicate it. I know there's work going on in South Africa and in East Africa; and people who want to look at M-PESA to replicate it need to look at, in our view, the entire value chain and see both the social side and the business side. I can tell you as we sit right now that there are probably other innovations that are taking place, but we don't know because we're sitting in the middle of a revolution, and we're going to be here at conferences in two years discussing the next innovation.

I can tell you that some of it has to do with how health care information is delivered. There are people in Kenya today coming up with applications about education delivery. There's this new notion of the government as a platform, and a lot of developers are telling me, "All we want as a society is to just give us the data, and we'll write you any application to provide any service for any Kenyan." For example, people are telling me, "If you give me data, I will make it possible for a Kenyan to get a passport. As long as you guys can facilitate the printing, I can make it possible for a Kenyan to get a passport in 20 or 30 minutes if that's what it takes to print it." Or, "I can make it possible for a Kenyan to get a national identity card in two minutes." I mean, if it takes you five minutes to register your Facebook account or Twitter account and you have to have all these references, how complicated can that be?

We are now looking at other innovations that M-PESA will facilitate. One of the things I think you might want to consider is, "M-PESA and other mobile payment methods will also enable us to get into a digital economy that we could not have if we relied on credit cards." For example, right now there are people writing applications that enable Kenyans to digitally make any payment they want to make. We are working with support from the Gates Foundation on a study to find out how to facilitate digital payments in government. And the statistics that have come from that study suggest that the impact on our economy of just digitizing payments would be huge. M-PESA has already validated it. So, it is our hope that in about three or four years every Kenyan can make a payment to the government in digital form.

JANE WALES

In each of these cases, Sendhil felt the need on the part of the beneficiaries. I mean, in the case of M-PESA it is transfers of very small amounts of money. I love the tagline Send money home. It captures what it's about. Say something about how one ensures that the design responds to a felt need.

SENDHIL MULLAINATHAN

Let me go back to the earlier question as well and talk a little bit about what M-PESA is telling us, because from that I think we can understand the design.

I think you had mentioned, “Will M-PESA spread? What will keep it from spreading?” I think that M-PESA is like the canary in a coal mine. And the other canary in a coal mine is a book that many people haven’t read but I think everybody in this room should read. It’s called *Portfolios of the Poor*, and it is fundamental. I think M-PESA plus *Portfolios of the Poor* really tells us something about what it means to be poor. Paul, you had said, “What are the other interventions coming down?” And, I think, what is it that the two together tell us? I want to go back to something you had mentioned, about getting money in the middle of the night and being able to convert it quickly.

This is a story that all of you have surely heard: the poor having a certain urgency around what they need to get done. And the urgency isn’t around big amounts. It’s around small amounts. And I think what all of this research and what M-PESA is showing us is that the poor live very locally at very high frequencies. In *Portfolios of the Poor*, for example, they simply tracked at a daily level what the finances of the poor look like and what they are doing with their money. They are voracious users of financial services. They are putting X shillings here pulling out Y shillings here — small amounts, constantly juggling. If you look at it through that lens, most of the financial products that are already out there, say, those that money lenders offer, feature small amounts for short frequencies. Payday loans in the United States are like this. It’s because the poor are constantly fighting a fire.

If you want to understand what their life is like, you should think about what your life is like with time. When you are busy on a deadline, you are constantly going from one fire to the other. Every minute counts. It feels like, God, if I only had an extra hour! That’s what the poor feel like with money, and they’re constantly moving that around. M-PESA is amazing in that it basically gets to that point. It gets to that point where we’re able to transact at the level of seconds and actually have reliable delivery at that level. That’s what the moneylender tended to provide to you traditionally. Now we have a digital platform that provides it. Banks never provided that. Banks were open 9:00 AM to 5:00 PM, Monday through Friday, except for bank holidays, of which there seem to be an insane number, and that was a huge hole in financial services.

Now this high-frequency service addresses the lives of the poor — and we have to understand the high frequency at which it is operating, and the designs have to match that high frequency. I think that’s the power of information technology. That’s what M-PESA is doing, and that’s what we can do in so many other domains.

JANE WALES

In both the case of M-PESA and the Ushahidi platform — which was another example of an innovation in response to a truly felt need during the violence

after the 2007 election — what I want to get to is the role of trust in each of those cases. Because in each there is a reliance on trusted intermediaries. There is a network of intermediaries when it comes to M-PESA. There's a network of those who are putting forth information on points of violence, et cetera, for Ushahidi. How important is that? How important is that sense of trust in the design, Sendhil? And then I'll turn back to Paul.

SENDHIL MULLAINATHAN

I think it is important, but I actually would say that that's not the fundamental bottleneck, by which I mean, normally, we roll out these big programs, in big scale and then we ask people to trust us and make long-term bets. M-PESA has a feature that many private-sector products have in our lives: You can try a little bit. If it's working, you can try it a little bit more and grow that trust. I think as long as interventions have that feature of I try. I see that you're not screwing me. I keep expanding, they can foster that trust. That the feeling of need is so big, that is, trust is an issue, but I think it's very much a solvable issue. I think the more profound issues are having a better understanding of what the actual need is. What are the lives of the poor like? The conversation around financial services eight or 10 years ago was all about long-term savings, which obviously is still needed, but there is a big gap between our understanding of the need and the actual needs. To me that's much bigger. If you provide a value proposition that you allow people to try, use and get accustomed to, I think trust will bridge its own gap.

PAUL KUKUBO

I have a different view. I actually think that trust is central because of exactly what you're saying and for the reasons that you say it. There are two brands I want to talk about quickly, and I'll use an illustration. I met with James Mwangi today, from Equity Bank Limited. In a meeting with a team from the bank the other day, they took me through an illustration about delivering aid. There's a contract that they have to deliver aid to marginal communities. Every year we have a shortage of food in certain areas, and we have to send food aid. Then this model was changed, I think last year or the year before. But it was changed so that we can deliver money to communities through digital means, and I think the bank was able to do it. Instead of giving grain, which is what we normally do, we gave money. The effect of that has been that people in those communities can now choose the food that they want to eat, and the food economy has come into those communities to respond to the fact that these guys now have money. Previously, if you were thinking very quickly, What do I need to do? What you thought to do was, Let's just give them grain. Planes were dropping

food to people who may not necessarily want to eat the food that you're dropping off. But if you give them money through digital means, they can choose for themselves what to eat.

The reason why that was possible was because the actors in that game were trusted brands. The bank is trusted. It's well understood. They'll give me my money when I need it. Perhaps in some instances, sometimes, some brands get higher trust than governments do. That's just the way it works. Safaricom, for example, has a very high level of social empathy. It's not the only network we have in the country. It's not the only money-transfer service we have. It's actually not technically complicated to replicate it, but they have used their brand's standing as a Kenyan company, as has Equity Bank, to create a relationship. It may be that the trust was created for the reasons that you give — because they delivered upon a service that was required — but that trust is important. After all, why are governments not trusted and yet they fundamentally exist to provide services? I think trust is important.

JANE WALES

When we think about trust, break it down: It's trust in both capability and capacity. Can you deliver? But it's also trust when it comes to intentions. On the capacity side, talk about where you now stand in Kenya when it comes to the e-delivery of services and e-governance; are you where you want to be?

PAUL KUKUBO

No, we are not where we want to be. We've got a master plan that we just launched — “2017” — that Kenya becomes Africa's most globally respected knowledge economy. We've shifted our IT focus to knowledge as a driver of national competence — data and knowledge as a central issue. Three things: We're looking at ICT as a deliverer of public value. That's the first pillar, which basically means that e-government is not about the technical ability to get a passport when you need it, but the value addition that comes with that. So, if you don't need a piece of paper to travel, then you shouldn't have a piece of paper to travel. That's the ideal state. And whatever value that might be, we're going to be defining it.

The second issue is that we want to have businesses that help government deliver on this promise, so we're working on competency for all of our businesses. We've actually got a target that says we want 20 new public-sector co-facilitated innovations by 2017, and that's a hard thing to do.

We're saying we want 20 new M-PESAs. That's ambitious, but I think we can get there. The third issue is that we want ICT to be a big productivity driver in the private sector because we can forget about government. We have private-sector

inefficiency as well, and I think we are now realizing that ICT can help private-sector productivity in agriculture and in health care — and this is not government but the private sector in terms of management's ability. So, we're not where we should be. I think we've made good strides, but our vision is that by 2017 we've got a markedly different government and a markedly different nation.

JANE WALES

Now to the world of intentions, I know that you've worked to try to enhance government transparency. The Open Government Initiative is in part about transparency, but it's also about knowledge transfer, making sure that people have basic data — basic census data, basic employment data and health statistics. Talk first about the transparency question — about perceptions of transparencies, perceptions of corruption and whether it's an uneasy relationship between the government and the governed or whether you feel that the social contract is beginning to work in ways that engender a sense of confidence.

PAUL KUKUBO

I think it is improving. We had the highest level of government support with the previous president on the Open Data Initiatives project, and that's the reason why it worked. Getting all of our data — census data, financial data — is important, and fortunately the new president is also very much focused on it. In fact, it was in his manifesto that Kenya has to be an open government. He was involved as finance minister with the disclosure of financial expenditure data from the treasury. But we need to go beyond.

Transparency is important, but we have an issue with citizen capacity because we've noticed now that even when we make the data transparent sometimes citizens don't actually know what these data mean. So what if the GDP [gross domestic product] of one county is higher than the GDP of another? What does GDP mean when I don't have food on the table? Those are statistics that we talk about. So, we need a different kind of individual who is clever at getting meaning out of these data — and that's where we need the private sector and the media to come in. We feel that the media, multilateral actors, need to do a little more work. And we need some of their data, too, because some of the data that are very important in Kenya have to do with things like how grain is distributed and how water is sourced, and some of these data don't sit with us as government. They sit with multilateral partners. So, there's a lot of work to be done with transparency, but the bigger effort, I think, has to be that we need to do more work to create awareness and understanding among the citizens about what transparency really means because we assumed that if we had the data out there the citizens would understand those data, but it doesn't work like that.

JANE WALES

Sendhil, I could see you taking notes, so I'll give you a chance to comment.

SENDHIL MULLAINATHAN

I love what you said about putting the data out there: How does that data make sense to the individual citizen, and we need individuals to arise. I often think about this notion of data entrepreneurs, and I think that in the past when government has been very successful it's often laid off the infrastructure, on which entrepreneurship can really thrive. And I think that what we'll see in the next 10 years hopefully is governments doing more like what you're doing, which is laying out a lot of data, a lot more than you can imagine, and laying it out in such a way that we say, "Okay, we'll make some effort to get this to the citizen, but what we'll really do is make a lot of effort to allow data entrepreneurs to arise who can take these data and use them in ways that we can't possibly imagine — because no one person can imagine what it's going to be used for. The power of that entrepreneurship, I think, is that it's a chance to be really transformative in all of these sectors because there are so much data from transparency, from health care education.

JANE WALES

Sendhil, share with us your notion of a glowing pill cap.

SENDHIL MULLAINATHAN

I think GlowCaps are an example of a beautiful intervention of which we could have many, many more. The idea is, lots of people die from HIV [human immunodeficiency virus] or diabetes because they don't take medications that could save their lives. A GlowCap is a pill bottle that has a little glowing well, and if you don't open it the right number of times every day, it starts to glow. Then it sends a text message to you. Then it sends a text message to your friends. So, maybe that's getting a little creepy, but the point is the impact of this has been enormous. Adherence rates to lifesaving drugs have gone up close to 100 percent. And the reason why GlowCaps work, like M-PESA, is that they operate in the moment. It's based on information technology that allows you to give feedback right then and there, and it allows you to deliver information when it matters. I think for farmers, for health, for education — that type of real-time information is going to be very, very important.

JANE WALES

Thank you so much. We're going to ask both Sendhil and Paul to take part in working groups with all of you so that you get to ask your questions much more

directly, focused on the issue in which you are currently involved. I want to thank you both. We're about to turn to Neil in Alaska right now, but first please express your gratitude to these two.

So, as we're being joined, don't forget to look on the screen because occasionally it will tell you how you can connect digitally — how you can tweet, go on to GPF Connect and ensure that you're making all of your appointments and how to have your friends and family who are not here take a look at some of these proceedings.

So, Neil, the question is, can you hear us?

NEIL GERSHENFELD:

Yes. Hi, Jane.

JANE WALES

Tell us first about where you are. Show us where you are. Tell us about this fab lab.

NEIL GERSHENFELD

Great. I'm sorry I can't be with you in person, but I'm delighted to be in Anchorage with the Cook Inlet Tribal Council, setting up the fab lab for native Alaskans. If I may, let me just take a minute to explain the background to why we're here, and then I'll take you on a tour of the lab.

JANE WALES

Yes. Go ahead.

NEIL GERSHENFELD

Today's about digital. There is a digital revolution in communication to send data digitally — it lets me see you now from Anchorage; it lets a farmer price crops with a cell phone. Digital revolution in computing, among many other things, puts libraries and books online. But what's happening now is a digital revolution in fabrication. It makes it possible to turn data into things and things into data to connect the digital and physical. Think of this new digital revolution as completing the promise of the last two — to let the digital world come out into the physical world and the physical world go into the digital world.

This story began in 1952. MIT made the first computer-controlled milling machine. What's emerging today you can think of as like the personal computer revolution but for fabrication, making these tools accessible.

Fab labs: The space around me is about \$50,000 in equipment of a range of capabilities. There are about 200 of these labs today — north, south, east, west, rural, urban — providing access to the tools.

So, now let me take you around. We're just in the process of setting it up. So, over here is one of the biggest tools. This is a 4-by-8-by-1-foot milling machine. You can make milled parts on it. More than that, you can make tooling for casting and making composites. So, that's used to make boats, bicycles, turbines — whole houses have been made on that machine. Over here are computer-controlled lasers. These are easily the most popular machine. With a high-power laser, they cut stocks of materials very precisely, so you assemble three-dimensional [3D] structures quickly from two-dimensional [2D] parts cut on the lasers. Over here we have a suite of tools for electronics. These program sensors, actuators, motors and high-speed low-cost computer chips are used to make DIY [do-it-yourself] radios, internet, things like that.

Over here we have a sign cutter. That's used to make printing masks, flexible circuits and antennas. Behind that is a very precise subtractive tool that we use to make circuit boards and tooling for molding and casting to do production runs of parts. Over there are 3D printers. These are frequently thought to be the digital revolution. Maybe 20 percent of the time that's the best tool. Otherwise these other machines are more convenient, but those are used to print parts. Here we do molding and casting, production-run etching, sandblasting — processes like that with parts made from all of this. And, then, this is now supported by a suite of design tools, content sharing and online video.

With these tools farmers have made sensors for agriculture. A project started in a Jalalabad fab lab made citywide internet. It's now running commercially in Kenya. Businesses are started with these tools. Among the most interesting things are classes. Inventive people often don't fit: They question assumptions and race far beyond local opportunity. So rather than online distance learning, we're teaching classes in a Fab Academy, where students have peers with mentors in labs like this; they are then linked globally for content sharing. So it's a distributed network, not a distance network. Then these are used to create infrastructure. In the United States, Congressman Bill Foster [D-IL] has very interesting legislation to make a national fab lab network. In Barcelona, where there is 50 percent youth unemployment, they're deploying these as part of the city's infrastructure. Anybody can make anything. You go to market by shipping data that is produced on demand. So, that's the current state of the technology. Again, this is about \$50,000 in equipment.

In the research roadmap in the lab, we're moving toward actually digitizing the materials themselves, so with one machine you can do the capabilities of all of these machines and you can unbuild as well as build with them and eventually

assemble at a microstructure, like the Star Trek replicator. That's the research supporting this, but the lesson to draw from it is in the history of the internet. The internet was invented in the era of mini-computers, not yet at the end of it, and this is roughly analogous to the moment when the internet was invented. So, this is now creating sort of the real internet of things. You don't have to wait 20 years for the research to finish.

Anybody can make anything anywhere. What we have found, though, is that it breaks all of the boundaries of aid, education and industry. Those are traditionally done as separate things. If anybody can make anything, it cuts right across it. A facility like this can do all of those things, so the biggest challenge we've found is catching up with the organizational capacity for it. That part I thought was easy but it was hard. I thought the research was hard, and that's going very quickly. On the research, the most exciting next step is with the tools I just showed you. Among all of the other projects, you can not only make things but you can make machines, so we're transitioning to a stage where the machines make machines and you come to a fab lab to make a fab lab. With that, I'll hand off to those onstage to show some examples of that.

JANE WALES

Okay. Here's your chance.

MIKE ESTEE

As Neil mentioned, you can make machines that make things, and we brought two of them with us. I want to do a really quick demo of the one on your left. This machine was designed by one of Neil's students, Jonathan Ward from the Center for Bits and Atoms, and it is a four-axis rolled-head vibrating knife cutter. What does that mean? Its purpose is to do most of what a laser cutter does at one-tenth of the cost. As Neil mentioned, laser cutters are the most popular tool, but they are also incredibly expensive, which makes them a little hard to acquire. This machine is still in the research phase, and bear with me here — it's a little loud. What it's doing is vibrating a tiny XACTO blade — like a five-cent XACTO blade — at 60 times per second and driving it around under the control of this computer here, and I have a screen. You can see the interface on it. It's very simple to use, and the mechanism is the same as what's in an electric razor: It's just a solenoid coil that vibrates it back and forth.

This produces simple two-dimensional shapes, which you can then fold up to make three-dimensional shapes. So, here's my little piece of cardboard, and you can make much more complicated things than the little circles I brought with me. This is a fold-up box that I cut on this machine earlier today. You can fold

it up into a little part box if I crease all the lines here. It'll take me a moment, but you can produce objects, which will be useful around your lab too. So that's the first machine.

The other one that I have here is a miniature milling machine. Everybody is very fascinated with 3D printers at the moment; they are an additive process. They place up layers of material, but there is a very small number of materials that you can use. A mill is a subtractive process: It cuts away material. So, you start with a block, and you cut away everything that's not the thing you want, and it works with a much wider variety of materials. Here's an example of the two machines. Let's see, what else can I say about them?

DANIELLE APPLESTONE

We also wanted to show that you can cut low-cost things like cardboard, which is great if you're trying to teach a lot of kids in a classroom how to use these things. You can't always 3D-print. Some people are fortunate enough to be able to make a 3D-printed object, but it's very expensive even to make one that's small. So, you can use the same design files that you would for a very small 3D-printed thing and make a cardboard one in the classroom that's low-cost. And if you have access to a fab lab like the one that Neil is in, you can make something that is large. My 8-year-old kid made this [couch]. These are super simple tools to make things that are tangibly useful to a family, and the skills that you use to design this you can translate to whenever you want to go. You graduate from high school or you have a small industry in a community, the skills that you learn using these small inexpensive tools translate to the larger manufacturing processes that are used by all the huge companies in the world.

NEIL GERSHENFELD

And, if I could comment on that, the tools are only a few hundred dollars in parts but have tremendous resolution. What that resolution means is with the mill you can make a circuit board, cell phone electronics or a radio for an internet. With the cardboard cutter that looks modest, you could make a microscope; eyeglasses, for example, have been done with tools like that. They look simple and cheap but have great performance, and in that it's very analogous to the early PCs that were considered toys until they upended the mainframe industry.

DANIELLE APPLESTONE

Yes, when you have the ability to make small custom circuits, you can do such innovations as the GlowCaps. You're making an object be smart, and we already have the ability to give these tools to everyone. So, if every kid in the community knows that he or she can make a circuit board that can make the GlowCap glow, how many more innovations will we see? We'll see a ton because kids have a

lot of time, and if you give them cool tools, they will make fun things that we wouldn't even think of. That's really what drives me to give these tools to more people.

MIKE ESTEE

It's a really exciting time, as the costs of these tools, which used to be incredibly expensive, are coming down so rapidly. One of the things that I feel is really important is access to a technology at a young age; it lets you leverage so much more in the rest of your life. Just the exposure of being able to play with this technology enables you jump the imagination gap. And when kids grow up, they think, This is like a thing I used to do when I was a kid. You start from a new baseline. And as Neil pointed out, we're at an inflection point: We had the industrial revolution and then we had the information revolution, and now they are coming back and they're meeting together, and it's an opportunity for everybody to get on board this third wave, which is the combination of the industrial and the informational coming together where bits become atoms and atoms become bits.

NEIL GERSHENFELD

I'd like to pick up on that comment if I may. There's a lot of discussion of innovation and knowledge of economy. But, again, innovators are generally strange people. They don't fit. They don't follow rules because they question rules. We find all over the world — rural, urban, north, south, rich, poor — that those sorts of people are typically marginalized in society because they don't behave well in formal institutions yet they are the real drivers of innovation. So as these tools go into the field, we find that they act as magnets for these inventive people who leap ahead of local opportunity; these tools create environments for them, empowering them, which is what I find most exciting. Lead institutions can take thousands of people. The planet has far more brainpower than that, and so bringing tools to the people locally and then linking them globally is the great opportunity I see.

MIKE ESTEE

Yes. Agreed.

JANE WALES

Thank you so much. This is considerably less alarming than a couple of weeks ago [at the World Affairs Council's conference] when Chris Anderson demonstrated for us a homemade drone. I'm feeling a whole lot better.

MIKE ESTEE

I didn't bring the cardboard drone.

JANE WALES

Give us a sense of cost. Neil noted that each of these fab labs cost about \$50,000 worth of machine tools.

NEIL GERSHENFELD

Let me give it in powers of 10. A research lab has 10 one-million-dollar tools. It has a workshop that has 10 hundred-thousand-dollar tools. That was the background as we started outreach for setting up fab labs. The fab lab, all told, is, say, 10 ten-thousand-dollar tools. So, yes, tens of thousands of dollars here. With it you can make machines like you see onstage. Each of those is a few hundred-dollar parts. No one of them makes everything yet, but a few of those lets you make a complete facility for thousands of dollars; and then with those machines, you can make little several-hundred-dollar machines that help you get started. So those powers of 10 are very similar to the cost curve from mini-computers to PCs. It's really like the economics of personal computing, and if you replay that script, all of the things that happened with PCs — from "It's a toy. It'll never make the distance" to its changing the world — are exactly what's happening as we go down that cost curve.

JANE WALES

Thank you so much, and thank you to both of you. Let me just note as we close that we opened with the question of how digital data can inform policy, how it can enhance government capacity and how it can spur economic activity at all levels of society. What this shows us is that it's not just at all levels but it's in all places.

NEIL GERSHENFELD

And the challenge I'd love to give you is to think about this. This technology means that anyone can make anything anywhere. What does that mean to how you live, work and play? It really means a whole new set of social structures and organizations to keep up with it.

JANE WALES

You just said much better what I would have said. I do think that we've often worried about the isolation not only of geography but sometimes of politics that many are feeling. You are operating in places like Afghanistan that we would consider to be a very hard location from which to innovate and connect to a peer network internationally. So, to us this is an enormously important innovation. It was important to us to not just meet with Neil here as we did a couple of years ago but in fact see him in situ so we could picture that fab lab, picture the opportunity that it represents and admire your incredible innovations.

NEIL GERSHENFELD

Jane, could I sign off with a 15-second story?

JANE WALES

Here's your chance.

NEIL GERSHENFELD

Okay, the 15-second story to sign off with is about one of these fab labs in Giza. Colleagues here called them during the last round of fighting, concerned about how they were doing or how they were surviving. They laughed and said, "Oh, it was like one of our best days ever because all of the bright, creative, inventive people who have no interest in sectarian conflict instead went to the lab and got work done." For me that's a vision of the future.

JANE WALES

My favorite learning from this session, Neil, is that innovators are really odd people. So, know that you're in a room filled with really odd people, each of whom represents a really good investment. Neil, thank you so much for making this happen. Thank you so much for joining us!

THE OUTRAGE OF MODERN-DAY SLAVERY



Pam Omidyar

APRIL 15, 2013

LUIS CDEBACA, Ambassador-at-Large, Office to Monitor and Combat Trafficking in Persons, US Department of State

JACQUELINE FULLER, Director of Giving, Google Giving

PAM OMIDYAR, The Omidyar Group

Moderator: **RANDY NEWCOMB**, President and CEO, Humanity United

RANDY NEWCOMB

As Jane mentioned, my name is Randy Newcomb, and I'm the president and the CEO of Humanity United. As Jane explained, I'm the chair of the modern-day slavery track during the conference and will be joining you in two problem-solving working groups over the course of the next two days.

Before I introduce our speakers today, I want to sharpen the topic that we've come here to discuss during this next hour. While we are gathered here today, more than 20 million boys and girls and men and women are held as slaves around the world. They are represented by young girls weaving high-end rugs in Nepal and boys stitching soccer balls in Pakistan. They are entire families held in bonded labor in quarries across South Asia. They are women from eastern Europe trafficked to the West to satisfy the pleasures of others. They are men held captive on massive processing boats, plying the fisheries off New Zealand. And they are women and men hustled across the border in the United States to harvest agriculture for our daily diet. These and many others will go to bed tonight neither free nor secure in the knowledge that they control even the slightest glimmer of their own destiny.

Whereas President Lincoln launched the beginning of the end of slavery in the United States through the Emancipation Proclamation on January 1, 1863, slavery has continued to flourish in the dark corners of our world today. But just like the philanthropists of the 19th century who provided courage, hope and resources that enabled the abolitionist movement in the United States, many of us in this room are compelled to answer a call to offer courage, hope and resources to a new movement that aims to abolish slavery once and for all around the world.

I want to point out something really interesting that happened last September, in 2012. Something really quite remarkable took place. A little less than 45 days before the presidential election in the United States and in the thick of the campaign, President [Barack] Obama set aside his campaign message and delivered the longest speech on slavery since Abraham Lincoln's presidency. Before an audience of nearly 3,000 people, much like this, he started his comments with these words: "Today I want to discuss an issue that relates to one of the biggest challenges of the modern era. It ought to concern every person because it's a debasement of our common humanity. It ought to concern every community

because it tears at our social fabric. It ought to concern every nation because it endangers public health and fuels violence and organized crime. I'm talking about the injustice, the outrage of human trafficking, which must be called by its true name: modern slavery."

I couldn't be more pleased to introduce three distinguished speakers who understand this challenge that President Obama points to. Today we're joined by Jacquelline Fuller, director of Google Giving, which provides more than \$50 million annually to support tech innovators making a global transformational impact. She joined Google in 2007 to help launch Google.org and directs Google's grantmaking and advocacy in support of sustainability and philanthropic goals. She previously served as deputy director of global health at the Bill and Melinda Gates Foundation, where she was a member of the senior management team for eight years.

We are also joined by Ambassador Luis CdeBaca, who was appointed by President Obama to coordinate US government activities in the global fight against slavery. He serves as senior adviser to the Secretary of State and directs the State Department's Office to Monitor and Combat Trafficking in Persons, which assesses global trends, provides training and technical assistance and advocates for the end of modern-day slavery. He formerly served as council to the House Committee on the Judiciary, where his portfolio included national security, intelligence, immigration, civil rights and modern slavery issues.

In addition, we're joined by Pam Omidyar, the founder and the chair of the board of Humanity United, which she established in 2005. Humanity United is a private foundation committed to building peace and advancing human freedom by funding, supporting and collaborating with organizations and individuals that envision a world free of conflict and injustice. As the foundation's guiding visionary, she was integral in developing Humanity United's mission and values and is actively engaged in steering its course as board chair. And, just as a personal privilege, if I can say, I've had the opportunity to work with the Omidyar family for nearly 12 years. Pam and I have found ourselves in probably some of the most extreme and complex locations around the world, yet I don't think I've ever come across another individual who is more committed to building peace and advancing freedom in the world that we live in today. So, if you would, please welcome our panelists.

Jacquelline, let me turn to you first. Many of us had an opportunity to join with you a week ago tomorrow in Washington, DC, where Google made a really significant announcement about a new initiative to not only fund a global hotline network but to get behind building the capacity and supporting that effort. Tell us about that particular project.

JACQUELINE FULLER

Sure. As you can imagine, at Google we're big believers in the power of technology. I think we've all seen how the internet and the web have really driven economic impact around the world. But the very forces that are driving that economic impact — the reduction of friction between people and markets wanting to buy and sell, the ability to sell and move product across borders, the driving of prices lower and lower — all of these, which have been such great forces for economic impact, are also empowering traffickers and enabling human slavery as well. So, we need to be very savvy about how we can use technology to counter that.

Earlier this week we announced that Google was going to provide \$3 million in the form of one of our Global Impact Awards to three heroic organizations that are working day in and day out on the front lines: the Polaris Project and La Strada International, who work out of eastern and western Europe, and Liberty Asia, who's working cross-border in the Mekong Delta area.

Basically, what we're seeing is the bad guys — the traffickers — are innovating constantly, and we wanted to empower those who are on the front lines to innovate even faster than the opposition. So, when you hear something like "hot line," that can sound very much like your grandmother's hot line, but really we're talking about a state-of-the-art system. Today, if you're a young girl being trafficked and held against your will, the way that you're going to reach out and get in touch with help is through one of these hot lines, and then the response is enabled as well. We wanted to help these groups use technology.

For example, right now Brad [Myles] from Polaris tells the story of sitting down with someone, a young girl who had been trafficked. She holds up a phone to him and says, "You know, Brad, you can look through here and there are texts from my pimp controlling me. I get texts and calls from men trying to buy me, and there's absolutely no resources. There's no one here. Where were you? How did I not know that there's help available?" We want to help enable these partners to use the tools of the 21st century.

Polaris has taken about 72,000 calls in the past few years. They take these calls and then they work through a network — in the US alone there are 2,700 different response units — to help build up the technology that's going to enable them to identify who's vulnerable, get a faster and better response and then also share the data among these best-in-brief partners so that they can identify trends and understand how traffickers are mutating and shifting and reformulating themselves and how can we respond to that better. So, the system that we're helping enable is going to allow better, faster response but also better sharing of intel and better analysis. Salesforce.com and Palantir — two other tech companies — came in as well and are providing support through their products.

RANDY NEWCOMB

You know it really is very innovative. One of the realities of this particular project that struck me was the tendency of many of us to organize and structure programs within national boundaries without recognizing that the function of trafficking transcends boundaries.

JACQUELINE FULLER

Absolutely.

RANDY NEWCOMB

But we tend to organize in a way that meets the requirements for regulatory reasons, but what you're introducing in this is really something that transcends those boundaries. You're connecting to Southeast Asia. You're connecting to eastern Europe, and you're connecting a really successful program in the US. What was your thinking behind that to really want to transcend those boundaries and develop a far more robust system?

JACQUELINE FULLER

Some of the partners are already doing that. Liberty Asia, for example, has been very good about realizing that these borders are very porous from the trafficker's perspective, so we need to have the response be porous across borders, as well. They're working across the Mekong Delta in various states and entities because it doesn't do any good to do whack-a-mole with the trafficker setup here, and then have to move across the border and not have the intelligence move across the border, as well. So, we're enabling that. Also, sometimes the victims are being moved, so this conversation — the sharing of intelligence, the sharing of data and analysis — is also allowing the response systems to make sure that if someone is rescued and freed and provided with aftercare, they're able to go home because a lot of times people are moved thousands of miles away from home. In fact, that's part of what makes them more vulnerable and part of what inhibits them from reaching out.

RANDY NEWCOMB

Thank you.

Lou, let me turn to you. You had a hand in helping shape the president's speech last September, and it really was an interesting moment in time to hear the president draw such attention to this. One of the values that he pointed to in that speech was the benefit and the value of public, private and social sector partnerships, and this seems to have actually been a theme of the administration for the past two terms. Tell us how that's playing out and what you're seeing from your seat in Washington, DC, as you see public, private and social sector partnerships working together across the country and perhaps even globally.

LUIS CDEBACA

I think that some of it is rethinking the way in which we do grantmaking, in which we do foreign assistance, in which we try to have an impact in the world. One of the things that I mentioned to Jacqueline as we were coming up is we're thinking much more about trying to be the angel investor. You know, come to us with a proof of concept. We're not USAID or the folks who do the narcotics work, who think in millions and billions as far as their grants are concerned. Our average grant is about \$300,000. We can go up to about \$750,000 on any particular grant. What we've realized is that we can go for innovation, not be afraid to fail, look at things that are real game changers that we can then take out to the philanthropic community, take it out to other donors and have something that already works.

One of the things I was struck with at the launch last week with the global hotline is that the Polaris Project, La Strada and the folks behind Liberty Asia are all former grantees of my office. We're able to incubate the work that they're doing — to get Matt Friedman, for instance, what he needed to become probably the best non-governmental intelligence service in all of Southeast Asia around this issue; by doing that we hopefully shorten the curve for the philanthropists.

I think it's on the back end as well. My sister e-mailed me over the weekend. She's on a grant panel for the Minnesota Women's Foundation, which typically has done domestic-violence work and women's health. They put out a series of small grants last year as part of a thing that they call MN Girls Are Not For Sale. We helped with the launch of that at the University of Minnesota. We brokered some relationships with them. They now have gone out and done a series of small grants, maybe \$50,000 around Minnesota. This week the St. Paul and Hennepin County district attorney's office and police were able to arrest five traffickers and, more importantly, free 10 girls as young as 14 from the pimps — all because this relatively small philanthropic organization had done a relatively small grant that enabled the police to go back and say, "You know, we've looked at trafficking in a new way here in 2013, but in 2010 we weren't looking at it that way. We thought that these girls were criminals. We said, 'Hey, look. There's a child in prostitution.'" And so with a relatively small grant, they were able to go back and reassess all of the cases that they had overlooked over the years, and from those they're now realizing that these predators are out there. Those 10 girls would not be freed from their pimps if it hadn't been for the partnership that the Minnesota Women's Foundation was able to have with government. I think that that's a new way of thinking about philanthropy. We often think that in the human rights field it's human rights activists and police, and the job of the human rights activist is to watch the police, and that's the only thing that we can do together; but there are some areas in which we can actually carve out that relationship.

RANDY NEWCOMB

I think that's right, and actually it reminds me of the Partnership for Freedom, which is an initiative that the Obama administration has kicked off to begin to integrate public services in the US, at least around the housing, comprehensive case management and law enforcement initiatives. It also brings together both public and private donors, which as you say typically have not co-funded in these ways, and these services have been segregated. So, if you're on the receiving end of services, the integration of those doesn't exist for the survivor of the trafficking practices. I know that you've influenced that approach significantly under your leadership.

LUIS CDEBACA

Thank you.

RANDY NEWCOMB

Pam, let me turn to you. You and I have known one another for many years now. I had the benefit early on, as I mentioned, to join up with Pam and Pierre [Omidyar] when they were beginning their philanthropic work and just beginning to think about what they as a family wanted to do and particularly what you, Pam, wanted to engage in. There are a number of different areas that you could have focused on, and we could tell many somewhat humorous stories about my running off and bringing back ideas and you saying, "No, that's not it. Keep looking." What I found really interesting is that as a portfolio of activity you decided to choose perhaps two of the most difficult things that could be done — but they are two of the most challenging things that we *should* do. You decided to look at ways in which we could introduce more peaceful environments into conflict and also to tackle this issue of modern-day slavery. Tell us why. What was behind that? What led you to really want to look at the slavery issue in particular?

PAM OMIDYAR

Thanks. And, Randy, I just want to take this opportunity to publicly thank you for this partnership we've had over these years, but also to Jacqueline and Lou.

It's been an incredible journey since Pierre started eBay, since the company went public and I went from being a graduate student in plant molecular genetics to being a management consultant for the pharmaceutical industry, looking at drugs and development, to then saying, "Wait, we have a moment in time now where we actually have to look way ahead. How are we going to be stewards of this incredible wealth, which we certainly weren't raised with and we certainly weren't expecting." So, way back in 1999, I think just having our family values and the things that Pierre founded eBay on — on notions that people are basically good; that if you create an environment of trust, people will do the right

thing; that if you create an environment where people can communicate (and in this case it's around an economic transaction, but around anything) — you will get good outcomes. I think if you combine that with the passion of mine, from even beyond being a scientist — I wanted to cure cancer; I was fourth-grader obsessed with the Holocaust and the notion of evil, and I went into science — it's interesting. Looking back, you can now say we focus on issues of genocide and mass atrocities and mass violence and how we create environments where those just aren't permissible. So, we were armed with this notion that we're going to work to alleviate suffering and maximize human potential and that, "Wow! We can do this." We had a whole lot of confidence going into it, but what were we going to do?

We started working with the Omidyar Family Foundation, which then became Omidyar Network. We started HopeLab, which was around how you improve adolescent and young adult people fighting cancer. How do you get them to make better decisions about their cancer treatment so that their outcomes are better? The tool we were actually using was a video game, which was a tech approach, but it really got at the underlying human motivations. How do you change people's behavior in a really positive way?

During that time we were also starting a family and living in France, and I remember being very excited to come across English magazines, you know, because you're trying to just immerse yourself in French culture, and reading an article in National Geographic about modern-day slavery and these numbers going on; it was 27 million — huge numbers around the planet, and almost no country was exempt from this. I thought, *Well, that is not possible!* And yet your life goes on. We were working on *Re-Mission* [HopeLab video game], working on a family foundation and about a year goes by. I remember coming across another article that had the same statistics and thinking, *Wait, a whole year has gone by and this has not crossed my path again.* And this is at a scale that is unfathomable, and the more you learn and the more you get curious about it, the more you realize just how heinous slavery is — the control of another person and their inability to have any access or opportunity to the decisions that they want to make for themselves and for their children.

At the same time, we were doing Omidyar Network, which is about access and opportunity and not about us as philanthropists controlling what that is, but saying, "How do we create environments for which people get to choose what they want to do? We can enable environments that make that conducive and make that possible." So, we were looking at microfinance and land rights and sort of a broad spectrum, but I kept coming back. This is when Randy was working at Omidyar Network, and I kept saying, "God, if you're enslaved, you do not get this opportunity to be a woman who will get a microfinance loan."

So, we started researching it and just saying, to use market terms, “These are barriers to entry to all of those positive economic development approaches that we want to do.”

Then also in early 2004, when we found out about what was going on in Darfur, that hit me very hard personally because when you start researching, I was saying, “No, what do you mean genocide? What? This is not possible.” And, again, keep in mind I’ve been in the laboratory, very immersed in DNA and cloning genes, and I wasn’t paying attention to the broad world. I found out what we were doing while the Rwandan genocide was going on. Nine years before Darfur, we were watching O. J. Simpson’s truck go down the road, and we weren’t paying attention to Rwanda. So at that point, I think a lot changed — everything changed. We said, “What are we doing to each other as human beings? There’s so much human potential out there. And when we make a decision, why isn’t it about what is best for human development and not about the restriction or control of another person?” So that’s how Humanity United was born, and I’m just grateful for everyone. I know that there are some HU folks here, but I’m grateful for everyone. All of our foundations helped shape the emergence of our work.

RANDY NEWCOMB

Give us a little more color through looking at the underlying approach that you arrived at after studying this subject for quite a while. What’s the underlying approach that we’re aiming to achieve through Humanity United on the work on slavery?

PAM OMIDYAR

Sure. I think I view myself as a philanthropist who knows the absolute least amount compared with anyone else we work with — I mean, certainly compared with our grantees. When we were sitting in a refugee camp in Chad in people’s homes, I knew the least — and certainly when we were talking to victims of trafficking and torture. So everything we do, I think I view it as, *We must be in partnership with everybody*. And I think all of our organizations take a view that change isn’t going to happen through one silo. It’s actually going to happen through public, private and social sectors working together, and it’s going to take our collaborating with as many people as we can.

So, when we talk about technology, just real quick, it’s not just about connecting. It’s actually about how we use technology to deepen the relationships that we have and that we make and that we will continue to make. I’ll just riff off of Jean Paul Lederach’s new book because it’s incredible. It’s about how we create a container and then expand and deepen relationships, and that’s actually how

we're going to achieve change. I think the way we operate is mission above organization. It is mission above any one ego. So, it is knowing that we can actually all focus on this big goal and then make incremental progress toward it.

RANDY NEWCOMB

Perfect. Thank you. Thank you.

Lou, let me come back to you. I want to pick up on this question about the role that philanthropy can play in these gaps between policy and practice. You sit in this gap helping shape policy and then obviously on the front lines of helping fund practice. Talk to us about your experiences in that position and what you think that role is.

LUIS CDEBACA

I think that when we look at philanthropy and we look at the desire of the philanthropic community in recent years to always be on the cutting edge, we have to balance that with the fact that there are also things that just need to get done. So, for every project that we end up looking at — to develop a global database on victim care so that we can figure out how best to deliver care to victims in their home country or in a country they may have been trafficked to, or if they're male versus female victims — how do we capture their stories? How do we move past our assumptions and into having something truly reflecting the voice of the victims? With something that's that cutting-edge, you can start getting into notions of big data, or you can start looking at it as an army of sociologists. We can do that, but there still needs to be somebody who's opening a shelter for the 200 child soldiers whom we were finally able to get demobilized from the Chadean army or the folks in the eastern Congo, and I think that's one of the challenges.

We have about \$18 million in my office with which we can make grants in a given year, and, again, that's about the size of one project for cocaine eradication, so I think it says a little bit about where Congress and others are. We are not going to be able to keep the shelters open much less do the innovation if it comes down to only the US State Department's funding for fighting human trafficking. So we've had to make some tough choices as far as how much we have for the day-to-day funding of those projects versus disruptive technologies and other things that really try to attack the information gap between trafficker and traffic victim.

If you look at the anti-trafficking books and plays and other things from the 1890s, when this was a very big social movement, it was all recognizing that the traffickers had more information than the victims did. Somebody comes to your shtetl in eastern Europe and says, "You can come to the United States and get a great job.

I know how to get you onto a steamship, and there's this place called Chicago, where there are all these wonderful jobs as a maid." And instead the girls wind up in high-volume immigrant-serving brothels in the meat-packing district — almost exactly what's happening to women from Tlaxcala and other parts of Mexico now. In both the 1890s and now, it's because the traffickers have more information. They have more information about how to get to the United States, what the opportunities are and then, once here, how you can deal with that.

So, we're constantly wrestling with this challenge of how do we, on the one hand, fund the shelters, the victim care, the things that you know are truly going to get food into the mouths of the trafficking victims around the world while at the same time trying to disrupt that difference in information that the victims and the perpetrators have. I think to do that we need the companies — Sabre, Carlson, some of the other travel companies working on that angle — working with governments as far as what kind of information people should have before they travel, and then working with other donors and the tech community and everyone else to try to make sure that we can address that or hopefully prevent it from happening in the first place. But whether it's through SMS [short message service] or whether it's through something as low-tech as radio (which often is the only access to information the trafficking victims have), how do we find that and then link it up with the lives of the victims? I think that that's the biggest challenge. A lot of it does come back to data because unless we start listening to the victims, we're not going to know where those innovations are and how to strike that balance.

RANDY NEWCOMB

You were talking about this balancing of both innovation and the practice part of it in terms of the day to day, but your office was existential in terms of supporting the Slavery Footprint, which is a really unique technology intervention and a data intervention that's frankly more on the consumer choice side of the proposition; that's much farther upstream and could potentially provide massive disruption in terms of the marketplace, so this *is* an example where you have been willing to really invest time and thought energy on the tech-side innovation.

LUIS CDEBACA

We're certainly willing to do that. If folks haven't taken it, the Slavery Footprint survey is at slaveryfootprint.org. I think we're going to talk about it this afternoon, but it really does look at your individual purchasing and your individual consumption and then gives you a rough estimate of how many slaves it takes to sustain your lifestyle. It hit home for me even though I've been working on these cases for years, and to see that number on my computer screen and say, "Those are my personal slaves out there. What can I do even more to try to bring

that down?" If it hit home for me and I'm in the movement, think about people who are coming to it for the first time. Again, I think that's a perfect example of how we're trying to be angel investors and provide seed and everything else. We were able to support that in its infancy and continue to support it, but Google and others have been able to come in and help take that to the next level and that's, I think, where we really see ourselves. This is a different approach than either the Bush or the Clinton administration had to the money we were spending on human trafficking. For us it's really trying to get the organizations to a level where they can then fly.

RANDY NEWCOMB

Yes. Jacqueline, let me turn to you and maybe continue this theme around technology. You sit in a really unique spot down there in Mountain View and have ambitious engineers who have time allocated to innovate outside the scope of Google's main business line. Talk to us about what you're seeing coming down the path around human rights and maybe in particular around the slavery space.

JACQUELINE FULLER

Sure. A recurrent theme here is that the traffickers are using technology a lot of times more effectively than the response. Thorn recently did a survey of underage sex-trafficked girls in the US, and three out of four of them said that they were either advertised or sold online. So, I think we need to be very aware of what's happening online, what's happening through technology, and use technology to fight it. As I said, the internet's been a great force for economic impact, but those same forces have driven the price down as well. Kevin Bales, for example, did research showing that a slave in the early 1800s cost about \$40,000. Today it's less than \$100. So, when slavery is that diversified and spread so much throughout the world and moving so quickly, technology is really going to be the key lever in fighting it.

I think there's some really exciting work going on around the world in this issue. With Google engineers in particular, we work with NCMEC (National Center for Missing and Exploited Children), for example, to help them. They're just being overwhelmed by child pornography and other images and video that are proliferating on the web. The amount that's being reported and sent to them by tech companies is escalating, so Google and other tech companies have been working with them to think about how we can create visual search systems that will help identify and look for patterns and make it a more robust response than just humans looking at these images and trying to respond.

There's also some really interesting technology work going on in terms of rescue and response. We saw the fab labs earlier, and there was an article this week in a scientific journal about microdrones that basically look like the size of little

dragonflies; and these drone technologies can be very scary, but they're tools and they can be used for good or for ill. I was thinking that one of the things I learned when I lived in India and was looking at this issue was that the power many times is just the secrecy. When you have slaves in a brick kiln in India, you own that private property and it's very difficult to get anyone in. Right now they rely on trained investigators to go in surreptitiously with cameras and what not to gather the evidence and the footage to not only do rescue but then to prosecute the bad guys and set up a credible deterrent. What if you were able to use microdrones to go in to some of these hidden places and see what was happening and report that way. I think there are some promising trends.

RANDY NEWCOMB

Fascinating. Pam, you just wrote a piece in the Huffington Post a couple of weeks ago, talking about the use of technology, as well, and you were pointing to both an intentionality and I think building out some themes that Jacqueline has raised here —this intentionality and that platform, if you will, of technology, being a values proposition that we should pay attention to. Do you want to talk more about that?

PAM OMIDYAR

Yes, I think Jane mentioned it this morning that technology is neutral. It's the intention behind it. I think the point of that little piece in the Huffington Post was around technology — part of the set of tools that we're using to address this issue. But as everyone here has said, it's also used to keep the hideousness of slavery hidden.

JACQUELINE FULLER

Yes.

PAM OMIDYAR

Right? Kevin [Bales] is one of the first researchers to try to start documenting this, and I know the ILO [International Labour Organization] and Siddharth Kara have done a great job looking at the statistics and the economics around this. Mark Latonero, who I think is here, from the Annenberg Center [on Communication Leadership & Policy] wrote this great piece about how technology is being used both within trafficking by traffickers but also to fight it. I made a note about what he said around the intentionality, so I'm skipping the op-ed piece, but that technology must be used in service of the victims of trafficking and also to prevent future victims. I thought that was a really important piece.

The other point that really resonated with me is that it must be used to coordinate, collaborate and expand access — not just for people who want to work on solving this challenge but also access for people who don't have voice. By

giving them access, they find a way to have a voice, to say, “This is actually going on with me,” and for them to know that it’s not okay. I think in all of our work arises this notion of being forgotten; in human nature the notion that you’re either unforgiven or forgotten is probably the worst feeling that you can have as a human being. Elie Wiesel writes about that in *Night*; he wrote about his experiences with this notion of being forgotten. I think we’re actually trying to use technology to say, “No, we don’t want anyone to feel like they’re forgotten but that they always have a path to go to.”

RANDY NEWCOMB

I think we’ve talked about this before, but one of the most striking and startling realities out of the development of eBay was the ability to provide access to individuals who were either disabled or didn’t have market access. That was so profound in the ways in which it transformed and changed those individuals’ lives, and I think this is the benefit that technology provides us that we’re speaking to today.

You know, Lou, I want to turn to you perhaps for a final thought. You have been an absolute inspiration to a movement of abolitionists, and it feels like we’re at this unique moment in time. We were celebrating this last week in the Google offices in DC, and you provided some really reflective comments about this kind of moment in time that we’re at — in particular the symbolism of its being 150-plus years after the signing of the Emancipation Proclamation. Give us your sense. You sit in this role where you get to see a lot of things taking place globally that are unique to the counter-trafficking movement. What’s your sense of the trajectory that this movement is in right now?

LUIS CDEBACA

I think that the counter-trafficking movement is at a bit of a crossroads. We’ve seen throughout the past 150 years, just in the United States — spurts of activity that then drop off at the end of a presidency. I know it might be a little soon since we just celebrated an inaugural after a re-election to start worrying about those things, but we’ve been able to successfully break that cycle over the past 12 years. Instead of after the Grant administration had to pull the occupying soldiers out of the South and a wave of re-enslavement happened under the guise of sharecropping; instead of after the Roosevelt administration gave way to a southern democratic administration as far as Wilson was concerned and all of the good work of the Roosevelt administration against both sex trafficking and labor trafficking was put on the shelf — we were able to see George Bush pick this up from the Clinton administration and intensify it. We were able to see Barack Obama take this from the Bush administration and intensify it. I think we’re at that moment when this fight against trafficking can now become something that is part of our lives.

In the philanthropic space, we often see it as something like, “Oh, well, my foundation does agriculture” or “What we’re funding is poverty” or “We’re looking at water issues. We’re looking at cook stoves. We’re looking at all of these things.” Well, the one thing that is common to all of those is that women and girls who have to walk to get water are being kidnapped and enslaved in Africa. If you’re working on agriculture, you have to factor in the fact that so much of the agricultural economy around the world, whether it’s farm or fish, ends up being tainted by slavery even now. The notion of democratization, the notion of rule of law — all of the projects that we work on are rendered useless if that access to the market of freedom is denied. If people don’t have that to begin with, they’re not going to be able to get the other things.

There’s a reason why the civil rights movement in the United States really didn’t take off until the Supreme Court made the practice of debt bondage illegal in 1947, and after that we see a shift from Thirteenth Amendment civil rights to the Fourteenth and Fifteenth Amendments. What we think of as the civil rights movement — *Brown vs. Board of Education et cetera* — couldn’t happen while people were still enslaved by the local county sheriff down South. So, it’s a predicate to freedom.

One quick war story: I was in Rangoon about three weeks after Hillary Clinton, when we were opening up the relationship with Burma [Myanmar]. And in going in to see Aung San Suu Kyi in the house in which she had been held captive for 12 years, I saw that she had all of the training materials that the International Organization for Migration, UNODC [United Nations Office on Drugs and Crime] and some of the foundations et cetera had been using all tabbed and cross-referenced and everything else. She started asking me some very tough questions about the anti-trafficking work that was being done. And when I told people about that, I think a lot of people were surprised because they think of Aung San Suu Kyi as a democracy hero or they think of her as a human rights champion or this or that. Well, she spent her Nobel Prize money: She had her husband take it Thailand to pay for food, clothing and shelter for 100 trafficking victims that World Vision had rescued.

The first trip that she took after she was let out of house arrest was to the shrimp-packing sheds in Thailand, where the Burmese are held in slavery to produce shrimp for the US market. And the last thing that she said to me before I left that day was, “You really need to make sure that they let General So-and-So work on this.” And I said, “Who is he?” She said, “He was my jailor, and he would bring me copies of articles from the internet about human trafficking. Over the past 12 years, we decided that he’d write a book on human trafficking that would reflect what he and I had talked about; and now that Burma is in a different place, we can work together in a very different relationship.” To me that notion of her being able to say, “This man who was assigned by the secret police to hold me

in prison was someone whom, because of the plight of the enslaved Burmese, I could make that connection with.” And rather than condemning him to me, she actually recommended him to me as somebody who was a partner. That tells me that this sits at the confluence of everything we do. The fight for freedom is something that can bridge even the gap between Aung San Suu Kyi and the Burmese general who was confining her to her house.

RANDY NEWCOMB

That’s powerful a powerful story, and I appreciate your sharing that. I think that helps us wrap up the challenge that we have before us and the hope that’s provided for us in this movement.

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Jane Karuku

APRIL 15, 2013

JANE KARUKU, President, Alliance for a Green Revolution in Africa (AGRA)

CARTER ROBERTS, President and CEO, World Wildlife Fund-US

TREVOR TOMKINS, President and Founder, venture | dairy

Moderator: **JUDITH RODIN**, President, The Rockefeller Foundation

JUDITH RODIN

We're glad to see everyone. I'm Judith Rodin, president of The Rockefeller Foundation. Lively morning! We heard from Jane [Wales] that we live in the digital age; we heard how developing countries are opening up their governments and using evidence-based research and how that's becoming more precise and how the physical world is becoming digitized through the Maker Movement. One of the conference tracks that followed really took on such an extraordinary and compelling issue: modern-day slavery.

I'd like to introduce another of our important tracks, and that is feeding the next 7 billion. This plenary will introduce the conference track on agriculture and nutrition. And while we really must think about feeding the next 7 billion, let's remember that the demographic prediction is that by 2050 the population will hit 9 billion people all needing to be fed, and most of them wanting to be far better fed than they are today. A majority of the 7 billion — and nearly all of the incremental 2 billion — will be living in Africa and Asia, the two regions of the world that are home already to the 900 million people who are still hungry and undernourished. So, it follows that despite the great success of the first green revolution, the challenges of feeding a growing population, particularly in Asia and Africa, are far from over. How we will provide all of these people with a nutritious diet and ensure a source of income for the many who will rely on farming remains one of the very great challenges of the 21st century and one that our participants will shed some light on today.

Some of you know that we're celebrating our centennial at Rockefeller, and we've given a good deal of thought to the pressing needs and issues of the 20th century, and many of these issues remain a driving force for our second century. Agriculture, of course, is one of those pervasive issues.

In July we'll host one of our centennial events in Abuja, Nigeria, to focus on exploring opportunities for innovation in agricultural markets and particularly new forms of financing. There are at least three issues we need to worry about as we think about the future of our food supply. First, the fact that in order to meet the 2030 food, feed and fuel demand, we will require somewhere between 175 and 220 million hectares of additional cropland. That's not even considering the additional inputs that will be required, such as more secure water and better

nutrients. A second factor is that as incomes rise around the world, we'll see a shift to diets that consume more calories, more fats and more animal products—all of which require more inputs from land and water and energy. For example, every pound of meat we produce leads to a cow's consuming 8 pounds of grain. So, we really are talking about unbelievable pressure from all sources of food as the population grows. A third factor, and a really consequential one, is climate change, which is already having devastating consequences on agricultural productivity, particularly in developing countries.

This coalescence of factors will require new action from philanthropy as well as from governments and private enterprise to innovate ways to increase production and nutrition, while cutting the inputs that lead to environmental degradation and contribute further to climate change. We have got to begin investing in solutions that cut waste all along the value chain, increase the resilience of smallholder producers and their crops and livestock through finance and insurance products, for example, and provide cross-sectoral interventions that ultimately shift the way we consume, the way we produce and the way we think about food in this century. The solutions will look quite different whether you're talking about developing countries or developed countries, but there are clear linkages, for example, ensuring that the innovations in seed, water and soil fertility and other technologies are able to benefit farmers all over the world. Many of us believe that we are at a tipping point and that what we do in the next few years will be absolutely crucial if we are to ensure that 9 billion people when their time comes will be fed and fed well.

I am delighted to be joined by three energizing, engaging leaders, each of whom is planning and working and collaborating with so many other sectors and actors to address the challenges and to identify solutions to what many see, even currently, as a global food crisis.

Jane Karuku is the president of the Alliance for a Green Revolution in Africa. Prior to joining AGRA, she was at Telkom Kenya, where she was the deputy chief executive and secretary general. She is credited with the transformation of that organization during her tenure and the creation of truly new Telkom Kenya. She worked with Cadbury before that as managing director in East and Central Africa, responsible for its operations in 14 countries across Africa.

Carter Roberts is the president and CEO of the World Wildlife Fund. Prior to joining WWF, he led international and science programs at the Nature Conservancy. With inspiration from nature and a background in business, Carter has sought to solve problems by creatively influencing the way markets and businesses operate. He has also tracked some of the rarest creatures to the far ends of the world and has worked with communities and heads of state in North

America, Africa, Latin America and Asia. Carter has written both academic papers and informal blogs for numerous publications ranging from Fast Company to Conservation Letters.

Trevor Tomkins is the founder of venture | dairy which is an innovative for-profit company that works specifically in the dairy sector putting capital and appropriate technology to work to transform dairy enterprises in emerging economies, and also to create impacts that extend throughout the enterprise chain all the way to the smallholder farms. Prior to founding venture | dairy Trevor Tomkins was CEO of Milk Specialties Global. During his 12 year tenure as President, Trevor oversaw the growth of the company to become one of the major players in the US dairy industry.

Let's begin. I'll start with general question for anyone who wants to take this first, and this one is about Africa. It was only a few decades ago that most countries in Africa were completely food self-sufficient; many were exporters of agricultural products, and that remained an important source of income for both smallholders and larger companies and certainly a source of growth for the countries. What happened? Why is it now that most of Africa has become a food-deficient region that today spends tens of billions of dollars to import food? What do African countries and their partners need to do to get things back on track? Maybe we'll keep talking about the later one as we go through the panel, but at least let's ask what happened. Jane?

JANE KARUKU

Yes, thank you, Judith. I think several things happened, and as I watched some of it I think we changed our eating habits. When we changed our eating habits, we started eating things, first of all, that we do not grow, things that were not very well adapted. That eventually led us to start growing things we wanted to start eating; we took climatic conditions that were not good for those products and then on top of that global warming, changing climatic conditions happened. So it's like double tragedy as you went on. Then we have another arm, which is more to do with government policies and how enabling they were to make sure that markets were sustainable so that the farming for even the smallholder farmer could be profitable as a business and give everybody energy and hope to keep going on.

And then there's the population increase. That population increase outstripped the production, so you find yourselves in the combinations of all the other things that I've mentioned. It got us deeper and deeper into the process. Then other things happened that forced governments maybe not to concentrate in terms of their investment in agriculture; and instead of being very socialistic, it became very private-sector-driven, and that brought the competitive ability of the farmers into question and therefore not sustainable.

JUDITH RODIN

Sometimes I hear also the World Bank blamed — or funder policies that directed the kinds of crops and agricultural produce. I don't know about livestock. There are so many funders in this room, although not multilateral agencies. Do we think that funders do push and did push in this situation in directions that ultimately had negative consequences?

JANE KARUKU

Yes, I think sometimes funders do push because they have their own conditions and they have their own objectives they want to achieve. So, if those objectives are not really aligned to the population or to the priorities of a government, you could find yourself in such a quagmire. You come with good intent: "I'm giving you money." But because it was not a very well-thought-out process and neither was it collaborative enough with other actors, it doesn't get the end result you should have gotten. I think that's a big challenge. Certainly, I think there is a lot of movement now, and people are getting more conscious that we have to sit together and agree on the best way to sort out these issues, but I think previously there was a point where it was more like a top-down approach: "Do it this way or not get whatever I'm bringing to the table," which I think is disastrous.

JUDITH RODIN

Other thoughts about Africa and why it turned?

CARTER ROBERTS

I think I won't comment on the funder impact, but there are some estimates that since the 1960s Africa annually has lost about 1 percent of soil fertility every year, and that has huge systemic impacts on the productivity of agriculture. Turning that around is going to require an intensive effort to rehabilitate lands. I think there are some promising programs that can get after that, but it's going to take a multi-decade effort to make that happen. Africa right now imports \$50 billion worth of food, and when you look at the vulnerability of the changes in the prices on commodities, and particularly with climate change on top of that, what we saw with the Arab Spring you can imagine occurring in many other countries as well.

JUDITH RODIN

Any thoughts on this one, Trevor?

TREVOR TOMKINS

Well, maybe a little controversial at the outset, but US farm bill policy has not helped in terms of undermining some of the market opportunities and the incentives to grow, but I also see that many aid programs have unfortunately

not delivered the sustainability that they should. We've had, I believe, much too much of a push approach at the production level and not a pull approach, so there haven't been the opportunities really for markets to function and pull products and their incentives for producers, farmers, to really grow their businesses.

JUDITH RODIN

In the last time we saw this export productivity, a lot of that export was not to other countries on the continent but to Europe and the view was that the developed world were better markets — they were willing to pay higher prices. Do you think with the growing capacity of the regional organizations within Africa that the trade this time, if there is export, will be within the continent and that that's another tool toward increasing productivity and the output markets operating more efficiently? Or don't you see a role for them?

JANE KARUKU

I think there is a lot of change within the regional countries bordering one another. What have hurt the intra-regional trade have been, again, government policy and a lot of political interference. We've seen examples where countries are just starting to get enough to eat and enough to export, but then somebody somewhere just comes and puts an export ban. But as the regional politicians are starting to understand, for you to sustain this productivity and to sustain the income of these farmers you have to allow them to sell to export markets and not necessarily export markets outside of Africa but just within because there is enough market even within Africa.

JUDITH RODIN

Let me move to second question, and that is the interface between agriculture or livestock farming and nutrition. Often we're talking about feeding calories without talking about nutritional interventions. Is there a move afoot to link them more effectively, and, if so, how do we actually do that? There's a resistance, for example, to genetic modification of seeds, particularly in European countries, which is one mechanism for nutritional fortification. How do we address this question?

CARTER ROBERTS

We're going to have to address the question, and to me, as one voice in the environmental movement, it's clear that we're going to have to become more nuanced about our approach to breeding. You're right that there are parts of Europe that see GMOs [genetically modified organisms] as an unacceptable option, but there are modern-day approaches to plant breeding using new technologies that's not the same as GMOs. But certainly you can select for traits that

address both productivity and nutrition at the same time. We're going to have to make that happen, and the environmental movement is going to have to become more sophisticated about how it looks at those choices.

JUDITH RODIN

Trevor, how about in the livestock and dairy industry?

TREVOR TOMKINS

We've got a long way to go. Part of the problem is that we've got very low productivity in the dairy industry. Across the developing world, we've got cows that are capable of producing 12 to 15 liters of milk a day that are producing, on average, 2 liters of milk a day. And the reason why they're producing such low volumes of milk is that they're not being fed balanced diets. It would be so easy to balance diets using modern analytical technology, and in doing that we would be able to change the feed efficiency of these animals, from, say, less than 1 kilogram of milk now per kilogram of feed to 1.5 to 1.6 kilograms of milk per kilogram of feed. So, just think about that. It's huge. And tie that to the nutrient density of milk and the opportunity to really improve diets in Africa. We've still got terrible problems with stunting in children that could be so easily prevented by highly nutrient-dense diets such as milk. And with fortification added to that, it's very, very low cost to add essential vitamins, minerals and trace elements to something like milk. I mean, just US cents per day can make huge changes. We've got to be adopting these things and trying to develop these much more productive systems. The impact on global climate change is going to be significant, too, because we all know that cows are methane producers, and methane's a greenhouse gas, so anything we can do to improve the efficiency of these animals is fundamental in my opinion.

JUDITH RODIN

Let me slice this by sectors, again, philanthropists in the room. To address more effective linking of food security and nutrition, what's the role of the various sectors? What should philanthropy be doing in its special role? What's the role of government in doing this and the private sector? How do we think about each of these sectors in playing a role to make sure that we're not feeding people empty calories, or we're not degrading the environment in order to increase the nutritional value, or reducing people's health in one way by trying to get more calories into them in another? How does each of these sectors play a role?

CARTER ROBERTS

I think there is no denying the central importance of the private sector and particularly the biggest companies on earth that buy and sell these commodities, and what we've seen is a growing sensitivity on the part of those companies.

We're talking about companies like Unilever, Walmart, Procter & Gamble, Coca-Cola, Mars — buying commodities not just on the basis of their appearance or their performance but also on the basis of how they were grown. Did they require deforestation? What about labor laws where they were grown? They are looking at those factors, as well, so we're beginning to see those companies sending market signals that they will buy those commodities only if they've met certain standards. And our dream, of course, is that we're able to tip the market, where the whole markets in those commodities are based on not just the performance of the crops but also all the other externalities that go into growing them.

JUDITH RODIN

Government?

CARTER ROBERTS

Let me just say one last thing. From an environmental point of view, the worst impacts are not from those leading companies and producers. It's from the ones that don't care about those voluntary agreements. And there is no denying the role of government and that at some point government is going to need to set a regulatory framework that builds in those externalities. Our hope is that more of these companies make these kinds of commitments. The Consumer Goods Forum, which is a set of the biggest companies on earth, in Davos two years ago made a commitment that they would remove deforestation from their supply chains — very exciting — but we need those companies to pull government into preventing the very bad actors from creating the greatest amount of damage.

JANE KARUKU

Yes, I think government work is around policy for enabling such good private companies to keep working in the sustainability of what the farmers produce themselves — either for nutrition or for income — and also for stopping the bad guys. If you're just a private company, probably you don't have a lot of force to self-control, but you need government to support you in that, so there's a very big role for government.

For philanthropists I think their role could be to break the cycle. The reason we do have a problem, particularly in sub-Saharan Africa, is because inputs are very expensive. Fertilizer, new seed or even the whole area around agronomy — there's a very big gap between what there currently is and what there should be. Philanthropists can break that cycle because all you need to do is, within a certain group of smallholder farmers, break the cycle so that they can get the seed, then they produce better, they sell to a good private company, they make money and it goes around.

CARTER ROBERTS

Yes, and I think there are some areas where we're stuck.

JANE KARUKU

Yes.

CARTER ROBERTS

We're stuck in terms of the transition that you're talking about. And that requires additional capital in just the right place. I think you're right about philanthropy and the role that it can play.

JANE KARUKU

I think once you break the current cycle and everybody is pulling their part — because if I'm a smallholder farmer and I've got money to continue to plant for the next season and to buy the things that I need to buy to sustain myself, I need the private sector to ensure market sustainability — then that becomes self-sustaining in its own. But if one of those places doesn't exist — there is no private sector where I can take my produce — the policy will not deliver, then I'll get into the cycle every time: "Please help. Please help. Please help."

JUDITH RODIN

Trevor, you want to jump in?

TREVOR TOMKINS

I agree with what both Carter and Jane have said, but I see these real disconnects in the value chains from the smallholder farmers to the markets, and we've got to do a much better job of connecting all these dots, whether it's cotton or cocoa. And dairy is maybe the worst because we've got a highly perishable product that we've got to get from the cow to be cooled to some type of processing center so that we can add value to it and preserve that value and then get it to a market, and there's a real disconnect. There is not a whole lot of sector depth or experience in, for example, the dairy industry in parts of these developing communities. I also see that we lack enterprise in these value chains. We've got to be empowering entrepreneurs to take responsibility for growing and expanding these value chains, and that's just not happening at the rate it should. I would encourage philanthropy to be looking at ways in which it can really encourage this entrepreneurial spirit and provide the wherewithal in terms of entrepreneurs' having access to capital and then the appropriate technology.

JUDITH RODIN

Great. Let me get more specific about the work that each of you does. Jane, let me start with you. The Rockefeller and the Gates Foundation are the proud parents of the Alliance for a Green Revolution in Africa. You are the president. It will be terrific for this group just to explain what AGRA does and importantly what your view is of the value chain — how you support the smallholder farmer and just the holistic approach to intervention that AGRA is taking.

JANE KARUKU

Okay. Yes, at AGRA we work across the whole value chain. We build capacities of scientists so that they can do research on better varieties for the different crops that are within the certain ecological zones across 16 countries. We work with national institutions to do research. And then we work on agronomy. We work on distribution of new seed varieties because adoption availability and affordability are the biggest challenges in terms of better varieties for smallholder farmers. To this date we have about 14,000 AGRA dealers, and their work is to distribute seeds from the private seed companies to the smallholder farmers. We then work on market access because we are starting to find many good examples of where farmer groups now have excess and they need market. And you know these farmers are not stupid and they can smell the money. So if I produce X, and I know can sell for a lot of dollars, I'll keep doing that and invest a lot of my time and even borrowed money.

Then we work on policies within government, advocating within government institutions. In my own opinion, if 60 percent of policies in sub-Saharan Africa were enabling to farmers and the private sector, I think it would resolve the issues on food security because it's a big problem. Across that we work with farmer groups because a single farmer who probably has 2 acres of land is voiceless. So, the only way you can make them have a voice to advocate to their own governments or to negotiate with private-sector banks to get money is when they are in a group. We help build the skills of these farmers as farmer groups, and they can gain financial literacy skills — how to borrow from a bank, how to go about having warehouse receipts, how to manage post-harvest losses and a lot of those good things.

We also work on financial accessibility. One of the challenges to break the cycle is that we need to give these farmers financial access, so we work with private-sector banks and other important actors to get instruments for helping them where they can borrow. And, by the way, the repayment is very good for smallholder farmers. Of the examples we've had, most of them have had 0 percent default. I saw James [Mwangi] of Equity Bank in Kenya. We had a project with them, and there was zero default. You and I could default, but the small little people don't default.

JUDITH RODIN

So, Jane, an instructional question I think for all of us who are funders. What happens when you're on the ground and there's a lot of investment in a country in that whole value chain that you just described and then there's some huge government disruption — either the government gets overturned, there's a coup, or unrest or conflict suddenly breaks out — how does the work on the ground proceed? What are the challenges?

JANE KARUKU

I think the challenge is if you were not working very deeply in terms of empowering farmers to continue, regardless of whoever is at the top, you fail because this is a group of farmers; whether there is a new government or not, they will continue putting pressure on their own government. Then if you were good enough to have imparted the skills — maybe it's a local private-sector seed company that is supplying them seed — it's okay. Where it goes bad is when the policy change goes away with the old government and you get a new government with new policies.

JUDITH RODIN

Carter, let me turn to you. The World Wildlife Fund is pretty extraordinary in its history of protecting species and its conservation approach, but more recently you really have gotten into, I think with both feet, agricultural development and all of these issues. Maybe you can tell us why, what you've learned in this integration on your journey and how you're starting to see agricultural development as part of the solution rather than part of the problem you're addressing.

CARTER ROBERTS

Yes, I think you can look at the numbers globally, which are about one-third of the world is used for agriculture right now; 12 percent is devoted to parks, and there's about 25 percent which is either desert or roads or cities, and that leaves about 30 percent. What's going to happen to that remaining 30 percent? Right now we're converting land from natural state to agriculture at about 0.6 percent a year. So, at that trajectory that 30 percent will all be devoted to cropland within 50 years. When we look at those numbers, it's clear that we could either decide that our role is to document the demise of nature or work proactively with farmers and fishing communities and ranchers to come up with more productive practices. And so, you're right. We've doubled down on this. All you have to do is go to the edge of the Amazon, which is constantly moving, and what you see are ranches where trees have been felled to create beef production or soy plantations. You go to Borneo and you can almost see the palm oil moving on a daily basis as it creeps into the heart of Borneo. The good news is,

when we look at the range of productivity for any particular commodity, the best producers produce 100 times what the least productive ones produce, so there's hope.

We have essentially created a global team that works on this. We've identified the 15 commodities that have the greatest impact on the natural world, ranging from beef and palm oil to cotton, sugar and soy; and for each one of those, we've identified the companies that trade, sell and buy the most of that commodity. There are 100 of those. We now have MOUs [memoranda of understanding] with 56 of those companies that have committed to a trajectory toward sustainability, and we're working on getting the other 44 on board. There are huge opportunities that we see. One is that Consumer Goods Forum group that I talked about earlier. The other one is an initiative that we're working on with the World Bank right now to potentially restore and rehabilitate 250 million hectares of land throughout the world, which would have a triple benefit: It would reduce pressure on forests with the additional greenhouse gas benefits; it would provide jobs and income for farmers — we estimate 25 million; and it would help us meet this new need for food production in the world without altering the natural world at the same time.

So, those are the kinds of things that give me a lot of hope. It means that we're hiring very different kinds of people. We have many more people from the private sector, people who've spent their lives in the food economy. I would say the greatest challenge for us, at the end of the day, is helping smallholders and local producers make that transition. You can't just send a signal from the top, so we're working with the Dutch government on a transition fund right now. It's a really exciting time. It's the fastest-growing part of our work.

And the role of philanthropy right now is helping us invent these new solutions all the way through the supply chain. I was talking to someone last night about how BRAC is taking this system-wide approach to new sectors, and that's what we're trying to do here. There are areas where we're stuck, and we need either long-term contracts, a pool of capital to make bigger purchasing decisions or funds to help us continue to innovate or help smallholders in specific countries make this transition — because at the end of the day we've got to help everybody make this transition.

JUDITH RODIN

You mentioned BRAC. BRAC had to do it all. They had to be every sector at once. There was weak governance, no real private sector, so they became everything. I think the model that you're describing is really validating the role of each of these individual sectors, expecting them to be strong and figuring out a way to leverage the capacity of each of them to really have some kind of catalytic effect, and it's very interesting to hear you talk about that.

Trevor, tell us about your organization and your approach, why dairy farming plays such a key role in this whole ecosystem and how you organize to get the leverage that you do.

TREVOR TOMKINS

First of all the dairy cow or the buffalo is a ruminant animal, so it's unique in terms of its ability to digest non-human-food products. So, that's a big plus in favor of dairy. For everybody who's been in the developing world, you see that cattle are everywhere. They're really the backbone of rural economies in the developing world. But most of the farmers, unfortunately, are not connected to market. So, 80 percent of all the milk in the developing world is basically going through some kind of middleman into informal markets. It's not getting to formal markets, so there's really very little pull.

The thesis that we wanted to test, and went out two years ago to test, and started in Nicaragua was that if you have an anchor processing firm that is linked to the market and is doing a good job selling the products into the market — creating a market, putting them in appropriate-sized packages for the position on the economic strata where you're aiming those products — once you've got that anchor processing firm, you can start to do really transformational upstream work to smallholder farmers because now the smallholder farmers have got access to a formal market. And once they've got access to a formal market, they're no longer dependent on a middleman who might come and pick up their milk today — but also might not because “It's the rainy season. I've already got plenty of milk.” But now you've got a formal way of capturing the value of the milk through the anchor processing firm. That firm can then provide credit for the farmer against future deliveries of milk. You can put a dairy hub.

This was a model that was really pioneered by Tetra Pak, Tetra Laval, in Bangladesh, and it's an extraordinary model. You put a dairy hub. You provide the farmer with access to proper feedstuffs, to artificial insemination, to record keeping, but — and the *but* is that farmers only learn from farmers. The world over, farmers are very skeptical people. They don't learn from people turning up and telling them how to farm. And unfortunately that has been part of the problem as I see it all across the developing world. We turn up and tell people what they've got to do, and it doesn't work. What we've got to do is *show* them what to do, and then they really believe — and they believe most from their neighbors.

So, what we're doing in Nicaragua is we've got an anchor processing firm. And, just as a little aside, a plant to process 100,000 liters of milk per day is only a \$7 to \$10 million investment. And I say “only” because it's a very small investment in terms of how it really powers back to the farmers. So, once you've got that processor set up, you take appropriate technology back to the smallholder

farmer. You show him, and you get his milk yields literally from 2 liters a day to 14 to 20 liters a day if you do it properly, and that's transformational; people see it and believe it and they do it. But it requires somebody who understands how to balance a ration and how to pregnancy-test a cow. That means you've got to have somebody who's really prepared to put his or her arm inside a cow to palpate it. And unfortunately those skills are still not common in much of the developing world, which is a travesty.

JUDITH RODIN

You commented now and in your prior comments about credit and entrepreneurship and the like. We often hear that for the smallholder, whether it's livestock or crops, credit is a rate-limiting factor in scaling beyond subsistence productivity. We know that banks are starting to come in. I think Equity Bank's James Mwangi is here, and we've seen their very good work in Kenya. But, again, how can philanthropy play a role in ensuring that there is credit available for these small and medium-sized enterprises to go to scale, whether it's seed companies or collectives of smallholder farmers or the like? Often we are criticized for our grant funding preventing the incentives for private capital to come in, dis-incenting that kind of activity. Can you help us think about that?

TREVOR TOMKINS

I would like to think that ultimately philanthropy will really move to impact investing. And impact investing as I see it is the triple bottom line, where we're looking at people, planet and profit, and those all have to come together. We've got to develop sustainable systems — and capital, I think, is the critically important component of really strengthening these value chains. Unfortunately, there has been a mentality that profit is bad, but profit is essential if these value chains are really going to work, and profit's got to be generated all along the value chain. For too long there's been in many people's minds a kind of harvest mentality among processors, not only dairy processors; they really haven't worked back upstream to the smallholder farmers. But we've got to have these value chains properly connected, and I think that philanthropists, as they look at how they can make the biggest impact, should really think about the impact investment concept.

JUDITH RODIN

Jane?

JANE KARUKU

I think I support him in that. Impact funds really go a long way because even the smallholder farmers, however poor we think they are, actually don't want it for free. They keep saying, "Come and invest with me, and I'll pay back." I think

the example you've just mentioned in Kenya was a very good example where AGRA and IFAD [International Fund for Agricultural Development] got together with the government of Kenya and worked with a private-sector bank to put some de-risking instruments within the bank; up to \$50 million was leveraged, and the number of farmers who borrowed were very many, and they were from banana farmers to maize producers, maybe even to some dairy — and they paid back. And they were not borrowing a lot. On average it was about 300,000 shillings, so divide by 100: \$300 to \$500 borrowed, not actually a lot. And their lives have really been changed, and the default rates — they are the ones I was talking about — were zero. They paid back, and the agreement was just to reduce the interest rate to about 8 or 10 percentage basis points better than the commercial lending rate, and farmers really went out for it. As a result, because our model has worked, it is now being scaled up.

Another role for government, Judith, is for them to invest. Because in sub-Saharan Africa, government is the single biggest spender of money. In Kenya the government has it set up to keep investing, and I think they put in their budget for the next 10 years, each year \$20 million to just leverage more money, 10 times within the other banks. And I think that will go a long way. Other countries, like Nigeria, have taken that to a bigger scale. They're talking of \$500 million. Tanzania and Ghana are about to do that, so it's a very good model of breaking the cycle where your funds are actually going to be repaid, and it's not a handout. It's actually a contract: *You change your life. Give me a bit for helping you change your life.* And, let's keep that relationship going. That's very good.

JUDITH RODIN

Carter, your thoughts on this?

CARTER ROBERTS

It is obvious to all of us on this panel why there is hope for the future in terms of productivity, the ability to rehabilitate lands, reduce waste, which we'll talk about eventually I think...

JUDITH RODIN

In a minute.

CARTER ROBERTS

...and all these other things that we've discussed. There are places where we're stuck, in convening all of these players and bringing them in a room together and identifying areas for transition, such as longer-term contracts for farmers. Growing a tree: it takes 15 years to get the full benefit back from that. But if you could pioneer a new scheme where you could guarantee the farmers the greenhouse gas benefits and compensate the farmers for that, then they are

more inclined to plant that tree and take the time if they have more guarantees behind either the future benefits or the income stream of taking that risk. There are other examples of pool purchasing. But I also think in this field, taking the extraordinary examples in certain countries of certain producers and disseminating those more broadly, that those are all opportunities for the world of philanthropy to harness the extraordinary capital in the private sector, which just needs to get together and move in this direction. We're seeing a huge opportunity here. It just takes some nudging along the way.

JUDITH RODIN

Yes, really important. You mentioned waste, and I do want to get to that because often we don't think about this, again, in a holistic way. So, globally, the estimate is that we waste one out of every three calories produced. It's true in the developed world, where we throw away much of the food per capita as people in other parts of the world have to eat. Waste is different but equally pervasive in developing countries, where up to 40 percent of the food harvested is lost before it's consumed, due to inadequacies of storage, transport or processing or poor markets, as Jane talked about. So, how do we think about both types of waste, from post-harvest — or in fishing or livestock, post-catch or the beginning of the utilization — all the way through to the developed world and the post-consumption waste, if we are going to really address feeding this growing planet?

Carter, you want to jump on that first?

CARTER ROBERTS

Sure, I think the way I look at it is imagining that all of the world's food production is in nine silos. The first silo is lost due to post-harvest waste. The next three are converted to one silo of meat and dairy, and then two more silos are lost due to post-consumer waste — either it ends up in our trash can at home because it doesn't look so good or the expiration date is gone bad and then a lot of it ends up in the dumpsters behind restaurants and supermarkets. So, at the end of the day you're left with a fraction of what you produced. You've lost four silos against the nine that you started off with.

So, on the ground there are ways to address post-harvest waste, and one of the things that we dream of is a 1-ton container, locally repairable, that would enable farmers to store their crops; protect them from animals, insects and water; and then enable them to keep those crops until the market prices are better. If someone can invent that, if someone can create a prize to invent that — a reasonably priced container that could be used over and over and over again — that would be huge.

But when you think about what we're doing here at home in the United States and in other developed economies, getting the American public to think differently about expiration dates, to think differently about portion sizes, to think differently about bulk purchasing requires a really creative outreach using social media, the likes of which we haven't done yet. In my latest board meeting that we held just down the street at Google, we dreamed of using our brand and our institution to engage the American public on these issues of the choices they make. Do we really have to have the perfect, perfectly gorgeous vegetable in order to eat it? Is the food that we throw out because the expiration date is passed really not good anymore? Finding ways for people in this country to think explicitly about the choices they make is enormously important and a huge opportunity. And if we can think of some devices to urge them along the way, I think that's a huge opportunity for all of us.

JANE KARUKU

I think if I took the same analogy of silos, my silos would be more upstream. I think the first one would be breeding for varieties that would stay longer because within sub-Saharan Africa the feed would not be there all the time, so what are the breeds that stay longer? I like your idea of storage, so we could take the silo of storage. But there is a key one, which is innovation on value addition because it's not going to be value addition on large-scale industry. It's innovation on little value additions. If you, for example, raise maize, how do you store it? How do you shuck it? How do you shuck it and store it better until you sell it or until you can consume it in the next eight months? And then how do you store other perishables like vegetables before you consume? It's more on innovation on little technology that can help farmers preserve their immediate needs before they get to the marketplace. Those would be my silos.

TREVOR TOMKINS

I would add that there's this critical need to really educate that nutrition and health are ultimately one and the same — that if you get nutrition right, you really get health right. Unfortunately, we've got it so far out of whack here in the developed world, where one can go out and slam 3,000 calories at a fast-food joint in five minutes before your body even tells you that it's sated — you know, when 1,200 or 1,500 calories would be more than enough for probably all of your day's requirements. We've got tremendous waste at this level. And then in the developing world, products are just not getting to market — and milk's a classic example of that. It's highly perishable, and frequently by the time it gets to the collection center it's already pretty far fermented as a result of the heat.

JUDITH RODIN

A new question. We're in the land of Sheryl Sandberg, so I have to ask you about women. The smallholder farmer in Africa is a woman, and many I guess in other parts of the world are as well, and yet certainly in many of these communities we still see extraordinary gender inequality despite the fact that the women are often the producers. How are you approaching, if at all, these issues of gender and gender-related issues around the work that you're doing?

TREVOR TOMKINS

The biggest problem is where there is cash and the women do the hard work and frequently have all the knowledge about how the animals should be taken care of, but as products go to market, the cash goes to the husband or the man. The problem is that the woman just doesn't get it, so as we get digital technologies changing that, we can give credit on some type of mobile device, and that credit can be turned into goods at the local store. I think we can make big changes on these fronts. It's a huge problem. In Rajasthan [India] just recently was exactly that sort of situation: a woman with three beautiful buffalo. We asked if she would sell any surplus milk, and she said, "No, I don't want cash coming into the household because then I get beaten up after my husband gets back from the bar."

JUDITH RODIN

So, mobile cash technologies may be one solution. What are some others, Jane?

JANE KARUKU

One is education. I think the more the African women are educated, the more they'll be aware of their rights and the more they will be respected. We are starting to invest now in what you call "women crops" because men tend to own the cattle and they tend to own the cash crops and maybe the big staples, but vegetables are known as women crops. I think they'll have higher value and that it will also help in some of the nutritional aspects of the family once we get that. It would be a good solution to both nutrition and income for women, but I think education overall is what is going to help so that they can be better at advocating for their rights, better paid for the work that they do.

JUDITH RODIN

Carter?

CARTER ROBERTS

At the heart of our work at the local basis is ensuring that communities have the rights to their natural resources and to manage them, and at the heart of that work is ensuring that there is a stronger role for women within those

communities. I've learned a lot through a partnership that we have with CARE [Cooperative for Assistance and Relief Everywhere], where we, recognizing that our future work is about a future in which both people and nature flourish, build partnerships with institutions that aren't like us. So, Helene Gayle and I got together with Virginia Sall, who served on both of our boards, and envisioned a partnership in Nepal and Mozambique that is grounded in the role of women in these local economies managing natural resources and addressing many of the issues that Jane just mentioned. Through that partnership — and I love this partnership because we're learning a lot about a completely different world view — we're learning a lot from each other, but I think at the end of the day for these communities the real promise is when they manage their resources for themselves and we give them the tools so that they can do that better.

JUDITH RODIN

None of you mentioned land tenure and property rights. Can we talk about that?

JANE KARUKU

I think a big one is policy, and this is again for government. Government has to do this because women in most cultures don't own land as such. So if they don't own land, they don't have any right to property or any right to collateral to progress to the next steps.

TREVOR TOMKINS

Yes. This is slightly different, but in Nicaragua, for example, the women are being given free membership to the cooperatives. They are given a kind of leg up, if you like, in terms of their initial ownership, and it's making a big difference.

CARTER ROBERTS

I talked earlier about this degraded-lands initiative, and it is a no-brainer. If you go to Borneo, there's this rain forest in the heart of the island and then it is a sea of palm oil around the rest; and the future palm oil that's being produced, instead of going to land that's lying fallow, not being used, the producers are cutting down more trees because the land tenure on the degraded land is uncertain. When we've talked to the World Bank and others about this initiative, you need good science to figure out which are the most potentially productive areas for food production on land that's degraded; you need finance to encourage and incentivize future purchasers from the market to go to that land first instead of to land that's being deforested. But it's the tenure piece that's the complicated piece, so we're imagining the creation of new companies that have community ownership in those degraded lands so that they share in the future benefits. But you need to work with the government to sort that out, and that is one of the trickiest but also one of the most important things that we need to move on:

working with governments like Indonesia to ensure that local communities have either clear title or clear benefits to that land and can play a role in its resuscitation and the benefits that come from that.

JUDITH RODIN

We tried to put together a panel that would do two things: show you the complexity of these issues and also the multiple approaches to really taking an important enormous set of steps to address them, and I think that our panelists have done both — fantastic work. Please join me in thanking them.

**PHILANTHROPIC DECISION-MAKING:
OPEN OR CLOSED, AN ART OR A SCIENCE?**



(From Left to Right) Larry Kramer, Bradford Smith

APRIL 15, 2013

LARRY KRAMER, President, The William and Flora Hewlett Foundation

BRADFORD SMITH, President, Foundation Center

Moderator: **JANE WALES**

JANE WALES

Good afternoon. We're going to move the conversation to the practice of philanthropy. We have heard a lot today about the ways in which digital data can be used to enhance governance, to allow countries to set priorities and to continuously improve the design and the delivery of any government services. And we've had a conversation about the ways in which data can be used by grantors and grantees as they are trying to figure out how to ensure that their interventions are specific, relevant and effective in very complex situations, such as the issues of slavery, hunger and other issues that we'll be covering.

Before we turn to our working group sessions and start rolling up our sleeves and trying to tackle these various issues, I thought we would turn for a moment to the question of the practice of philanthropy and the ways in which the new tools at our disposal might actually be changing and improving that practice.

Joining in that conversation is Larry Kramer. Larry has been president of The William and Flora Hewlett Foundation since last September. Before that he was dean at the Stanford School of Law — he's a constitutional scholar — and we're so pleased that we've been able to capture him from that world into the world of philanthropy. We'll find out if he is as pleased.

You all know that Brad Smith is the president of the Foundation Center, which is one of the major data aggregators when it comes to the sector. Before joining the Foundation Center, he headed the Oak Foundation in Geneva, and before that he was at the Ford Foundation both in New York and in Brazil.

Larry, I want to start with you. We've heard about how data can be used to improve decision making, and we have more evidence now than we've ever had about any given issue that we might choose, but I just wanted to know, is that how human beings actually make decisions?

LARRY KRAMER

I suppose it depends on which human beings. My sense of it is — and I think this is not new to experience in the foundation world — that data can both help and hurt good decision making. Which is to say, you, of course, need and want data and then the struggle is to make sure that you control the way you use data rather than the reverse. So, it depends on the question and it depends on what the data are. I mean, I love the title of this session, an art or a science?

Because of course the answer is both. My own intuition is that it's art informed by science. And the risks with data—I think I've already begun to experience some—are that the data can become a limiting factor in a not-good way. The data can become something that changes the kinds of things that you venture upon. You begin to think more short-term. You tend to shy away from certain kinds of questions. You tend to shy away from certain kinds of risks because the data don't give you an answer or enough of an answer. So, you need to find a way to balance those kinds of considerations.

JANE WALES

Right, and we always think that the philanthropic sector is unique in its capacity to take risks, and that is a large part of its value to society. Are you already seeing signs of a shying away, or are you just fearful of it?

LARRY KRAMER

Let's put it this way: I don't have a long enough experience to know whether it's a shying away. I will say honestly that my own intuition is we don't live up to our billing.

JANE WALES

We don't have a big risk appetite.

LARRY KRAMER

It's a very risk-averse sector from my perspective, from what I've seen so far.

JANE WALES

And how might that change?

LARRY KRAMER

I think the focus on data if anything exacerbates that still more.

JANE WALES

Yes, makes it worse.

LARRY KRAMER

It makes you more nervous about venturing in and especially about taking long-term gambles. That's something I think is really important to focus on and pay attention to and not let that happen.

JANE WALES

Yes, you make me think about how expectations might change on the part of the public when it comes to transparency. The pervasive use of social media

and access to the digital data make us come to expect an extraordinary level of transparency. Let me step back for a minute and say that we expect to have a high degree of transparency when it comes to the public sector, democratic governments and a publicly held company, but we don't expect that with private philanthropy. Do you expect that to change?

LARRY KRAMER

I hope so. Paul Brest was actually quite focused on being transparent, but we're reexamining that now to see whether there's farther we can go. At the end of the day it's just how you make decisions about what you're going to do, and you just have to be prepared to explain them. As long as you do that, I think it's incredibly important to be fully transparent about everything you do.

Hewlett is more transparent than most, but it can still be really hard to know exactly why we're doing what we're doing. So, we spend a lot of time with potential grantees who haven't been able to figure out exactly what it is that we're doing and why we're doing it. We end up wasting a lot of their time. We end up wasting a lot of our own time. And so fully exposing both exactly what you're doing and why you're doing what you're doing — what you're learning, how far you're going — I think is really pivotal; and then you just have to be prepared to explain where it's not working out as well as you might ideally want.

The hardest thing — and I would be curious to get other people's reactions to this — is figuring out what our expected failure rate is. In the venture world, if you're lucky, maybe one out of 10 things works out, and people in that business are comfortable with that. Of course, hopefully the one out of 10 that works out works out really big. How to think about that in our context is different. My sense that philanthropy is actually a pretty risk-averse sector comes from the fact that I think people are actually very intolerant of risk. They do not want to fail, so all of the issues, whether it's about transparency or risk taking, are really driven by that as much as anything else. I say you need a sense of how often we are prepared to say, "We tried that. It didn't work. Let's try something else." There are no really good benchmarks or even much of a conversation about it.

JANE WALES

Yes. Brad, can you offer us up some examples of where a foundation has stepped forward and said, "We really got this wrong and this is why" and where that's proved really helpful to the field more broadly?

BRADFORD SMITH

Yes, it's pretty easy to give examples because there are so few. Quite some time ago, the Irvine Foundation publicly did a study of a failed education initiative, and what's interesting is that today people are still talking about this as this great

admission of failure by a foundation. I think it stands out and it's remembered because it's one of the rare ones. The Gates Foundation has also done it, I think on school size. But it is quite rare, and the fact that the few examples make such a big impact tells us a lot.

JANE WALES

Yes. I know that The Hewlett Foundation has joined with Gates, Knight, Mott and others in looking at the question of how to build a knowledge commons; it's not just examples of failures but really all of the learnings. And when you think about the world you're from — from academia, whatever the field is — you do your research. You're subjected to peer review, and you disseminate the knowledge. That's an understood part of it. And if you're really unlucky, they then make you dean, right? So, that's how it works.

LARRY KRAMER

I have a few unpublished manuscripts of things that didn't quite work out.

JANE WALES

But how would we go about building such a knowledge commons in the field of philanthropy?

LARRY KRAMER

There are a lot of problems. So, apart from willingness, because I do think there's a fair amount of willingness, the vocabulary problems are huge. Figuring out what you're talking about and whether you're talking about the same things as other people can be difficult.

One of the other things that has surprised me a little — again, I'm obviously relatively new to this — is, as dean of the law school, I hated the competition part. I really did. It was just no fun. I didn't actually care about competing with Harvard or Yale Law School, but I had to. So, one of the things that attracted me to this sector was that it is non-competitive. I'm not competing with any of the other foundations. We're actually just trying to figure out ways to do work together, and yet somehow it seems harder to get cooperation in this sector than it was there. I did better finding ways to work with Elena Kagan at Harvard than I have done, you know... I won't mention any names because it's not particular. It does seem to be kind of sector-wide.

A lot of it comes from vocabulary. A lot of it comes from the complexity of the internal structures. So, you've got so many levels involved in making decisions and people with different knowledge levels. As CEO, I'm not going to override my program directors or program officers unless I either know better than them, which is not true in most of the things that we're working on, or I feel really,

really strongly about something. So that makes it difficult when you've got to persuade people at three or four levels, and then of course there's the whole board level. Although boards are often used as an excuse, right? "I can't do that because my board will never go for it." In academia we used to use spouses that way: "I would love to come to your school, but my wife, she just will not move." I think that all makes it quite difficult to get people to take the preliminary steps that you'd need.

Once you get past that, I think you're then dealing with the level of *How much do we want to expose our own failures?* But also — and this *is* a really hard question — we support organizations. So, it's one thing for me to make public the ways in which I've failed. It's another to make public the ways in which we may have decided that some other organization failed, which will hurt them, right? That's a trickier question. I'm also not completely comfortable just putting that out there because of the effects that it can have, which may or may not be fair, so that makes it difficult as well.

JANE WALES

Right, so if your board or your wife fails you on this question, you can turn to consultancies. That's what they are there for, too. It's *Look, we hired a management consultant and they said no.*

Let's move to the practicalities. First, I love this comment on having the same language. I remember when I went from the State Department to Carnegie. I wrote up a grant at Carnegie Corporation. It was grant to a grantee in India, and I referred to them as in South Asia, and the corporate secretary came back to me and said, "India is not in South Asia. India is on the Indian subcontinent." And I said, "Gee, at the State Department they're in South Asia." At that moment I realized that Carnegie was a lot more important in my life than the State Department, so, it's the subcontinent.

Talk to us about this notion of shared data. In the first place, how do we think about what data should be shared and what shouldn't? And, second, talk about the practicalities of things like language.

BRADFORD SMITH

Yes, I think there are basically three classes of data that are useful for philanthropy. The first is transactional data, about the grants that foundations actually give: What are the grants they give, whom they give them to, who are the partners and what are they for? I would describe that as transactional data, following the money. I think the second class of data is contextual data: the data from other sources that would help you make good strategic, good programmatic decisions. It could be crop yield. It could be infrastructure. It could be demographic

information. It could be climatic information — whatever is useful to make the decisions for the particular problem you're seeking to address. And the third class is probably the most elusive and the most complicated, which is impact and effectiveness data. You get all of those from different sources.

The Foundation Center covers a lot of the transactional data, actually following the money from the foundations to their partners. Organizations like GuideStar have a lot of information on the effectiveness and impact of data. Then, of course, the contextual data comes from all over the place. It can come from the World Bank, from the UNDP [United Nations Development Programme], from census data, from lots of different places.

Now, I'd like to take issue with something that Larry said about how having data can actually lead to you being risk-averse because I think there are ways in which data can also be liberating and give people courage. If we look at philanthropy as an industry, let's just take it in the US for a minute. It's an industry with close to \$700 billion in assets. It's an industry with more than 80,000 independent foundations, and it's an industry that gives out close to \$50 billion a year. Now, when you say "foundations," that's probably the most dangerous word you can use because there are lots of different kinds of institutions included within the name *foundation*. There are less than 900 foundations with assets over \$100 million. So, a lot of times when we're talking about staff and boards and the board saying one thing and the staff saying another, we're talking about a subset of those foundations that have a lot of the money, but it is a relatively small number of the foundations. At the other end, 75 percent of foundations have only four or fewer staff, and that's a very different institution than The Hewlett Foundation or the Gates Foundation.

The common vocabulary is really the key to building a bridge. I'll give just one example of how I think finding that vocabulary can actually encourage people to take risks. We did a project with the International Human Rights Funders Group. It's an affinity group of about 200 foundations around the world that fund human rights. This is some of the toughest work you can be involved in. It's politically sensitive. It makes enemies. It's risky. And a lot of foundations are scared to do it. What we had to do with them is sit down with their members and say, "Okay, what is human rights for the purpose of philanthropy?" That actually took two years to figure out. It took eight rounds of going back and forth to develop what is called a "data architecture for human rights."

For example, freedom from violence is a basic human right, but within that fits the anti-trafficking and slavery we've heard about today, gender violence, domestic violence, degrading treatment and torture — different kinds of violations within that category of human rights. Once we built that out, we applied it to the entire database that we have, which includes all US foundations and

a growing number of non-US foundations. Now, remember I said that the International Human Rights Funders Group has 200 members. When we ran this against the entire database, we found more than 3,000 foundations around the world that were funding some aspect of human rights. Most of those foundations don't have what they call a "human rights program," but human rights funders are like almost any kind of funder: They live within their own terminology and their own labels. The light that went on in their heads when we showed this to them was that there's a vast number of foundations and a sea of resources out there that they could be collaborating with, they could be leveraging, that don't necessarily use the same language to describe what they do but may be working on violence against women, may be working on trafficking and slavery.

I remember when Larry came to visit when he was in the first few months of the job. I was showing him a GIS [geographic information system] mapping application of this data, and I said, "You know, Hewlett's in there even though you don't have a human rights program." And he looked at it and said, "Oh yeah, that's our access-to-education work." So, I think in cases like that, the data can actually be liberating because funders like to know that they're not alone on an issue, particularly a complicated, complex and controversial issue.

JANE WALES

So, what can be learned by philanthropists who are present who are in emerging economies? They are setting up their foundations now. They don't have to deal with having the language wrong. They can set it up in such a way that they can capture all that you're capturing.

BRADFORD SMITH

Yes, I think the first thing is that that's really important, and it sounds kind of strange but there's no obligation to be unique. There's something about the nature of philanthropy: We tend to set up unique institutions, and part of being a unique institution is you tend to create your own labels for your programs and your own information systems. The second thing is: Don't necessarily create your own custom grants management system. Look around the world. When you've decided what issues you're going to work on, look around the world at how information is structured among other organizations, be they government, intergovernmental, business or other foundations that are working on a similar set of issues. There are databases out there that you can access. There are the Foundation Center databases; there are lots of databases out there. I think this notion of not trying to be unique and looking before you leap at how information's organized in other sectors is significant.

We've done some work in the water sector, and the water sector is an area in which government is the big spender. So, if you're going to be a foundation

that's going to work on access to safe water, it's probably worth looking at the OECD [Organization for Economic Co-operation and Development] DAC [Development Assistance Committee] coding system, which is a public system. You can go to their website and get it — to see the categories they use and their descriptions, the information around bilateral and multilateral aid spending — so it's much easier to align your information and see what your funding is doing in relation to others.

JANE WALES

There have been a couple of mentions of intergovernmental organizations, and I think it's important to point out that the World Bank, UNDP, OECD — all have decided to make their data on development very much available, so this opportunity to capture a huge amount of knowledge is there, and remains there.

Larry, talk a little bit about situations in which data are ignored — and I'm thinking about matters of public policy. The Hewlett Foundation has tried to influence public policy when it comes to climate change. Others have tried to influence public policy when it comes to gun control. Those are two examples where data are not carrying the day, right? Or at least in the case of climate control, data are being ignored. In the case of gun control, we're actually choosing not to gather some data. How does that affect a foundation's strategy when data doesn't carry the day?

LARRY KRAMER

You mean government's refusal to use data in order to make policy. That gets to a different problem, which is that sometimes the way government uses data is either primitive or not very thoughtful. In some sense that underlies everything we do, right? Certainly for the larger foundations and the foundations that are working on policy rather than direct services, the whole point is to leverage your assets by getting government to enact policies that make sense; and in an ideal world, you can develop the evidence, you can develop the practices, and that will get picked up by a rational process and implemented into policy. When there's a breakdown in the political systems such that people don't care about that, then that itself becomes something that you need to address. So, there are fixes, although they're complicated and long-term to the political system itself, and that is something that we and I think a number of other foundations are beginning to look into. So, you must correct that, right?

At the same time, it is interesting how much work can be done, even within the current messed-up political system at the state and local levels, at least to get government to use data better. A lot of the people in office haven't done it in

the past. They're open to being educated about it and are actually willing and eager — the Obama administration has pushed a lot of this, too — to understand how to use the data better. That's a kind of work that can also be done.

BRADFORD SMITH

Can I say, Jane, since you mentioned Brazil? I have to quote. There was a Brazilian author, Monteiro Lobato, who wrote children's books and he also was a member of the Communist Party. So, imagine that. But, he said something that I think really applies to data. He was talking about books. He said, "Books don't change the world. People change the world. Books change people."

So, data without messaging and data without delivery mechanisms are not enough to produce change.

LARRY KRAMER

And we're living in this peculiar age when people map the way they want to read the data or what data they will look at based on their preconceptions. Climate is the best example of that. I have constant ongoing conversations with my conservative friends, and there is always enough ambiguity in what's out there that if you're determined to reach the conclusion before you hear it, you can do that. One of the really interesting developments for those of us who grew up in the sixties and the seventies is that the right was relentlessly critical of the left-wing critique of objectivity, which they have now fully embraced. So, there is no objectivity. There is what you're ideologically predisposed to, and then you can pick and choose among the data. That is something that needs to be fought quite separately because, as you can see in the case of climate or guns, it does not matter, in effect, how good the data are. I think, fortunately, not all issues have quite that high political salience, but it does bleed all the way down into almost everything these days.

JANE WALES

We do have a sense that we've become so polarized, that we've just forfeited our ability to solve any large problems together. How are you thinking about going after this problem?

LARRY KRAMER

Well, the public at large is a lot less polarized than the political system is, although it is starting to catch up. And that's because, of course, people do follow political leadership. This is a long conversation, but we have in this country in particular stumbled over a 40- or 50-year period into a set of institutional arrangements that reinforce polarization. I think we need simultaneously to push cultural messages about the need for compromise within a democratic society, about the need for open-mindedness in approaching what makes sense

and doesn't make sense, and about the need for pragmatism in policy, while at the same time we deal with a set of institutional issues. I think you all know this, but I mean institutional issues like money in politics, gerrymandering, primary elections, rules in Congress, voter registration, voter access and so on. We need to be working simultaneously across all of those fronts. That's a slow process. It will take a long time to restore functional government because undoing those institutions without getting the public at large mobilized won't have an effect. And mobilizing the public without fixing the institutions is almost impossible, so you need to simultaneously move everything along. It's a difficult process, but it is one that I think everybody shares an equal interest in. It is worse in the US than most of the rest of the world, though people elsewhere do seem to be trying hard to catch us.

BRADFORD SMITH

I think it's another issue where vocabulary and data can really help because if you can figure out what the vocabulary is to describe the issue you're approaching, I will guarantee that you will find more individual philanthropists, more foundations out there doing some aspect of this work than you ever imagined. And I think that helps legitimize it, and it does a really important thing: It's a preventive, prophylactic mechanism from overly politicizing philanthropy. Virtually any cause — there are many, many foundations out there. You have company. You are not alone. And it's really important, but part of it is defining exactly what the issue is.

LARRY KRAMER

Yes, I think that's true. In fact, we're finding that. We're starting to try to develop some kind of mapping for who's doing work in the democracy space, and it turns out to be incredibly broad

There's still a lot of difficulty involved in getting people to try different things and cooperate. So, you discover that there are many different people working on the same thing in different ways, and they're each fixed on the way that they're doing it; and knowing that others are doing it doesn't itself seem to bring people around to saying, "Okay, let's try something a little different. If we can work with you on this, we'll each do it a little differently than we've been doing it." I'm not quite sure I understand why that's so difficult in this sector, but it is quite difficult.

BRADFORD SMITH

Yes, I think the "transaction costs" of collaboration among foundations are very high, partly because of the vocabulary issue but also partly because, within the large staffed foundations, knowledge management is still very much in its infancy. You will often find within a large foundation that there may be three or

four different application forms in use, that different programs won't necessarily agree on the vocabulary they use to describe the programs across the foundation, so just getting that information within your own foundation is a challenge.

I've worked in large foundations and small foundations, and in the large foundation I learned very quickly never to say that, "Our foundation has never funded X," because sure enough it had been funded. And it took grantees about five seconds to figure that out and discover that: "What about this grant?" or something. So, you can imagine that if it's difficult within a foundation to manage your own knowledge, when you're trying to collaborate with others the transaction costs become very, very high. I know The Rockefeller Foundation has recently hired a vice president specifically for knowledge management. There's a lot going on in this space. I think grant management programs are becoming more and more workspaces that pull in data that's necessary for decision making. It could be GuideStar data. It could be our data. It could be Google data. It could be Salesforce.com data because it's also not reasonable to expect people at foundations, whose basic job is to allocate resources to make positive change in the world, to go chase 10 different sources for the information they need.

JANE WALES

Let's step back for a minute and think about the various audiences the foundations serve. I mean, there is one another, but I suspect that that is the last audience and that's why collaboration is so hard. There are the grant seekers, and those are the folks you want to be helping. When you're thinking about what you put on your website, you want to help them understand the various programs and what they should be applying for, if they should be applying. But there are emerging donors as well, who are very hungry for information, mostly on impact, on what strategies work and what strategies don't — and they're not asking about individual grantees. There's no risk of exposing an individual grantee. They want to know about the strategy that you adopted as a foundation and what you thought of that strategy 5 years out, 10 years out and 15 years out. Do you think about that audience and what needs they might have in that regard?

LARRY KRAMER

We think about that a lot, as I say. There is cost/benefit analysis, which is mostly about the timing. So, when is the right time to do the kind of evaluation that you're going to want to put out there for everybody else to learn from? Midstream? At the end? Do you want to do it at the end of every program? Which ones are worth it, and which ones aren't? But I think that's critical. So, we always want to be thinking sector-wide. It's not just about what we're accomplishing but about what we, as a sector, accomplish. And the only way you're going to improve that is by sharing what you're learning as you go along, absolutely.

JANE WALES

Right, and I want to also turn, Brad, back to your transactional data that you described. That doesn't sound that interesting to us because we have access to it, right? I mean, we've got GuideStar; we've got the Foundation Center; we've got so much access.

I think about China, for example, where perhaps the biggest problem when it comes to philanthropy is the pervasive lack of trust; trust that a government-approved grantee will ask, "Where will the money go?" Is that concern a truly independent grantee? Will they really have the capacity to live up to their mission? And there's a situation where they've replicated, or they're in the process of replicating, the Foundation Center in China, which to me is a very significant step because it begins the process of shedding light on these organizations and allowing folks who are donors to stop holding the money at the sidelines. Say something about the progress made and whether you're trying this anywhere else.

BRADFORD SMITH

Yes, and there's irony to that story. It was almost four years ago; a Chinese Delegation came and visited the Foundation Center and said that they were thinking of creating a foundation center in China. We told them the origin story of the Foundation Center here, which a lot of people don't know actually. As Chris Stone, the president of Open Society Foundations said, "Most people know the Foundation Center as the place that foundations send you when they don't want to give you a grant." But the Foundation Center was actually created during McCarthyism. It was created in 1956, following two sets of hearings in 1952 and 1955, when foundations were being investigated for support of un-American activities, so it was really ironic and interesting to tell a Chinese delegation that this was created because foundations were alleged to be supporting communism.

And precisely at a time when China was beginning to realize that its social safety net was tattering — that because of the accelerated economic growth that disparities in income were growing, that there was a set of policies put in place to redirect money from the extremely wealthy back into the social sectors of the economy through the creation of public charities and foundations — this group of people felt it was really important to have an independent, as possible within China, information system about this emerging sector, so they basically wanted to replicate a lot of the data collection capabilities and research and reporting formats of the Foundation Center. It was a fantastic opportunity.

We made a decision basically to open up all of the intellectual property of the Foundation Center, and all that we asked in return were two things: One was that they provided a stream of data to us on philanthropy in China, which is really interesting to the rest of the world, and the other thing is they originally

wanted to license our technology platform, and we said, “Don’t be crazy. We started in 1956. We have stuff that the Smithsonian would even reject.” So, we said, “Actually, we’d like access to your technology because you’re going to see a lot of what we do and you’re going to reinvent it with new technologies.” So, that was the agreement, and it’s really remarkable what they’ve been able to do in a very short period of time. They created recently the Foundation Center Transparency Index. It’s really worth looking at; go to foundationcenter.org.cn because that’s the China suffix and look it up on the English part of their site. They have created this index with 50 variables in it in which they rate and score Chinese foundations on a weekly basis in terms of their transparency. I can’t imagine doing that in the US, and it’s kind of amazing that they’ve been able to do it in China.

JANE WALES

While we’re on McCarthyism, let me just go back a few thoughts. We’ve been talking mostly about the kind of data that are generated by the social sector, by foundations and by those they support. But what about the data that are gathered on the sector by the US government? These are gathered not for political reasons, but transactional — such as employment data. I know that we at The Aspen Institute have been working with you. We’ve been working with GuideStar and others. And there’s Darin [McKeever] and, even better, there’s Jacob [Harold]. It’s been the Mott Foundation, the Knight Foundation, the Gates Foundation; Hewlett has also helped.

BRADFORD SMITH

And as Jane would know from one of her other roles, with Aspen, there’s been a big movement forward in this. There’s always been a sense that 990 data — the 990 being the tax return filed by nonprofits and the 990PF being the version of that filed by private foundations — should be made available by the Internal Revenue Service as open data in digital form. Heretofore it’s been made available to the public upon request but in a kind of archaic way. I mean, there’s been no digital-filing requirement, so even if a foundation or a nonprofit did digitally file their tax return, the Internal Revenue Service would essentially take a picture of it and convert it into something called a TIFF [Tagged Image File Format] file, which is an image file, and then provide it to organizations like GuideStar and the Foundation Center and the Urban Institute and others; and we had to take these and turn them into PDFs [Portable Document Format files] and have people then manually key in the information. So, even something that was born digital, you know, was processed by the government as an image file that then had to be manually keyed in. Now, there are reasons for that, but I won’t go into that. But, as I understand it, in the new budget put forward by the Obama administration, the IRS and the Treasury are saying that all 990s, private foundations

and nonprofits alike, in this country should be filed in digital form and the IRS is required to make it available — all that information available — as open digitized data in a timely fashion. You know the devil's in the details and how that gets done and what “timely” means and all those things, but we are much, much closer than we've ever been to having all of this be open data in the same way the Patent Office's data is open and the White House's visitors list is open and all of these other incredible pieces of open data.

JANE WALES

I should note that Darin McKeever will be leading a session with Jacob Harold and others on the whole question of building a knowledge commons for the sector, including this kind of data.

Larry, I wanted to take you back to your first days on the job, coming into The Hewlett Foundation. It wasn't that far away geographically from where you'd been, but it was very, very far away in so many other ways. It sounds like you were surprised by attitudes toward risk in the sector broadly — I'm not talking about Hewlett in particular. What else came as a surprise?

LARRY KRAMER

It's been surprises every day. I came out of the university, and one of the things that was attractive about this sector is that it's an intellectual endeavor much like academia, except practical — you get to *do* things. And yet there is a surprising degree of insularity between the philanthropy world and the academic world. I've actually been really surprised. You know, there's a ton of academic work going on, data galore on all sorts of the problems, and instead — not just us, but foundations generally — we all go out and hire others, activists rather than academics, to redo a lot of the research, invariably less well I should say. There's not much intellectual exchange. We did a conference on looking at the democracy issues, on polarization, and people were surprised at a lot at what the academics had to say, even though it's actually conventional wisdom within the academic world already. And that's just because there's not the kind of interchange that there ought to be. So, here we're talking about information and data on the substantive work we do, and there's just a large world out there that is not as connected as it ought to be. That was for me in some ways the biggest surprise.

And the other thing that has been surprising — and this ties back to some of the earlier stuff — is that we're an intensely process-oriented profession. The first thing you learn as a lawyer is *process serves substance*. I mean, that's the only point of it. The process is not an end in and of itself. And if it becomes an obstruction to the end, then you have to change or scale back the process. Again, this is sector wide and it's in our foundation as well. I think I understand

some of the reasons for it, but I'm still always surprised by how much process you have to go through to do things. You know what you're going to do or you know where this is supposed to end up, and there's still an immense amount of stuff that needs to get done.

BRADFORD SMITH

I've been on the job four and a half years, but I had a really a big surprise when I came into the current job. I'd worked in foundations either as a grantmaker or hiring grant makers and supervising grantmakers for a very long period of time. And within the first few weeks when I came in to the Foundation Center, I started to write a blog piece — I have it halfway written still — called, I Repent. It was not the usual thing you hear about people who go from foundations into nonprofits about grantmaking decisions. It was just about all the time that I spent as a grantmaker without ever making use of any of the information that was available about who was funding what where. This is an industry with unlimited potential, with something incredibly valuable, which are resources that are not earmarked or not tied down. And we are really free to take risks, but there's just an enormous amount of inefficiency because of this inability to really stop and see who does what where, which is a very basic level. It's way upstream from impact.

LARRY KRAMER

But all of these things are connected, right? To me they're all connected. I love this sector. It has been an amazing experience. I haven't gotten to know most of you yet, but you encounter people — we talked about this earlier — who are smart and they're passionate and they're knowledgeable and they care about what they're doing, and it's like we're getting in our own way in a whole bunch of ways. So, how can we just simplify this? To me it all does tie back, at least on the grantmaking side, to risk. People say: "It's so much harder to give money away than it is to ask for it." And that's true — because we're so afraid to not make the maximally efficient use of the dollars we have. On some level you want to say, *actually, at some point this itself is becoming counterproductive.*

I had a recent exchange with someone who was going to spend \$2.5 million to do a randomized controlled trial to prove for sure that something was going to happen. I said, "\$2.5 million? I mean, are you sure that what you're going to get out of the randomized controlled trial is worthwhile relative to what you would get from the nonrandomized data you can gather? Is it worth the \$2.5 million that you could instead put back into the grant?" Again, there's no way to think about that, but they were so focused on wanting the absolute best evidence so that they could say for sure that they knew what they were doing. And, as I

say, I think it ties back to the possibility that we are going too far *to make sure that we make the best of the conceivable resources that we have*. Spending to ensure efficiency cannot itself become inefficient.

JANE WALES

Risk. This is a wonderful way both to start and end this conversation. I really want to thank you, Larry, so much. This is such a refreshing conversation. Brad, thank you. We're all going off to our working groups, and this ought to really fill our conversations. Please, join me in thanking Larry and Brad.

**THE ROCKEFELLER FOUNDATION CENTENNIAL:
A CELEBRATION OF STRATEGIC PHILANTHROPY**



Judith Rodin

APRIL 15, 2013

PETER ROBERTSON, Chairman of the Board of the Trustees, World Affairs Council of Northern California

WIEBE BOER, CEO, The Tony Elumelu Foundation

JUDITH RODIN, President, The Rockefeller Foundation

PETER ROBERTSON

Good evening, everyone. Have you had a good day? There were certainly a lot of memorable comments that were made during the day for me. The best was the description of the intersection of the industrial revolution and the digital revolution, and the expression was, “When bits become atoms and atoms become bits.” I did my engineering degree a long time ago, so a lot of things obviously have changed, but I’m going to have to think about that a little bit, *bits becoming atoms and atoms becoming bits*. Anyway, it was a tremendous day.

It’s really my pleasure to welcome all of you to a special evening at this year’s conference, hosted by The Rockefeller Foundation as part of their centennial celebration. The Global Philanthropy Forum, as you probably know by now, is a project of the World Affairs Council of Northern California. My name is Peter Robertson, and I’m chairman of the board of the World Affairs Council. The Rockefeller Foundation was an early member of the Global Philanthropy Forum and has remained a steadfast supporter, and we’re delighted with the opportunities we have to continue to partner together with that great organization.

If you don’t already know it, you here tonight make up the Global Philanthropy Forum — a network of individual philanthropists, social investors and foundations big and small who are committed to strategic global giving. You share a commitment to making social impact bigger, better and faster and to looking at the most effective ways to make a difference. You look to collaborate and to learn from and connect with one another.

The year 2013 marks 100 years since John D. Rockefeller established The Rockefeller Foundation. Innovation made possible the chartering of The Rockefeller Foundation in 1913, and it’s been leading by example ever since. It enabled the establishment of the field of public health and the green revolution in agriculture, and it continues with the development of impact investing today. These initiatives and more have led to vast improvements in health and nutrition and have touched millions, and maybe billions, of lives.

Strategic philanthropy in its modern form is the key to solving many of today’s problems. We heard from Rockefeller Foundation President Dr. Judith Rodin this morning about how sustainable agriculture and adequate nutrition for the world’s growing population remain a concern despite the successes of the

green revolution. In the face of 21st century challenges and opportunities, The Rockefeller Foundation remains committed to building resilience and facilitating more equitable growth by continuously searching for new ideas and new ways of building solutions to these complex crises. The foundation's centennial gives us a perfect opportunity not only to look back and reflect, but also to look forward at these pressing global issues. I'm going to ask you to please turn your attention to the screens for a short video presentation that helps set the stage for tonight's celebration of The Rockefeller Foundation and strategic philanthropy.

Now I'd like to invite Dr. Wiebe Boer to the podium. Since 2010 he has been CEO of The Tony Elumelu Foundation, an Africa-based and African-funded nonprofit dedicated to the promotion and the celebration of excellence in business leadership and entrepreneurship across Africa. Prior to joining The Tony Elumelu Foundation, Dr. Boer served as an associate director with The Rockefeller Foundation's Africa Regional Office, based in Nairobi, Kenya, where he managed a broad portfolio — now this is a broad portfolio — including climate change, agricultural development, impact investing, China's engagement with Africa and impact outsourcing. That's pretty impressive. Please join me in welcoming Dr. Wiebe Boer.

WIEBE BOER

Good evening, everybody. It's a pleasure to be here tonight to introduce my former boss and mentor, Dr. Judith Rodin. It's also interesting how even though you've worked with someone, you actually have to think about how to introduce them. You learn a lot of new things. What is the title you give to someone who has 18 honorary doctorates? I don't know if I have to say "doctor" 18 times, but for tonight I'll just say Dr. Judith Rodin.

Dr. Rodin was born in Philadelphia, Pennsylvania, and received her undergraduate degree from the University of Pennsylvania and her PhD from Columbia University. Two Ivy League institutions weren't enough, so she moved on to Yale, where she distinguished herself as a very popular lecturer but also as a renowned research psychologist working on such areas as behavioral medicine and women's health and focusing on such issues as obesity long before they became large national issues. After a career as an academic, she then moved on to become an administrator, first serving as the chair of the Department of Psychology at Yale, then becoming the dean of the Graduate School of Arts and Sciences and finally becoming the Provost of Yale University.

In 1994 she was elevated to the national stage, when she was appointed as the first female president of an Ivy League institution, as president of her alma mater, the University of Pennsylvania; and over 11 distinguished years at the University of Pennsylvania, she transformed the school from a ranking of sixteenth to a top-five ranking in the United States. But that wasn't quite enough. Recognizing

the problems often associated with universities and their communities—the town and gown dichotomy—she used the revitalization of the university to also transform inner-city West Philadelphia into a model of urban renewal that has actually become a global benchmark.

In 2005, since one city and one university weren't quite enough, she was then elevated to the global stage, when she again, as the first, became the first woman to be the president of The Rockefeller Foundation. During her time at the head of The Rockefeller Foundation, she developed a model for philanthropy and for global development, which she has coined “smart globalization.” There are so many things through smart globalization, through her eight years at the helm of The Rockefeller Foundation that she has done to really shake up not only the foundation, but the entire philanthropic sector and the world of economic development. I really can't name them all here, but I did want to highlight three areas in which I think she's particularly changed the way The Rockefeller Foundation and also the whole world of philanthropy engage.

The first I would say is that she has elevated the status of someone leading global philanthropy to one of being the thought leader at the highest levels of the world on the most pressing social issues of the day. Anytime you go to any major global meeting or global event, it's very likely that you'll see Dr. Rodin there. And it doesn't matter what the topic is—whether it's agriculture, climate change, impact investing, whatever—she'll be there, speaking passionately, knowledgeably, probably sounding like she knows more than anybody else, but always in the forefront, thinking of the most poor and vulnerable for which she has become the global advocate.

The second change is that she brought a new kind of person into the philanthropic space. She would create teams, where we had scientists and strategy consultants, fund managers and activists—people who normally would never be in the same room, let alone on the same team—and she'd throw them in together and say, “Okay, solve this problem.” And the outcome was actually pretty phenomenal in the different ways that everyone looked at issues and the different solutions we came up with together. Many of us, who otherwise likely would not have, came into philanthropy. And I think many of the results of that are here today. Many of us have left Rockefeller, but we're now leading philanthropic institutions in different areas.

The third area, and again this is just three of very many, is her role in breaking down the silos not just in Rockefeller but across the philanthropic space. She did that within sectors so that, for example in agriculture, the folks working on agricultural production would also talk to the guys working in agriculture marketing. Seems obvious now, but that wasn't always the case. Then, further, she would get the folks in agriculture to talk to the folks in health care, recognizing that

problems of the 21st century are incredibly complex and that you actually need to work across disciplines to solve them. Finally, within that she even broke down the barriers between the social sector and the private sector through the work of impact investing, where through leading that global effort she started bringing billions and eventually trillions of dollars of capital into spaces that were traditionally reserved for the social sector and also the public sector.

Let me conclude by just saying this: When John D. Rockefeller established The Rockefeller Foundation a century ago in 1913 his objective was pretty simple, though very ambitious. It was to promote the well-being of mankind around the world. And as The Rockefeller Foundation now enters its second century of doing just that, I can confidently say that the foundation and the entire philanthropic community are in very good hands.

Please join me in welcoming Dr. Judith Rodin.

JUDITH RODIN

Thank you for a really incredible and very generous introduction. I appreciate it. And it is so great to see all of you here. It's a privilege to be back here at the Global Philanthropy Forum and especially meaningful for me, as you see we are at our centennial. Actually, we are one month and one day away from the foundation's birthday. But who's counting? And, it's not just any old birthday. As Wiebe mentioned, we're turning 100 this year, although to tell you the truth, we don't feel a day older than 99. In fact, we feel as nimble and flexible and full of energy as we did at 25, except we have a little more wisdom and a lot larger endowment.

In this land of high-tech start-ups and young billionaires, 100 might seem downright ancient. But actually we take great pride in our age. And in all seriousness, 100 is a tremendous milestone, and I can't tell you how thrilled and privileged my colleagues and I feel to be leading the institution that we do during this period; and we're grateful to be able to celebrate here with you, 400 friends, both old and new.

Jane [Wales], thank you for your leadership of this great organization and for bringing us together.

On driving over from San Francisco, I was looking out the window and thinking of what our founder, John D. Rockefeller, might have seen looking from his own window out onto the Bay a century ago. Certainly fewer Google shuttles, for one thing! But some things are remarkably the same: the Victorian architecture and the painted ladies; the raucous Barbary Coast bars, filled now with dot-comers rather than seafarers; entrepreneurs who are seeking their fortunes, although now with venture backing and angel investors. With one notable absence:

the Golden Gate Bridge had yet to take its place along the landscape. In fact, John D. Rockefeller would pass away *five days* before the Golden Gate Bridge opened for traffic in May 1937. He always dreamed of living to 100, but he was two years shy.

So maybe we will take up this celebration in his honor, but tonight we celebrate more than our founder's vision or a single institution. Indeed, we see our centennial as a celebration of all strategic philanthropy, of the organizations and the people and the ideas that have made this century of philanthropy so successful. And we thought, *What more fitting a way to celebrate our birthday and a century of strategic philanthropy than to do what many centenarians have been known to do at their own parties: hold you captive in your seats while we ramble on down Memory Lane.* I'm only kidding, of course. Well, actually, I'm only partly kidding.

I did bring along some photographs, including this one of John D. Rockefeller Sr. and Jr., as well some memos and letters and other artifacts from our archives, which I believe are really compelling in telling the story of strategic philanthropy.

For the younger folks in the crowd who are used to aging their own photos via Instagram, I have two words for you: *no filter*. It's been a privilege to be able to see what the curators and the historians at the Rockefeller Archive Center have unearthed in a massive undertaking to build our centennial website. I say "massive" because, if you were to take all of the files and the letters, the strategy memos, the photos, the trip reports and the journals that have all been saved over our century and stack them upright, they actually stretch for 2 miles. The visionary efforts of our forebears to meticulously preserve these materials have enabled us to learn from history while it happened. And as historian David Carr said in an article in the *Harvard Business Review* on the importance of understanding your own organization's history, and I quote: "The *present* gets its sense from the background of comparable events to which it belongs ... discovering or rediscovering the story, picking up the thread, reminding ourselves where we stand, where we have been and where we are going."

What has emerged to us so clearly is that while the challenges facing the world have changed dramatically in these 100 years, the attributes that have made philanthropy so successful in helping provide for their solutions are indeed quite timeless. So I'd like to take the next few minutes to walk you through a bit of that history, to see what lessons continue to apply to our work as philanthropists today and into the future. Because in order to talk most productively about "The Future We Make," we must first endeavor to understand *the history that has made us*.

For The Rockefeller Foundation, as you know, that history began in 1913, when our charter was granted by the State of New York with the mission to promote the well-being of humanity. We were not the first to be given this kind of charter. Andrew Carnegie had been granted one two years earlier, and with it the Carnegie libraries and the great Carnegie institutions in the United States were born. But our founder, John D. Rockefeller, had his eyes on the whole world and would focus *his* giving on addressing the root causes of the world's ills —as he called it, “the search for finalities.” His team coined this new kind of giving “scientific philanthropy” because they tested, they tried, what we would call “innovation” today. And indeed for decades, philanthropy would be the only kid on the block doing this kind of work, until the emergence midcentury of development organizations and the multilateral organizations and indeed the infrastructure of civil society and now the social enterprises and the startups that we know today.

All of us in this room do philanthropy of one kind or another, and we think of ourselves as strategic philanthropists. We do it in different ways, and the excitement of being here is how much we can learn from one another in real time, so I want to talk about four core elements that I think philanthropists and philanthropy have in common that we've gleaned from reviewing our history. And I think we all share this.

The first lesson is that philanthropy is the go-to partner for risk. Indeed, when we look back over our history and pinpoint the moments when our philanthropy has been the best, it is almost always at those moments when the work is the hardest and the risk of failure is the greatest. Want to experiment with a new spray that might kill off the local mosquito population of an entire island, Sardinia, and then eradicate malaria —but no business will take that risk? Call philanthropy. Want to map the cultural monuments and artifacts across Europe to prevent Allied forces from bombing them during World War II —but your own government won't pay for it? Call philanthropy.

Indeed, risk is our calling card. It's what our philanthropic dollars, at least in the United States, are tax-advantaged to do. And because of this, we can and we should take risks that no others can. Unlike governments, we don't live or die by the polls or the next election cycle. Unlike businesses, we don't measure success in the next set of quarterly earnings. In fact, I'd say that risk taking is one of the ways philanthropic organizations hold ourselves accountable to our stakeholders. There is no innovation without risk. And there is no risk without the possibility of failure.

Let me give you just one example from our history. In 1928 George Hale, an astronomer and an inventor, approached The Rockefeller Foundation about the possibility of funding the construction of a 200-inch telescope. If successful, it

would be four times as powerful as the next-largest one in the world and dramatically expand our knowledge of the universe. Sounds pretty great, right? And it will cost only \$6 million. That might sound like a steal now, but at the time \$6 million was more than any Rockefeller organization had ever awarded to a single grant, and there was no promise that the fused quartz that Hale planned to use to construct the glass would work. So it was a high amount of risk. But the reward? Quite literally in some ways, the universe.

In the fall of 1928, the grant was approved and awarded to Cal Tech [California Institute of Technology], and after years of work and \$600,000 already spent, the fused quartz proved infeasible. Even after Corning Glass in New York was called in to apply their new form of glass, Pyrex, there were problems mounting the large mirror. And then there was the matter of transport, which took 16 days and a slow-moving train. And then the mirror had to be polished, which took several more years. And then World War II broke out, and all of the work came to a halt. The Hale telescope at the Palomar Observatory would not be fully operational until 1948 — 20 years after the proposal was received — but it opened the heavens to exploration and discovery.

Would we have the same patience today to continue funding a project such as this? Perhaps not. But that appetite for risk — that impulse for experimentation — lives on: the boldness of the MacArthur Foundation in reforming our juvenile justice system; the boldness of the California Endowment's campaign to support the successful implementation of the Affordable Care Act in California; the boldness of the Grameen Foundation to empower the world's poor through microfinance.

Risk comes in different forms, with different rewards and different implications for failure. But it must always be part of our approach, as it has been for 100 years.

A second point of difference and strength of philanthropy is our ability and our legacy of creating and building and defining entire fields. The story of The Rockefeller Foundation's field building is not maybe polite dinner conversation. It involves the 2-inch hookworm and outhouses, but the foundation's effort to rid the southern United States of hookworm would be among our paramount achievements — and not just because it was successful in eliminating the disease. You see, this particular infection was passed through bare feet in unsanitary conditions. And we discovered that, in addition to treating the disease, wiping it out required improved sanitation and education that would change hygiene behaviors on a massive scale. And that's exactly what we did. We helped create what would become a new field: the field of public health and the public health system that we know today.

Our philanthropy has helped spark countless other new fields: Molecular biology, a term coined by Rockefeller Foundation's Warren Weaver, which endeavored to apply the same rigor of chemistry and physics to the study of the biological sciences; area studies, which was the first interdisciplinary approach to world cultures, combining language training, geography, anthropology, history, economics and political science, supported by The Rockefeller Foundation, the Carnegie Corporation, the Ford Foundation and the US government; the field of public administration, which sought to increase the competence of people working as civil servants at the state and county and local levels. The list goes on and on and continues today.

One contemporary example of our work — and we have many partners in this work — is the current development of the field of OneHealth, which is making critical connections among human medicine, veterinary medicine and environmental studies to better prevent and control infectious diseases that we now know can pass from animals to humans and spread quickly around the world — SARS [severe acute respiratory syndrome] and H1N1 [influenza A virus subtype H1N1], for example. There are many other examples from institutions in this room, from the pioneering work of the Ford Foundation in instituting the field of public policy research and analysis, to the Skoll Foundation's work to develop the field of social entrepreneurship. But not all fields are planned so deliberately by program staff. Often our talent in philanthropy is in spotting a compelling idea, even if we don't fully understand it at the time, and then giving it a chance to blossom.

In 1955 The Rockefeller Foundation received a proposal to fund a conference of mathematicians and machine learners at Dartmouth to be held the following summer. They had even coined a new term, *artificial intelligence*, to help the Rockefeller program officers better understand the nature of their studies. At the time the foundation was actually quite hesitant to fund this gathering, noting in its response, "This new field of mathematical models...is still very difficult to grasp clearly." But they went ahead and awarded funding — the sole philanthropy to do so — because the officers at the time found the mathematicians themselves so compelling. The conference would come to be regarded as the Woodstock of artificial intelligence. Anyone, everyone who was anyone in computation and machine learning was there.

Over the course of our field-building experience, we came to understand two important realities: The first was that often government involvement was critical, as we learned in our work in public health. The second was that in order for sustainable, lasting impact, there had to be trained professionals with the knowledge to advance these new fields, which segues nicely into the third strength unique to philanthropy, and that is investing in people.

Despite the advances that the Dartmouth conference would bring to computational sciences—and all the hype around Google Glasses—there is still no machine that can match the power of human ingenuity to solve truly human problems. And therefore backing brains has always been part of philanthropy's strategy. In our early years, The Rockefeller Foundation invested heavily in fellowship programs, particularly in the area of medicine and public health and the natural sciences; but it also invested in scientists and increasingly in practitioners at the top of their fields, to help them carry their ideas into innovation. This too can be inherently risky work, as the foundation would quickly learn.

In 1925 Hideyo Noguchi, a respected Rockefeller scientist from Japan who was known for his advancements in the studies of syphilis, believed that he had developed the first successful vaccine for yellow fever in his laboratory. In reality, Noguchi had created a vaccine against a bacterial infection called Weil's disease, not yellow fever. Regrettably, he would be infected with yellow fever in his laboratory work and die a few months after the discovery was made. Despite his error, though, he is the only Rockefeller-funded individual, that I know of at least, to be depicted on his country's currency! The vaccine would eventually be developed a decade later by a team led by the foundation's Max Theiler, who would be awarded the Nobel Prize for his work in 1951. Such is the nature of innovation that we are privileged—all of us are privileged as philanthropists—to fund, often an incremental process of improving upon others' inventions.

The Rockefeller Foundation has been proud to support more than 220 winners of the Nobel Prize over the course of this century but also countless others who would push knowledge and fields to new limits: Norbert Wiener, a mathematician, wrote the seminal text and firmly established the field of cybernetics; and Howard W. Florey developed the clinical use of penicillin. And when a young Albert Einstein sent a request for \$500 to The Rockefeller Foundation, one of Rockefeller's top lieutenants said, "This is interesting." Rockefeller looked at the work himself and said, "Let's give him \$1,000. He may be on to something." In the 1950s we funded the work of a community activist named Jane Jacobs to write *The Death and Life of Great American Cities*, which would redefine how we thought about urban life and urban areas.

Today all of us in philanthropy continue to invest in the power of human ingenuity. Amazing things happen when you bet on people, including entire transformations. And that, of course, is our fourth superpower as philanthropy: the ability to bring about transformations that not only disrupt, but at times uproot entire systems and save millions of lives.

The most obvious example from our history is our work on scientific agriculture in Mexico, which would develop the seeds that launched the green revolution and fed more than 1 billion people. We see these transformations in modern-day philanthropy, from the Gates Foundation's work to rid the world of polio, which

could save hundreds of millions of lives, to the work of Omidyar and Rockefeller and others involved in impact investing and innovative finance to unlock trillions of dollars in private capital to improve the lives of countless people worldwide. But with this ability comes great responsibility, in all of our work, to grapple with the big moral issues of our day. Let me share one example of how we've been called upon in the past.

By 1933 many scholars and artists, most of them Jewish and some of whom you see here, were losing their positions in Germany under Hitler. Through its Special Research Aid Fund for Deposed Scholars, The Rockefeller Foundation placed many of these individuals in universities in the United States and Canada, in England, France and the Netherlands. By 1940 the program had placed 214 deposed scholars. Nonetheless, a program staff memo dated June 3, 1940, and titled "If Hitler Wins" laid plain the implications of the escalating war and noted that in case of a Nazi victory, concentration camps and extermination may well be the fate of "persons with capacity for independence and leadership."

In light of these realities, the program changed course and its name to the Emergency Program for European Scholars. It arranged for nearly 100 more scholars and their families to come to the United States and take up positions at top US institutions. While the stated mission of the program as approved by the board was to save science and scholarship from fascism, it is so clear from their diaries that the program officers understood, and were wrenched by, the life-and-death decisions that they were making in deciding whom to bring and whom to leave behind. Many added their own money, and some diverted foundation funds at risk of losing their jobs to do more.

Today, threats manifest in different ways but we must remain acutely aware of their consequences and our potential role in mitigating them: from the death tolls caused by the rapid, global spread of infectious disease; to the impact of inequality on life expectancy; to the fierce and deadly storms that hit some of our most populous cities; to the slavery and human trafficking that we talked about this morning. It falls to all of us — to those of us in this room — and our institutions to continue the search to solve the world's problems: by providing the risk capital that oils the wheels of progress, by speaking truth to power, by listening and by valuing the input and the ideas of our grantees and the populations we serve, by striving to build their individual capacity for transformation and by never, never losing sight of the gifts we've been bestowed by those who have done this work before us. Those who, whether it was changing the entire "machinery of benevolence" or building the world's most powerful telescope, never let the way that things had been done before preclude a better way to move forward, who never let reality get in the way of aspiration and who took the time to write it all down so that we may learn from their successes and their missteps today.

In closing I encourage every one of us not only to continue doing this amazing work but to return to our organizations with a zest for capturing and for recording not only our decisions but our thinking and our stories and our processes, because 100 years from now the challenges of a 22nd century world will undoubtedly be of different textures, but these same threads, with our care, will endure. And if we do it well, it will be because of all that we have learned and passed on. Thank you.

THE OPPORTUNITY TO CONNECT LEARNING TO JOBS



(From Left to Right) Reeta Roy, José Zaglul,
Jennifer Buffett, Amit Bhatia, Tsitsi Masiyiwa

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JOSÉ ZAGLUL, President, EARTH University

Moderator: **REETA ROY**, President and CEO, The MasterCard Foundation

REETA ROY

Good morning and welcome to the second day of the Global Philanthropy Forum. For those of you who are joining us on the web, welcome. My name is Reeta Roy. I am the president and CEO of The MasterCard Foundation, and I will be chairing this session.

Yesterday we jumped right in and got into a conversation about how problems and solutions are changing in the digital age, and we just started to edge into two very important issues: one, the pernicious evil of modern-day slavery, and the second, a very important issue around agriculture and nutrition. We then heard about the importance of data, and particularly data in the philanthropic field, and how we need to ensure that data not only are more transparent but also translates into information, which hopefully translates into wisdom for philanthropists. And then last night, Dr. [Judith] Rodin very inspiringly reminded us of the proud history of philanthropy — philanthropy always being inventive, innovative, changing and inventing new fields but always on the edge of new beginnings and pushing the frontiers of what has translated into benefits for millions of people around the world.

This morning I'm very, very pleased to lead a discussion around education, learning and employment. This particular track will be the jumping-off point for two problem-solving working groups.

Let me set up our particular panel. I think this whole topic around connecting education to jobs is something all of us here in this room can relate to. I think everyone here — it's a safe assumption on my part to say that all of us have been students — have been job seekers; many of us are employees and some of us employers. And yet today we know that there are 75 million young people around the world who are unemployed. That number actually masks the fact that many, many young people, particularly in the developing world, have absolutely just given up. They've given up even looking for a job. Many more are underemployed. Some are engaged in very, very hazardous work. And there are those who are uncompensated for their work, particularly those who live

off of the farm, who have to derive some form of livelihood. So, the question for us, on the one hand, is that we seem to have a burgeoning labor population; but on the other hand, we hear that employers report all the time that they are desperate — desperate to find young people — to develop a pipeline of talent that is ready and can function in the workplace and can make a contribution. So, it would seem like we're in this conundrum. On the one hand, we have young people who are looking for work. We have employers who are desperate to find young people qualified for that work. Are they both living on quite different planets, in completely different universes that are operating in parallel? And, if that's the case, how do we connect both of these planets? How do we connect young people to employers and employers to young people? How do we build pathways to employment?

The very notion of education is also changing, and that word is moving into the form of *What is learning?* I would like to think that all of us in this room are lifelong learners, so the question becomes *How do we equip young people, that next-generation workforce, to adapt themselves in a rapidly changing world, a world that's interconnected, that's constantly on the move, and how do we prepare them to be lifelong learners?* What is the role of technology, and what is certainly the role of philanthropy to answer this question?

To do that, this terrific panel will plunge into some of these issues. We're not going to dwell as much on the barriers. This is a panel that is already engaged in solutions, in looking at new ideas, and is going to share learning. I'm going to do a brief introduction. Seated right here to my left is José Zaglul, who is the president of EARTH University, an extraordinary institution, which is preparing young people, particularly young people from very disadvantaged backgrounds, for the world of work and is having remarkable success. Jennifer Buffett is one of the co-founders of the NoVo Foundation and is doing extraordinary work in the area of ensuring that exploitation and violence against women absolutely ends. We have Amit Bhatia, who is the founder of Aspire, an employability education firm in India, which has also had tremendous success. And, right at the end we have Tsitsi Masiyiwa, who is executive chairperson of the Higher Life Foundation, and she's working mostly in southern Africa.

The ground rules are these: I'm going to start off by asking each of the panelists to give us their point of view. How are they approaching this whole conundrum of connecting young people, connecting the populations that they serve and creating pathways from education to jobs? We'll then have some back-and-forth follow-up, and then we're going to engage everyone in the room in a conversation, so get your questions ready. And for those of you who are going to be submitting your questions via Twitter, it's #GPF13.

So, without further ado, Dr. Zaglul, you are having extraordinary success. It seems that you are educating young people, particularly young people from very, very disadvantaged backgrounds. Your graduates are quite remarkable — 23 percent of them go on to create businesses, which is extraordinary in and of itself, and every one of your graduates, it seems, creates four jobs. So, what is in the magic?

JOSÉ ZAGLUL

Good morning and thank you for the opportunity to be with you.

EARTH University was started about 23 years ago, and from the very beginning our concern was how to form an ethical leader-entrepreneur who could start working after graduation and not be solely theoretical because we felt that a lot of theory was given but very little practice, especially in the agricultural area. We were also very concerned about the destruction of the forest, especially the rain forest, and we had to find ways, not how to stop it and put up a barrier but to find sustainable ways of developing agriculture in the tropics without destroying our natural resources. So, we started with that premise and also with the fact that we wanted to help alleviate poverty with what we think is the greatest tool we have to overcome poverty, which is good-quality education.

We started by going out and finding those kids in the most economically disadvantaged rural areas. We go to their communities and interview them and bring them, knowing that they have the vocation, the leadership and the commitment to go back. Some of the things that we have done to prepare them for the workforce, to go out and make a difference, is to create a unique curriculum — we call it “experiential participatory curriculum” — where the professor is a facilitator of the learning process and where the students are faced with science and technology and immediately put it in practice in the lab or field. We have the luxury of having an 8,000-acre property where we have everything from rain forest to intensive sustainable banana production — all kinds of crops. The student is brought into our program, which is for four years.

We have only one major. We have brought in the private sector to be part of and to help us in developing the curriculum. We bring in a lot of the practical side of the private sector to help us in lectures so that students are aware of the needs of the private sector and not isolated from real life. And I would mention two important things. It’s not only that they learn about the theory but also how they put it in practice; the students spend at least one day per week with a family outside our campus, so they learn the social challenges that the families have. They also do an internship, and at the end of their third year. They go for 16 weeks, and we place them all over the world within a company. They really

are out of school, doing a job in the real world, and they spend 16 weeks by themselves. When they come back, they still have to write their thesis, and there is somebody from the private sector who evaluates the project.

One last thing that we do — and we can talk about it later — is that we have a strong entrepreneurial emphasis. All students have to form a company, a business, four or five of the kids working together. We have 33 countries represented on our campus. So, they have to have a company made up of classmates from other countries, from other socioeconomic backgrounds, with a gender mixture. That's implicit conflict resolution because they need to listen to each other, to understand each other, respect each other and then come back with a proposal. They present a feasibility study and then do their business. I will add one thing: The faculty is extremely important. They have to feel and work according to the ethics and the values that we want from them.

REETA ROY

So, we heard ethics, practical learning where farms are actually classrooms, internships, real live business experience, private-sector engagement, private sector coming into the classroom and, most importantly, we heard about entrepreneurship.

I'm going to turn to you, Amit, because you are also out there creating jobs. Do any of these themes resonate? How are you approaching this question?

AMIT BHATIA

The way we're going about it is not very different. Let me just size up India's problem because the *scale* we're trying to handle is very different.

Everyone knows that India is a large country, 1.1 billion people. There are 600 million people under the age of 25; of these only 320 million are inside schools and colleges. Those who finish education, based on whether you hear McKinsey [Global Institute] or the government of India, one of four or two of four are employable. So, India has added just in the past decade about 20-plus million youth who are graduates or high school pass-outs but not employable.

It's important to get into the shoes of some of these people. Let's get into the shoes of Shweta, a girl from a town about 40 miles north of New Delhi, where girls can be educated but working is altogether different. Someone like Shweta would wait a couple of years after studies, pray fast and hope to get married well. But Shweta aspires to find a job, but she can't speak English properly, and clearly doesn't have opportunities in Nahari. What should she do?

In Jammu, about 500 miles north of New Delhi, there's a guy called Rahul, who again has graduated, speaks somewhat broken English, wants to do a job, has

waited for 18 months after he graduated, has been rejected by multiple companies and can't find a job. His father is desperate because he can't get the son married until the son can make sure that he can feed himself and feed a family.

I'll give you one more example and then talk about the solutions. In Punjab, a very large state north of New Delhi, Surender comes from a family of four, a family where the father's retired and the family of four lives on an income of \$25 a month, which is a pension for this person.

The stories of Shweta, of Rahul and of Surender are stories of these millions of students we are trying to address. Aspire, some six years back, started figuring out how we're going to solve this problem and our solution was very clear. We went and spoke to about 50 corporations and built a system. We said, "What does employability equal to?" And we came up with a set combination — knowledge, skills and attitude — which is possible to deliver in a boot camp, which could be as little three months or as much as six months. Each of these three people that I just mentioned, they came to Gurgaon, a suburb of New Delhi, and spent three to six months with us. Rahul went on to join IBM. He's still at IBM six years later. He's now a trainer at IBM, where he trains other people coming from rural towns and far off to become employees. Shweta joined an outsourcing company, a call center, something she could never have done. Eventually, being a girl, she had to go back closer to her hometown is now a primary school teacher. Surender, who was from this family of four on a \$25 pension, works for an airline and makes about \$400 a month.

In those three to six months, we were able to change the fortunes of these people as well as thousands others, and that really is our way. It is possible by building bridges with the private sector, with the employers, and by figuring out what it takes to make children employable. We can go on and on, but one of the problems that creates these issues — and there are numerous problems, from having a broken-down education system, from not having enough student motivation, teachers not showing up — is that there are pretty much no linkages with the corporate sector. I think the real focus has got to be this last mile from education to employment. It is critical, and if India can do this, India is going to reap a pretty big demographic dividend and that's the opportunity. If we can just take these millions of youth that we're bringing out of our education system and take them to jobs, we can solve this problem like never before.

It's a hard journey, and I want to start off with just confessing that there have been times I have thought, *Why did I give up a great corporate career* (I spent several years at McKinsey) *to do all this?* It's a very thankless journey at times, but once you start getting the Rahuls and Shwetats to jobs and see the impact on their lives, you feel you've done something worthwhile.

REETA ROY

We're going to come back to you because of the comment you just made; the way you started the question was "We have to stand in the shoes of these young people." And you spoke immediately about Shweta, this young woman.

Jennifer, I know that your foundation focuses quite a bit on young women, young girls, in preparing them for life. How do you begin to tackle this question in terms of equipping young women with skills?

JENNIFER BUFFETT

Thank you, Reeta. Yes we are focusing quite a bit on supporting girls and women and how we address the imbalance and inequity in opportunities between the genders. We're thinking also about young boys and men in terms of healthy, non-violent masculinity, and society as a whole in terms of how we equip and support our young people, the next generation, for the world that lies ahead. We're going to experience 20,000 years of technology growth in the next 100 years alone. Kids in this country will probably have five to 15 careers in their lifetime. We're living in a time when access to knowledge is at your fingertips on your mobile phone. So, I think our entire model of education needs to be re-thought. We give a lot of thought to how we have created societies based on domination, exploitation and competition; Our systems fall in line. How do we, as we go forward, create a more collaborative society? We are looking at how we're raising our children, and we are looking at what's happening in our schools.

And what we do here in the United States we are very good at exporting around the world. We have an antiquated education model, based on the industrial revolution that was based on preparing people for factory jobs, and there's a lot of rote learning. There's a lot of parroting back of information, memorization and not a lot of active, real and deep learning. I've talked to kids all over the world who go through these systems, and they said, "Okay, well, where's my job?" And they have been taught and trained to be, again, passive learners and are not actively preparing themselves or engaging in applying knowledge. It's not what the education system they went through was about.

So, we've developed an initiative at the NoVo Foundation, looking at school culture and looking at this problem holistically and from a social-justice perspective. What are kids coming to school with in terms of real life challenges, whether we're talking about sub-Saharan Africa or Brooklyn or some other place in the United States? They're coming with a whole host of problems because their communities and families have broken down. A lot of them are coming to school hungry in this country. A lot of students are coming with English not being their first language. They're coming to school not feeling safe or seen. And there's not an emphasis on active learning because there's such an emphasis

on standardized tests and test scores. Teachers and school systems are under tremendous pressure to get those scores. We are negating and forgetting the human elements — and what it really means to learn.

What does it mean to create the conditions for learning? What do children need? First and foremost fundamentally in school I think we need to feel safe and seen. We're social beings. If we come to school stressed, literally — we know this from neuroscience — we cannot learn! Short-term memory (and long-term memory) are impaired. If you're afraid to take risks for whatever reasons, you won't. You won't raise your hand. And learning is about making mistakes.

The NoVo Foundation has partnered with a group in Chicago called the Collaborative for Academic, Social and Emotional Learning (CASEL). We're working in eight large urban school districts in America to infuse evidence-based Social and Emotional learning techniques that ensure that learning can actually happen in classrooms and that schools are positive places for kids (and teachers!). We are working with groups such as BRAC and the IRC [International Rescue Committee], who are doing programs like "Healing Classrooms" and embedding good pedagogy into the educational systems so that we consider, again, *the conditions* that kids need to learn academic skills, as well as to provide a safe place, where they can learn and practice real life skills — skills of recognizing and managing emotions, managing relationships and working through problems, sometimes trauma, and difficulties together.

Think about it, people don't get fired from jobs because they didn't score highly on their SAT test. They lose jobs because they weren't managing themselves well or teams well or they weren't able to solve problems or make responsible decisions and things like that. These are skills that can be taught. So, we imagine a world — wouldn't this be amazing? — where kids are taught, at developmentally appropriate stages, from kindergarten through high school, these skills. I think we'll have a very different world, and there'll be job creation. I mean, there's plenty of work to do in the world. We need people able and prepared to work together, solve complex problems and co-create a world we want to live in.

REETA ROY

Excellent. I heard themes around a new model of education, shifting to greater emphasis and integrating emotional learning into mainstream academic learning and also creating the conditions for learning so that people aren't coming to the classroom hungry or afraid or feeling vulnerable but in fact feeling courageous, supported and really open and eager to learn. What I also heard, which is very critical, is that it's not only about learning but actually putting that into practice and applying those skills.

Tsitsi, I know that you work with, and your foundation serves, young people, and I think you've brought some young people here today as well, which is fabulous. Why don't you take us through what you're learning and how you're going about it?

TSITSI MASIIWA

Thank you. We focus mainly on orphans. The reason why we started the work with the orphan children was really based on personal values and experiences. I came from a normal African family with parents, but as I grew I was concerned about the effect of AIDS on communities; and also being married to somebody who aspired to be a businessman, I asked myself, *When we do have the business and when we have the money, what are we going to do with it because, surely, our dream cannot be to make money.* So those personal questions were what motivated us to dream about being a source of more than assistance — to set up an organization that would really meet the needs of orphan children. So, the focus was more than just education and jobs or equipping young men and women for work. It was more about dealing with observations I made about children who are orphaned, especially the ones from the countries in which we work, which are Zimbabwe, Burundi, Lesotho and South Africa.

The observation was that a lot of the time the children didn't know what their parents died of. Because of shame there was nondisclosure. And then they are traumatized by seeing their parent die. There are no counseling services or any emotional support or a mechanism or an environment that allows you to express what you have seen, what you've gone through; there is no support system that helps you to cope with life. We know all of the challenges from such an environment. Most of the parents didn't have pensions. Sometimes there were no property rights or ownership, so the legal status that the children found themselves in didn't allow them to benefit from whatever their parents could have left them. Sometimes extended families took over looking after them but didn't have the means to send them to school. So, all of these issues motivated us to get into education.

Our education model is more than just giving scholarships. It's now attending to all of these issues, like what you just said: the emotional issues, dealing with the issues of hunger, the issues of rejection, the issues of shame plus equipping these young men and women with the academic skills to become skillful employees of choice for any corporation or any company or to become entrepreneurs. Sometimes I feel that we are like a very diversified multinational when somebody asks, "What business are you in?" You say, "Oh, we own land and we grow the wheat and then we process the wheat. We have a milling company. We bake the bread and we sell it." Why? Because there is just so little expertise and knowledge on the ground that you can't really identify organizations to the point

where you can say, “Okay, these ones can deal with the emotional needs of the children. This one we fund to do the education of the children. And these ones will deal with entrepreneurial skills.” If you could do that, you could have a more rounded approach where people are skilled, and experts in those specific areas are able to equip the children properly. So, I find myself being a philanthropist and also being involved in running the organizations as well.

Of course, it seems we’re evolving. We’ll get to a stage where you can hive off those institutions when you get the right people and focus more on just grants rather than on training and all of that. We call the children we work with “history makers.” They are orphans before they come to us, but the term describes how we see them: the Africa that we see, the Africa that we hope for, the Africa that we are confident we are building.

So, once they become part of the family, we distinguish between those children who are healthy and those who are physically unwell. We are not allowed to test the children for AIDS, by the way; you have to observe to see how the child is. Your intervention can only go so far. But for those whom you can see are healthy, and with your added support of emotional support and placing them in the right schools, we offer them scholarships to go to very good government schools or private schools. And then we find strategic partners.

What we’ve done is something that Judith [Rodin] mentioned yesterday — that philanthropists take risks. We partner with US institutions, very good universities when we see that the children have strong academic skills to equip them to be able to get there — to be in an environment where they not only learn skills, but the exposure enables them to be able to come back to the continent and really invest in the development of their countries.

So, today let me be a very proud mother. I have 40,000 children, by the way. I have three of them with me today. We have a program with Morehouse [College], where we sponsored 10 young men to study. This year we are sponsoring 10 young ladies at Spelman [College]. We started with the 10, and two of them were able to travel all the way to be with us today, and then we have another one. So, it’s Able and Prince, and we have Celestial, who is at Harvard now. Celestial is from Burundi, and he was orphaned and became a refugee in the Congo. And then through a strong desire to learn and having also created the right environment, he’s now studying at Harvard. It is not just ourselves creating the environment; we work strongly with the churches. We work with community workers. And sometimes some government departments are very reasonable. I think I’ll stop there.

REETA ROY

First of all I'd like to invite our young leaders to please stand up, and I'd like to invite everyone to please give them a rousing welcome.

Thank you. Thank you. It's wonderful that you're here. We're really pleased and so proud that you're here. Thank you.

TSITSI MASIIWA

Thank you.

REETA ROY

Tsitsi, what you talked about strikes right at the heart of philanthropy. You began by saying, "What is this money for? And what is our purpose?" In fact, all of you, in different ways, spoke about values and getting to the heart of the purpose of our work. The other piece, which you spoke about so eloquently, is that this is moving away from assistance. This isn't just about grants. This is the journey from assistance to empowerment; even though you did not use that word, that is what I sensed when you spoke. And it is about taking risks, and when you don't have a roadmap, creating the roadmap and figuring it out as you go along.

I want to come back to a few themes, which the panel talked about. José, Jennifer made the point earlier that we pay too much attention to academic learning and not enough to emotional learning. Are you finding that to be true? How does that influence your approach when you go looking for young people?

JOSÉ ZAGLUL

I was very happy to hear you saying that about the SAT exams. We in academic institutions bias our population whether we like it or not because we give exams and we look for exam scores. And when you go to the Amazon or the areas where we go — sometimes we go by boat, find a high school and try to find the kids there — we give them an SAT exam that is produced in Spanish. They don't even know how to fill in those circles. They've never done it. And then we have all of these commercial opportunities where we give training to take the GRE [Graduate Record Exam] or the SAT, and those people there have no idea about taking an exam. What we do is we go over there. We give them the SAT exam, and we interview each individual one-on-one and in a group setting, and really what we're looking for are values, ethics, people who want to go back to their country. We find out that many of them have to wake up at 5:00 in the morning or 4:30, milk the cows, walk hours to school, then come back and study with a candle. How do we expect them to score high and we don't bring them? It's not that they don't have intelligence. They don't have the opportunity.

So, sometimes we don't choose the best exam—we choose the best person. And the best person we choose by getting to know them, looking at their eyes. They look at our eyes too. And then we bring them. One of the things that we do is motivate them—tell them they are going to make it. I think many of us have gone to a class where the professor said, “You know, guys, look to your right. Look to your left. Only one of you three is going to make it.” So, you're flunking them that same day. We tell them that they are going to be successful, and it's incredible how much motivation and care can make a difference. You put students who are stronger, let's say in math, to help those who are weaker. But those who are weak in math are strong in other areas, and they can help others. That relation builds bonds and builds confidence.

I can tell you that for the students who enter EARTH University, we have a success rate of 86 percent. And what's important is that we try to avoid the word *competition*, even in business, because when you compete only one wins, and I think that's a problem for our society. I think we all need to win together. And when we talk about values, I think that's the most important thing we can instill in our youth. We have to have ethical leaders. We have to have people who care about others—not only about yourself, about your business—about the resources we have and that we are destroying. And I don't think it's enough to focus on science and technology. I think it's very important to focus on ethics, on values of respect and tolerance. I mean, this is the only planet we have, and we all live here; and if we don't learn how to take care of it together, we are not going to make it. I think universities need to make a special effort to open up opportunities to those who don't have them.

I applaud The MasterCard Foundation because you're doing that with a lot of Africans and Latin Americans who probably would have never gone to school, and I think we need to give them an opportunity if we want a different world.

REETA ROY

I couldn't agree more.

Jennifer, you were nodding big-time. What are you learning about emotional learning?

JENNIFER BUFFETT

I want to make a comment on your question, actually, because I think there's a false choice that gets set up in terms of either/or. Do we want to focus on the cognitive and the academic *or* on emotional intelligence? But they're linked! They are not separate! It isn't one or the other. I mean, if you think about a subject matter that you love, you don't have to study it. You remember it. You eat it up. It just becomes part of you. There is convincing evidence that links

strong social and emotional competencies and supports and a focus on positive school environments to significant improvement on academic test scores. So, I think we need to get out of this false choice thing.

I love this so much, what you said about the competitive paradigm we live in. It becomes so normalized and natural, especially in this country. And, again, it exists all over the world. We have stressed-out kindergartners who are being taught to compete and we're spending ungodly amounts of money to get them in good schools so that they can get a good job. I have an 8-year-old niece who was really worried about making a mistake because, she said, "This is going to affect my career choices if I make a mistake," and she's 8! How do you learn except by making mistakes? But that's not what our society has set up.

We're at the edge of this, and I want to point to an example many of you may be aware of, and if you're not, maybe you'll do a little research on it. Finland, which is about the size of Minnesota, made a choice several years ago to basically make education free across the board, whether you're talking about primary grades or university for everyone, because there were starting to be real educational inequities. So, everyone there gets a free and high-quality education. They invest in their teachers. Teachers are like architects or doctors: They get mentored and a lot of professional development. They don't have standardized tests. There's a high school test you take, but that's not every year; you don't take these check-the-box tests at all. They have basically no homework. They encourage play and free time and the ability to explore. Yet, in the global economy, in the PISA [Programme for International Student Assessment] test, which is an economic development test, Finland scores the highest. They are competing in a global world like nobody's business, but they've dumped this competitive paradigm and gone for equity. America and other countries keep sending people over because they don't believe it. But I absolutely think that if we are going to solve the challenges in our world, we need to get out of this individualistic competition paradigm.

REETA ROY

So, talk about that competition paradigm. What are you hearing from your employers about the young people who are showing up to work in your program? What do they say?

AMIT BHATIA

Employers both in India and in other emerging markets have long said that they can create way more jobs if there was talent. Employers are not saying that we don't have enough jobs. They're saying, "If there were people out there, we'd hire."

So, for example, just in India, big employers like Wipro and Infosys and TCS (Tata Consultancy Services) are saying, “We’re able to hire 200 or 300 people we meet.” And then the question is, *What have we armed these young people with?* I mean, we no longer send people to war with bows and arrows, spears and swords, you know? Yet we’re sending children out of the education system with antiquated learning, which does not prepare them, like Jennifer said, in every country of the world, India more so, because it’s an old civilization. For 5,000 years there’s been a division of labor, and at the top of the pyramid has been knowledge, so everyone continues to believe that education is knowledge, and I think we forget the skills and attitude part of it, which is what the employers are complaining about.

To just give you a little story, Dell has a big setup in India. Dell and Wipro were hiring thousands of young engineers to solve technology problems while sitting in India and being on the phone. And when Dell started operations in India, they were hiring computer science engineers, electronic engineers, and trying to teach them a little bit of English so they could be on the phone with customers in Europe, the US and so on. They realized within one year that it’s not going to work. They are now hiring English-language graduates, saying, “We can make you an engineer in three months, okay?” And, “We’ll teach you about all the parts of computers and servers, but we cannot go re-create the 16 or 20 years of education and get you to the basic behavioral and attitudinal skills.”

Clearly our system is lacking, given the history of education and given that it takes long periods of time before you go away with a curriculum and a syllabus and you’re able to get past academic arrogance. We need to go into how to embed, again, skills and attitude back into schools, back into colleges, and create a supply chain. In India we have a lot of debates, and I’m sure that debate is not very different from debates elsewhere in the world; we’re encouraging employers to think about education as a supply chain. So, if you think about how manufacturing solved its problems since industrialization, how MRP [material requirements planning] systems and ERP [enterprise resource planning] systems were born, how manufacturers started rationalizing costs — it went through the supply chain. We’ve got to do the same with education. We’ve got to think about education as a path to employment.

We heard great stories last night about how philanthropy is funding some great research. And there’s a place for great research, but in the developing world research is still a luxury. For most of the young people, education has got to take them first to employability, and research comes later. But you go talk to academicians, and research is always going to come first, before employability or very basic skills training. So, I think that’s really the challenge, and that’s what social entrepreneurs are trying to solve. For example, the bulk of our students are learning customer service. It’s not in the syllabus. They are learning field

sales. It's not in the syllabus. They are learning how to have emotional intelligence and confidence and self-esteem to talk to customers miles away and be able to solve problems. Problem solving is not in the syllabus. So, how are we going to re-create a system that is going to prepare these young people for jobs and not glorify education purely as knowledge? That's a battle that's hard to win against academia.

REETA ROY

Well, those are fighting words for some academics, but what you're talking about is philanthropy's being at the forefront of a revolution in how we learn.

THE FACTS AND FICTIONS OF IMPACT INVESTING



(From Left to Right) Maya Chorenge, Matt Bannick

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MATT BANNICK, Managing Partner, Omidyar Network

MAYA CHORENGEL, Managing Director, Elevar Equity

SASHA DICHTER, Chief Innovation Officer, Acumen Fund

Moderator: **DAVID BANK**, Editor and CEO, Impact IQ

DAVID BANK

Hello, everybody. Good afternoon and welcome back to our plenary panel, “The Facts and Fictions of Impact Investing.” Welcome as well to our web audience and if you’re live-tweeting, remember #GPF13.

I’m David Bank. I was delighted when Jane invited me to moderate this session, particularly for the chance to work with this terrific panel. I was at the first Global Philanthropy Forum 12 years ago back at Stanford when I was a reporter for the *Wall Street Journal* on the philanthropy beat, covering the millionaires and billionaires of the tech world who were moving into philanthropy. GPF was just a goldmine of both people and stories, as it still is, so I thank Jane and all of the GPF staff very much.

One of the urgent issues of that day was the scaling up of treatment for HIV/AIDS, particularly in Africa, and the Global Fund [to Fight AIDS, Tuberculosis and Malaria] was just getting under way. They had an estimate that it was more or less a \$10 billion ticket to do antiretrovirals at scale, and at the time there was something like \$500 billion in foundation assets in the US, and I thought, naively, *How tough could it be to find \$10 billion?* Fast-forward to a very tumultuous decade, and it was clear that issues have only multiplied and the urgency has only increased; and I was thinking, *Way too small*, so I was intrigued when this notion arose several years ago that there was this other pool of money — private investment capital — that is being mobilized for what are arguably the biggest business opportunities of the 21st century: transformation of food, water, energy, education, health care, financial services, housing, sanitation and on and on. And impact investing, as a raft of white papers have projected, was promised to be a \$500 billion or even \$1 trillion market opportunity by 2020, and that was just the beginning, as we tipped the entire \$80 trillion in private investment assets toward a sustainable and inclusive future. So, I thought, *that’s a good story*.

I’ve been trying to build Impact IQ as a media platform to cover this story and ImpactSpace as a database of impact investment transactions — think TechCrunch and CrunchBase. We’re trying to walk back that magical thinking and follow the money and see what’s real and what are the facts and the fictions of impact investing. So, for philanthropists, impact investing presents both new

opportunities and new challenges, and there are few better guides to this than our three panelists. We've lined them up here in what they may or may not take issue with as the spectrum of impact investing.

SASHA DICHTER

Very subtle. We figured that out.

DAVID BANK

Sasha Dichter, who is objecting already, is the chief innovation officer of the Acumen Fund, one of the truly pioneering impact investment funds. He led global capital raising, including a \$100 million capital raise. He is a noted speaker and blogger, the author of *In Defense of Raising Money: A Manifesto for NonProfit CEOs* and also the creator of Generosity Day.

Skipping Matt for a moment. Maya Chorengel is the founding partner and managing director of Elevar Equity, which manages two funds and is raising a third. Am I allowed to say that?

MAYA CHORENGEL

Sure, you just did.

MATT BANNICK

She wants you to say that.

DAVID BANK

Around a very specific investment thesis that I hope you'll tell us about. She comes from the real world of private equity with Warburg Pincus and jumped to impact investing in 2004 as the initial managing director of the Dignity Fund, where she managed the financial structuring of 15 high-growth microfinance institutions on four continents.

Matt Bannick is the managing partner of the Omidyar Network, heading both operations and strategy. Previously, as the president of eBay International and the president of PayPal, he grew eBay from five to 25 countries and eBay International from \$10 million in revenues to \$2 billion in revenues.

Let's start with Sasha. At this conference last year, your colleague Jacqueline Novogratz said, "The dirty secret is I'm not seeing a lot of people make money in this field." So, tell us about Acumen Fund and how you think about risks and returns.

SASHA DICHTER

Sure. Acumen Fund was founded in 2001, so we've been at this for about 12 years. We are a nonprofit that invests in companies that serve the poor in the developing world — India, Pakistan, East and West Africa and most recently Latin America — and we have about \$85 million invested. We feel that our companies have touched more than 100 million lives.

Ultimately what we're looking to do is take risk-oriented, primarily philanthropic capital and invest it in companies and find new solutions to old problems. With reference to last year, we did a study with the Monitor Group called the *From Blueprint to Scale* report [From Blueprint to Scale: The Case for Philanthropy in Impact Investing], and the question we were asking was: As the space has started to grow, what's the availability of capital along the spectrum? Just to level set from last year, the main observation was that there was what we called a "pioneer gap." So very early-stage grant capital is available. Later-stage scale-up capital is also available, but the capital along the way to help an enterprise with a solution to a persistent problem to get to the place it needs to be to attract the more mainstream capital is very, very hard to come by. I guess I'd say that a year later it feels that it still is.

DAVID BANK

Maya, I think your take is that the greater the financial return, the greater the impact and vice versa. So, what is Elevar's investment thesis?

MAYA CHORENGEL

Elevar's investment thesis is really centered around very large coherent, economically active groups of individuals — they could be rural, they could be urban, they could be in Latin America, they could be in India — who fundamentally lack services, lack connectivity to the global systems that we take for granted. And if they are given these services, if they are given access, they have the opportunity to unleash their economic potential and great social impact ensues. What we do on a really tactical basis is look for very big ideas that come from the low-income communities that we work with day to day. The customers of the portfolio companies that we invest in are asking for better access and better value. They want financial services. They want housing. They want health care. They already spend a lot of their hard-earned, hard-fought money on very insufficient, inconvenient services and products in these spheres, or they're not served at all. We look for great entrepreneurs who want to spend the next 20 years of their lives building great companies that are very focused on bringing value to these customers, effectively building products and services that you have to deliver at very low price points but that have very high value contributions to the customer bases that they serve. That's our model.

DAVID BANK

Terrific. Matt, Omidyar makes both grants and investments, so you have multiple lenses on all of this. How do you think about returns? How has that changed?

MATT BANNICK

Yes, essentially what we're focused on is investing early stage, either for-profit or not-for-profit, in organizations that we think can scale up and have an impact on hundreds of thousands of lives, so there's a certain scale metric that we look at. The capital, then, is a means to that end, and we will deploy whatever type of capital we feel is appropriate, given the circumstances, to help an organization scale up. To date we've invested about \$550 million, roughly split between for-profit and not-for-profit organizations. We think for-profit organizations have a critical role to play in driving scale—I mean, ensuring also that you have a connection to your customer. The customer values something, and by generating revenues you can drive scale and impact more people. That said, we recognize that there are also market failures and that markets and businesses address all of the issues, so we also then have grants as an additional tool to use.

We came at this initially from the perspective of doing just grants, and then we really embraced the power of businesses to drive scale. What we've learned over the past several years is that there's really interesting stuff happening in between the businesses where you're expecting a risk-adjusted return and the grants where you're guaranteed a 100 percent loss of principal, right? And there's a lot of really interesting innovation that's going along there. So, part of our journey over the past several years is trying to understand what a reasonable expectation is as you invest from grants all the way into businesses where you expect a good return. And on that score, there is, I think, a sweet spot in businesses that can not only potentially scale themselves but can create entire new markets and hopefully we'll get a chance to delve into that a little more deeply.

DAVID BANK

I want to honor the title of facts and fictions; very briefly, if you have your favorite fiction—the misconception, the myth—that you want to disabuse the crowd of, Sasha, as we were talking about at lunch...

SASHA DICHTER

Yes, I think that over time there will be exceptions, but the fiction that you can always do well by doing good is problematic.

DAVID BANK

Other fictions or hobby horses?

MATT BANNICK

I guess the broad comment I would make is that the realm of impact investing—that is, using markets and business to drive positive social impact—is an incredibly powerful and important idea. The challenge is a couplefold: I think there is a lot of hype these days. It's frequently seen as a panacea, like a cure-all; and one element also that is a little pernicious is the sense—and this is what Sasha was getting at—that there is no trade-off. So, we've gone from this world where everybody said, "Look, there has to be a discreet trade-off. In order to have more social impact, you've got to accept lower returns." Right? We threw out that paradigm and we've said, "There's not necessarily a trade-off between social impact and financial return." The danger is that some people have gone all the way and said, "There is *no* trade-off between social impact and financial return." The reality is that frequently there is a very distinct trade-off, and one has to be conscious when making that trade-off.

DAVID BANK

Let's get down to cases. The themes of this conference are agriculture and food security, education and livelihood and then human trafficking and modern-day slavery. The first two we can talk about as we go about the opportunities there. Matt, Pam [Omidyar] was here yesterday, talking about human trafficking. Is there an impact-investing opportunity to influence that issue?

MATT BANNICK

Yes, I think the highest potential really is in the realm of creating economic opportunity so that people have options to earn a livelihood, and also particular businesses that create opportunity for women. It's a long process though, and we have these conversations with Pam. If we look at the spectrum and when you think about returns, it's a lot easier to generate decent returns when you're working with a market where there's a lot of working poor who have disposable income. When you're working in a very impoverished situation where people don't have disposable income, it's really difficult to generate the returns. Again, it comes back to some of the investments Acumen made. But I think a lot of the countries that suffer the chronic problems with trafficking also have economic development problems. So, if you can address that, you can begin to make some progress.

DAVID BANK

Are there other thoughts on either the food or the education sector as investment opportunities? We can get into specific cases.

MAYA CHORENGEL

Sure, I think as you look at a lot of these sectors, even the human-trafficking sector, the beautiful thing about the world in which we live is that there is a multiplicity of approaches. And if I look at sustainable agriculture or education, for example, there are elements of the education chain that can be addressed with commercial dollars even at the base of the pyramid; or with difficult, chronic problems in education, there is a distinct element that needs to be addressed with philanthropic money.

I think that one of the attempts in our space is to try to create what I'll call a more rational market out of purely philanthropic capital and purely commercial capital and to try to develop both an experience set and a tool set, where we believe that capital, generally speaking, is scarce. The scale of the problems and the situations that we're trying to address in the world is very, very large, and you need both philanthropic capital and development capital from governments; and if you can convince commercial capital that there are areas that they can address, it would be better that they address the commercial elements and we leave the very scarce philanthropic or development capital to areas that cannot be addressed commercially.

In education, for example, we have found in our own investing experience that when you are thinking about financing for students, financing for schools, anything around the financial services realm of education, there is scope for a commercial investment there. Because of the regulatory structures of certain education systems in various different countries, you can address the delivery of education itself in certain countries only on a nonprofit or trust basis, so there's a natural limiting factor there. I think what we're trying to do in our ecosystem is make sense of that so that we can help direct different types of capital to different places along the chain where it's best used, where it's optimized, if you will.

DAVID BANK

In the past year, maybe a year or so ago, there was this meme out there that somehow there was too much money in impact investing and that there were not enough deals. I thought, *Too much money is a very good problem to have*. I asked a bunch of entrepreneurs "Is there too much money?" I didn't find a single entrepreneur who thought there was too much money. So, too much money, not enough deals — what's your take?

SASHA DICHTER

I think there's not enough money that's willing to take risk. I think that's the problem. Just for a little context, 10 years ago — we started out 12 years ago essentially — everyone thought we were crazy that we would be this nonprofit

and we'd invest in businesses. Five years ago the sector came up with the term *impact investing*. Today if you read the reports by the banks and the like, it's as if we have the answers — and we don't! We're at the very beginning of an exploration of trying to figure out where this additional tool can be used, and it's going to be different by sectors. It's going to be different by country. It's going to be different by stage. And the rush to say that we have the answers — as if we could take problems that haven't been solved pretty much over the course of human history and over the course of five years say, "Oh, now we've got it" — there's so much hubris involved in that.

So, if you're an entrepreneur sitting there with an early-stage idea who's trying to solve a problem that hasn't been solved, and maybe five years from now the economics might actually work out — which we all would agree is necessary if the thing is going to live past 5, 6, 7 years, 10 years — I don't think you're sitting there going, *Gosh, there's too much capital*. So, risk-oriented capital is going to say, "I hope that this business is successful. I expect this business to be successful, but I'm going to take a bet." Irrespective of your return expectations — and we can have different return expectations in our various businesses — there's amazingly little of that; and if there's a worry I have, that's one of them.

MATT BANNICK

If I can build on what Sasha is talking about, it's interesting; I think a lot of folks are keen to go into impact investing. If they can have a great social impact and they don't have to sacrifice anything on return, great! We'd all want to do that. That's a free lunch. That's the closest thing you'll get to a free lunch. And estimates I've seen, about two-thirds of the capital that's going into "impact investing" is capital that's going in unwilling to sacrifice anything on the financial return front. So, in my view, there's no difference between that and what's currently addressed by the regular commercial capital markets, right? There's nothing new. And one of the vulnerabilities for the sector is that we put a lot of hype around big numbers, when in reality people look at it and say, "Hold on. But isn't most of that just addressed by commercial capital markets?"

Now, in saying that, I don't want to diminish the importance of commercial capital markets, but I think that the role of a lot of the investments that Acumen and Elevar and others make is to build organizations up to the point where they can scale up, have huge impact and generate financial returns so that they can tap commercial capital markets, so they can get to massive scale. We wrote an article recently in *SSIR* — *Stanford Social Innovation Review* — called "Priming the Pump [for Impact Investing]," and I think the metaphor is apt because it feels to me as though a lot of impact investors are waiting for the water to flow — the water of fabulous social impact and high financial returns, right? They're waiting

for that flow, but nobody is really thinking about doing the hard work to prime the pump to invest in early-stage risky enterprises so that they can actually de-risk the model, compete in a competitive market, have new entrants and generate returns so that they get to the point where they can tap commercial capital markets and get to massive scale. People forget that microfinance, which everybody points to as a success story in terms of the size of the industry, took, 20, 30 years — and it took \$20 billion of subsidized capital to get there. So, I think more folks have to go earlier stage and prime the pump with riskier investments. And, by the way, we've also got to be cautious of working constructively with government. We've got to have good infrastructure — the whole host of things that is required to actually spark, nurture and then scale up these markets that we hope will serve millions.

SASHA DICHTER

Just a very small point to add. If I understood correctly there, Matt, you said you guys are about half between investment and grantmaking. You know, if our space had a balance sheet that looked like Omidyar's, I would feel like we were in a great place, right? I mean, if you actually had money all across that spectrum, then great. I think the risk is that the rhetoric will just push everybody toward this very easy-sounding space and will continue to perpetuate this gap. So the question is, if we could all have the flexibility... It strikes me that the people in this room in fact have the flexibility that Omidyar Network has to say, "I can play all the way across." But I do think that what often happens is that when one hears about this space and is very excited about it, it does become a trade-off because between your philanthropic dollar and your "impact-investing" dollar, we'll never create that balance sheet, if you will, across the sector.

DAVID BANK

Let's get into this because this is the heart of the issue. So, you put out this report last year about enterprise philanthropy. I think you made the case that there was an opportunity for high-leverage investments that would eventually, as you say, hand off to commercial capital markets, thereby catalyzing additional money; and now you say in a year since, not much enterprise philanthropy is going on. Why not?

SASHA DICHTER

I think it's a question for all of us. I mean, truthfully, it is hard to play as a philanthropist, you know, to understand your role. I do think the public sector has a huge role to play. Governments — domestic governments, global governments — that's probably where most of the dollars are going to come from, but I don't think that there is the infrastructure in place on the ground to interact with companies and be a grantmaker. That's actually a pretty difficult thing to do,

so I think that is part of the problem. And so part of the question is then to say, “Okay, enterprise philanthropy is one way to get there; another way is all the way at the other end: philanthropically backed investment capital or investment capital that’s layered in some sort of way.” So, it’s really about saying, “There’s a third way or there’s a big space in between and how do we really get there?” But I think part of the challenge is really an infrastructure challenge of grantmakers just not fully being set up to interact with companies in a significant way.

DAVID BANK

Right. Maya?

MAYA CHORENGEL

I’ll call this the corollary to what Sasha is saying. Many people in this room come from great foundations — you know, some of the great foundations around the world. There’s also a problem where a lot of foundations have a large corpus, and there’s a team that manages that corpus with the fiduciary responsibility and the intent of generating X percent return. In the US context, you have to give away, you know, 5 percent every year, and the investment teams for a lot of the great foundations say, “Well, I need to generate 5 percent plus 3, 4 percent — or whatever the operating expense of the foundation is — and I’m not going to put that at risk. I am going to bet on hedge funds, private equity funds, the public market, tobacco stocks, oil and gas, you name it, because there’s a long history and a track record there, and I’m being compensated on generating a certain IRR [internal rate of return] and preserving my capital and I am not going to put that at risk.”

As Sasha talks about this in-between space, a lot of the finance individuals within foundations will look for data, evidence and a track record in order to feel that the risk/return calibration that they have to make as fiduciaries of the foundation money makes sense to them. This is also a big problem because there is a huge pool of capital. A lot of people are talking about mission-related investing, but I think if you look at the actual dollars that have gone in, in the fashion that Omidyar Network has done, it’s still very small. The GIIN [Global Impact Investing Network] is one of the great organizations working on this issue in particular, and there are a few foundations that have really led the way in terms of saying, “We are going to put our entire endowment, our entire corpus, to work to advance the cause, and we are going to take a little bit more risk than everybody else.” But we need to move that along more quickly.

MATT BANNICK

Can I put some numbers on this maybe?

DAVID BANK

Absolutely.

MATT BANNICK

Taking aside the corpus — and I do think there is structural incentive challenges and only the very daring are putting a percentage of their corpus at play — I agree with you, I think they should. But if you look just at the capital — the \$40-plus billion of capital that US foundations deploy every year — 99 percent of that goes to grants; 1 percent goes to non-grant instruments. Of that 1 percent, 5 percent goes to equity investments, to PRIs [program-related investments], so 5 percent of that 1 percent. If you look at the universe of capital deployed by foundations every year, five one-hundredths of 1 percent is going to equity-based PRIs. That's a tiny sliver. So, there's some great innovation: Rockefeller's doing some great work, Gates is doing some great work, Skoll's doing some great work — but it's in the context of a very small piece, and there are reasons for that.

Foundations are doing fabulous work, but there are a whole host of reasons, including orientation toward addressing market failures versus creating markets — a whole host of things. One of the things, an additional pool of capital that we're looking at engaging with more in the realm of impact investing, is high-net-worth individuals, and, again, many represented in this room, and the statistics here are pretty stunning. Just the 90 or so signatories of the Giving Pledge control \$400 billion of net worth — \$400 billion of net worth! And many of these have made their money with businesses and with innovation. The 400 wealthiest Americans control assets of \$1.7 trillion, right? And that's not even looking at the intergenerational wealth transfer issues. So, there's some additional big pools of capital out there that we'd love to engage in the way that Sasha and Maya are describing.

DAVID BANK

You mentioned a couple of the experiments going on. What are the structures that could facilitate that layered capital so that different kinds of capital can get the returns they need but that there can be more money put in play for high-risk and possibly high-return investments?

SASHA DICHTER

I think philanthropy and philanthropists have a huge role to play. I find it's getting increasingly difficult because the echo chamber is saying that you're not supposed to put philanthropic capital to the work. The public sector absolutely has an important role to play, but similarly even if you walk in with a fundraising pitch to a government institution, they literally say, "Do you want a grant or do

you want an investment?” And there are two different people, two different committees, two different sets of criteria. So, we’re really structurally not set up to do this.

I do broadly believe that we have to remind ourselves, as we’re talking about funds and returns, we’re talking here about *How do we solve social problems?* We’re talking about public goods, and public capital has a huge role to play. And I don’t think that anybody would conceptually take a step back and say that public capital’s role is to make a good return; but if you’re in the marketplace, that’s what it feels like the public capital is acting like, and I think one of our opportunities is to look outside of impact investing and say, “How does public capital provide subsidy? How does public capital make risk go away?”

When I think across *our* portfolio, never mind the funding sources, almost all of these companies when they get big are interacting with governments in one way or another, so either way the public sector has a huge, huge role to play. Ironically though, it is not currently — it doesn’t feel to me like the public sector is very involved. There are great examples of USAID and DFID [Department for International Development] and all these other things, but they do feel mostly like pilots. And, quickly, where the rhetoric seems to be the most impactful in terms of people’s behavior is in these public-sector agencies quickly turning this into an asset class and really moving us away from the spirit of inquiry and experimentation and problem -solving.

DAVID BANK

Right. One of the other myths, I think, about impact investing — and maybe it’s a function of being here in Silicon Valley — is that it’s on a venture capital model. I think, Sasha, you’ve had some interesting blog posts recently about ways to deploy truly large sums of capital in sort of complicated structures with all kinds of different players and risk mitigation and all sorts of things. What are the examples that you’ve garnered from your research?

SASHA DICHTER

This is a question of *What is venture capital — and what is it really?* So, Cambridge Associates data says that from the late nineties to about 2010, the median venture capital fund in the US did not succeed in returning capital, net of fees, to the investors. The starting point is *What’s our benchmark?* In the spirit just following from the last point, when I think of schools, parks, public works, all these sorts of things, I don’t think that we look at that and say, “If the net return to an investor isn’t at a market level, we can’t do it.” We say, “Let’s have all these different forms of capital come and work together,” and it’s probably messy and complicated and subsidized — all these sorts of things. So, again, I guess my hope would be that we would get there.

I think we're all agreeing here as practitioners what we hope the marketplace will develop to be, but it does feel like there's a reigning orthodoxy that is gaining more momentum, that's saying, "If it doesn't work economically, money will never flow in." And it just strikes me that we solved lots of big problems with lots of capital in lots of ways where the economics don't fundamentally work out, and different players have their different roles that they need to play. So, my hope is that we can pick up our heads more and learn from other sectors and say, "Okay, the public sector's role is this, and private sector's role is this," and we're going to learn over time because, again, we're in year five of a 20-year trajectory, where I think, *Yes, 20 years from now we'll really understand: how does it work in ag [agriculture], how does it work in education, how does it work across all these verticals?* But almost all of these verticals that we're looking at are in the early single digits in terms of our experience with them.

DAVID BANK

Right. Let's take apart this risk-adjusted rate of return because, as you say, the comps [comparables] are sometimes misunderstood as well. Maya, how do you think about that in your fund and your investments?

MAYA CHORENGEL

Our fundamental discipline is to look for those opportunities where you can achieve high return in large part because the impact is tremendous, and a lot of the financial dynamics or the operating dynamics of the investments that lead to high financial returns are also those which are indicators of great social impact. Generally these are in terms of volumes of revenues, assets and numbers of customers served. We have been an investor in microfinance institutions, and it's a very surface view, but the more customers that you can serve while maintaining profitability and sustainability at your organization, you're benefiting both financially as well as including more people in the financial system.

As I look at our risk/return parameters, they are no different today when I'm at Elevar than they were when I was doing private equity at Warburg Pincus. We model out how our companies perform. We have expectations of how we might exit an investment. We hold for long periods of time, but we do have to exit and our results are actually quite good. To the statistics that Sasha mentioned, we are beyond the top-quartile performance fund relative to all mainstream venture capital and private equity funds of our vintage, which is, you know, mid 2000s. We have generated return. We have brought services to millions and millions of households. We have sent money back to our shareholders. We have brought people into the financial system. Our investors are incredibly happy, I think foremost because we are doing good work, but they were also very happy that we were able to prove that some of the markets in which we invest are investable commercially. And we are a very small fund relative to the overall capital

markets, but the fact that our return profile far exceeds the numbers that Sasha mentioned—you know, they're positive, first of all, but they're controversially high, let's say—is a good thing because I think that a lot of investors in the emerging impact investment market are trying to look for proof points and the proof points are not easy.

Whenever you make money doing work with the poor, you will generate controversy, but we are also proving that it can be done, and we have served millions of households. We have brought millions of households into the financial system, given them formal relationships, given them predictable cash flows and predictable services, and for us that's a good thing.

DAVID BANK

I think when you say the words “controversially high” in front of a journalist, it's like waving a red flag. So let's get into that. As I understand it, the bulk or a large chunk of those positive returns are from a single exit, in this case microfinance.

MAYA CHORENGEL

Sure.

DAVID BANK

It actually happens that Omidyar has a stake in that story as well, so it's a good one to air out here. And, maybe, Maya, because it's a very complicated story, you could just very briefly give us the background.

MAYA CHORENGEL

Oh, I'm happy to. So, in brief, SKS was a microfinance institution that started as a nonprofit back around the year 2000. In 2006 they converted from their nonprofit status into a nonbank financial company so that they could be registered with the regulatory authorities in India. And at the point in time when they converted from a nonprofit to a for-profit, there were a few investors who came in and provided the initial capital base for them to meet the regulatory requirements. We were one of those investors. At the time that we first invested SKS, over the six, seven years of its nonprofit existence, it had grown to serve several hundred thousand customers. From the point at which we converted it to a profitable corporation form to IPO [initial public offering], there was a four-year period during which the company grew to serve about 7 million customers. So, it took six, seven years to go from zero to 200,000. It took four to go from 200,000 to 7 million—and that was the scale of the ramp-up that they experienced by virtue of converting from a nonprofit into a for-profit entity.

Along the way we were obviously an impact investor or a microfinance investor when we invested, but commercial investors came into the picture: private

equity funds, venture capital funds, even hedge funds. The company went public in the middle of 2010, and at the end of 2010 there was a very large backlash against microfinance in India: One of the state governments basically outlawed all of microfinance in the state, and there was a crash in the microfinance industry in India as a result. And the two events — SKS's IPO and this action on the part of the state government — were not indistinct. They were related because a lot of attention came to the microfinance industry at that point in time. In a nutshell, that's the story and that's the controversy.

DAVID BANK

Matt, what lessons did you take or what was your experience through that whole saga?

MATT BANNICK

I guess my biggest takeaway is that impact investing firms or innovative firms that are serving disadvantaged populations face a sort of double jeopardy. They are working in incredibly difficult markets, and if they fail, they fail — and a lot of them fail. If they succeed, they can still fail because of all the political and other context around them. And we go back to the VC [venture capital] model. In the VC model, everyone in the valley here who is in VC says, "Okay, I'll invest in 10 deals; five will fail, and I'll have one or two that are home runs and the returns on those one or two will, ideally, give me a return on the entire portfolio. And we do early-stage impact investing. We consider ourselves sort of a VC for the poor. Our dynamic, however — one of our considerations becoming ever more clear — is, *Okay, we have the same thing: If we fail, we fail*, right? And a lot of the organizations we support will fail. That's the model. If we succeed, however, and they're hugely successful, suddenly you have the context or the optics of making a lot of money, potentially, to generate your return that's going to pay for all of the failures; but what the people will see is that you're making a lot of money serving a disadvantaged population. *That's wrong*. And then you have this backlash.

Without getting into all the details in Andhra Pradesh, the reality is 10 or 15 million fewer people are served by microfinance today than would be if SKS had been able to continue to operate. Interestingly enough, it's also worth noting, [Grupo] Compartamos did an IPO a few years before SKS, had about the same valuation, and there wasn't the same backlash. And the political context and the societal context were different. So, there's something really interesting in there that I think we should be teasing out and talking about more explicitly — about the challenges not only of trying to navigate and create a successful enterprise but also what the challenges are that are posed by success and how we navigate through that.

DAVID BANK

Has that chilling effect on microfinance in India had a chilling effect on investing? Sasha, do you see that at all?

SASHA DICHTER

No, I think that was a *Ring the bell! This is possible! It might work.*

My worry is slightly different. I think we all fundamentally know, and this is what we're saying here: X million more people were served than would have been served. You know, the success ultimately in 10 or 15 years is financial services, water, land rights, sanitation — services that are in a significantly different place because of this work. And it feels to me like we need to really hold a lot of contrasting ideas together.

We have a company in our portfolio called Medeem, which is doing land rights in Ghana. The World Bank has spent somewhere on the order of \$20 or \$30 million to reform land rights and give more land title to low-income customers and has made almost no progress. Medeem is a very early-stage company that has now done on the order of 2,000 certifications using a GPS and a kind of alternate system that will give people land title, which is really a basis of economic growth and prosperity.

I really don't think with LP [limited partner] type capital and a clock ticking it would be a responsible thing to invest in that. I think we need 50 Medeems and 50 Sanergys and 50 d.light's from five years ago. We need lots. To Matt's point, going back to who is priming this, I think we need the examples of the successes — you can actually recycle the capital and get the money back, and you can make the economics work; but if that becomes representative of what success looks like, you would be irresponsible in making 50 of those bets across those 50 new ideas or solving problems that haven't been solved before. I just worry that it's a narrow definition, which I don't think people fundamentally hold. But to Maya's point, the providers of capital see that and go, "Okay, that's really, really great." And I just don't know where the money is going to come from, to use Matt's language, to prime the pump and find more and more entrepreneurs willing to take risks — most of them are going to fail — to really solve the toughest problems. We can get into a lot of details of who you are serving at what level of the economic spectrum, but if I worry about a big risk, to me the big risk is that we cherry-pick the slightly easier-to-serve populations and 10 or 15 years from now, for the toughest-to-reach, largest segment of the population, we actually haven't made a whole lot of progress because we skipped a step.

DAVID BANK

There's an idea around the valley that failure is good — that you learn from failure and that failure's not punished but is rewarded. I never quite believed it because people who say that are always very successful. So, you never hear from the failures who continue to be failures. But there's also a problem in the impact-investing world that people are afraid to fail. So, maybe you could quickly tell us your favorite failure.

MATT BANNICK

Who wants to start?

DAVID BANK

I'll put you on the spot, Sasha, because there was one that was highlighted, I thought admirably so, in that report from last year about the microinsurance in Pakistan.

SASHA DICHTER

Sure. We have tried a bunch of things, clearly, that haven't worked. I think one of the hardest things to do is take a model in one place and put it to another place. So, we were very early — the first grant giver back in the very early days. Acumen gave grants to IDE [International Development Enterprises], a drip irrigation company in India, which has since spawned a for-profit that serves about 350,000 people. We thought we could take that model and bring it to Pakistan. We invested in a company there that, over the course of a number of years, simply didn't get there for a whole series of very nuanced, very complicated reasons that have to do with the execution on the ground, who the customers were, agriculture extension workers and how sophisticated they were, and imports and all of these sorts of things. So, replication has been hard.

Getting a company that was sort of midmarket to go down-market generally proves to be difficult. Anytime there isn't an entrepreneur that you're really aligned with in terms of business practices, you have to make the tough call. We have lots of examples, but to me I guess that isn't where we are. You know we should have them, and we have a collection of them; we sort of bear the scars of doing that. And just to recognize that that's what this is, we need to be accumulating them and learning from them. Some of them are going to blow up, and some of them are going to be acquired by somebody else, and then we're going to learn something; and some of them you're going to wish you never did.

MATT BANNICK

Just a note on risk and then I'll talk about failure: it's interesting to me that people see equity investments — early-stage equity investments — as very risky, and they are, but one of the arguments I hear is, "We don't want to do equity

investments because they're risky." The reality is grants are 100 percent — a guaranteed 100 percent loss of your principal — and to me nothing seems much more risky than that. Of course, I'm facetious because grants can do a lot of good, but I think understanding why you're taking the risks and what you're trying to accomplish is the key, central point.

We have a number of failures in terms of specific businesses that we've invested in that haven't done well. One that sticks in my mind is where we didn't figure out the unit economics. We had a model that was going to serve many, many villages, and we thought they'd figured out the village-level economics, if you will, and they said they did, and we believed they did, and then they ran that out to hundreds of villages and they hadn't gotten the model right in the first place. That was a big mistake, right? So, we've made some business mistakes like that.

The other thing I would note is we also continue to evolve based on what we're learning from others. I mean, Pierre [Omidyar] initially set out and asked Bill Drayton, who many of you know, a question once: "What should I do, Bill? I've come into all this money." And Bill said, "Whatever you do, don't set up a foundation." And so Pierre set up a foundation, and the foundation was useful for many things and we still have a foundation, but Pierre felt constrained — and that's when he started investing in businesses that he also believed could have a social impact, and that was very much his experience at eBay. But then we got in this bifurcated world where we did either grants or investments, where we were expecting a risk-adjusted return. And a number of folks in the field, including probably some in this room, said, "Hold on." Right? "Don't you think there's room for appropriate subsidy to actually spark the markets that you're so interested in?" Acumen has been one of the foremost thinkers of that, and others have, as well. So, as I see it, it's not necessarily a mistake per se but, yes, there have been false starts and there has been evolution, and my learning from that is you always need to be listening and not get too enmeshed in your own rhetoric and actually be conscious of what is actually happening out there in the field.

DAVID BANK

Right. Maya, quickly, a failure that you want to share?

MAYA CHORENGEL

My favorite failures are the get-big-too-soon-before-you-have-your-business-figured-out failures. The challenge in our space is that often the scale of the problems that we're dealing with or the scale of the problems that we're trying to solve are so large that you want to hit big — you want to raise \$15, \$20, \$100 million to attack a problem. It's a huge problem, but you don't know the fundamentals about how things need to work on the ground, how things need to operate, who the various stakeholders are, and you blow all of this money and

you come up with naught. I think that we are victims of it in the investing space. I think governments are victims of it, and development agencies are victims of it. You've got to understand the problem that you're dealing with. You've got to test it out on a small basis. You've got to do the hard work and then go big.

DEFINING AND ADVANCING PHILANTHROPY IN AFRICA



(From Left to Right) James Mwangi and Toyin Saraki

APRIL 16, 2013

WIEBE BOER, CEO, The Tony Elumelu Foundation

TSITSI MASIIWA, Executive Chairperson, Higher Life Foundation

JAMES MWANGI, CEO and Managing Director, Equity Bank Limited

TOYIN SARAKI, Founder and Director, The WellBeing Foundation Africa

Moderator: **JANE WALES**

JANE WALES

Good afternoon. I wanted to just say a couple of things about Africa just to tee things up. We've focused a lot today on children who have gone hungry, farmers, farming children who have gone hungry, people who have gone without the education and the opportunity they need and even the horrors of human trafficking. That's one part of the story. I want to tell another.

First, Africa is a place of almost limitless innovation — almost limitless! It's an old tale about M-PESA and Ushahidi and others that we talk about from Kenya. These were innovations that were developed by Africans for Africans for the overall success of Africa. They have spread around the world because they work and because they are deeply valuable and they meet felt needs. So, that's point number one.

Second, 27 out of 30 of Africa's largest economies are growing at a breakneck pace — extraordinary expansion, extraordinary growth and enviable growth certainly from the US point of view. Some of that *is* driven by worldwide demand for commodities like timber and oil and minerals, but the vast majority of that growth is a function of choices made. They are conflicts that were ended. It's trade that's been liberalized. It's industries that have been privatized, infrastructure investments, and investments in education that have been made. Those are choices made, and that's a very important part of the African story.

My third point is that while we've had this extraordinary growth and this extraordinary success, poverty persists. Poverty persists because the growth is not as broad-based as every man and woman on this stage wants it to be — and that's why they're here and that's why they do what they do and why they are so deeply committed to philanthropy in all of its forms.

I do want to start, James, with you. In the first place, I think James Mwangi has been part of the Global Philanthropy Forum since the first year, certainly from early on, and he knows us well. You've been very focused on making markets work for the poor. From your perspective this isn't just about growing economies; this is about expanding participation in those economies. Talk to us about

why Equity Bank chose to be such an early adopter in the microfinance space and that as you moved into both impact investing and investing in small and medium enterprises, what you learned in that process.

JAMES MWANGI

Thank you very much. It's true that from the outset we focused on what people call the "majority market" out of the realization that only 4 percent of the population in Kenya had been banked. So, 96 percent of the population was excluded. And then we said, "This is a structural market failure. Can we try to address that?" And to address that, you had to deal with the sector that was excluded. But as we became successful over a period of 20 years, we realized too that people were progressively moving up the ladder and getting out, being able to progress into other sectors, so we decided to follow up and see what would happen. Eventually we became an inclusive financial service provider, not only providing what you could call, the layman's terms, the "consumer segment" — the agro segment, the micro, the small and medium enterprises [SMEs] — but we went on up the scale. The impact, as you likely said, has been best at the SME sector, where so far out of about 8 million customers we have about 30,000 customers who have been able to graduate to that segment. Although they are 30,000 in number out of 8.2 million, they control 56 percent of the balance sheet, suggesting the transformation of their potential. On average they employ about 12 people. So, again, you see that about 360,000 jobs have been created by supporting that segment of investors.

JANE WALES

As we learned yesterday from Paul [Kukubo] in the very first panel, a lot of the growth has been driven by the ICT [information and communications technology] sector and the financial services sector, but 75 percent of the workforce is in agriculture, and you just touched on agriculture for a minute. Tell us something about the role that a bank like yours can play in increasing livelihoods in that part of the economy.

JAMES MWANGI

I think basically for the bulk of Africa, 85 percent of the population make a living out of agriculture, but agriculture is in its traditional form; it is almost at a level where it bridges up — what you could call small-scale commercial farming — where you're a principal primary producer of cash crops and essentially you're at the base of the value chain where there is no uniqueness; it's just mass production, and consequently there is very little value. So, essentially, as a bank, we thought the best way of doing intervention is to enhance productivity. In Africa the probability of increasing productivity up to the tune of 10 times is just by simply providing the right chemicals, the right fertilizer on time. It's

easy. And simply by increasing productivity, essentially what you do is for nearly the same cost; particularly in labor you are able to increase their incomes about four or five times, and that changes their livelihood and the quality of life for the families. But, as we get to this class of SMEs, we are now interesting them in value addition in the agricultural sector such that we allow the farmers or societies or groups to move up that value chain; they start processing. And as soon as they process, you find, again, that you increase the values by another four or five times, and essentially that makes agriculture a paying sector, a high-paying sector. And it ceases to be an occupation and it becomes more of a business. So, we turn them into agribusiness as opposed to simply farming.

JANE WALES

You have this way of combining the leveraging of markets and using private-sector tools, with more-traditional philanthropy like grantmaking, because you also lead your bank's foundation. Tell me what the focus is and what leads you to the choices you make. Is there a relationship between what you're seeing as opportunity on the bank side, the shared-value side, and where you believe only foundation grants can work?

JAMES MWANGI

I think we realized that by unlocking the value of the majority market, we're making it good for everybody, including ourselves. As we said, in agriculture we have nearly 200 agro-economists who do nothing else but go and help farmers in every village to create centers of excellence. We teach practical learning — what we were talking of in the morning. The farmers see that it can be done, and it's being done in their own villages and they copy. So, using local language, using local communication, they learn from each other and essentially a village is fully transformed. That is something we are doing and, essentially, when that happens the income of the farmer changes. They become better customers to us. Essentially it is literally doing good to do well.

It's the same when it comes to other sectors, like the SMEs together with partners like The MasterCard Foundation. Over the past three years, we have targeted to train 1 million people on financial literacy, taking them through a 13-week program. What we see is that as they embrace budgeting, planning in their businesses, they become healthier, more stable businesses that are likely to succeed over time. The majority of them increase their savings, so social impact has a return eventually for businesses in enhancing their relationships. We see that that this kind of investment reduces the risk of failure and consequently reduces the risk of borrowing, so there is a symbiotic relationship of investing in societies.

JANE WALES

You are also a big believer in investing in leadership, and we're not just thinking about who will be political leaders but who will be private-sector leaders and philanthropic leaders. Say something about the importance of that and how you go about it.

JAMES MWANGI

Again, we realized that the gap between the rich and the poor in societies is simply driven by opportunities — access to opportunities — and we decided that the best way to see whether the majority market at the bottom of the pyramid, as we like calling it, could create champions who could pull society's opportunities down to the bottom. We analyzed and realized that there is a natural selection method whereby very gifted people tend to be best positioned to take opportunities in life, so we said, "Are there children who are very gifted but are never able to access opportunities because of financial need?" So, we started 12 years ago by sponsoring the best boy and the best girl in every district and pushing them all the way to university education, and suddenly we realized that we were not only transforming individuals, we were transforming families, transforming villages and transforming society because one individual could pull the opportunities by lobbying through the government; or once they get opportunities in employment, they pay school fees for the village. So, after realizing that, it is possible we have built up 1,300 such transformational leaders. We call them transformational leaders. Essentially the first one ended up becoming our chief executive of Equity Bank Rwanda on his eleventh year of being in the program.

JANE WALES

Who knew this was a human resources strategy, right?

JAMES MWANGI

So, three years ago we decided that we could also open opportunities for those other than in public universities. And today, three years later, we have 91 kids in the US, with Harvard having 14 of them. So, you could imagine when these well-trained Harvard graduates come back home, or even get a job in the US, what will happen to their families. I must say this attracted the attention of a lot of foundations, and The MasterCard Foundation came and said, "Yes, it appears to be a great idea, but you are only picking them when they are at form four. What about those who drop out, who can't transition from primary education?" So, we went back to primary education, picked the top fifth percentile in the nation and asked who among these ones can't make it through secondary school. In the first year, we had 30,000, and we could only get to 3,000. Today we have 10,000 scholarships, all in the best schools in the country, and you could imagine now with 10,000.

We have now enlisted support of people like USAID, DFID and KfW, so we are hoping in the next five years we will be able to increase that number to 20,000 kids. These are not really transformational leaders; we are calling them “socio-disruptors” because these are people who really disrupt the social structure of our society. We are hoping ultimately, by 2030, that the leadership of Kenya — whether in the private sector, the corporate sector or political leadership — will be shared between the haves and the rest of the population who have not had opportunities in the past because they are accessing the best education that the children of the most endowed in society have. And when you talk of numbers, of 20,000 children at the bottom of the pyramid accessing the best university education, they didn’t have that opportunity. They couldn’t have made it. One, you make them employable. Two, you make them opinion shapers so they are also able to pull and drag their villages and their communities and families as they move up the ladder.

So, that is how we did it. And, again, this is where we said we’ll devote 1 percent of turnover or the total revenue of the bank to do good to society. After doing it for many years, we realized we could seek partners, so we created a separate vehicle and a foundation, a corporate foundation, and gave it to an experienced leader. Helen Gichohi is in the room, and she said, “I’ll use the infrastructure of the bank free of charge, but I will also harness the ability of philanthropy to develop an institution, and in three years she has been able to raise, together with our effort, over \$100 million to do good to society.

JANE WALES

James, we knew you were born to be a really good banker. What was the personal experience that led you to be this kind of banker who puts his energy, his effort, into making markets serve for the poor?

JAMES MWANGI

A little bit of it has to do with my experience of having come from a very humble background, being a beneficiary of a scholarship myself and seeing that philanthropy played a role to make me who I am, but also more my experience in working in government. When I chose to do this with Equity Bank, it was technically insolvent in terms of building society; and if it was not for social investment by AfriCap [Microfinance Investment Company] that saw the talent, that saw the commitment and gave me \$1.2 million in the year 2002, I would not be here today. So, if AfriCap made it happen for me, I would like to make it happen for another generation of the youthful population.

JANE WALES

Toyin Saraki is a successful barrister. She comes from a family in private enterprise. She married into a political family. So, she’s had experience with all of

these different parts of society. But one of the most interesting things about Toyin Saraki is that she had an experience that exposed her to the kind of health services that the poor get in Nigeria, as opposed to the privileged. Can you say something about that and how that might have influenced your philanthropy and the choices you've made?

TOYIN SARAKI

To be honest, I didn't come through giving in the traditional way. I grew up in a typical Nigerian family where we give a lot, but our giving was not purpose-driven. It was religiously driven. So, once a year you would do a tithe. My mother is a Christian, so she would give away 10 percent or whatever she felt like giving, usually our old clothes. And my father, being a Muslim, gave away 10 percent of his income. But they just used to give through their mosques, their churches, and so long as whoever they were giving to was supposedly poor. They wouldn't really check to see what was happening to what they gave afterward beyond the thank-yous, so this was not structured giving. And we all felt good about it, you know? We gave, and God would supposedly bless us.

When I was about 28, in 1991, I was pregnant and I was getting married and my country was preparing for the wedding of the year and so was I. As you know, I was hitching myself to a very strong political family and we lived very calmly: loyals and industrialists. But they didn't, and they were used to the way they lived. I think a week before the wedding, my father-in-law was running for president and had upset the government of the day, so he was picked up and locked up. I was sitting in front of the television, and I read about it. And that's when my life left the textbook and started delving into the footnotes. My feet swelled. My brother rushed me to the hospital, and they said "bed rest." I still thought everything was going to be fine because I was educated, I was enlightened and I had high expectations of what should happen, so it never occurred to me that anything would go wrong. Four or five days later, bed rest, and they're trying to calm me down, and I'm saying, "I want to watch the news." This is one thing in my country, actually: information is at a premium, and quite often when you need information, that's when people think you should be kept away from that information. So, the less information I had about what was happening politically, the more information I wanted and the more my blood pressure rose.

The night before the wedding, it was quite clear that there was no going back. I was taken to the labor room, and that's when my brains kicked in and I remembered all of the books I had read and all my antenatal classes. It was a transactional process, actually. I realized very quickly that I couldn't just lie back and push. I had to negotiate. So, I was asking, "What about the epidural? What about the steroid injections? What about this and what about that?" And every time I said, "What about...", they shook their heads and looked at each other,

and then finally my obstetrician — who happened to be in black silk pajamas, actually; I'll never forget because he'd been dragged out of his bed — looked at me and said, "My dear, you are in Nigeria and you're delivering in an emergency. I suggest you just push."

So I pushed and pushed and pushed, and one child came out, very premature, but the second one got stuck. It was what doctors call a transverse lie, and then I realized everything that was wrong with the medical systems in my country. I was in one of the best hospitals, but actually delivery is not something that your social status changes — delivering a baby is universal. Ever since the days of Adam and Eve, it hasn't changed: you either push it out or they cut it out, and there was this life-changing delay. They didn't have a scanner in the labor room. They didn't have an anesthetist handy. And after all the "Push! Push! Push!" it became "No! No! No! Don't push!" And of course my womb was contracting on itself. So, I had to hold on and remember all of my yoga and my breathing and God and whatever and hold on for 45 minutes while they could bring in an anesthetist. And then, of course, there were no epidurals, so they put me to sleep. I remember the last thing before I was put to sleep: I started praying. I was reading Psalm 23 to myself: "The Lord is my shepherd. I shall not want." Because I knew that the situation was critical.

I woke up the next day, and again my questions started: "Okay, take me to my babies." They took me. They put me in a wheelchair and took me to the intensive care baby unit and I saw only one child. So, I said, "But I was having twins. Where is the second one?" And that was when the lies began because they also knew that the people to conduct my wedding were arriving in the hospital and to them it was more important that I was presented, you know, to my parents the way I should have been. So they said, "Oh, the baby is in this other hospital." And they were telling me different lies. I composed myself and went through the wedding, and then everybody went to the reception. Then I asked to be taken back again. I had put two and two together, so I knew that there was every chance that the other child hadn't made it, but I didn't actually have time to feel sorry for myself or cry because I was in a country where my 28-week surviving twin who was 1.2 kilos was in an incubator.

You know, on paper, if we had a checklist, everything looked right. There was a neonatologist. The child was in an incubator. But this is also a country where electricity failure goes every 10 minutes, and this was a child on life support. I knew I couldn't rely on the machines, so I flung myself into it and I started sitting in the special care baby unit 24/7; if I needed to go home, I would call one of my brothers or my mother, and they would come and sit. Over the next few weeks, I learned everything there was to learn about medicine and the care of newborns, the difference between premature children and regular children, the failures in our infrastructure and the joys of our health workers when they're devoted.

But the fact is they don't have the equipment they need and, most importantly, there's the lack of accountability. It didn't occur to anybody at any point to provide an explanation for what had happened to me or the fact that they couldn't save the second child. They didn't even feel that they owed me the dignity of asking me what my children should be called. When I was leaving the hospital, they gave me two envelopes. One envelope was my surviving daughter's birth certificate, and it said Baby Saraki 1; the second envelope was my dead daughter's death certificate, and that said Baby Ojora 2. So, I picked them up and I said to the doctor, "How did you decide which one was the Saraki and which one was the Ojora?" And they just shook their heads. I became very fired up with the sense of injustice.

JANE WALES

Meaning her husband's name and her maiden name.

TOYIN SARAKI

Yes. So, they basically gave me the dead one and they gave my husband the live one. Initially I thought it was just me. I thought I was just unlucky. But I had been making all sorts of promises to God that *If you just let this child survive, you know, I will help people. I will whatever...*

It was strange because two nights after I had my baby, somebody else had a baby in the area of the hospital; and even though this is one of the best hospitals, it's actually in a very poor area and, strangely enough, my father's head offices are in the building next door because he always wanted to stay close to the people. And they brought in this child, wrapped in rags, with the umbilical cord still attached, and the hospital staff were telling them, "We will help you and we will clean up this child, but you people you can't afford..." you know, "Why'd you have the child at home in the first place?" And, "You can't afford treatment here, and you're going to have to take the baby away." I just thought, *Well, hey, I'm here. I have two of everything, and I only need one of everything now.* So, I said, "Let the child come." That was the beginning of keeping my promise. "Let this child come and put this child in the incubator next to my own and don't worry about the cost. If it's something that money can do, don't let them worry about the money. I will do it."

And for years after, I actually thought it was something money could do. I was donating incubators. If I heard somebody, somewhere, couldn't pay a hospital bill, I would race there. I would pay the bill. And I felt good about it until about 12 years later. My husband ran for public office and he won. He became a governor. His father is a philanthropist of note and, in fact, is legendary in his lifetime. It was not unusual for us to host 18,000 people for dinner on a Friday night. We actually have a building behind our house, our country house, which

we call “the house of the old.” All of the old women in the environs would just come: Some would come by car, some would walk, but they all knew that if they came, they would get a meal. They would get clothing, and they would get a little bit of money, enough to take them home and cook the next meal. It was just yesterday, actually, that I realized that what he was doing was giving them dignity because of course it doesn’t make us popular with our neighbors, you know. We live in quite an elite area, and then you have all these hoards and hoards of women coming; and in fact it got very out of hand. We even had bands that would play music to keep them occupied until he could feed them.

JANE WALES

There is nothing that upsets your neighbors more than a party for 18,000.

TOYIN SARAOKI

You know, the one thing that they always ask you to do as a governor’s wife — actually, it’s all derivative, and they don’t really expect it to be very serious — but they call you when people have babies so that you can congratulate them. They call you when people die. It’s a finely tuned protocol. It’s called condolence visits. I have entire wardrobes of black and white just to go on condolence visits. And then they call you when people are getting married because you always officiate over the cake cutting.

But after about a month, I realized that there was a disproportion. I was making so many condolence visits that it didn’t make sense. It was mostly women in childbirth, and what used to upset me was not even so much that the women had died but the shrug of the shoulders and the acceptance. “She died in childbirth.” Okay, shrug shoulders. “Forty days of mourning, and on day 42 our family will bring another daughter for the man to marry so that somebody can look after the child.” I became filled with what I can only describe as outrage because I realized that it wasn’t that I was unlucky all those years ago. I realized that we had a national emergency. I was trying to get numbers, data, statistics, and nobody wanted to count. They just wanted to bury the women quietly and move on, so I decided to take it up again, and this time I didn’t take it up from the point of giving money. I wanted to take it up from the point of data — facts. Where are the gaps in the system? Why are people dying? Who is going to be held accountable for this?

In the meantime I had had more children, and all of my pregnancies were complicated, so I realized, *Okay, you do have a problem*. But what changed was the way the system was dealing with my problem. In my next pregnancy, nobody told me on the dot of six weeks that I should run to London. And it’s a terrible thing.

Actually in Nigeria, in public life, the biggest insults they always throw at public officials is, “Oh, don’t mind them; they don’t know what our hospitals are like. They all go to London to have their babies.” But, I admit it: guilty as charged. I ran to London at the sixth week of pregnancy, and I did not move until after I had had my children.

But in my second pregnancy, I ran into a problem again: again brain cancer, again postpartum hemorrhage, again the negotiation. This time I wasn’t negotiating to have the babies; I was negotiating as to whether they were going to move me with the child inside me or whether they were going to let me have the child and then start moving the child to where the intensive care is. But I realized that that was an informed negotiating process: “Okay, you’re 31 weeks. We can deliver you, but where we have the intensive care is in another hospital. Do you want the delivery here and we move the baby, or do you want the baby moved inside you and then you go deliver there?” And I negotiated everything, and all was well. The baby had the cord around the neck, so the midwife was ready to turn the baby. It was all about information being available where you need it.

When I was leaving the hospital, they handed me this red book. I said, “What’s that?” And they said, “That is your child’s health record.” I opened this book, and every single thing from the point that the child came out was to be documented in this book. I had such a sense of empowerment because I knew what the British government, which is where I had my baby, owed a baby. If you call it the statistical value of life or the actions that define the statistical value of life, I knew what the government owed that child, so I could look at my child and know how to reach out for it. My brain started ticking, and I thought, *Okay, what does my government owe a pregnant woman? What does my government owe every child?* And I discovered that nobody knew what my government actually owed. It all seemed to be very discretionary, and we had no sense of entitlement. A sense of entitlement is a bad thing in a command economy, but where I come from there was no sense of entitlement. It was purely discretion. If you got something, good; you knelt and you said thank you. If you didn’t get it, you just kept it to yourself and you suffered in silence.

So, I decided to write that book for Nigeria to empower our pregnant women and their children under five. It was a four-year process and a \$2 million investment. First of all I went to the people who wrote the British one and I said, “I want this,” you know, “for my people.” And they said, “Well, it’s not quite so simple as placing an order because we don’t know what your government provides.” So I ran back home and I went to the Federal Ministry of Health and I said, “Right now tell me what service do you provide and how is it supposed to be delivered?” We’d been through a series of consultations. I must have spoken to over 400 medical professionals in Nigeria and hosted workshops, and then I wrote the book and my government adopted it for use within the Midwife’s

Service Scheme and I left it for them. I said, “Because for them to make it work, it really has to be theirs.” I then began to concentrate on informing women so that they know. We need to raise expectations. I believe that the unmet need will be in behavioral change — demand creation. I don’t think we can get the good results if we don’t expect to get the good results, so I am trying to raise the bar.

JANE WALES

Let me take you a little further on that because this is something we’ve talked about before, this concept of demand creation. It’s basically understanding that you are of value and that you should expect dignity and you should expect basic services when it comes to health. But it goes beyond. Your philanthropy is now focused not only on maternal health but on women’s education. It’s focused on women’s empowerment more generally, and from what I can tell, you leave no stone unturned. You’re willing to use everything at your disposal, and let me just call out an example. It seems to me that you’re quite willing to shine the spotlight and get the cameras rolling in order to affect the behaviors of others. So, maybe you’d say a little bit about your efforts to promote vaccination and your efforts to engage local traditional and religious leaders — how you combined this partnership with a bit of a communications plan.

TOYIN SARAOKI

Well, it’s funny. We all know that immunization is the central pillar of child health. When I was young, there was this advert they used to play on TV; it had a drumbeat and it used to say: *Dub dub dub d dub dub d dub dub d dub* “Prevention is better than cure.” And it was something that resonated, you know? It’s better to prevent things than to be trying to cure them.

When my husband was governor, we had a polio problem in Nigeria. The rumor had spread that the West was using the oral polio vaccine to reduce population. I’m not talking about informed choice. I’m talking about what people felt would be mass sterilization. Meanwhile, polio is a terrible, terrible disease. You know if you’ve come into contact with it; you see that it’s not just at the point of contact you suffer. They suffer forever. And as the state first lady, I was expected to lead the polio immunization campaign, which usually meant I’m taken to a field and I smile and I take pictures and they give me a couple of bouncing babies and I put the oral polio under their tongue and that’s the end of that.

My husband’s state where he comes from and where he used to lead is situated where the North meets the West, so to speak, also where Christianity meets Islam, and their logo used to be “The state of harmony” because it’s where everybody lives together without fighting. I thought to myself, *How can we deal with this issue of people’s not wanting to bring their children out?* So, I reached out to the Emir because I remembered that his young wife had just had

twins. He had married a young princess from Bornu who had twin boys, actually. I said, “Would you mind if I came to visit you? I would like you to bless this polio campaign.” And he said, “Oh, yes, of course, I’d be happy. When do you want to come?” And I said, “Friday at 12.”

I picked the time very strategically because it’s just before everybody was going to be heading to the mosque, and there’s a very big mosque near the Emir’s palace. So I went along with the nurses and the doses of the vaccines, and he received me. I greeted him, handed over the traditional gift, brought out the vaccine and said, “Please bless it.” And of course I have all the TV cameras with me, so he blessed it. I said, “Oh, well, since I’m here, what about the babies?” And he said, “Which babies?” And I said, “Your twins. Have they received their oral polio vaccine?” And he said, “Well, no.” And I said, “Well, this is as good a time as any. Please bring the twins and let us give them their oral polio vaccine.” So, they brought the babies — probably the first time he’d even carried his own baby because, you know, we women do these things in Nigeria. I gave him one of his twins, and I carried the second one, and with the cameras ringing and the drummers drumming we immunized them. And then we stayed. We talked. By the time we came out of the palace, there were about 8,000 people with babies just waiting outside because they felt, *If the Emir could immunize his own newborn twins with this oral polio vaccine, who were they not to?*

This showed me the importance of picking champions who exist within communities. You know, people are convinced more easily by the practices of their own people than by something foreign being foisted on them, and it’s served us well.

JANE WALES

I thought this was important to call out for two reasons. First, Toyin Saraki not only partners internationally, globally, with the UN and others, but also understands the importance of partnering with local leaders. The second reason brings back what Sendhil [Mullainathan] was telling us about understanding the behaviors of others. This is not the only place where the polio effort has been harmed. In Pakistan, because the US government used a health worker to gain access to Bin Laden’s compound, now there is no willingness to let health workers in. We have to think about these consequences and ways to overcome just as brilliantly as you have.

Tsitsi Masiyiwa, I want to turn to you for just a moment. You and your husband, Strive, are from Zimbabwe. He was a very successful businessman — I know more about you than you think because my best friend in San Francisco was raised with you and went to school with you in Zimbabwe. It’s funny that we share this friendship. You ran into a big snag when your husband applied for the

license he wanted—the privatization, I guess, of the telecom industry and to get the license. Say something about that and how that experience has affected your philanthropy.

TSITSI MASIYIWA

Okay. Thank you, Jane.

I was fascinated by your story, Toyin, and it really resonated with some of the experiences that we had. My husband had come across a new technology for mobile telephone, and he applied for a license so that he could set up a business in telecommunications. He thought it was straightforward: You tell the government there's a new technology, everybody is going to benefit and others are doing it, so let's get in it very quickly. And the response was no. There wasn't information on what cell phones are about, the impact of the technology on communications, on freedom, on just the whole impact on society. So the government said no because they felt governments have monopolies over telecommunications. Anyway, after they said no, he decided to sue the government.

JANE WALES

Now, just think — hold on this for a moment. Strive Masiyiwa is known for being a brilliant guy. He's suing the Mugabe government? There's something that gives me pause here! Go ahead.

TSITSI MASIYIWA

You assume that there is a separation. It wasn't personal. We really irritated the government. It is something that is not done. But I can look back and reflect and smile about it now. But for me it was a really, really terrible experience that I wouldn't want to live again; but I see what came out of it because we lost everything. We were in business before, but our biggest customer was the government. So, you bite the hand that feeds you, and guess what happens? They just closed every contract, and we had nothing left. We didn't even have the legal fees to pay the lawyers. But we had such a cause that everybody really believed in.

What we were trying to get was recognition for a genuine opportunity in a new industry, and our intentions were pure. We had a lot of support from people, but I think the embarrassment was *How do you take the government to court?* So, we were in and out of court many times, and I can write a book on what happened. I recall it was December 30, 1997, and I was seven months' pregnant and we got a call: "Please be in court in the morning at 10:00." So, we knew. We had lost everything. We'd been through hell and back. There wasn't anything that they could tell us that would make anything worse, but we never lost sight of the fact that we knew what we were doing was right. We had a cause, and

the impact of what we were going to do would transcend beyond personal benefit — it would be something that would benefit the nation. It would build a platform for a new way of life, a new way of thinking, a new way of expressing liberty among the population. So, anyway, we went to court and were issued the license by the high court!

So, that's how we celebrated our New Year. But through all of that, as I said earlier, you begin to question yourself: *Why am I going through all this?* What made it worth it — what gave me hope every single day to wake up the next morning and say, "It's worth living another day" — was that we didn't leave the country. We had nowhere to go anyway. So, it gave us the guts and the courage to stay where we were not wanted. You feel like you're a visitor in your own country. But it's because we knew — we had a deep conviction that what we were doing was the right thing.

And when I look back, one of the commitments we made — and we made this independent of one another — was I said, "Lord, if I get that license, I will look after the orphans. It doesn't matter how big, how small, what the challenges are, I will live my life to give a better way of life for the disadvantaged, especially orphans." And, you know, that's what I did. The minute the license came, I left my job and that's what I've done ever since.

But we've expanded the work because with philanthropy you see a need and you want to answer a need. So, it started with the orphans and then we saw James' model. I think we shared something very similar. It's amazing. Your model is very similar to ours, but yours is better, so we have a lot to learn from that. But, it was, *What do we do with all of these very clever, intelligent young men and women who, if given an opportunity, can go to the best institutions and come back and be the future presidents, permanent secretaries, entrepreneurs, leaders in NGOs and companies — you know, all sorts of opportunities available for them.* So, we set up a scholarship fund for them.

And then there was the health crisis. I honestly turn green with envy when you talk about the opportunities in your countries. You have the liberty to do something. I mean, when I say I'm Zimbabwean, I think people don't know where to look sometimes. Everybody harasses you for being a Zimbabwean, from the airport to the immigration office, because of the separation and the isolation. You always have to do your work in an environment whereby you are saying, "I may not have the right partners to do the work that I do now, but we are creating the environment so that when things turn, the partners will come and they will be able to hasten the work — to do it even quicker — because we'll be able to build on the success that Equity Bank has built, what Toyin has done and what Tony's foundation has done.

JANE WALES

Now, I should say, when I first met you and Strive last year, and you were telling me this story, he had just come from negotiating with Morehouse College and Spelman College. Strive was thinking through how to ensure that those children who passed their exams, who did well enough, who qualified their merits, would have a world-class university to go to. So, that's been part of it. It's been building partnerships as well, hasn't it?

TSITSI MASIIWA

Absolutely, yes. Like I said earlier, the question you ask yourself is: *Do we just focus on giving scholarships to rural children, where the school fees are very small but there are no resources, there are no teachers, there are no books, no electricity?* Or do you, you know, bite the bullet and decide, *Okay, the investment should be at all levels. We'll do it for the rural areas. We'll do it for the urban areas. We'll do it for the local universities and where we can find partnership with good universities.*

For example, I mentioned earlier that the partnership is with Morehouse. We pay for the students — 10 young men this past year and 10 girls this year — and our goal is to go up to 14 students. So you look at the cost but also the benefit, the return; there were issues of impact that we discussed earlier. The return is not financial, but the return is the change — the positive change we see in Africa has begun. It's real. And part of our role as philanthropists is to fill in the gap where the government cannot have that vision. Or if they've got the resources, they don't have the guts to release that money, invest it into giving the young people the skills to go to these institutions and then come back and invest their expertise and their knowledge and what have you to make sure that we are part of the growth process of the African economies.

JANE WALES

You referred to having some opportunities in Nigeria, and it seems to me that I'm sitting here with a panel of people who create opportunities. I think that that's what it's about regardless of environment to create opportunities — the determination here.

Wiebe Boer is the CEO of The Tony Elumelu Foundation, which is really a unique foundation in terms of its approach. Many of you were here last year when Tony spoke. He gave a keynote address. He works very much with the same approach as Equity Bank. He took a failing commercial bank in Nigeria, and he turned it around by choosing to bank the unbanked, by being a banker to the poor in essence, and it turned into a pan-African powerhouse. So that is a shared-value approach. Second, he also has a holding company. He does investing, not only

impact investing but small and medium enterprise investing, very much in job-creating opportunities. He also does normal foundation and grantmaking work. Finally, he is not shy about using his voice when it comes to policy.

But I think the most interesting thing about his work — I just experienced this by recently spending a week in Nigeria — is a boosterism that I deeply admire. I wanted to call attention to this because he has honored and called pretty dramatic public attention to the 50 fastest-growing companies in Nigeria, and that tells the world that Nigeria is a good investment. That alone — that a man who is known to be a smart investor — demonstrates that kind of extraordinary growth. So, tell us something about this philosophy that is such an integrated approach to trying to achieve social change. It's a model I haven't seen elsewhere.

WIEBE BOER

Okay, thank you very much. Just before I start, I would like to say that Mrs. Saraki is actually very good at shining the klieg light on people, and I'm often a victim of that. It's nice to be sitting next to you. It's nice to be on your side this time.

I don't know how many of you were here last year when Mr. Elumelu was here; he's back in Nigeria making money so that I can give it away or invest it. So, his journey was like you said; he took over a failing bank. Basically they raised about \$5 million, took over this bank and through a series of investments and additional growth, like you said, going down-market — not as far down market as Equity Bank, but in Nigeria at that time only about 5 percent of the population was banked. So, they democratized banking; they took bank branches across parts of the country that hadn't had branches before and then used technology to link them all together in a way that hadn't been done before. They very quickly turned it into the fifth-largest bank, eventually taking over one of the old traditional banks — the United Bank for Africa [UBA]. They merged them and then took that across Africa.

So, when he retired in 2010 at the ripe old age of 47, he started a foundation and the investment company, and both were embedded with the DNA that he had used to build that company. What he charged us within the foundation was two things. One was to create another thousand UBAs, and that was the idea of, *Look, we took a \$5 million investment and turned it into a bank with a market capital of \$3 billion, \$14 billion under assets, 20,000 employees operating in 20 African countries. If you could create another 1,000 banks like that — empower, promote and help support 1,000 African entrepreneurs to build those kinds of businesses — think about what that could do to the economy.* So, that was the first charge.

The second charge was what he called “institutionalizing luck.” And he looks at it like that: In 1997 he was in the right place at the right time. They got this bank. They had some people who believed in them. He had some mentors. There were some policy initiatives that were put in place along the way, and every time it was like he was on the right side in the right place at the right time. And, you know, he feels like most entrepreneurs don’t get that, so the millions of others who tried to start businesses like he did didn’t succeed and didn’t quite get as successful as him, so the idea with institutionalizing luck is *What can we do to create an enabling environment so that any entrepreneur has an equal opportunity to get there?* And we now focus on the entire environment and not just the target of 1,000 entrepreneurs. That’s really what our focus is in philanthropy.

On the commercial side, it’s actually somewhat similar, where he deploys capital to businesses that create not just economic wealth but also social wealth. He’s investing in a different way. I mean, some of this sounds relatively obvious, but in the Nigerian economy where you can make some money pretty easily on very short-term thinking, his approach is quite different. For example, he has a number of oil blocks that he’s purchased over the past years, and they’re in the process of developing them. The traditional model in Nigeria has been you take the oil and the gas to the closest coast and get it out of Nigeria for whatever price you can get and then you import back the refined petroleum. You don’t create jobs, you’re not creating any value and you’re actually wasting a lot of money. Instead he’s going to use the gas first of all as the main ingredient for fertilizer, which again will now have another knock on a social value, but it will also create jobs in the factory and also, of course, have an impact on agricultural production. The second part is they’ll use the gas to power the power plant that they’ve now won in one of the privatization bids.

So, again, it’s this idea that *Okay, I could very easily just take the gas out and sell it and be done with it and get my money* — but this way it’s actually creating a couple of additional steps, which is a lot more complicated, takes a lot more capital, takes a lot more time but ultimately you’ll actually create a lot more local jobs and have a lot more local value. So, in some ways when I heard the description of Omidyar, it’s similar in that we use whatever tool we need to use to have economic and social impact, whether it’s the commercial large-scale investments or it’s a grant to create the right infrastructure for incubating startup businesses or an investment in a social enterprise or a phone call to the president or convening a number of people to get a movement going — whatever it takes to make that social impact, we’ll do it.

JANE WALES

And, in fact, that happens to be true of everyone on this stage. I think we can say there is this understanding of social change as being about voice as well as being about investment resources.

Tell us about the foray into the agricultural sector — Mtanga Farms [Limited of Tanzania] — because that's a good hybrid example. Tell us about his work with regard to that.

WIEBE BOER

The foundation and Heirs Holdings, the investment company, were formed at the same time, and early on we'd talked about how as a foundation we were going to do things differently. We were going to do this thing called impact investing, which in Nigeria no one had really heard of; and because no one had heard of it, it also meant there weren't really any deals to do. We wanted to do something relatively early, and this deal was presented to us for a productive farm in Tanzania. We thought, *Okay, look, it's not in Nigeria but it's in agriculture. It's elsewhere in Africa, and it's actually something that if we made that investment, even beyond the social impact that the investment would have, just the story of a Nigerian investing in a farm in Tanzania that's creating social and economic wealth would itself shine the light on a different kind of investing and actually attract additional investments in Nigeria and elsewhere into that space from domestic investors.*

So, that investment wasn't a lot of funds, but basically it was in a 3,000-acre farm; and the funds we put in basically helped get the grain business going. It's producing wheat and maize for the domestic market, but then there's also a whole business of seed potatoes, where something that would traditionally have been done as a development project, a grant-funded development project, was actually done as a business. We went through the process with the government of registering new varieties of seed potatoes — the first new varieties that had been introduced to Tanzania in 30 years. I believe they're now in the third generation, and I think the next generation can now be put into the market. But just by introducing those new varieties, the 150,000 smallholder potato farms in southern Tanzania, once they have access to those — without adding any irrigation, any fertilizer et cetera, just the new seed potatoes — will get three to four times the yield. Obviously that has a huge impact on incomes, nutrition and food security. So, all of those things together made it a very interesting and attractive investment. But the model we had wasn't just the foundation that invested in it; it obviously had a positive social impact, but the financial returns were also attractive, so we also brought in money from the commercial side.

JANE WALES

What are some of the key influencers in Tony Elumelu's life that brought him to this place, in your view?

WIEBE BOER

Well, that's actually easy to answer because in our office building in Lagos we have four meeting rooms, and each of the meeting rooms is named after someone who had a significant role in his own personal and career development. Our boardroom is the Suzanne Room, which is after his mother. Clearly she had a significant impact on his life. The second room, our lecture theater, is the Dominic Room, which is named after his father. And the main meeting room that we use downstairs is called the Banigo Room, which is named after Chief Banigo, who was his first mentor. He was the man who, when Mr. Elumelu was only 26, made him a branch manager, which was unheard of in the banking sector in Nigeria at the time, so he really sees Chief Banigo as being the man who set him on his path. When he does mentoring and when he talks to young entrepreneurs, it's always with the spirit of Chief Banigo behind him. The fourth one is the TAJ Room. I actually can't remember the name of the person, but those are the initials, and that was his first boss. So, those are the people who had a significant impact.

I'd like to say that on his model of philanthropy I had a little bit of impact, but, of course, I was following in the footsteps of Dr. [Judith] Rodin. In fact I was charged — or the Africa office in Rockefeller was charged by Dr. Rodin — in early 2010 to go and identify African philanthropists around the continent that the foundation could work with, and I stumbled across Tony Elumelu. There was an ad for the CEO of this foundation, and I thought, *Hey, great! Let me meet them and talk to them about 21st-century catalytic philanthropy and impact investing*, as a response to what Dr. Rodin asked us to do. So, I ended up meeting with Mr. Elumelu in New York, had a fantastic conversation about new models of philanthropy and then left and got a call. He said, "Why don't you just come and do it?" And I said no. And then I said no again and then again and then finally — he's very persuasive, like Mrs. Saraki — and I decided to drop, you know, I was working with Rockefeller Foundation in Nairobi. It's been around for 100 years; you have a pretty solid future there, and I gave that up to move back to Nigeria, where I was born, because I felt like we could actually work with him to invent a new kind of philanthropy in Africa. And also there were no handcuffs like the IRS [Internal Revenue Service] puts on you as an American philanthropy. So, again, that was one of the reasons why we could be very free with our model and the tools that we had to use.

JANE WALES

I want to get back to mentorship, but let me just say for a moment that Wiebe was born in Nigeria. His parents were missionaries. They're Canadian, aren't they, you're parents?

WIEBE BOER

Dutch Canadian-American.

JANE WALES

A little of all, and they are here. So, thank you for joining us.

I'll go back to mentorship in a moment, but I want to mention that last year Ngozi Okonjo-Iweala, the finance minister's mother was kidnapped as many of you know. She's on our advisory board. When you are trying to do your all to ensure the success of a country and yet what is in the headlines is crime and corruption, what role can leaders like Tony Elumelu, like everyone, play? What can be done to deal with that very significant barrier?

WIEBE BOER

Let me give you a great example of this. About six weeks ago, the Nigerian president signed over the 16 or so companies that had been created out of the breakup of the national power monopoly to the companies that won them and paid for them in the privatization process. And that was basically, in one hour, the largest single act to transform the power sector in Africa, possibly the world, and the headline the next day about Nigeria was that seven or eight French tourists had been kidnapped in northern Cameroon and driven into Nigeria on motorcycles by Boko Haram. So that's really telling of exactly what you're saying. I mean, there are those things happening, but the story of transformation that's really going on is not being properly told, so the image people have of Africa is still a very outdated one.

When you look at Nigeria, it's one of the world's top five fastest-growing economies; within five to 10 years, it should be one of the bricks that will be called the BRICs. And the work we did to identify the 50 fastest-growing companies in Nigeria, these are unlisted companies. They grew at an average rate of 100 percent per year for the past three years — 50 companies. That doesn't sound like a country that's in chaos and so on. I think that's a story that we're trying to tell, and in some ways it's that communication of that different side of Nigeria that I think really changes the way investors and others look at the continent.

JANE WALES

Toyin, you're looking knowing. Would you like to add a point there?

TOYIN SARAOKI

When you were speaking about our tremendous growth, it is there; but I also work very close to the front line, and we have some very grinding poverty in Nigeria that makes it as if there are two completely different worlds, and I'm always very worried as to what will happen if these two worlds actually collide. I remember the kidnap incident. I remember the killing of the health workers. Even just last week, two of my friends had their sons kidnapped, and one of them is the biggest brewer in Nigeria — they make 7 Up in Nigeria. I am convinced that the only way to stop the levels of resentment that bring what is essentially crime — kidnapping, irrespective of whatever ideology the kidnappers think they have that justifies their actions — I think education is going to be our only way out. Again, I'm going back to behavioral change and demand creation; but the fact of the matter is they kidnap somebody, and they're not living somewhere in a vacuum. They're taking them somewhere to some community. Some of the other members of the community must know that there is a kidnap victim there.

The telcos have been very good about helping us track when kidnappers have seized someone. Even I have been almost a victim. There was a plot at one point to kidnap my children. I was very lucky. I got a warning. The kidnappers couldn't agree, actually, between themselves, so one of them sent me a warning with a ransom note, and the telcos saved me, actually, because I immediately sent out the numbers and they did the tracing and let me know exactly when and where the location was. One of the kidnappers was actually working in my house.

I just wonder whether we all shouldn't be looking more closely at education because if we do not raise the educational standards — to raise the bar of, again, what is expected — we are all at the mercy of people who feel that they're not getting what they should or do not even fully understand. Just as an example, I was talking to one of my social media chaps about the difference between the lives of the privileged and the poor. One of his friends lived in Dubai, and this chap, when he visited Nigeria, he told me with absolute incredulity, "Do I know his friend pays electricity bills in Dubai?" And I was like, "But we *all* pay electricity bills." And that's when I realized that there is a subsection of people in the country who have never seen an electricity bill let alone paid one. This is where I begin to think about the African philanthropies: When we're getting together, we're moving into more-structured giving and we're helping governments; and in helping governments, we're helping ourselves because what is the point of all this wealth if you cannot lay your head on your pillow at night and sleep?

JANE WALES

Yes.

TOYIN SARAКИ

I'm hoping that as we talk more and as we help governments — whether it's in legislation against domestic violence or the impact investing that you're talking about or the education of orphans — we should be creating a place that works better, that is more productive and is more attractive for our partners to come because we can't do it all by ourselves.

JANE WALES

All right. Listening to you all, I keep hearing that it comes back to leadership — a key point that James has made — to expectations, which I think is such an important point. Changing expectations is so much more complicated than everything else we've talked about because it involves so many aspects. It's providing that access to opportunity that education can do and ultimately, it's about expanding participation in the economy so that everyone can play a productive role.

I'm going to close with a question that brings us back to mentorship, something that has come up. Tsitsi, you and Strive are all about mentorship. Tony has made that commitment. Each one of you has, in fact, made that commitment to mentorship. You've also made a commitment to the notion of an African Philanthropy Forum, and there are really two things that the African Philanthropy Forum can be about: One is modeling philanthropic leadership and two is committing to mentorship of the next generation of philanthropists who are coming along. And they are coming along. There is this next generation. This is a young panel, but there are even younger ones coming up. So, I'm going to turn to you, Wiebe, on this. What would be your ultimate goal as you look at an opportunity to build a community of African philanthropists? What's the big outcome you're looking for?

WIEBE BOER

The big outcome? I think it's actually to address the issue that Mrs. Saraki mentioned: that in the process of creating this wealth, the wealth is actually also having that social impact — creating jobs, creating opportunities and creating a system that's not so divided. There are 150 private jets in Nigeria, but there are only about four registered philanthropies. That's a problem. If we get 150 of the guys who own the jets to have 150 philanthropies, each one of them pursuing a passion that they have to make lives better for the poor, I think we could have a fantastic transformation in that country.

JANE WALES

First I just want to acknowledge that a member of our advisory board, Angélique Kidjo, is in the audience here with us. She is originally from Benin, a neighbor of Nigeria and right next door, and she's also been a strong advocate of the African

Philanthropy Forum. She will join us in guiding us, and she's in fact on the closing panel tomorrow; but until then, or until our next panel, which is momentarily, I really want to ask you to join me in applauding these remarkable individuals.

**MESSAGE FROM ELLEN JOHNSON SIRLEAF,
PRESIDENT OF LIBERIA**



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Ellen Johnson Sirleaf

APRIL 16, 2013

ELLEN JOHNSON SIRLEAF, president of Liberia [via video]:

This gathering is fast becoming a premier expression of some of the world's good hearted personalities and institutions. The people of Liberia are witnesses to your philanthropy. This August, Liberia will celebrate a decade of sustained peace, economic growth and development. Our achievements would not have been possible without the huge contribution of global philanthropy partners like you, who have stood by us during our most difficult moments. With the end of 14 years of a devastating civil war, the catalytic effect of philanthropy has helped set Liberia on a course of relief recovery and reconstruction. Philanthropic support to us was not limited to humanitarian aid. It also came in the form of expertise, human capacity building and financial capital for economic revitalization and social services. To properly facilitate and encourage such support, we established a Liberia Philanthropy Secretariat, the first office of its kind in the world, in order to eliminate certain challenges and ensure the effectiveness of philanthropy in the country.

Through appropriate coordination, information sharing and solution-focused orientation, philanthropy contributes significantly to the remarkable journey we are undertaking. With collaborative support from our partners, we have further committed ourselves to reconciliation and to the advancement of democracy, rule of law and human rights, especially protection of the rights of women and children. We are also ensuring inclusive access to opportunities for all Liberians. We are pursuing a National Vision 2030, an Agenda for Transformation and a Roadmap for Reconciliation — all aimed at making Liberia a middle-income nation by the year 2030. We are sharing this vision with our development and philanthropic partners in identifying areas where your support can have the greatest impact. Already philanthropic support is impacting the lives of Liberian women and youth through social protection initiatives and job creation.

Let me therefore thank all of you for your interest in and steadfast support of Liberia. I invite you to visit us and see for yourselves how your contributions are impacting our development efforts to fight poverty. We know that philanthropy alone cannot fill all of the gaps, that government, the private sector and other stakeholders must do their part. However, in developing nations like Liberia, philanthropy can and should play a catalytic role in reducing poverty and making the nation and its people self-sufficient. I believe that together we can find creative solutions to improve lives.

BREAKING OUT OF THE OLD SCHOOL



Salman Khan

APRIL 16, 2013

SALMAN KHAN, Founder and Executive Director at Khan Academy

Moderator: **JANE WALES**

JANE WALES

Good evening. I get to do something really fun tonight. I get to introduce you to an extraordinary social entrepreneur, Sal Kahn. Sal has absolutely revolutionized education for us.

Let me just say a word about Sal and then we'll turn to a really quick video. He was a hedge fund analyst in Boston. He had already gotten two degrees from MIT [Massachusetts Institute of Technology]. One was in electrical engineering and computer science, but the other was in mathematics. I mean, that's seriously hard. Then he got his MBA at Harvard. And he then got a call from his niece, Nadia — and I'm going to get him to tell that story in a minute — but first I wanted you to see this quick video clip so you have a feel for Khan Academy and Sal Khan.

[Video]

I saw that, and I had never heard of Khan Academy. This was a couple of years ago. I saw that and I ran home and took a course and I'm getting smarter, Sal. I'm really getting smarter. But this all starts with your getting a call from your niece, right? There you are a hedge fund analyst. What happened?

SALMAN KHAN

Yes, it was fall of 2004, and I had just gotten married, and my family — my cousin, her two brothers and my uncle and aunt — were actually visiting me. I got married in New Jersey, and they were visiting in Boston that summer, summer of 2004, and just out of conversation it turned out that Nadia, my 12-year-old cousin, the oldest of the three, was having trouble in math, so I asked her about it. I said, "What's going on?" And she said, "Well, there's a placement exam at the end of sixth grade." And she bombed it. It was apparently unit conversion — kilometers to meters, ounces to gallons — that she couldn't get. I immediately told her, "Nadia, just talking to you the past few days, you're a very bright young woman. I'm completely convinced that you would be able to get unit conversion." She kind of viewed it as an empty pep talk, and I viewed it as a bit of a challenge, so I said, "How about when you go back to New Orleans, we get on the phone every evening and we figure out some way to work with each other."

She agreed, and for the next few months, every day after work for me, after school for her, we would get on the phone. We would use Yahoo! Doodle, which allowed one person to write and the other person to see what they were

doing to start working through things. It took about a month for her to get past unit conversion. Then I started getting her caught up with the rest of her class. Then she actually started to get a little ahead of the class, at which point I became what I call a “tiger cousin,” and I called up her school and I said, “I really think Nadia Rahman should retake that placement exam from last year.” And they said, “Who are you?” And I said, “Well, I’m her cousin.” But that worked out well, and then you fast-forward about 18 months.

The firm I was working for was a very small firm. It was myself, my boss and his dog. We move out here to Northern California, and the word had gotten around in the family that free tutoring was going on. I found myself every day after work, working with 10 or 15 family friends and cousins and whoever else. At this point the only beginning of Khan Academy was I started to write some. And my background is in computer science, as you introduced, so I started writing these little exercises for them to practice on — you know, on equations or converting fractions, whatever it might be — and I wanted to keep track of them. I didn’t quite trust what they were telling me about how many problems they did or whatever else, so I put a database behind it and that was actually the first incarnation of Khan Academy, before any of the videos. And then videos first came about; literally this was about two years after that first tutoring with Nadia.

I was at a dinner party here in San Mateo, and I was showing this software that I had. Actually, I had called it Khan Academy at the time. There were no videos. I was showing it to a friend, Zulfikar Ramzan, but I was saying that it was still hard for me to scale up. I can’t do with the 10 or 15 cousins what I could do with Nadia. And he said, “Well, this might be a silly idea, but how about you make some video tutorials and you put them up on YouTube? It might help your cousins.” I was immediately dismissive. I said, “No, no, YouTube is for cats playing piano. It’s not for serious mathematics.” But I went home and got over the idea that it was not my idea, and I gave it a shot.

JANE WALES

But you then quit your job and decided to go for this.

SALMAN KHAN

That didn’t happen yet. This was, you know, 2004 when I started tutoring my cousins; fall of 2006 I made the first videos. I literally put it on YouTube just as a place that was hosting the videos for free. I started getting my cousins to watch it. I asked them what they thought of it, and they somewhat famously and back-handedly told me that they liked me better on YouTube than in person. I took it as positive feedback, and I kept going. I kept making more and more videos, and then frankly it just became clear that people who were not my cousins were

starting to watch on YouTube. Even at this point, now we're in 2007, it was still my hobby. We were here working in California but with East Coast hours, so I was getting out of work early. I was working from 5:00 AM to 2:00 or 3:00 in the afternoon, and my wife was a medical resident, so I found myself with a lot of free time, so I just kept making more and more videos. I started getting letters from folks. You know: "Hey, this helped me with algebra." "This is why I was able to pass calculus." "This is what allowed me to go back to college."

So it was just exciting, and you fast-forward to 2009. I'm still keeping the day job. By this point I did set it up as a nonprofit. And even when I set it up as a nonprofit in 2008, I didn't quite conceptualize that this is what I would do as a living. I viewed this as a side project that maybe I could support in some way. But then by 2009—at which point we had about 100,000 people per month using the site—I frankly had trouble focusing on anything else, and my wife and I, we really thought seriously about it. We had some savings—not a huge amount, but it seemed not unreasonable to take a year off and see if we could figure out some way to get this off the ground. So, fall of 2009 is when I actually quit my job to work on it full time.

JANE WALES

And your business plan at that point was to live on your savings until...

SALMAN KHAN

Well, yes. Well, no, the business plan had much more ambitious goals in terms of fundraising, but the reality was...well, yes. The backup plan was, yes, we could live off of savings for about a year. Our son had just been born, so we were digging into savings to the tune of about \$5,000 or \$6,000 a month. You know, I was somewhat naïve. I think anytime anyone starts anything, whether it's for profit or not for profit, there's a certain delusional aspect or naïve aspect to what they're doing. I just kind of convinced myself, *Hey, look, I don't have a lot of experience starting a not-for-profit, but I come from the investing world. I understand that very well.* And here it's not necessarily a direct monetary return, but I quantified the social return. However you want to quantify the value of a video view or someone interacting with the site or learning algebra, I actually got numbers in the billions, especially if you take it out to the future, especially if you grow it. So I was like, *Oh, yeah, someone should realize that the social return on this investment here is off the charts.* But I think, like a lot of things, when I started it was very unconventional and people had trouble pattern-matching who I was or what I was doing.

JANE WALES

So, I want to turn to the fundraising piece for a moment and then get back to the question of what you learned about how we learn. But first, I'm still on this business plan of living on savings for a year. Then what happened?

SALMAN KHAN

I was talking to a lot of folks in fall and winter of 2009/2010, but I think the reality was that this Khan Academy thing was a strange entity. On one side, if you looked at the numbers it was, *Wow! It's already reaching hundreds of thousands of people. This content is evergreen. It's already having something of a global footprint.* We even had a little bit of national press at that point. But on the other dimension, it's literally one guy operating out of a walk-in closet, which doesn't necessarily speak well of the controls in place for the organization. So, I got a lot of folks who were kind of like, "Well, yes..." And there was a lot of, "Well, this seems great, but how come no one else has supported this yet?" They would say, "Foundation X, Y or Z—this seems right down their alley. How come they haven't...?" And I was like, "Well, yes, I'm asking the same question."

Fast-forward about nine months, and frankly I got pretty insecure about this whole decision and was literally updating my résumé. I was getting donations to the tune of about \$500 a month through just \$5 and \$10 donations that were coming through the site, just from random users, but then all of a sudden in May 2010 a \$10,000 donation came in. I immediately see who it is. It's someone named Ann Doerr. She's local. The email address was there, so I immediately sent her an email. I said, "Thank you very much. This was the largest donation Khan Academy has ever gotten. If we were a physical school, you would now have a building named after you." Ann immediately replied back, saying, "Well, I'm local. I'd love to get lunch. I love what you're doing. I've been using your videos. My daughters have been using your videos."

And so we met. Ann said, "What's your goal here?" And I said, "Well, the 501(c)(3) documents ask you your mission statement. I wrote down "a free world-class education for anyone anywhere." And Ann said, "Well, that's ambitious. What does this mean to you?" And I said, "I want to keep making these videos forever, in everything that I can cover; and that by itself could reach, one day, millions or tens of millions or maybe hundreds of millions of people. We could translate the content. We could get other people. But on top of that the video is, I imagine, only one layer of the experience. Some of it is that interactive software that I had started writing for my cousins, so we could get other folks. We could get a team to really build that out so that there's interactivity. There's feedback. There's practice. Eventually, we could maybe connect students online and really push the envelope of what's possible virtually."

And Ann said, “Well, you know, you’re kind of doing it. I mean, even though it seems like a big idea. How are you supporting yourself?” And in as proud of a way as possible, I said, “I’m not.” Ann nodded a little bit, we literally just parted ways and I got in my car. Ann got on her bicycle—and I’m not making this up—and about 10 minutes later I was driving into my driveway in Mountain View and I got a text message from Ann that said, “You really need to be supporting yourself. I’ve just wired you \$100,000.” So, that was a good day.

JANE WALES

That was a good day.

SALMAN KHAN

It was.

JANE WALES

Ann and John Doerr are very involved in the Aspen Institute. They spend their summers in Aspen, and I think Ann gave you a call from there.

SALMAN KHAN

Yes, so, as you can imagine, I now take Ann’s text messages very seriously. Fast-forward about two months, it’s I think July 2010, and it’s starting to get crazy. I still sometimes pinch myself for whether all of this happened. You know, I was this virtual teacher guy, but I was fascinated by what could happen in the physical environment if it’s not based on lecture anymore—if students are able to interact with each other. And so, a friend out here in the Bay Area and I were running a physical summer camp to experiment with these ideas for middle-school students. I had six kids playing a game of Risk, and I had the 20 other kids trading securities based on the outcome of the game of Risk (and it was a very good game). And while that was happening, I got another text message from Ann, actually a series of text messages, and they were fairly cryptic because it’s hard to communicate via text messages. And she said, “At the Aspen Ideas Festival at the main pavilion. Bill Gates is on-stage and for the last five minutes he’s been talking about Khan Academy.”

I didn’t know what to think about this, so I immediately boot the nearest kid off a computer and I start looking for confirmation of this event that Ann is alluding to. Within a few minutes, I found that people had already written little blogs, little tweets. Within a few hours, I was able to find a transcript of the event and then the audio, and then later the video of the event came out. And, yes, by that evening I saw it. It was literally Walter Isaacson and Bill Gates, and Bill Gates just randomly starts talking about this new site he uses called Khan Academy. He

uses it with his kids. He uses it for himself, which made me a bit nervous. Those videos were for Nadia, not for Bill Gates. But, yes! And then I frankly didn't know what to do after that. I didn't know what the protocol was. Do I call him? I'm assuming he wasn't listed.

Fast-forward about two weeks, and they kept me in that strange state where I knew this thing had happened but I didn't know what to do about it. Then I get a call from, you know, Seattle. So, clearly they were able to get my phone number. I said, "Hello." And, "This is Larry Cohen. I'm Bill Gates' chief of staff. You might have heard Bill is a big fan." "Yes, I heard that." And, "If you have some time in the near future, we would love to fly you up to Seattle to find out how we could support what you're doing." I was looking at my calendar for the month: completely blank. So, I said, "Yes, I think I could make it up to Seattle. I've got to cut my nails, but other than that I think I could meet Bill Gates."

So, it was kind of a crazy series of events, and right around that same time some folks from Google had reached out. Literally, after a few meetings, they asked me what I am trying to do. I told them the same stuff that I told Ann. I think it was in the fourth or fifth meeting that they said, "Well, what would you do with \$2 million?" And I said, "Well, is this an open question? Because I could buy some new pants or something." They clarified it, and I told them the same thing that I told Ann and that I told Bill Gates at the Gates Foundation. So, it kind of went from famine to feast very quickly, but by fall of 2010 we had our first very significant support from Google and the Gates Foundation to start building a team and get office space and become a real organization.

JANE WALES

Let's talk a little about the team. Part of the Google grant was an understanding that you would go into — what was it? — 23 languages? What was the plan?

SALMAN KHAN

It was funny because I think in one of those initial meetings I had with Google, I told them exactly what I told Ann. I want to continue building out the software platform: exercises, feedback, dashboards for coaches or teachers or parents, community functionality. And then on an offhanded remark, literally as I was walking out of the room, I said, "And one day translations could also be pretty high impact, I think." So when Google was interested in funding, they said, "You know, we would like half of our funding to be dedicated toward this." So, yes, the initial grant to start a translation project of the videos was for the world's top 10 languages. We've been working on that since that grant, and now we've had other support and other groups to work with us on that. Today we have 4,000 videos in English, but we actually have 7,000 videos in other languages, and the goal is to make that, frankly, 40,000 or 100,000 videos in other languages.

JANE WALES

Yes, you're in Mongolia, right? You've got a translator there.

SALMAN KHAN

Oh, yes. That's probably the craziest story we've had. I used to talk at things like this and say, "One day Khan Academy might be used in Mongolia" — just throwing out the farthest place on the planet I could think of — and about a year and a half ago we got a letter and a YouTube testimonial from Mongolia. It was a young girl — I think she was 15 or 16 years old at the time — named Zia, and she said, "Thank you so much. I like Khan Academy, and the videos are really helpful and et cetera, et cetera." She spoke English pretty well, so I assumed, *This is nice, but she must be a middle class or upper-middle class young girl to be able to have YouTube or whatever else or access to Khan Academy.* But then I read the email a little more carefully, and it turned out there was a group from the Bay Area, from Cisco Systems, that was using their vacation time to go out to orphanages in Mongolia and set up internet labs, computer labs, and she was one of the orphan girls at one of those orphanages.

JANE WALES

Good.

SALMAN KHAN

And that by itself was crazy enough, but then on top of that she's now become a major contributor of content in the Mongolian language. She has, I think, done more than 100 videos on algebra herself.

JANE WALES

Wow! I look at that and I think about your concern for Nadia, about how damaging it would be for her to have been pushed off in one direction because of one test. There are so many societies where a decision is made very young for efficiency's sake to evaluate whether you're university material or not or whether you've got certain native talents or not, and your fate is set. To what extent do you think Khan Academy can change that equation in societies that have not been able to have that freer kind of education?

SALMAN KHAN

I think we're still in the very, very early stages of cracking the nut, but the reality of what you're describing — and I write a lot about this in my book as well — is that the school systems globally are derived from a system that the Prussians came up with about 200-something years ago. They were the first, and it was a very egalitarian thing at the time to say, "Hey, we want to provide free public education." Before then only a few people got education, but what they got was

actually very high quality. You had a personal tutor. It would go at your own pace. It would make sure you mastered concepts before you moved ahead. But that wasn't economically viable if you're starting to put one teacher with 30 kids in a room, so they said, "How do we do anything at scale but have a reasonable degree of quality?"

It was at the early stages of the industrial revolution, so they adapted those principles for education. They would batch students together, literally, by age. They would move them together at a set pace, usually dictated by some state standards or whatever, a state curriculum. You'd have lecture, homework, lecture, homework and then you'd give an assessment; and that assessment would seem very scientific: You got 95 percent, and I got 87 percent and you would get 85 percent. But even though you identified those gaps, you'd just let someone move on to the next concept; so even if someone got an 85 percent in basics exponents, they moved on to the next concept. And then, usually around seventh grade, there tends to be such a big disparity between some of the kids in the class and some of the other kids that they start doing exactly what you're saying. Saying, "Okay, well, these are the honors kids; let's put them on a college track, a professional track. These are the remedial kids; maybe they're going to do something else — you know, they're going to work with their hands." Or, whatever it might be.

It's surprising to me, and I think it's surprising to a lot of us who grew up as kind of the honors kid, where you'd like to think, *Hey, maybe there's something special about me that put me into that group*. But what we're seeing is, yes, if you go to a random middle-school class anywhere in America — whether it's a private school, public school, rich neighborhood, poor neighborhood — there are kids who are racing ahead whom you might consider the honors kids, and there are kids who are falling behind whom you might consider the remedial kids. But what we're seeing is if you let all of them work at their own pace and fill in these gaps that they've been having — that they've been just promoted forward even though they fell short — they catch up.

We've seen middle-school kids who don't know their multiplication tables; and even if you have the best algebra teacher on the planet, you're not going to be able to comprehend algebra if you don't know your multiplication tables. I mean, I think one of the main reasons why my cousins said that they liked me better on YouTube than in person was the idea that it was a safe environment: They didn't have to worry about anyone judging them. They could pause and repeat as necessary. So, we're seeing that if you allow them to take ownership of their learning, remediate their gaps and do it in a safe way, we're finding over and over again in every different demographic type of situation, that a lot of those kids whom you thought were slow or remedial in week one — by week 10 or even by the end of the year are among the best students in the class.

JANE WALES

Just to make sure that everybody envisions this, talk first about the kind of flipping of the classroom and the homework experience, and then we're going to move on to this capacity to pace yourself and see how you learn.

SALMAN KHAN

Yes, this idea of flipping the classroom has gotten associated with Khan Academy in a very strong way, but the one thing I emphasize is that this idea predates Khan Academy and to a certain degree has been happening in certain types of courses for a long, long time. It is something that our tool helped catalyze. But when you're asking about the self-pace, it is something we'd like to move even beyond. The general idea is, in most classrooms when human beings get together, there's a person in the room who lectures and then there are students who literally sit there passively and take notes; and even though they're all in the room together, there's actually very little human interaction. There's very little conversation. In fact, that's actively discouraged. You're told to be quiet. You can't talk to your friends.

In about 2007/2008, I started getting letters from teachers, saying, "Hey, you made a pretty good video on osmosis" or "a pretty good video on the Krebs cycle" or whatever it might be. "I don't feel the need to give that lecture over again. My students can now watch it on their own time and pace, so I want to use class time for what used to be homework. I want to do problem solving. I want to do simulations. I want to do projects." The benefit there is now you get the lecture at your own time and pace. You can actually pay attention instead of taking notes. If you're confused by something, you can look it up on the internet. You can watch another video. You could ask a friend. And when you go to the classroom, you now have all of your peers and the teacher. If you're stuck on a problem, you can ask some questions.

We've all experienced being stuck, either ourselves or our kids with homework. When you're stuck, what do you do? If you don't happen to have a sibling or a parent or a tutor who can help you, you're kind of done. But now you go to the classroom, you're interacting with your peers, you're getting tutored by your peers or you're tutoring your peers, which makes you learn the material that much more deeply. It makes the whole experience much more human. It allows the teacher to get a better sense of where every student is. So, it was interesting because it was an "aha moment" for me that that very simple use of technology, a fairly simple technology, allowed these classrooms to become more interactive and more human.

JANE WALES

Yes. What's interesting about this are two things you learned about learning: one, that it's not passive, it's active; and, two, that it's collaborative. And I'm not sure either was assumed before.

SALMAN KHAN

Yes, although now the more I talk about this stuff or write about this stuff—when you look with hopefully a clearer lens at the education experiences we all had—it actually jumps out to you that that was somewhat obvious. I mean, even in college we went through the ritual of going to class and taking notes, but most of the learning—I think most of us can testify—happened in the three nights before the final exam, where we sat with our friends and drank some coffee and talked it through and quizzed each other, so you can only imagine what would happen if that was the dynamic of the entire semester.

JANE WALES.

Yes. We've been talking a lot in the past couple of days about the use of data to advance social goals, education being one of them. Say something about the real-time analytics that you're able to pull together and supply both to the student and to the teacher.

SALMAN KHAN

Yes, you know, when I was starting all of this, obviously as a hedge fund analyst my whole world was data and analytics and trying to make informed judgments based on it, so when I started tutoring my cousins, just the way my brain works, I was curious about what they are doing, how they are doing it and when they are doing it. And it was funny because even when I put the first very primitive database behind those first exercises, I started to learn things about my cousins that frankly no teacher or parent would actually know. I saw that my cousin, Ali, who was 8 years old at the time, was doing his problems at 3:00 in the morning. He was doing them correctly, but it was 3:00 in the morning, so I called his mom, my aunt, and said, "Look, he seems like a bright, hardworking kid, but he's up at 3:00." She was shocked. She had no idea that he was up in the middle of the night doing this type of thing. And those types of clues empower the humans, the stakeholders, in that child's life, and it arms them with the information they need to make informed interventions in that student's life.

So, that was early in the DNA. As we progress, even when I had the summer camp—and it was used at a couple of other summer camps in the Bay Area, the Peninsula Bridge Program—the teachers ask for even more data and dashboards. What problems were they doing? When are they stuck? How can I see it in a real-time way? So, in the very early 2007/2008, Sal-hacking-this-together Khan Academy, we had those kinds of dashboards, so it's very close to our hearts.

Fast-forward to 2010, and we had a real team working on it. A local school district reached out, and they wanted to see how they could use us. We said, “Well, you can have a self-paced classroom, every student learning at their own pace, with class time for interacting with each other versus lectures,” and they were open to it. This was the Los Altos District here. So, a lot of that was collaborating with them to build these dashboards. What we’ve seen since then — and it’s a work in progress — is it does fundamentally alter the dynamic of the classroom. It alters the dynamic of the teacher. In our minds it moves teachers dramatically up the value chain. And teachers, parents and even the students are now each other’s coaches. And when you give the data, it allows the teachers to know what the problem is. They know now that it’s not an algebra problem. It’s an exponents problem or it’s a decimals problem or it’s a problem of the student doing it at 3:00 in the morning. Or they say, “Well, I still don’t know what the problem is, but we can rule out all of these things,” and they can spend one-on-one time with the students.

In a traditional classroom, a significant fraction — 80 percent, 90 percent — of a teacher’s time is spent lecturing, grading papers, sometimes reprimanding and doing classroom management. Now 100 percent of their time was literally focused on one-on-one interventions with students, so it became much, much, much more personal. On the data side, we want to continue to empower that stuff, and obviously we’re nonprofit, but we’re still a web entity too; and on the web if you want to be at all competitive or reasonable, you have to be very data-focused, so we’re constantly running experiments. Right now we have probably 20 experiments running. In webspeak they’re called “A/B tests,” but in ed-speak you would call it literally “ed-research.”

We have 3 million exercises done every day on the site. We have 6 million students who are using the site now, as well. We can change the experience slightly for 5 percent of the students or 10 percent of the students, and we can see how that affects retention. How does that affect their learning? How does it affect their time on the site? We’ve been doing experiments to validate what has come out of ed research, some of these growth-centered mindset things, where you put a quote that encourages students; you say: “Your mind is like a muscle. The more you use it, the stronger it gets.” That versus, “Hey, you’re doing a good job. You’re really smart.” We’re seeing a 5 percent increase in the amount of activity the students are doing. We’re able to do things that textbook manufacturers were never able to do. We can see if an explanation is phrased differently, how does that affect retention for the students in a week, in a month, et cetera? We’re at the very early stages of this. We’re working with researchers. We have an in-house post-doc from Stanford who is also on our team. But, yes, I think it’s showing the very beginning of hopefully a powerful dimension of education.

JANE WALES

One of the things we've been talking about a lot is, *how does education prepare kids? How do you go about education that prepares kids for the jobs of tomorrow?* And we're talking about places, for example Kenya, where they've really moved to a knowledge economy. How can we be sure that the education system is right for preparing folks for that? What is most important? Is it really learning how to learn, since in a knowledge economy you'll be continuously changing your careers?

SALMAN KHAN

I think it's definitely that, and I think that's why it's really important to move from a more passive model, where it's like, "Teacher, tell me what to learn next," to *I'm going to set my own goals. I have tools at my disposal to help me achieve the goals.* The teacher is there. The classroom is there. Maybe Khan Academy is there — things like that — and so you learn how to learn, but I'd also layer on a couple of other things. Even the learning-how-to-learn is sometimes missed in our traditional system because it is much more a teacher telling you what to do as opposed to your setting your own goals. But the other two dimensions are the ability to interact and mentor other folks, and in our current system it's all about you. It's all about: What are your grades? What are you doing? And the advantage of the peer-to-peer tutoring is it gives you opportunity to mentor, to advise, to teach, to empathize. And we're not fully doing this yet, but we've seen classrooms where they're giving peer feedback to one another.

The other aspect is open-ended projects, creative projects. Even at Khan Academy, when we're hiring, yes, it's nice that you have a computer science degree from Stanford or MIT, but the thing that really impresses us is if you can show us a portfolio of things you've made; and if they're in computer science, great, but, we're also impressed by just random things that you've made just because it shows an ability to create something out of nothing, and to some degree our current system kind of hammers that out of people. You know, they start creative at four or five, and then they're taught to follow directions. And so, yes, I imagine in the next 10 or 15 years these are the things that are going to matter for employers or for students.

JANE WALES

Let's focus for a moment on what matters for employers, and that is the conflation of education and credentialing. You said that it's nice if you've got X, Y and Z degree from Stanford. That's very nice, and you get in the door. If you're equally bright but got it from a community college, you may not even get in the door. So, talk about the role of education and credentialing and how that might change to be more relevant.

SALMAN KHAN

Yes, exactly what you said: If you have a nationally recognized or internationally recognized diploma — Stanford computer science, Harvard, whatever — yes, you're going to do just fine, but that's a small, small, small sliver of the population. You have a strange situation right now that if you go to any of the tech companies right here in the Silicon Valley, their number one complaint is, "Oh, we can't get enough talent. We can't get enough talent." But then you could go to regional schools or lesser-known schools, and you could even go to their computer science department, and some of those kids are having trouble even getting their foot in the door, even having interviews. A lot of this comes from this system that we've inherited.

Education is several things. It's learning, it's socialization and it's credentialing. And right now they're all fundamentally done by the same institutions, so we muddle them together. But the reality is that even if you learn it really well from the community college, that degree today carries very little signaling value to the Googles or the Facebooks or the Microsofts of the world. I personally think that the market forces are actually going to demand this. It's even beyond idealism. It's just going to happen because the market needs this to happen. You're going to see a decoupling of the credentialing from the learning experience so that regardless of how you learned something, you can have a chance in this domain or that domain or you can build a portfolio of credentials to show that you have the skills that the employer cares about.

JANE WALES

Now I'm going to take you back to the beginning of all of this. You've got a great book — everybody should read his book. It's fabulous. But you open with a pretty, I'd say, bold vision of what you wanted to see, and you really wanted to do something transformational.

SALMAN KHAN

At the very beginning when, you know, it was literally me in the closet, I was getting these inklings that something, for lack of a word, *epic*, might be happening because I was getting these random letters from folks. One person said that their entire family is praying for my family. And I was an analyst at a hedge fund — I wasn't used to this. We had prayer in a different type of way. And at the same time, I have to admit I'm a bit of — it might shock you — a big fan of science fiction. And when you read a lot of these books — I'll say, the Foundation books, Isaac Asimov, and I could list other ones but that one especially — it does make you think about a lot of these things that we just assume in life, you know, the institutions of the world, the universities, the degree-granting system. They're hundreds of years old, and we just assume that they're like laws of physics.

What's valuable about these science fiction books is that they give you a bigger sweep of what's possible and they even go to civilizations that aren't ours. You start realizing how arbitrary a lot of these systems are, and you also realize that a lot of these systems actually came into place at inflection moments in history, especially in North America. The European colonization of North America — that's when you had your Harvards and your Yales and your Princetons. Then you have the industrial revolution. That's where you have your land grant colleges, the state universities. That's where you have your schools of engineering. That's where the MITs and the Stanfords come about. And now we are at a major, major, probably bigger inflection point than the other two, and we're at the very, very early stages. And this was kind of delusional thinking for someone. I mean, I almost wanted to write science fiction. I said I could either do this as an organization or I could write a science fiction book about it. But it was this view. It was this little crazy project in a closet that could be an institution, so in those early days I gave it the trappings of an institution. I called it the Khan Academy. It sounded like in 50 years or 100 years, *Oh, I would take that seriously*. I gave it an ambitious vision. I didn't want it to be like, *Oh, we want to be a web provider of software-as-a-service for learning*. We said, "We want to give a free world-class education for anyone anywhere." And to some degree if you set that up and you plan accordingly, I guess you can make it happen. It still is kind of a wild vision, but it seems a lot less delusional today than it did three years ago.

JANE WALES

I want to ask you about a couple of other things. I've been really interested in your approach to hiring. I mean, number one, the first person you hired was your high school competitor.

SALMAN KHAN

Yes. Me and Abe Lincoln. He hired all of his rivals for his cabinet, for those of you who haven't watched the movie or read the book.

Yes, you know, Shantanu [Sinha]. It's funny because if you come to our organization, you would assume that everyone from Louisiana is Indian. The governor is now Indian, too.

In tenth grade I met Shantanu at an academic competition, and he was from another school in the parish — that's what they call counties in Louisiana — and I met him in the finals, and then he beats me. But in that conversation, it turned out that despite being in tenth grade, he was a math class or two ahead of me. I said, "How did that happen?" And he said, "I just tested out of my math classes." And that, once again, just opened up my mind, and I went back to my school. I said, "I would like to test out of my math classes." And they said, "No, you

can't do that." But I saw an example of it happening, so I started calling people. I called the local universities. "Can I take trigonometry at your university? Can I take calculus?" At first they said yes, and then they found out I was 15 years old, but eventually they did. They let me do all of the above, and that got me on a big trajectory in the self-paced learning thing. And then going to college at MIT, Shantanu was one of the few other folks from Louisiana who was there, and we became roommates. He's frankly, if not the smartest, one of the smartest folks I've ever known. So, when this was kind of getting off the ground, I said to myself, *This is such a personal project, but I want it to be done well. Who is the smartest person I know who I could also, you know, trust with my life?* And it was Shantanu, and since then it set a pattern for the quality of people. Shantanu was about to make partner at McKinsey [& Company]. He gave that up. We've had some incredible folks since then. Our lead designer and lead engineer literally are known in the field. We have the world's best JavaScript programmer on our team. I could keep citing more and more people, but we've really been able to attract some of the best folks.

JANE WALES

It really is an extraordinary team. I wanted to stop by saying that you have returned the wonderment to learning in a way that is extraordinary. As somebody who actually takes your courses, I can tell you that. But also the potential to change the world for the better is just mammoth here. I think about everybody in this audience and how much they've struggled over the past couple of days with the whole question of risk and when to take the dive, and here's an example of a delusional science fiction reader who's in the closet, *really* in the closet, with a business plan. And, boy, this is an extraordinary contribution. Please join me in celebrating and congratulating Sal Khan.

**FROM ONE TO MANY:
AMPLIFYING IMPACT IN HEALTH**



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APRIL 17, 2013

ELIZABETH CAFIERO, Research Analyst, Harvard School of Public Health

ROBERT KIRKPATRICK, Director, United Nations Global Pulse

DEOGRATIAS (DEO) NIYIZONKIZA, Founder, Village Health Works

Moderator: **KIMBERLY HAMILTON**, Director, Strategy, Planning and Management, and Charitable Sector Support, Bill and Melinda Gates Foundation

KIMBERLY HAMILTON

Good morning, everyone. My name is Kim Hamilton with the Bill and Melinda Gates Foundation, and I am delighted to welcome you to this morning's plenary, "From One to Many: Amplifying Impact in Health." I'm especially delighted to moderate this panel because we have a fantastic group of speakers who are really doing some interesting work to push the boundaries of this topic. I want to thank you all for being here this morning and for continuing to be curious on this third day of the conference. I want also to welcome our web viewers, including my dad. Hi, Dad! And I also would like to invite all of you who are live tweeting to please use #GPF13.

I wanted to pause for a second and say that, as I was thinking about this panel, I kept going back to that great Zen quote that says, "In the beginner's mind there are many possibilities. In the expert's mind there are few." So, it's in that spirit that I wanted to kick off this panel, because I think we are at the beginning and we actually don't have a sense of the many possibilities ahead of us.

The past couple of days have allowed us to explore what I think is an incredibly rich canvas of issues. We've learned about the complex challenges of slavery, of unemployment, of hunger. We've seen how those problems as well as their solutions are highly interconnected. We know that while girls who are educated are much less likely to be trafficked into slavery yet if they are hungry, if they are carrying water for half the day, it's much harder to keep them in school. We have also seen the links between early nutrition in those first 1,000 days and how that can have a very profound impact on lifelong livelihood and health.

So, these are very interconnected issues, and in fact, there's no one answer. I think that's what's so exciting about this panel — we're really going to explore some of those possibilities.

We've also seen over the past couple of days a crosscutting theme across the conversation, which has to do with data, big and small. We know that the use

of data — and the interpretation of data — shapes both how we define problems and how we answer those problems. We know that we're living in an age of increasing data, but are we actually getting wiser?

So, how do we best leverage data? How do we translate data into what we know is needed behavioral change? And, importantly, as you'll hear today, how do we prevent big data from overwhelming or drowning out the voices of the people who we're trying to help, and how do we make sure that data doesn't get in the way of the spirit and the connection that we heard so much about during the education panel yesterday? So, some really interesting and tricky questions.

It's appropriate today that we're turning our attention to health. It's a fundamental issue that cuts across all of the topics we've been dealing with. The interesting thing about health for this conference is that it's one of the most forward-leaning areas in which technology has really been put into use, and it's being put to use in the developing world in terms of mobile phones and data visualization to really advance the work in this space.

So, with that, we have some fantastic speakers who are dealing with health in this sector at very different levels. I should say, quoting again Brad Smith, that we actually have "data messengers" here today rather than presenters. You'll notice, too, that Sania Nishtar is not with us today. Unfortunately for us but fortunately for her, she has now joined the Pakistani government as a cabinet minister, so she is unable to be here. But we do have and are very lucky to have Elizabeth Cafiero from the Harvard School of Public Health, who will tell us about a cool project that she is working on.

With that by way of background, let me turn to Robert Kirkpatrick, who is the director of UN Global Pulse. Some of you may have had the opportunity to hear from Robert in one of the breakout sessions. He's doing some interesting work looking at how you mine available data and look at that data to detect some of the early impacts of crisis on vulnerable populations and to look at how real-time situational awareness can help us respond more quickly. His work, I'd say, is leveraging big data in a way most of us can only imagine. I'd like to turn to Robert today to have him talk about how the use of big data is beginning to show some promise and is going to be able to help us increase the impact in the health field.

ROBERT KIRKPATRICK

Thank you very much, and good morning to all of you.

Just as context, Global Pulse is a project that is based in the Secretary General's Office at the UN in New York; it came out of the global financial crisis at a time when everyone was realizing two things. One, we're living in a hyper-connected

world in which shocks can propagate around the world at the speed of electrons. After the internet revolution, the mobile revolution, the social media revolution, everything is more volatile. The pace of change is accelerated, and yet ironically we're still using 20th-century tools to understand what's happening to vulnerable communities around the world. We're using surveys — a 1,000-question survey; we do these every 3 years, every 4 years, every 5 years. How in 2013 can we use 3-year-old data to make 5-year plans? Who makes a 5-year plan in 2013, right?

At the same time, we're swimming in this ocean of digital data out there. People are producing huge amounts of information just by going about their daily lives, searching for information on the web, buying and selling goods, communicating with friends and family on social networks — lots of new information out there. The private sector has spent billions of dollars learning how to transform all of this information into action. They're tracking their customers' desires in real time, understanding markets in real time, monitoring their own operations in real time, so our question is: How can we bring these tools to bear? How can we adapt these new approaches to fight against hunger, poverty and disease?

There's really tremendous opportunity out there, so Global Pulse is essentially an R&D [research and development] lab where we work with partners in the private sector, academia and foundations to explore new approaches, to design experiments and to test out new hypotheses. It's a case where there's a lot of data out there that's public on the web, and I'm going to talk about some of the applications, for example, of what you can do with social media and health because this is a rapidly expanding field. There's also a lot of information that isn't yet visible. This is the information that companies collect behind their firewalls. Mobile phone companies — every time you make a phone call, there's a record that you interacted with someone. And the question is, how can we get access to this kind of data but to do so in a way that fully protects privacy and to do so in a way that protects the *competitiveness* of these companies and yet could allow us to detect, for example, the early signs of a disease outbreak?

So, this is some of what we've been looking at, and I want to talk to you today about two different types of information: social media and call records. There are many others that we're looking at, but I think these two are illustrative of how fast this space is evolving and what some of the opportunities could be.

People overshare. You've probably noticed this if you're on Twitter. They tell you things you wish they wouldn't tell you. One of the things they'll tell you is when they're sick. If you go out in Twitter and search for the phrase *I have a weird rash on my ____*, you'll get a horrifying number of hits. But this is actually really interesting if you're doing syndromic surveillance. You know there's very good evidence that, for example, *eww!* You can search for outbreaks of flu. A study in New York City found that, with 95 percent accuracy, people simply

self-reporting that they or a family member have influenza actually corresponds to the official CDC [Centers for Disease Control] statistics. There are a lot of questions: *There are messages from people I don't know, and I'm just sort of monitoring this conversation publicly. What reason do I have to trust it?* Fair enough if you see one or two messages; but if you see 10,000, you start to ask what reason does anybody have to fake the flu publicly, right? The preponderance of the evidence becomes overwhelming. I'll tell you that if you're looking for mentions, let's say in social media in Uganda, about the symptoms of Ebola virus, I wouldn't wait for 10,000 messages. So, it's a very interesting space just people reporting their own symptoms.

The advertising industry spends lots and lots of money every year, trying to change people's awareness of their products and their behavior in terms of buying the products. There's an analogy in health. Let's take HIV. We spend a lot of money, through PEPFAR [President's Emergency Plan for AIDS Relief], for example, trying to change people's awareness: the risks, how you get this disease, stigma around the disease, the availability of testing and counseling. And it turns out that you can take the tools that are used to measure online perception and behavior change and adapt those to a question like *Are attitudes toward HIV changing?* So we, for example, in Indonesia, compared online conversation on World AIDS Day from 2010 with 2011. We found a tripling of the volume of conversation about HIV and a near doubling of the proportion of it that was specifically about the availability of testing and counseling. The next step would be to take this down to the provincial level and see what the differences are because that could begin to get interesting programmatically. The point is you can measure these changes. You can quantify them.

An area that we're beginning to look at now in Global Pulse, in partnership with the World Health Organization, is the concept of real-time surveillance of non-communicable diseases [NCDs]. Now some of you will say, "What do you mean? They're non-communicable." Right, but the behaviors, good or bad, that affect those outcomes are communicable. People talk. They brag about exercising on social media. Do we see people mimicking this behavior and passing it on? People talk about how much they drink and how much they smoke. Again, these behaviors have a negative effect. So, we think that there's a real opportunity here to look at NCDs through the lens of social media.

Pharmacovigilance — this is an interesting area, as well. People report side effects of drugs. They report that they took one drug with another and say, "I got a weird rash on my arm as a result." People used to Google a lot. Now what they're doing is asking their networks: "Hey, has anybody had this happen to them before?" Huge opportunity here. And people report misuse of drugs, right? This is an area where you see people saying, "Oh, my gosh, this is the worst flu. I've got to keep taking these antibiotics." You see a lot of that.

Finally an area that we're looking at in Indonesia, where we launched our first Pulse Lab last year, is attitudes toward vaccination, clearly an important area. We saw in Indonesia, about eight weeks ago, a new trending topic on Twitter, where people were saying, "Vaccine serum is not *balal*. It contains pork products, and you shouldn't vaccinate your kids." All right, this is in fact not true. Vaccines are *balal*. But these kinds of misperceptions lead to acute flaccid paralysis in children. So, the question was *Can we use this information to very quickly go and intervene?*

And then, on the other side, mobile phone records are really, really interesting, and this is data that have to be anonymized before you can look at them. But if you get access to this kind of information, you can see patterns of calls. You can see spending patterns on airtime, and you can actually see populations moving around on the map. This is something that no one's ever been able to do before. We look all across the UN. We've got lots of maps, but we don't have the people on the map. But a mobile phone company can actually see its subscribers moving around in real time. You may talk about the ability to understand how a disease is being spread or the response of a population after a disaster—there's a lot of potential there.

There's been some very good work recently published looking at malaria risk modeling by seeing populations in areas where malaria is prevalent moving into new areas—the ability to start forecasting the spread of disease. There's some evidence that when people have influenza, for example, they get more tired by the time the sun sets, which means they stop moving. Mobile carriers can look at these anonymized data sets and see every morning you go three cell towers away and every evening you come back. They can infer your work location and your home location. If you see a change in the daily commute, that could imply that people are getting sick.

We think, again, that looking at non-communicable diseases will be very interesting here. We're talking about a possible study that would be looking at urban environments and trying to infer how fast people are moving. Are they walking to work? Are they biking or are they taking a vehicle because you can see how fast the dots are moving on their commute. How much exercise are people getting?

Finally, there's a whole context in which health occurs. Even the sphere of economic well-being, which is being able to see that if people normally buy \$10 of airtime credit all at once and you suddenly see them shifting to \$0.20 every few days, their income is going somewhere else. This is a proxy indication that something is happening at the household level that could have health impacts.

So, in sum, we see in all of this new real-time information the potential to do better early warning, the potential to have more real-time situational awareness as we design and implement our programs. Perhaps most exciting — let's take the HIV example — is the ability to get to do real-time impact evaluation around our programming to see the changes in the population where we're implementing, as we implement, so that we can take corrective action if we're not getting results. This idea of adaptive programming is incredibly inspiring, we think, and this is really the way we need to be working in the future.

KIMBERLY HAMILTON

Great. Thanks, Robert. Just a couple of reflections on what Robert said. It does make me feel quite urgent in building out the public-private partnerships to bring this kind of work and intelligence to the development space. You also raised some issues around strategy and how quickly data are moving to inform that, so we'll hear a little bit more from Elizabeth around strategy. But I do wonder, what is fast strategy in a data-rich world? I think that's interesting to explore. It also made me feel slightly uncomfortable about anything I've ever tweeted because now I know that Robert has probably read it.

ROBERT KIRKPATRICK

The machines have read it.

KIMBERLY HAMILTON

The machines have read it. So, with that as a big global picture, I want to take it down to a local level and introduce our next speaker. The irrepressible Deo Niyizonkiza is the founder and CEO of Village Health Works, a grassroots nonprofit organization working in rural Burundi, bringing compassionate, quality health care to the most vulnerable community members there. What's really neat about Village Health Works' efforts is that they couple very technical clinical programs with community development efforts around issues such as food security, livelihoods, education, gender-based violence prevention and environmental protection — a real wraparound of other issues in addition to the clinical approaches. I think this work eloquently demonstrates that evidence and feedback loops are really powerful when they come directly from the community that is served. So, with that I want to turn it over to Deo to say a little bit about the work that he is doing, how he thinks about information in that space and whether or not you even think of it as data.

DEOGRATIAS NIYIZONKIZA

Thank you again. Before I answer your question, maybe I should probably start by telling you I am from a country that is completely off the map, a country called Burundi, and the information we get I think starts from personal

experiences. It is a country where one in five children dies before the age of 5, and there is a one-in-nine lifetime risk of maternal death. When I think about these numbers, it is hard to actually imagine what they mean; and then I go backward, trying to remember my earliest memory, which is when I was 5 years old. I am coming back home, wrestling with the cows, to find that my mother is in labor. It's a little, small house, no lights, no midwife, no nurse, no doctor on call. It's pouring rain and the roof is leaking. My job was to help my mother to deliver at the age of 5. And all I could do was burn grasses so that she could be able to see enough. Then when the baby came, she would cut the umbilical cord herself. That was the introduction to my life.

Then I am starting school, this primary school built next to a cemetery, and every single day was the noise coming from the cemetery — people burying their children. By the end of the school year, my classroom is half-empty; some of the schoolchildren died, others had left: children to raise children because their parents died. So, life goes on like this. It was not a life in which I could ask myself, *What am I going to do tomorrow? Am I next?* It's a life of fear. Then you wish you could have the power to change these living conditions.

Then, to cut a long story short, Burundi went through hell on earth, similar to Rwanda — a war that lasted 13 years. The world is watching, doing nothing about it. And I went back in 2005. I knew that Burundi had suffered a lot. What I didn't know was how human beings — mothers, children, who had spent 13 years on the run, many of them gang-raped repeatedly — had been dehumanized by misery. So, we have to understand why people behave the way they behave, knowing that every single human being needs love, needs a place, needs a shelter. But when we are in such conditions, we don't look at what is happening and what is causing that. We deal with the consequences, the symptoms. And these are questions that really have troubled me so many times, so many times that they led me into philosophy in undergrad. When I actually got my diploma, I had no answer to this question, just questions, more questions.

I went back to find out that there are 28 hospitals in Burundi; these are the only hospitals that the country has. They are run by 150 physicians in a country of 10 million people. Each one of them has no infrastructure. Those very few who can afford to pay for substantive care go to Nairobi, or they go to Europe; and those who have less than nothing, who are carrying misery like luggage, are stuck at home. So, I approached the community members and I said, "You spent years killing each other, but I understand why. Now when you are dying in hospitals, in one room, Hutus, Tutsis, women, children, men — they are together. Why can't you be friends outside and do something about it?"

This is how we started. Just that was the beginning of a spark of optimism. Former enemies who had been dehumanized came together to reclaim decency

and respect; and they see themselves as grassroots community philanthropists. The first act of philanthropy they did was to donate their land, which is the only commodity they have. I had no money. I was traveling on my student loans. Then they started making bricks, coming together, growing in numbers like a mushroom every single day; and then they realized that this is exactly what had been missing in the history of this country.

So, we started. We built the health center. The next thing was that the community came together to build a road connecting the paved road going to the capital city to the land where the health center was being built by the community. I will never forget this woman who came to volunteer with a sick child. I was afraid that the child was going to die, and she told me, "I have lost four children. This is the only one I have left. Instead of spending my time watching him die, I would rather come here and donate my time. Hopefully my contribution will save someone's child." Later on that child was taken to the hospital. I tried to do my best, and then she came back to me and said, "The medication you gave my child was the greatest gift a mother could hope for. The child is alive." Then she added, "You know, this work is the foundation of peace building." And we saw that. We are not just building a health center, a medical center. We are building peace in a post-conflict country that has been completely abandoned.

One thing led to another. Patients are coming. We get all these medical histories. They are all troubling. We do home visits. We created community health workers. They do visits. They see what's going on. Everyone is coming with trauma. And we realized, *What are we going to do in this situation? People cannot pay money for pills.* And you realize the humiliation behind all of that. What do you do?

So, we started an agricultural program. We have 51 agricultural co-ops, most of them women. And they are running it, trying to do what they can. How do we justify that we have a country where 63 percent of the children are stunted in a country of farmers—it's because they are growing the wrong food. Food is medicine. We have to teach them not *how* to grow food but *what* to grow. And that brought another issue.

When all of these women were raped, all of these children, they had the opportunity to talk to each other, and that builds skills. Then we realized, *education*. When we started, children were going to school. Now they are mothers. It's been six years of programs. So, what do we do with that education, and what kind of education for whom and for what? So, all of this came together just like that. It's really 360 degrees. You cannot take one program and separate the other. And this is how we can build peace. But we have to be healthy to be able to get anything done. That's why education and health can never be separated, and this is why no one who cares about social justice, human rights, can never say, "Let's talk about education; let's talk about health" without really putting it in

context. So, we gathered the data. We get the information from the community, and we are focusing on our mothers and our children who have been treated in a way that no one would want one's mother or one's child to be treated. This is what we've been doing.

KIMBERLY HAMILTON

Deo, I think your story speaks for itself. I have one observation, which is I think it's very powerful to think about expanding what we consider philanthropy; and the stories that you shared are a great example of how big this world is and how big the world of philanthropy is.

I want to move from that to Elizabeth Cafiero, who is here today from Harvard. She's a global health research analyst in the Department of Global Health and Population at the Harvard School of Public Health. Her current work involves understanding the burden of non-communicable diseases, valuing the full benefit of health technologies and developing some new approaches for priority setting in health. As a member of Antares, which is the collaborative program between the Harvard School of Public Health and the Harvard Business School, she's focusing on developing a really neat new tool for informing strategic priority setting in health. Some of you may have seen that during the data fair yesterday. She's in the process now of leading the testing phase for this project and leading the tool's rollout, so in this connection her interests lie in making use of existing data to inform decision making and using evidence to set the agenda for health in development.

So, Elizabeth, could you share a little bit about your work and how this tool is really helping shift the field?

ELIZABETH CAFIERO

Great. Thank you, Kim, and thank you to everyone for being here on this last day for this really exciting session. Thus far we've heard some really moving and compelling evidence of the power of community-level data to inform the health programs and other services we offer to communities. We've also heard about the groundbreaking work of UN Global Pulse, trying to leverage big data real-time to improve well-being and protect populations. I'm going to talk more about a targeted approach for using data in decision making. Our approach, which we call the Antares Health Priorities Matrix, is all about strategic health priority setting. The tool that we've developed can actually be used at any geographic level, down to the community level like Deo or all the way up to a state, nation or region. I know we got to speak with many of you at yesterday's data fair, but I just wanted to share a little more about what's behind our approach and what our tool can offer.

When we started thinking about setting strategic global health priorities, we realized that in practice there's no dominant approach. There are many different considerations that underlie the strategic health priority-setting process, and some decision makers are really explicit about their criteria, but others are not explicit at all. They're not transparent about how they make their decisions about where to focus their efforts. Some make decisions with data. Some make decisions without data. Some rely on blink or snap judgments to make decisions about what to address in the health field. So, our tool seeks to fill some of these gaps that we see in the strategic health priority-setting process.

I want to talk about three specific characteristics of our tool and what we're working on. First, the Antares Health Priorities Matrix is in part of the strategic priority-setting process in health. We make use of available data, and we try to put them together in a coherent and transparent framework. It also allows for customization by the user.

First point: with this approach we're aiming to inform the setting of strategic health priorities, and let me tell you what we mean by that. What we've found is that in the health priority-setting space there are health conditions can produce stigma that a lot of available tools on the market, and we're familiar with some of them: cost-effectiveness analysis, cost/benefit, even political feasibility analysis, stakeholder analysis — all of these different tools are out there. And these available tools on the market really focus on that tactical side. So, you're going to answer questions with the available tools like, *Should I vaccinate 11-year-olds or 12-year-olds with the HPV vaccine?* Or, *Should I fund a mass-media campaign or a school-based campaign to get at behavior change for hand washing?*

We're all familiar with the economists' approach: You get a bunch of cost-effective ratios for your interventions, and you just go down the list, funding things until your budget runs out. But the approach that we're pursuing is a little different. We're seeking, basically, a step back, peeling back a layer and looking at how we can help decision makers figure out what health areas they can work in to really have impact. So, we're not seeking to answer that tactical *how* question. We're seeking to answer the strategic *what* questions in health priority setting. What are the most important health conditions? What are the health conditions that deserve the most attention? And what health issues will allow me, as a funder, as a policy maker, as a practitioner, to have the most impact?

The second characteristic about our approach is that we're leveraging available data and bringing them together in a transparent and coherent framework. We actually started this effort years ago as an internal administrative planning tool. We were trying to figure out what projects we were working on, and we realized that the process we were going through was similar to those of many other people

taking health decisions worldwide, so we set out to develop this tool and test it. From our point of view, we came up with five dimensions of health issues that were really important to us and that we wanted to make an impact on.

First, we wanted to deal with big problems, problems that affect large numbers of people. Second, we wanted to deal with health problems that either drive people into poverty or keep them in poverty. Third, we wanted to deal with health issues that disproportionately affect vulnerable groups — that have a disproportionate effect on the poor or women, for example. Fourth, we wanted to look at health conditions for which there already were some available cost-effective interventions. And, finally, we wanted to focus on health issues that have important spill-over effects. We all know that one case of infectious disease could produce 10, 20, 30 down the road. We also know that having a certain health condition can produce stigma that breaks down social ties, that disrupts family units. So, we wanted to focus on health issues that have these downstream effects.

In our tool we actually capture data on these five different dimensions, and these data come from published literature, reports, expert opinion, medical textbooks — a variety of sources. And we know that many people who make decisions might not even have access to all of these sources or, if they do, they don't have a way of bringing it all together. So, that's what we offer: a framework for thinking about these multiple dimensions and a way to roll them up together. Our tool is transparent because it actually allows you to track where the data are coming from — everything from the data's source all the way to your output, which in our tool is a ranked list of health priority areas.

The third characteristic of our tool that I want to discuss is the ability to customize. We've talked quite a bit about impact throughout this whole conference, and we know that impact means different things to different people. Now we haven't met too many people who don't think those five dimensions are important, but the key here is that the importance attached to each of them varies with your perspective and your own preferences. So, we know, as a clear example, that a minister of health might be really concerned with reducing deaths or disability due to health conditions in the population, but not everyone working in the health sector or working to improve health has the same perspective as a health minister. Some people might want to make their mark by also alleviating the impoverishing effects of ill health. Other people might want to have an impact by reducing gender inequities with regard to health care access. So, our approach allows users to actually customize and personalize their definition of impact.

We allow users to give different weights to each of these five dimensions so that users can actually calibrate and weigh the five dimensions to reflect either their

own individual perspective or their organization's perspective, and we've found that this allows the tool to be relevant for all different health decision makers, from public sector to philanthropists to corporate foundations to corporations and so on. And our experience thus far with our preliminary user group is that our tool actually makes people contend with their own priorities; it kind of forces people to think about the trade-offs they want to make and make their preferences and their priorities an explicit part of the priority-setting process.

So, those are the three main characteristics of our tool. I just want to tell you where we stand today: We have version 1.2 developed as a web-based tool. We're conducting our first application in India. India is a really exciting place to think about this because they're set to double their spending on public health. As we saw in the latest issue of *PSI Impact* magazine, they also are one of the top recipients of donor funding for health in the whole world. So, we think our tool can actually help India think about and allocate all of those new monies in the health space.

And where we hope to get to tomorrow? We hope to get to versions two, three, four and five and achieve broad use of the tool. Some of the other developments that we're looking at going forward are new ways of getting data into the system. We're actively exploring alternative data sources, using micro data sets or harnessing the wisdom of crowds — crowd sourcing — to get better data and also to get a sense of society's preferences. We can also hope that the tool will help us understand some questions. We can try to work backward from, let's say, what governments are already spending money on and try to figure out where their priorities lie. And we also hope to incorporate other considerations beyond those five dimensions. So, we're sort of building a platform for future use, and we think that there may be other considerations, like political feasibility, risk or how neglected a certain health issue is in the funding space.

So, our tool offers a first step toward evidence. While we love Malcolm Gladwell and his book *Blink [The Power of Thinking Without Thinking]*, which is all about making snap judgments and using intuition, we think that when it comes to strategic priority setting in health we need to leverage the power of data and reflect unique preferences to answer that *what* question and get beyond the blink.

KIMBERLY HAMILTON

Great. Thanks very much. It's challenging to go from a very local, very personalized story to a tool that we can customize for impact, but I think if you have had a chance to look at the tool that Elizabeth and her colleagues are developing, there is actually a pretty close connection here. One of the dimensions of this tool is around human rights and equity. Another dimension, I think, is around gender issues, so you can really customize this and then figure out, *Okay, based*

on these criteria that really speak to me personally about how I, personally, as a philanthropist, want to engage in this world, and identify the locations and the set of issues for your own personal work. I think there's a really interesting connection here.

I want to ask all of the panelists here what was that first “aha” moment that you had when you thought, *This tool is bigger than I thought. This work that I'm doing is bigger than I thought. We can take this places that I hadn't even imagined when started down this path.* Deo, why don't I start with you.

DEOGRATIAS NIYIZONKIZA

I must say I have had so many “aha” moments. It was just when this mother I told you about came to donate her time and when I saw people who knew each other, what they did to each other, and families and friends were in tears and apologized to each other as they are making bricks and building their own health center. *It was not us. It was what we had been living through, and let's be not just friends.* They've become an example of: *What the world knows about us, it's not who we are. Let's show that we are human beings like everyone else.* I saw that in a country like Burundi, through the work that we're doing in health, engaging the community could be the only solution to peace building. Peace in Burundi is never going to be built by building amazing infrastructure like in Switzerland or anywhere in Europe to talk about people who are dying in the communities. In fact, that is part of the problem. When we don't talk to people who are suffering, basically, we are denying them respect and dignity and treating them like infants. I have seen the power of a beautiful conversation, of getting to understand, to hear the stories of everyone around, and this is what I have seen.

When the president of Burundi came to see what was going on, he asked me, “What is special about this community in my own country?” At first I was really worried. When you get a question from the president of the country with the history that I know, you wonder, *Hmm, does he think I'm campaigning or what?* I said, “Well, what is special about this community is what is special about every human being: They have been given the opportunity, and they are ready to ask, ‘What can we do together?’ And they started that. They are givers and receivers, and that restored dignity.” What I have noticed is that more than anything else those poor people want respect, and then they can give respect; and this is really how I got so surprised when I saw that coming from people who knew each other in a horrible way. This is what I realized: Just as surely as people can kill in horrible ways, they are also capable of giving selflessly and with joy and an open heart. That is what surprised me. But I should not have been surprised, knowing exactly what happened in my country.

KIMBERLY HAMILTON

Robert?

ROBERT KIRKPATRICK

In the early days of Global Pulse, before people were even talking about big data, we were saying, “Look, this is a raw public good. There’s all of this information out there that’s not being used for good, that’s in the hands of the private sector; and we started talking to people about an idea we had called data philanthropy. Giving this information can actually change outcomes for people. There’s huge potential here. We started going to the private sector and saying, “Would you be willing to share some data with us so that we can find the evidence that they have this potential, and then find what tools and approaches can be useful to understand what’s happening to people now while it’s still happening rather than years later?” And the response was astonishing. Companies got incredibly excited about this and said, “We’d love to support this. The UN is a neutral body. You have the right mission. We could share this data with you.” And so we got very excited about this. We said, “We’re going to be able to do this research. We’re going to be able to show the potential impact here.”

But the conversation evolved, and in the past couple of years we’ve moved away from simply looking at this as philanthropy and saying, “Actually, what it’s going to take for us collectively as humanity in the years ahead in this very unpredictable age we live in is a data commons. We need to be sharing real-time information from private sector and public sector together so that we can understand together what’s happening.”

There are business incentives for doing this, too. Of course, protecting human well-being protects your markets. Companies now are beginning to see that there’s a convergence of values and interests with public sector; and what we’re now seeing is the possibility, down the road, of living in a world in which information on food security and livelihoods and people’s health is as ubiquitous as information on the weather. I can go to dozens of websites right now and search for the temperature and the wind speed. I can get forecasts for what’s coming in the next week, and I can get alerted if certain patterns appear, like swirling clouds. We’re moving toward a world one day where, based on an alliance around shared information about what’s happening to all of us, we’re going to empower communities and empower institutions to be able to act sooner and more effectively based on information that’s all around us anyway.

KIMBERLY HAMILTON

How about you, Elizabeth?

ELIZABETH CAFIERO

Sure. We've had a few different "aha" moments. I think the first was that we were grappling with and confronting some questions about our own priorities and we realized, *These are some of the same questions that others taking health decisions are also confronted with.* So, we started talking to others in the space and realized that we really did have a common experience here. That's really what spurred us to try to develop this as a tool and get it out there and hopefully into use.

We had another "aha" moment when we realized that what we were developing was on the strategic side, not the tactical side, so it was fundamentally different from what was out there already; and the considerations that drive strategic priority setting are also fundamentally different from the considerations that may drive the tactical side.

We continue to have "aha" moments. Working with some of our partners in India, we hear their stories of trying to sift through huge Excel spreadsheets of data and huge stacks of paper surveys, so they have data but they don't really have a way to make use of them in an efficient way because the data are just so dense and there is so much going on. We also have "aha" moments when we generate interest about the tool and we engage with people, and they give us ideas of other considerations, other ways we may get data in there. So, it's really a learning experience for us, and we hope to keep having those "aha" moments as we get the tool rolled out.

KIMBERLY HAMILTON

Just to capture a little bit of what I heard. There's something very powerful here between thinking about how we connect this very personal conversation that's filled with the love and respect — Deo, what you're talking about — to something that's so distant and big, and then we bring that back but in that same spirit of love and compassion and respect. I think that probably is going to be another very important frontier in the work that we're all doing: to figure out not just how you do each of these practically but how you marry those two.

TWO SECTORS, TWO APPROACHES IN LATIN AMERICA



(From Left to Right) Bernardo Guillamon, Patricia Devereux,
Antonio Moraes Neto, Fernando Fabre

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PATRICIA DEVEREUX, Group Head, Corporate Philanthropy and Citizenship at MasterCard Worldwide

FERNANDO FABRE, President at Endeavor Global

ANTONIO MORAES NETO, Partner and Co-founder at Vox Capital

Moderator: **BERNARDO GUILLAMON**, Manager, Office of Outreach and Partnerships at Inter-American Development Bank

BERNARDO GUILLAMON

Good morning, everybody. My name is Bernardo Guillamon. I am the head of the partnership area of the Inter-American Development Bank, and for me it's a real honor and pleasure to be here with you today to talk about Latin America. Yesterday we had the opportunity to hear about the experiences and the approaches applied in the MENA [Middle East and North Africa] region, in Africa, in Asia, and today we have the wonderful region where I come from, the region where we're working and the region where this distinguished group of panelists is dedicating their business and their daily efforts to make a better future.

I want to get started with a brief introduction to our region, Latin America. It's an area that has been growing in the past 20 years with very good examples of successful policy reform — macroeconomic efforts for stable economies in growing countries like Mexico, like in Central America and Costa Rica, successful experiences in Columbia, Peru, Brazil and Chile. We are seeing a lot of progress being made. We're seeing resilience also; in the recent crisis Latin America literally passed that crisis without major problems. And we're seeing a lot of opportunities and still big challenges ahead of us.

The territory of Latin America — for you to have an idea — is about the size of the US and China combined and seven times the size of India, so it's a vast area. It's an area very rich in natural resources. We have every ecosystem represented in our region. We have five of the 10 most biodiverse countries in the world in Latin America. We have also an endowment in natural resources in water: One-third of the freshwater in the world is in Latin America and the Caribbean. We are also a big producer of many of the foods that are needed for the world — a top producer in soybeans, bananas, coffee, sugar, orange juice and many other key staples to feed the planet. Latin America also plays a key role in the environment. The Amazon Basin helps mitigate the influences of climate change by absorbing one-fourth of all global emissions.

We also have a growing population — around 600 million people; we still have half of this 600 million, almost 300 million people, in poverty, so it's an area that requires a big effort to support increasing the middle class. About 80 million people are moving to the middle class, but one-third is still in poverty. The

economic size of Latin America is large. Combined, Latin America is fourth after the US, China and the European Union in terms of purchasing power, so we are talking about a region that is significant in economic size.

Among its challenges is poor coverage of social services in some areas. Apart from health services, we have countries like Guatemala, where half of the children are suffering from malnutrition. We have also issues of youth at risk, particularly with a prevalence of violence in some cases, and a problem of inclusion. We also have a big problem of inequality in Latin America, and we have a lot of opportunities to try to see how we can go about more-inclusive growth — and this is what we are talking about today with our panelists. Education is an area for improvement. There is a lot of coverage of education, but still the quality lacks; we have very poor quality in education according to the recent PISA test by OECD [Organisation for Economic Co-operation and Development]. So, we have a lot of opportunities to test and innovate and develop.

On the development side, we're witnessing the withdrawal of many of the traditionally developing nations from Latin America, given the relative growth. And also in those developing countries, so many of the European donors and traditional donors have moved, so there is a growing trend of corporate philanthropists playing a major role in this transformation. We're seeing a lot of new things coming up, and we see plenty of sustainable innovation, like we have seen in microfinance in the past, and like we have seen in digital inclusion; for example, One Laptop per Child being adopted fully — one of the first countries was in Latin America. In Uruguay we've seen, for instance with Endeavor, the development of a culture of entrepreneurship, and now they were replicated throughout parts of the world. So we've seen a lot of progress.

Let me just get started now with the introduction of our panelists here. We have Patricia Devereux. She's the group head and the senior vice president for corporate philanthropy and citizenship at MasterCard Worldwide. She's responsible for their global philanthropic efforts strategy; this includes overseeing partnerships with various global and national charitable organizations, employee volunteerism and disaster relief efforts. She was also instrumental in the creation of The MasterCard Foundation, which we see also participating here in the Global Philanthropy Forum, and she continues to be a liaison between the efforts of the foundation and the board and continuing an open dialogue between the two institutions.

We have also Antonio Moraes Neto. He is co-founder and partner at Vox Capital, Brazil's first impact investment company, which channels investments and technical assistance to innovative companies that generate solutions for the base of the pyramid in Brazil. Moraes Neto helped found the organization in 2009 when

he was 23 years old, and since then Vox Capital has become a point reference for Latin American impact investment, an emerging industry that we've seen in our discussions during the forum.

We also have Fernando Fabre. He's the president of Endeavor Global, an organization that leads the high-impact entrepreneurship that actually started in Latin America. Fernando was also previously the president of Endeavor Mexico, and he was in 2002, for example, requested by the president of Mexico to develop guidelines to build an entrepreneurial culture in Mexico.

So, we are honored to have them here. We have the approaches of people from our region doing innovative things. We have the approaches of large corporations that want to hear about what they are doing in Latin America and how we impact and bridge that gap for more-inclusive growth so that we can have a more-sustainable growth and look for some examples to share with you.

So, just to get started, I will ask Antonio particularly about impact investment. Impact investment is an industry trend that we're seeing. As a matter of fact, in this forum four years ago here in California we started to work together, seeing more actors, and now it's picking up in interest all over the world. In Latin America how do you see that industry picking up, particularly in Brazil? Can you tell us your personal experience, how you went about impact investment, how financing social impact businesses is promoting inclusivity in Brazil?

ANTONIO MORAES NETO

That's great. Thank you, Bernardo, and thank you, Jane Wales, for the invitation to be here.

I'd like to start with the personal story and then migrate to impact investing. I'd like to start with one story that really changed my mind; it was one of those "aha" moments that we were hearing in the previous panel. A couple of years ago, I went to India to do a study on social business — microfinance and other areas. I was in a very poor, rural community in the south of India, and I met this woman. She came from the community. She was an entrepreneur, a mother and she basically ran all of the household's expenditures and she had been blind. Actually a couple of weeks before we arrived and we met this woman, she had regained her vision, and for us it was kind of a modern miracle. We were trying to understand what happened, and the thing was, behind her story, there was a story of a doctor in the seventies who created right now the largest eye health care system, which is called Aravind [Eye Care Institute]. Maybe many people from here heard about it.

Basically Dr. V [Govindappa Venkataswamy, MD], this man, this doctor, he got the process efficiency of the model of McDonald's and he tried to apply it to

health care; then he could reduce the cost of surgery for cataracts and glaucoma from \$1,500 to \$150. And in this model, two-thirds of the patients do not pay anything, and one-third of the patients support as a cross-subsidy. So, in the case of this woman, she just went through a surgery and she had by that time regained her vision. It was one of the first stories that really came to me as a blended model, bringing together the best of the social sector — the purpose and the social transformation — with the business approach; and the hospital is growing in the south of India.

This brought to me one of my biggest fears, and that was not to be blind in the physical way but to be blind in terms of my own purpose in life. So, when I was 15 or 16, I had a moment, like a very spiritual and deep moment that my purpose in life just became very clear; at that time I decided to be a social entrepreneur and dedicate my whole life to social transformation. But apart from this, I come from a family business background, so right now I'm the fourth generation of a multigenerational family business, and I'm one of 65 cousins by now, so it's quite large — not just the corporation but the family. And when I was 16, I was trying to find my own way, and then came this moment that I decided to become a social entrepreneur, but I never could consider myself only being focused on volunteering during the weekends. I was trying to understand how to bring these two worlds together — the business world with the social-sector purpose. And by that moment in India it became clear to me that that was what I needed to do to help bring to Brazil the concept of social business, later on what we would call impact investing.

In that time I decided to do a feature-length documentary, which we released this year. We are featuring some of the best cases in social business in Mexico, India, Bangladesh and Brazil. And at the same time, I got back to Brazil, and I saw still the same reality. I saw that the documentary wouldn't change things, so I created our first family fund, together with my family, to invest in social business; this was in 2007 to 2008, really one of the first experiments of impact investing there. We made six investments — a total return of 8 percent — investing in companies that were having social impact in the communities in Brazil.

After this experience I decided to institutionalize what we were doing in terms of investments, so together with two other partners I founded Vox Capital in 2009. We started with \$3 million, testing the market, and from 2009 to now we have realized around 800 businesses in those areas, like education, health care, financial services and housing. After three and a half years, we began to bring outside capital to the fund, and last year we created the first Brazil impact investing fund. It's a \$40 million fund to invest in 10 to 12 businesses in those areas in the initial portfolio (we have six investments so far). It's really interesting to see the very high potential in growth, bringing together the social perspective and the financial perspective. So, what Vox really wants to achieve is not the

success of the fund itself or the portfolio companies but rather really bringing Brazil a new mindset of how to do investments and how to do business. We want to create the future examples of companies that are delivering real social impact with the blended model, with the economic benefit as well.

One of the interesting things about this new fund is that right now we have 32 of some of the largest investors and businessmen in Brazil. For example, we have a former central bank president, we have one of the families from the largest banks in Brazil, the largest construction companies et cetera. Right now the environment in Brazil is really very hot, is very long in terms of impact investing especially because many people — very wealthy and influential people — are beginning to commit part of their wealth to do this blended proposition. So, we are very excited about what has been going on in Brazil these past few years.

BERNARDO GUILLAMON

Thank you, Antonio. Amazing story.

Patricia, the next question is for you. How can a company like MasterCard with a global footprint serve, particularly in Latin America, the market that traditionally has been excluded from many of the services? How can you make a difference in our region with your corporate but also your giving side of the company?

PATRICIA DEVEREUX

First off, let me start with a thank-you to Jane Wales for inviting us. If you look at your program, you'll see that Walt Macnee is listed. I'm obviously not Walt Macnee. He sends his regrets.

BERNARDO GUILLAMON

Good gender balance on the panel.

PATRICIA DEVEREUX

So, in terms of our company, I'm hoping that everybody in the room knows MasterCard. Certainly they know it through The MasterCard Foundation, which we are tremendously proud of. When you talk about a commitment to positive social impact and how we integrate in the company, I think that's an excellent example. But we had set them up as an independent foundation back in 2006. They do tremendous work, but we really look to ourselves in terms of what can we accomplish. We are in business in just about every country around the world, have a huge brand and a big footprint but actually a small collection of people. We're only 7,000 worldwide, but what we have though is really powerful technology, a great network of business partners and a real collection of very special expertise in house. But when you look at how you achieve a positive social impact, it's really all of those things. So, it really can't be just philanthropy

as a stand-alone. I look at what I manage from a budget perspective; it's never enough, so you'll look then at technology. We've got a tremendous value, I think, in our payments expertise, and we're recognized for that and our people, so combining all of that is really how we achieve social impact. And that commitment to a positive benefit to society is actually embedded in our priorities, so it's really part of the culture.

When I look across the company at how we positively impact a community, you can look at payment innovations. I think it's 85 percent of the world's retail transactions that are still in cash. It's an interesting statistic. It's expensive to move cash around, whether you look at it from a fraud perspective, a transparency perspective, a security perspective — you know, the ability of people to save, to transact safely. So, how can you create and provide products and services that minimize the risk and the costs around cash? This is very important and interesting not only to governments but to NGOs and of course to individuals themselves. We also have a commitment to consumer education or financial literacy because it's building that financial capability in an individual that you need. It is more than just the product — it's how you use it and how you best leverage that knowledge.

For example, in LAC [Latin America and Caribbean] we have a program in Spanish and Portuguese called Consumo Inteligente. It is available through our banking partners but also to the public just generally; it covers the concepts around saving and budgeting and smart spending and smart savings and mitigating risk around your lives. We also have something that we call Insights. Within the company we have a group we call MasterCard Advisors, and through the course of the conference big data has come up and the value of information and information services. So, of course, we have a company economist, but we've also got a group that's dedicated to looking at data and how best to leverage that. It's valuable certainly to customers, but those customers can range from individuals to governments; they really want to know how to grow, how to accelerate the growth in their own countries. How do they do that? What are other countries within a region doing that they can learn from? And of course there are business customers leveraging that and consumers as well.

We're also very proud, I would say, about leading by example. I think in any community around the globe where we've got a presence, we're very committed to accountability and transparency and having a very inclusive environment.

The last thing I'll touch on is philanthropy, the programs that we provide through partners around the world. We have a global program that looks to further financial inclusion through entrepreneurship. So, we're investing in business creation and enterprise development and also in instilling the entrepreneurial spirit in youth because in so many places around the world that's

really your best path to — I wouldn't say success; I think that's used a little bit too much probably — really having the potential to create and manage your future much better.

LAC is a very important region for us as a company. When we look at where we garner revenue, more than 50 percent of it is outside the US. And when we look at LAC, the growth from 2011 to 2012 is about 18.5 percent, so it's very important from a business development perspective. Brazil I think is our number two country in terms of importance. We have quite a number of people throughout South America and Central America. We have quite a lot of partners, whether it's through the banks but also through telcos. It's really that reach that we have, and we try to leverage that as best as we can to affect all populations throughout the region. I think it's more than 50 percent within a middle economy, which is very vibrant and growing. Bernardo, you mentioned the level of poverty, so it's how you serve that level of the demographic. It's really financial inclusion, but it's through the technology — leveraging that and the expertise that we have in house.

BERNARDO GUILLAMON

Thank you very much, very interesting. And connecting to the topic of entrepreneurship precisely, my question to Fernando: What is the relevance of entrepreneurship to promote more social inclusion, particularly of the urban poor but also the rural poor? I know from the perspective of Endeavor that you have a lot of experience in Latin America that you can share, and you are even now working in other parts of the world, too.

FERNANDO FABRE

Sure. Thanks a lot. It's an honor to be here.

The question fits very well, and it's a little self-serving to our mission, of course, because we are fanatics of the power of individual entrepreneurs, and we believe that people — high-impact entrepreneurs — have the ability to really transform their entire regions, industries, cities, municipalities and countries. And we've seen that all over the place, especially in Latin America, where we've been the longest. We now also have operations in Africa, in MENA, in Europe and actually now also in the US.

Antonio mentioned his “aha” moment. Let me share with you. I had two. My first “aha” moment was in Mexico awhile back. I was looking at a large layout of an economic census, a business census. First of all, 90 percent of Mexico's GDP is produced by private companies; 10 percent is produced by debt and state companies. So, 90 percent of GDP comes from formal, established companies. Now the growth of the economy happens not on existing companies but actually

on the growth of any company; it can be a zero to whatever size or small to medium, medium to large. Mexico has about 4 million formal companies with payroll; 97 percent of those firms are microbusinesses that have, on average, one employee: the founder. So, 97 percent of Mexican companies have never hired a single individual.

I was recently at another conference, where I said the world has about 200 million people unemployed, fully unemployed — there is of course underemployment — so, 200 million unemployed. The world has 60 million formal companies. So, it shouldn't be that hard to think that if every company hires three people in the next three years, we solve unemployment. The problem is that 97 percent of companies in the world are micro: one employee, one founder. They've never hired a single individual. So, that is 3 percent of the companies, at least in Mexico; and, again, this repeats pretty much everywhere, and we have data now for 50 countries, and it's very, very similar, even in the USA: 3 percent of the companies are small, medium and large. *Small* meaning more than two, five, employees, I think. I can't remember the exact number of what is small, what is medium and what is large. And most of the GDP of countries actually is produced by small, medium and large companies, not necessarily by micro, and what that tells us is that it's actually growing that company.

So, the first “aha” moment came when we said, “All right.” We were sitting with the Mexican government, and we said, “Look, based on simple extrapolative data, if we want to move the Mexican economy by 1 percent, we either have to create 300,000 microbusinesses or 100 companies that become big.” *Big*, I think, was \$100 million in revenue to be a big company. There are a lot of policies, funding and support to have the microbusiness that I don't think covers enough. I think more can be done to have that base of more microbusinesses, but we felt that there was an opportunity to work on helping those 100 entrepreneurs become big and move the economy by 1 percent. And we felt comfortable saying that high-impact entrepreneurs should be that. He's an entrepreneur that becomes big because he generates wealth and jobs. That wealth sort of trickles down. We kept saying, “If an entrepreneur makes an earning of \$1, revenues are probably \$10, so \$9 is going somewhere else, and that's our trickle-down effect. We should start seeing new suppliers and employment and taxes.” So, that was the first “aha” moment.

But I have to be honest. I never felt fully, fully comfortable that that trickle-down effect was happening fast enough in Mexico or in the other countries where we're operating, so we felt that we needed something else.

The second “aha” moment happened about six months ago, and this is what keeps me most excited. I think about what we're doing right now — and it's probably a bit self-serving for Endeavor and our mission — but we looked at several cities. We started with Buenos Aires, where we said, “Something is

happening in Argentina.” And with due respect to Argentina, I think that they have probably one of the worst political environments to do business in right now: official inflation versus unofficial, control of exchange rates, even hiring people. It’s really hard right now to do business in Argentina, and yet we see in Buenos Aires that something is happening in the entrepreneurial system. Google and Facebook are opening their corporate headquarters in Latin America. Big Silicon Valley venture capital firms are launching their own funds in Buenos Aires. So, something is happening in Buenos Aires, and we wanted to look at that.

ANTONIO MORAES NETO

They got the pope.

FERNANDO FABRE

So, I’ll get to that in a second. Maybe there’s some of that.

To start, we did a mapping of the technology sector of entrepreneurs in Buenos Aires. Buenos Aires has 300 tech companies existing. To put that in perspective, New York City has 900 companies, and New York City is now the second-biggest ecosystem of tech companies in the world after here [Silicon Valley]. So, Buenos Aires with 300 and New York City with 900 is not bad. We did a survey, and 200 of the 300 actually responded. We asked these entrepreneurs: “Who inspired you to start a company? Who was your first investor? Who is your mentor? Did you resign from an entrepreneurial company to start your own?” And we mapped out those answers in the last 15 to 20 years based on the age of the company and when it was founded. So, you can imagine 15 years ago, when there were three or four tech companies in Argentina and then the next mapping of companies that said, “This person inspired me; this person invested in me.” Well, if you look at these 200 tech companies out of the 300 — pretty much the entire market — they traced their origin, and 80 percent of the tech-sector companies in Buenos Aires trace their origin to four entrepreneurs: MercadoLibre — Marcos Galperin and his team, Wences Casares, with Patagon and Banco Lemon and then a few others; Officenet, which was sold to Staples; and DeRemate.com, which is a similar company to MercadoLibre.

Those four companies — their teams, their founding entrepreneurs — have invested, mentored and inspired 80 percent of the current companies in Buenos Aires. So, we said, “Well, there’s no way that Argentineans can be that lucky — and having Maradona, Messi, the pope, Wences Casares. No way! No way!” So, we looked at other ecosystems. I spoke about this yesterday. We did it in Amman, Jordan. Then we did it in Istanbul, Turkey. We’re doing it in São Paulo. We’re doing it in San Tierra, Chile. We’re doing it Mexico City. We’re seeing the exact same type of behavior. And then we looked, and I said, “Is this really exclusive of emerging markets?” Well, it turns out no. If you think

of the origin of Silicon Valley, it's pretty much the same thing: from Shockley [Semiconductor Laboratory], Virtual Semiconductors, Intel, KKR, Google and so on. So, it really is a small group of people; entrepreneurs have had a massive impact.

I also mentioned this yesterday — sorry to those who were on the panel yesterday on MENA; I said, “We have a very good example on the panel.” I spoke about Pierre Omidyar and the impact that he has had in the world. Just imagine that. An entrepreneur starts a company. That company becomes successful — I think 30,000 employees if not more, billions of dollars. Pierre Omidyar becomes a mentor and an investor for so many other startups and entrepreneurs, and then he starts the Omidyar Network, which in many ways is one of the most successful philanthropic and impact investment efforts the planet has ever seen. That's the impact of a single individual — and his team of course. That was my second “aha” moment, which is *high impact*: entrepreneurs who start a company, scale it, become successful and then stay home. They don't leave. They stay home and they mentor, invest and inspire the next generation of entrepreneurs. That's the multiplier effect. That's what we think we have been seeing in Latin America and what we're starting to see in other sectors as well in the past 20 years. To me that's the explanation of why Latin America today is much stronger, has much more opportunity and jobs and is in general a healthier environment and ecosystem.

We have a lot of things to do yet. But that means, from our perspective, our particular line of work, want to keep on the work of finding more of these entrepreneurs, make sure that they become successful as fast as possible so that they can start mentoring and investing in the next wave of entrepreneurs. That's what we're working on right now. That's what keeps us excited.

BERNARDO GUILLAMON

Thank you. My next question is for all of the panelists, and it's more about what we are hearing about the importance of partnerships, the importance of leveraging corporate efforts, leveraging impact investment, leveraging more-strategic philanthropy into solutions that form more inclusive growth. So, the question for the panelists is: Can you showcase some examples of how you approach partnerships in your daily work and strategic work in Latin America?

I may start with Patricia but go on with the rest of the panelists.

PATRICIA DEVEREUX

Thank you. It's important to align priorities. Of course you would do that. And also recognize what's special about what we bring to the table. We've been engaging a lot, putting a lot of effort into working with governments.

Governments have been a challenge for us — a lot of regulatory pressure — so, it's been I think a difficult conversation, a difficult relationship probably in most places in the world. But at the end of the day, the government has certain objectives they want to achieve. Many times it's around financial inclusion, so there's a benefit to a population but there's also a benefit back to the government in terms of taking cash and checks out of a system so that they can save a tremendous amount of money and really improve their own efficiency and effectiveness. It's not only just moving money; it's also the issue that money can tend to disappear, right? So, they've got more transparency around the cash flows. That's the benefit to the government. You can couple that with the financial inclusion objective. So, whether you're using mobile phones or cards, how can you provide an individual with something that he can save on so that he can actually keep an asset safe and secure? There is a lot of work now with governments to achieve that.

We also are approached by different NGOs with the same objective. I think many may have heard of the Better Than Cash Alliance; that's a commitment to move to electronification, and again it's a benefit to a community essentially because that NGO is less expensive. It's more efficient for them to operate, and therefore they can affect more in the community to provide more benefits.

It's not just us though. It's not just us and one other organization that can achieve this. Through our own partners — we'll bring them in — so there are multiple partner alliances. It can be a government with a telecom. We are doing some work in Mexico that combines all of that to deliver services out to a rural community. There's a product we have out there that provides a debit capability on a card — ATM [automated teller machine] access — so they can actually go to a branch and pull cash out and of course then they have a bank account for savings. That's something that they never had before. So, it's really the power of partnerships and it's not the one-to-one but rather it's one-with-many.

BERNARDO GUILLAMON

Excellent. Thank you, Patricia. Antonio?

ANTONIO MORAES NETO

I wanted to give a very brief context about Brazil because usually when we are talking on an international level about philanthropy we see Brazil as an average-income country; and actually, although Brazil is around the eighth-largest economy in the world, it is still the tenth-worst country in terms of social inequality. So, the reality is we have really two very large Brazils, and when we look at the base of the pyramid we still have 160 million people who live on \$10 to \$12 a day; there's still extreme poverty of around \$1 to \$2 per day. When we look at international indicators for education, for example, in PISA — that's the

best indicator for education — Brazil's top 20 percent of students perform worse than the bottom 20 percent of students in China. When we considered Shanghai, the region, people say that the only test that Brazilians did better than the Chinese was in Portuguese. It's just a joke, but really in terms of math, science and language, Brazil performs among the 10 worst countries in the world.

In terms of health care, for example, and then I'll go to the partnership question, we have only 38 million people who are covered by insurance plans in Brazil; the other 150 million, more or less, depend on the public system. So, from the perspective of an impact investor, if you really want to have social impact with scale, you need to partner with the government. You need to partner with the public sector.

I'm always looking in those conferences for the politicians — the secretaries, the ministers — and I think it's always lucky that the Global Philanthropy Forum has this type of profile, these type of people inside. One of the companies we have invested in in Brazil is trying to tap this kind of partnership. It's a health care company, and both entrepreneurs saw this gigantic gap of information within the public health care system. Those 150 million people have services being provided, but actually for you to get the data and the information about where to get a medicine, where to find vaccination centers, for example, it's really hard to get. We don't have a simple platform in Brazil that gathers all of this information. So, these entrepreneurs basically created a Google search engine focused on health care information in Brazil. They are covering 100 percent of the municipalities; 5,500 cities in Brazil are now covered by the platform. And in terms of the business model, they have a customized orientation service about this information that they sell to companies whose employees are not covered by private insurance plans. In the construction sector, for example, in logistics, we have people who are building houses and they don't have insurance plans. So, the business model is really to gather information within our partnership with the public sector and enhance the public-sector activity, not just to find an alternative but in this case really get the public policy and make it better.

I think it's just one of the cases; we have other examples of housing. For example, the program that the government from Brazil called Minha Casa Minha Vida created a new affordable-housing market.

BERNARDO GUILLAMON

Okay, thank you. Fernando?

FERNANDO FABRE

I'll be brief. Let me give you some partnership examples. When we say that Endeavor launched Endeavor Mexico, we're kind of lying because it's actually

not Mexico, which is a big country; it's more Endeavor Mexico City. And even when we say Mexico City, it's not all of Mexico City. It's three or four business districts in Mexico City. And the same thing happens when we launch Endeavor Brazil. It's not Brazil; it's Endeavor São Paulo and the business districts there. So, we partner with the Inter-American Development Bank — actually they funded our expansion into different cities because if you think of entrepreneurial ecosystems, they are highly local. Entrepreneurs and their mentors have to live close by. Investors live close by, advisers, and the role model effect is also very local; it's your neighbor or the person you studied with. That really gets people inspired and excited, and a lot of the investments are happening in entrepreneurial circles or ecosystems because, especially in startups, the bet is not on companies; the bet is on the *person* and the track record of that person — how closely you know them. So, entrepreneurial ecosystems are highly localized.

With that partnership we launched 10 offices in Mexico. Endeavor Chiapas, for example, is something we would have never launched in Tuxtla Gutiérrez, the poorest site in Mexico. Now one of the most successful Endeavor entrepreneurs in the world is called Procesa Chiapas. It's a tuna-processing company. They have 800 employees. It's one of the most extraordinary success stories that we have ever seen, and it's part of the idea of creating local ecosystems in cities and municipalities. And the same is happening now in the rest of the Endeavor countries where we are operating, where we're multiplying different cities with their own team, their own mentors and so on. So, we're replicating ecosystems.

If there is one place that you can call Latin America that's not Latin America, it's actually Miami, no? We recently went to Miami. The Knight Foundation there is supporting our expansion into Endeavor Miami, and people are asking, "What do you mean? Endeavor is about emerging economies." We don't think that Miami is an emerging economy, by no means. We would never say that. But the Endeavor model really works at the metropolitan level. I asked a question of the group of people who were there, who were not just from the Knight Foundation: "Can you name the top five most successful entrepreneurs of the past five years in Miami?" And they couldn't name them. "How about the past 10 years, the past 15 years?" They came up with one or two names in the health care industry, a lot of real estate as well. There are a lot of entrepreneurs starting in Miami, but then they leave to Silicon Valley or New York, so that's not a very good model for Miami. It's great for Silicon Valley. It's great for New York. But it's not very good for Miami. So, if you take that to be true, I said then, "Well, how about we close Endeavor Mexico and we just open a Visa office that brings Mexican workers to Silicon Valley and New York?" That's not what we want. That's not the model of economic development that we're after. We want entrepreneurs

to stay rather than leave their countries. The biggest problem I've seen in Latin America, and again as a Mexican, is that we've lost our best talent and now we have to retain it.

The third partnership that we're working on is to me the most exciting partnership that we're working on right now. Some of you might have heard of Richard Florida. He talks about precisely what cities need to do to attract and retain talent. Somebody asked me, "If you have to change public policy to have more entrepreneurs, what would it be?" You know, there are a lot of things we can do, and you can imagine: there's finance, there's education, there's mentoring. There are a lot of things you can do public policy-wise to support entrepreneurship, but I said, "This ability to have Marcos Galperin found MercadoLibre, stay in Buenos Aires instead of moving to wherever — New York or Miami, wherever — and mentor and invest his wealth, his experience, his financial gains into other entrepreneurs in Buenos Aires, that is incredibly powerful." So, we're entering this partnership first for the Miami market with Richard Florida to see how can we make successful entrepreneurs stay in Miami so that they become this multiplier effect, and then hopefully we can extend that to other cities and define what cities need to do in terms of basic services to retain their most talented and successful people.

BERNARDO GUILLAMON

Thank you.

THE CHOICES WE WILL MAKE



Angélique Kidjo

APRIL 17, 2013

HEATHER GRADY, Vice President, Foundation Initiatives,
The Rockefeller Foundation

RANDY NEWCOMB, President and CEO, Humanity United

REETA ROY, President and CEO, The MasterCard Foundation

JAMIE DRUMMOND, Executive Director at Global Strategy and Co-
founder at ONE

ANGÉLIQUE KIDJO, Goodwill Ambassador at UNICEF

FRED SWANIKER, Co-founder and CEO at African Leadership Academy

Moderator: **JANE WALES**

JANE WALES

I would like to say something more personal, and that is for each of them and for me: Our gratitude toward you is just enormous; you really fill us in so many ways. You give us a sense of purpose and a reason for everything we do, and I don't think I can capture in words the gratitude we feel. We're also very grateful to leaders whom we turn to. The chair of our board is Peter Robertson. The chair of the GPF Strategic Board is Laurene Powell Jobs. They provide leadership, and their form of leadership really is permission: It's permission to do your very best. So, I just wanted to express my personal sense of gratitude to everybody in the room, to the wider GPF community, to those partners like Humanity United and MasterCard and Gates and others, who don't just support us financially. They're our intellectual partners, our thought partners. We feel they're with us. And Peter and Laurene are there with us in very much the same way. So, thank you to Rockefeller. Thank you to each of the organizations, the Tony Elumelu Foundation and others who have stood with us.

We're closing now with a quick recap. As you remember, I opened by arguing that this was a period of tremendous opportunity — that economies are growing, that philanthropy is expanding and deepening and that digital tools are empowering — and there's a real sense of opportunity in that regard, but at the same time there's just shocking need. Problems as acute and as appalling as slavery still persist — so it's that combination of a sense of opportunity and profound need that leads us to the imperative of choice. We understand that all of these problems — many of the problems we can think of as well as their solutions — are going to be a function of millions of individual choices that are made, including by us. Millions of individual choices.

So I thought we'd end this conference in two ways: by asking those who led the working groups, those deliberations, to come forward and tell us a word about the key conclusions that were drawn, those choices that they want to call our attention to; and then turning to three remarkable stars and leaders in our lives.

Can we start with Heather Grady of The Rockefeller Foundation? Heather Grady co-created and led and moderated both the plenary and the working group sessions on food security and sustainable agriculture.

HEATHER GRADY

Good morning, everyone. We had two great problem-solving sessions linked to the conference themes of agriculture and nutrition or, as we might say: feeding more and feeding us better with less; more-careful use of inputs; safer food and, above all, higher returns to farmers. We had some great thought starters—I won't call them speakers—Tim Hanstad, Linda Kwamboka, Trevor Tomkins, Stephanie Hanson, Chris Richards and Jake Harriman. They were just great.

On Monday our session focused on connecting farmers to markets. We looked specifically at how philanthropy can fill the gaps between policy and practice and how to effect real change at the farm level and then get that increased productivity into markets. There was a strong emphasis on the need to build institutional capacity and organizational development. We acknowledged the real importance of land rights and policies that unlock productivity when people have secure land tenure, especially women. We need more support going to education, enterprise skills, entrepreneurship and financial literacy for farmers and farmer organizations. The organizations that we heard from are doing a lot on training farmers to operate as businesses and providing needed inputs. But while there's interest in bringing more impact investments to rural areas, there does not seem to be enough managers or investment-ready businesses. Organizations that want support in the form of equity or loans are going to have to answer the question, "What's your revenue model?" That was asked again and again if they want more than grants. And we covered the importance of innovations in reducing waste and energy and water.

Yesterday we focused on technological solutions that increase food production but also maximize safety and environmental sustainability. That was the second problem-solving session. We acknowledged that this is in the area of technology in agriculture. It's often a contested area. So, how can philanthropy fill that gap between the need for innovation and the very complex reality on the ground? Just a few highlights: Above all we have to be adaptive. We may focus on the same set of problems—hunger, lack of access to input and credit—but the differences will really remain on the ground, and organizations that understand the local context are very important. We know that increasing productivity does not necessarily increase incomes for farmers, so how can that make a difference?

We need to give poor communities choices but also be aware of global standards that are there to protect against risk. We talked about breast milk substitutes and how we can expand access to new kinds of food — but be aware of global standards. And, finally, other ethical issues: There's an increasingly concentrated global food supply chain; there are middlemen in agriculture. How do we make sure that we pay attention to those issues? And, finally, philanthropy sometimes veers away from public policies, but public policies are critical to agriculture, that enabling environment into which we want to provide support.

So, those were just some of the highlights. There was great interest in agriculture. Jane, we hope you keep it on the program for next year.

JANE WALES

Thank you.

Randy Newcomb of Humanity United co-created and managed the sessions on modern-day slavery.

RANDY NEWCOMB

Thank you, Jane. We enjoyed two very well-attended and spirited working group sessions following the plenary session. I think my favorite picture during the first working group was to see Peter Buffet. The room was completely sold out. We had people knocking on the doors, and there was Peter Buffett, sitting on the floor with his back up against the wall just so he could participate in this session. So, I thoroughly enjoyed that. There was lots of interest in this work. Along with a room full of participants who were lively in their participation, we enjoyed guidance from some key practitioners and leaders: from the NoVo Foundation, Benetech, USC [University of Southern California], Harvard, the folks at Thorn, Slavery Footprint, BSR and the Global Freedom Center. And it was a pleasure to have with us Ambassador Luis CdeBaca from the State Department, representing the government. This track was definitely made up of a cross section and a slice of public-sector, social-sector and civil society members who were coming to show leadership.

Jane, the past three days have drawn out for me a theme in a book that I'm currently reading by David Weinberger titled *Too Big to Know*. Weinberger explores the evolution of knowledge from sole to main experts and single thought leaders into knowledge that is held by and among networks. And this is David's argument: He says, "The smartest person in the room is the room." I love this picture because this really talks about and explains the complexities of these issues that we face. Perhaps, if ever that were true, it's true in this work on human trafficking and slavery, and we certainly saw this represented over the past three days. Having participated in these sessions and numerous conversations on the sideline of the conference, a number of key themes have emerged for us. The first is a sense that something really unique is taking place

at this moment in time: from innovations in technology and database tools to combat trafficking, to supply chain and business practices to ensure slavery-free products, policy interventions and treaty negotiations with foreign governments that demonstrate US commitment to ending trafficking, to the ways in which folks on the left and on the right are coming together and transcending some of these issues that have traditionally divided us.

Second, after one of our sessions somebody said to me, “This is not your grandmother’s human rights cause.” I love that phrase, and, whether that’s true or not, you should have met my grandmother. She was very active. I think the point is that there is a whole new group of philanthropists — many young and the next generation — that sees slavery in a different frame from how perhaps previous generations framed the human-trafficking and slavery cause. This group is ready to flex some muscle, not just through their philanthropic activity but through consumer choices, their influences on brands and engagement with entire commercial markets.

And, last, a theme that was absolutely dominant in all of our sessions and our conversations on the sidelines was this expressed interest among many to find ways to connect more often, work together more strategically, surface better deal flow for and among and between donors and achieve more of a collective impact approach.

Now, Jane, you’ll be pleased to know that I stopped very short of announcing a special convening of the Global Philanthropy Forum in 2014 on slavery alone. However, I just want to challenge the GPF folks that this is an area that we need to solve for, and we need to respond to this interest in this work as it continues to grow very, very dramatically. Also, let me just provide my own shout-out to the GPF team for their really kind, supportive and thoughtful work to make our conversations as rich and as productive as they were. Thank you so much.

JANE WALES

Thank you, Randy.

Reeta Roy, president of The MasterCard Foundation, co-created and led the conversations on learning.

REETA ROY

Thank you so much, Jane, and thank you to your fabulous team for providing so much support over the past three days and well before this conference.

We had two working group sessions. One was about defining quality education: what it is, how we recognize it and how we measure it. A second working group focused on preparing the next generation of labor force. I just have to

call a shout-out to all of my resource experts: Patrick Awuah; Conor Bohan; Phil Nsengimana, who is the minister of ICT and youth of Rwanda, otherwise known as Phil; Hidde van der Veer; Suzanne DiBianca; Janet Longmore and Nalini Gangadharan.

I've distilled it down to six key take-aways for philanthropists, but before I tell you what they are, I want to really commend the panelists but also the folks who came to our sessions — the conversations were thoughtful; they were candid. People shared not just about where they are now but about the journey. They shared about the setbacks, the times they had to go back to the drawing board and re-create what they thought they had achieved, really reinvent. So, it's been a journey of learnings. Failure has been part of that journey to get us to this point, but most importantly they were very, very practical.

So, here are the six take-aways when it comes down to working with young people on education, learning and employment. First is that we need to make sure we take a very youth-centric approach: listen, observe, appreciate and engage young people in what it is we're doing. Keep them at the center of our focus in terms of the impact and the change that we want to see. Second, you cannot separate a quality education in terms of academic knowledge and technical skills. Character, values, integrity, dignity — that's part and parcel of what constitutes a quality education. Patrick Awuah said it very beautifully. He said, "Development is the democratization of problem solving." And what we're doing in the area of education is nurturing developing problem solvers, and achieving scale means educating more problem solvers. Third is about the role of technology. Technology is certainly an enabler. It's an enhancer. It's a platform. It's a connector. And absolutely the application of technology is a skill, which is something every young person needs to acquire. Fourth is a very special role that philanthropists have always played, and that is the role of experimentation. Philanthropy has always invested in visionary leaders who have quirky, sometimes very strange ideas, but it's about taking those risks: Investing in people, investing in their ideas and being in the forefront of that change. And, finally, the nirvana state we all talked about, which is scale. If we have a choice, go for the long term. If you have an even better choice, go for depth — and remember that quality always trumps scale. So, thank you, Jane.

JANE WALES

Thank you.

Now, another choice we have, particularly of those who are able to find themselves in the spotlight, is to be the voice for the voiceless. As you know, Angélique Kidjo is a member of the strategic board of the Global Philanthropy Forum, and I've gotten to know her through that. But we also traveled to Chad together to meet with the victims of Darfur; and if you can make it through four

days without a proper latrine, around a lot of suffering with someone and leave loving them even more than you loved them when you went, that person is pretty special. Angélique is a very special woman indeed. Everyone here knows her for her power of her musicality. I know her for the power of her voice morally, socially and politically as well. We've asked Angélique if she would just share a few words with us to give us a closing sense of the choices we can make with the voices we have.

ANGÉLIQUE KIDJO

I have to say that I'm the poster girl for the work that we all do here. I was born in one of the poorest countries in the world. In the poor household with 10 children with one paycheck, which is my father's paycheck, I was able to accomplish my dream of becoming a singer, and I got a Grammy and ended up playing at Carnegie Hall. That's kind of impressive, right? So, before we talk about the choices that we will make, I want to share with you how I get here.

I always say that my father is my champion. My mom was a freak of health and sanitation, and my memory of vaccination is linked with UNICEF trucks. I hide everywhere. As soon as I saw that truck, I'm like, "No more needles in my butt or my arm!" And my mom would find me all the time, and she has a booklet and she would write down every single vaccination. I'm like, "Mom, why are you vaccinating me? Nobody in my school is vaccinated as much as I am." And she said, "I don't care. If you're in good health, you can learn." Same thing for washing your hands. Every time you come in from outside, if you don't wash your hands, she just looks at you like *this*. And you go, "Alright, I got the message." You go wash your hands. You got to wash yourself. She always says, "If you have one dress, you have to clean it. It's not because you're poor that you're going to look like a tramp outside."

And both of them were educated. My mom was born in Pointe-Noire in Congo because my grandmother followed her husband, who was working there. And they fought so hard for us, especially the three girls out of the 10 children. My father will stand against the whole family and the whole society. It doesn't matter how many times uncles, aunties, relatives come home and tell my father, "What are you doing? Give your girls for early marriage." My father said, "No, they are not merchandise. They have a brain. They can use it. They'll go to school. They'll have a future." And for me, as a girl, I'm like, "What is he talking about? Man, I'm not going to school. I'm not going." And then finally I started making money at 6 years old, singing in my mom's theater group. I turned to my father and I said, "What's the point of me going to school? I'm making money. What does that have to do with school?" My father said, "The deal is, you go to school. You get a degree or you don't sing." That was not something that we could negotiate at all.

So here you are, having two parents that are committed to education, health and a holistic approach to dealing with the kids. My father with one single paycheck would give us tutoring, uniform, books and access to good education and also the vision of the world. My father as a young man traveled to France. He had a scholarship. So when he came back, he always said to us, “You have to think of the world as bigger than your doorstep. You’ve got to be able to live in a world of challenges, of differences of culture, languages, belief. Everything that is out there you can fit in if you are educated enough to understand that what you believe and what other people believe in — that you can disagree with people but not with violence and hate.” Hate is something that never had a chance in my home.

And one thing that my parents were able to do was allow us to speak freely. For those who are Africans here, you know what it is when you’re a child; you don’t have the right to speak until they ask you to speak. My father had a different way to see it. He always said, “You don’t speak to me, I don’t know what is in your brain. I can help you fix your problem. Speak out. What is wrong in school? What do you need? You don’t talk to me, I don’t know.” And when I became UNICEF Goodwill Ambassador, we started campaigning for education. And every time you get to a school and you ask a child, “What do you want?” The child doesn’t speak. He’s always looking up to an adult to be able to speak, and suddenly I realized that I became the person that I am because my parents had given me all the opportunity and opened the door of the world to me.

And the advocacy of educating goes beyond the family. My father and mother would go beyond to put other kids in school because we have a tradition in Benin — and pretty much everywhere in Africa — where parents from the poor village would bring the kids and they turn into slaves. They work kids of 3 or 4 years old — you see them in the market. You see those children working instead of going to school. My mom and dad would stand against it and send them to school even though the parents specifically asked them, “Don’t send my kid to school.”

Another thing that really strikes me for me to become who I am today were the choices that my parents made. Tradition and modernity — how do you balance both of them? My father respected the tradition but never would go to a tradition that would hurt us. In my family where I come from, I should have 10 scarifications in my face; and every child that was born my father would say, “I will pay for the ceremony and I will give you a wooden doll. Your ceremony will happen: you do the scarification on the doll, not on my children.”

I’ll give you another example: female genital mutilation. I’d been asked by the Italian mission of the UN to do a show in September last year and to invite all of the ambassadors to be part of that show because the ambassador of Italy said,

“The ambassador, the African men, they are just tired of being lectured to by the white people, telling them what to do, so we want you to talk to them.” I said, “Let’s do that. I don’t promise anything, but I will do it.” So, when I got up on that stage, what did I tell them? “My father was not from Mars. He was not an alien. He was an African man who believed that the lives of his children were more important than any tradition. If my father was able to save us from a wrongful and hurtful tradition, how can you all men sitting here tell me that African men can’t make a change? How can we not make the decision about our rights, not only for our children but globally for our individual countries, and not take into account the interest of the outside versus the interest of the people?”

Because the program in Africa today — we’re talking about technology; we’re talking about cell phones and numbers of people who have cell phones. Each person has four cell phones because, once again, making profit is more important than that tool that can help people get out of poverty. Because if you have one cell phone and you call other providers, it costs you more money. We think more about the profit that we make, than empowering the people to become part of the work that we have. With our social and human capital, economy won’t happen and democracy won’t happen. Capitalism will die. Think about what happened in 2008 in this crisis. It’s crunching numbers and playing with people’s lives that brought us to the brink where we are today. We have to think about philanthropy differently.

The choices we have to make are how to empower every single person in Africa, in developing countries, to take the lead in their own lives. What tools can we bring out there that do not jeopardize the life of the children? You don’t have to choose food versus the units you put in the telephone. That’s the problem we’re having today. Land grabbing — there are so many problems that we have to deal with. We are building a house without a strong foundation.

When you are talking about slavery and child trafficking: What makes it so easy? When a child is born in Africa with no birth certificate, that child exists nowhere. It’s like a ghost. It’s easy to smuggle them out. What are we doing to help the African countries make accounting of every child that is born? How do we campaign with the leaders to make them realize the importance of a birth certificate? Because once you finish primary education — when you want to go to college, high school — you need a birth certificate. You don’t have it — that’s it. You can be the smartest person in the world, but no one will get you there.

So, the choice we have to make is to go back again and start with fixing the house because the house we are building is half. It’s falling. It’s not going to last long if you don’t go back and do what needs to be done to see the African people as human beings, not data. What is lacking in the goodwill of the world is the human connection — the emotion that has to go in there. Not only going

there for profit. Not only thinking about helping the African people in the way of profit. The profit will be greater if each one of us in Africa can decide, *Okay, we want to buy this. It doesn't matter how much it costs because we have the money, because we can afford it and we are part of the global economy, not only the receivers but the givers too.*

And the countries are coming out: They say 27 out of 30 countries in Africa are building a middle class. That evolution — is it going to be sustainable for the next generation or is it going to collapse if we don't make the right choices? African philanthropy is a great thing. We have to get women involved in African philanthropy — women of the marketplace because they are the ones who know exactly how the reality goes. So, for me as an African person, I always think about philanthropy, helping people, by starting with the people themselves. They cannot be just numbers. It's impossible for us to move forward if we keep on thinking about how many billions we can make out of Africa without the African people being empowered to be part of that benefit and that profit. People are more important than any money we can make. Thank you so much.

JANE WALES

The good news is she didn't sing because then it would be a really hard act to follow.

ANGÉLIQUE KIDJO

I might do that at the end. I don't know yet. I'll give you guys a chance to talk first.

JANE WALES

Jamie Drummond, who has led the ONE Campaign with Bono — has so much to teach us. Together they have shown the power of listening first to those who may not see the world in quite the way you do, who may have the same set of priorities, engaging in a respectful conversation and therefore advocating really effectively. What Jamie can show us is that when you make the choice to advocate armed with facts but deeply respectful of those who may not have the same point of view, real progress can be made. So, Jamie, talk to us about both what's happened and what you hope for going forward.

JAMIE DRUMMOND

Thank you, Jane, and hello GPF 2013. It's a great honor to be here on the stage with you, Jane, and these two, Angélique and Fred. I'm delighted to be here. Delighted also because as an activist you tend to be someone who gets angry about things, gets motivated through anger sometimes; and I've been doing this for a while, and it turns out there's some good news. I'm delighted to be able to share it with you, and I venture to suggest that not all of us know all of the good

news that there is available to know. So, I'm going to throw a few things out there, which are the results of innovative partnerships between philanthropists like yourselves, indeed many of you — the private sector, activists around the world and politicians left and right, both sides also of the Atlantic.

Incredible results have been achieved, for example, on debt cancellation by some unusual friends we met along the way on Drop the Debt Campaign: \$110 billion of mainly African developing-nation debt was canceled over the past decade, which freed up \$2 billion to \$3 billion a year in debt service payments that were no longer paid. That money got redirected into health care and education and among other things, while quality is still an issue. Fifty million — five zero million — more children went to school in Africa in the past decade. A lot of people campaigned on that together. Because of a similar campaign on HIV/AIDS, 8 million more people are on life-preserving antiretroviral drugs. The same kind of partnerships, left and right and so on. On malaria: The malarial death rate is halved across Africa. Vaccines: Similar partnerships for immunizations; hundreds of millions have been vaccinated, and 5.5 million fewer people died in the past decade because of these vaccinations.

In fact, you add all of this up, it's more than just boutique, bijou, fantastic silos and cylinders of excellence and specific sectoral pieces. You add it all up, and it adds to more than the sum of its parts. For example, there are 10 countries in Africa that have had 100 percent debt cancellation, a tripling of aid. That's helped crowd in, along with better governance, a quadrupling of foreign investment and a near ten-fold increase in domestic resources that have resulted in halving of extreme poverty in those countries — a reduction by 30 percent in the number of children under five dying. And on this trajectory, they'll have eliminated or virtually eliminated extreme poverty before 2030. So, there's just this extraordinary scaled good news. While there are still huge challenges, there's great news to celebrate and to build upon. Indeed, around the world we've halved extreme poverty in the past couple of decades, and every day 14,000 fewer children are dying of preventable, treatable diseases. These are the big successes that have been achieved by a lot of people working together in unusual partnerships. I've been lucky to be part of many of these efforts.

I've seen issues moved from the margins into the mainstream, and there are a few characteristics of these kind of campaigns which we've observed, and I'm constantly trying to boil down what these essential characteristics are. Currently I'm calling it the three *M*'s. The first is maneuvering. You've got to be prepared to maneuver on the inside of the political process, deal with both sides of the political aisle, present evidenced-based policies. So, as Bono or Bill Gates is meeting with the chancellor in Germany or the finance minister in the UK or the president of the United States or the head of a budget committee, you've got to get there at just the right moment in the political process and present that brief

dossier, that two-page proposal, on what a scaleable idea is, on antiretrovirals or malaria. But at the same time, you've got to mobilize people on the outside. So, there's inside maneuvering and there's outside mobilization.

It's not legitimate and it's not sustainable, if people out there — the public — are not asking for it. So, the public needs to be informed, and now it's easier to do that through social media and so on. You can build these constituencies more with greater facility, to build the constituencies that keep politicians honest and keep them doing the right thing. So, that's the outside mobilization. But for scaled, global responses to the big global challenges we face that we can tackle, we need multilateral responses. You can't just do it one country at a time. There was a brief moment in American foreign policy when I think the country felt you could do things alone. You can't. We need multilateral policies. So, maneuvering on the inside, mobilizing on the outside and multilateral policies. I think if you can manage those pieces, you can move things along.

So, how does some of this work in practice? There are lots of fun examples I could give you. We've had some interesting experiences, Bono and I, over the years, with Pope John Paul II putting on his shades at a key moment in the political decision-making process; it was a highly strategic pop stunt in a sense with the pope. There was the trip with Paul O'Neill, the treasury secretary at that time; with Chris Tucker, the comedian; and MTV and Bono. That got tons of coverage, getting this issue of how we could help African leaders and citizens about a decade ago. That was quite a key moment. One interesting example is what we call Nussle-ing.

So, just after President [George W.] Bush announced his historic AIDS initiative, a character called Jim Nussle, who was the Senate Budget Committee chair, said, "You know what? I know better than the president. The people of my district in Iowa do not care about Africa, and they do not care about the AIDS emergency in Africa. I know this." He said this publicly. He said the people of his constituency did not care. So, plainly, we had to prove the guy, the gentleman, wrong. So, we organized a campaign with the Lutheran bishops in his district, the Catholic priests and the students on the college campus, and we got our friend Ashley Judd to record an ad for Christian radio. We spent \$5,000 of 501(c)(4) money. We put the radio ad on the local Christian radio, and all of these people of Jim Nussle's district politely contacted him and said, "Mate, you're wrong. We care about this stuff." He had cut \$3 billion — \$3 *billion* — from the budget. He restored that money. And when he restored that money, he didn't just restore that money—he did *not* stop dead in its tracks a historic AIDS initiative that otherwise would not have gone forth. And not only was it an American issue at that time, we were also working with the Bundestag, with Number 10 Downing Street, with the Élysée, across Europe, to try to get a multilateral response to the AIDS pandemic. Had Jim Nussle succeeded, the whole global effort would

have been stopped in its tracks. So that \$5,000 501(c)(4) investment by that philanthropist was quite an effective use of a philanthropist's money. I would also suggest that you all think about those opportunities where you can help these kinds of efforts going forward.

How might this kind of thing apply to some of the campaigns that you've all been discussing over the past couple of days? Well, there was a discussion this morning about health care and how it might apply to Africa. African leaders, as you all know, have made a promise to spend 15 percent of their budgets on health care. They made that promise a decade ago in Abuja — the Abuja Declaration. Had African leaders kept those promises to their citizens, \$100 billion more would have been spent on African health systems in the past decade, but there was not an at-scale funded campaign on the continent to make sure that African leaders kept their promises. As a result there has been \$100 billion less investment in health care in Africa.

What if there was someone doing something like a Jim Nussle campaign but with a focus on some of those African policy makers? You've been talking a lot about agriculture with Heather and the gang and, okay, there's the Maputo Declaration. African leaders promised their citizens that they would spend 10 percent of their budgets on agriculture. Only four countries in Africa are doing that. The annual underspend as a result of shortfalls in agricultural spending is about \$4 billion per year in sub-Saharan Africa. That is about the same amount of money as the international community gives to Africa in aid to agriculture. So, if there had been a campaign to make sure these promises were kept, imagine what would have happened. I'm being all macro here; let's get micro.

Is Stephanie [Hanson] still here from the One Acre Fund? She's been around the past couple of days. All of you, I'm sure, who are interested in agriculture bought and read Roger Thurow's book *The Last Hunger Season*. In it he talks about the One Acre Fund and their very effective micro doses of fertilizer, advice, credit, support, seeds for small farmers in Kenya and now across East Africa. He talks about the Biketi family, who have increased yields from I think it's two bags of maize — 90 kilogram bags of maize — a year to 20 bags. This has transformed the Biketi family's future and their village and their region. But if there were a campaign to make sure that the Kenyan government kept its promise to invest in agriculture, that would have taken the specific excellence of the One Acre Fund's experience to scale across the continent. Doing so through transparent budgets, small farmers can trace the money and make sure it's getting through to a local level.

I put it to you that this is the kind of at-scale global advocacy that I think can also be adapted and implemented hopefully through the African Philanthropy Forum as that evolves. And I'd say that if this kind of thing could be explored

and implemented, you could definitely accelerate the end of extreme hunger, the end of extreme poverty, and put the 21st century on a much better track. I think that choice and that decision are absolutely in this room for us to make. Thank you.

JANE WALES

Thank you so much, Jamie.

You've taken us squarely to the issue of leadership, and of course ethical leadership is at the heart of choice. Fred Swaniker has devoted his career to building and advancing leadership. He founded and runs the African Leadership Academy, and so we end with Fred's thoughts.

FRED SWANIKER

Thank you. If you won't mind, I'll use the podium.

ANGÉLIQUE KIDJO

Go ahead, buddy.

FRED SWANIKER

We've come to the end of yet another conference. We came, we met many interesting people from throughout the world and we listened to inspiring talks by people doing courageous things to tackle some of the world's greatest challenges — challenges like modern-day slavery, how we will feed 7 billion people, building state capacity, health care, impact investing and of course education. If you're like me, you were moved by what you heard. You were outraged by some of the injustices that you learned about, and you became excited by the possibilities of what is being done to address some of these challenges. So, what do we do now?

Over the course of the past three days, if you're like me, you have experienced a certain feeling. The best description I've ever heard of this feeling is as a "moment of obligation." The first time I heard of this concept of a moment of obligation was in 2006. I was being interviewed for a grant by an organization called Echoing Green that supports very early-stage social entrepreneurs, and they said to me, "Fred, tell us, what was your moment of obligation?" And I talked about that moment in 2004 when I knew I had to leave my job at McKinsey and pay them back \$124,000 for the money they had just spent to send me to Stanford for my MBA. I left because I had a dream that had been keeping me up at night. This was a dream to tackle what I saw as one of the biggest challenges facing Africa, and that was the lack of effective leadership.

So that fateful moment was when I called McKinsey without having a clue as to where I was going to get that money to pay them back, and said, “I’m not coming back. I’m going to do this thing.”

And so began my journey to launch the African Leadership Academy. Today, \$50 million later, we have 600 young leaders in development, and we are well on our way to developing thousands more to bring transformative change to Africa. This has been my calling for the past 10 years. I’m so grateful that I listened to my heart.

Throughout our lives we go through these moments of obligation. They are caused by only one of two things. The first cause is outrage. We see some injustice, some cruelty, some unfairness in the world, and we want to do something about it. The second cause is excitement about an opportunity, and very often these opportunities arise when the world is changing. This must have been the way that Bill Gates felt when he was 19 and the microcomputer was invented and he realized that a revolution was about to take place and he decided to quit Harvard to start Microsoft. This was the feeling that Strive and Tsitsi Masiyiwa felt when they saw the opportunity to launch the first mobile phone company in Zimbabwe, as Tsitsi mentioned yesterday. Whenever we face these moments of obligation, we are faced with a choice: Do we act on it, or do we walk away and leave it for someone else to tackle?

In my work to develop Africa’s future leaders, I’ve come to believe that great leaders are those who are able to make very wise choices when they’re faced with these moments of obligation. Specifically, I believe that great leaders do one thing in common: They ignore 99 percent of these moments of obligation that tug at their hearts. Why does this habit make leaders great? I believe that we’ve all been put on earth to fulfill a destiny, and most of the moments of obligation we experience don’t actually fall within our destiny. There are other leaders whose destiny it is to tackle these problems, and every minute that we spend tackling a problem that is not our destiny is time we are taking away from doing what we *should* be doing, so we need to ignore most of those moments. But every now and then, in that 1 percent of the time, it *is* our time to step up and to act. It *is* our time to follow the tug that we feel in our hearts and to chase the excitement of the solution to that seemingly intractable problem that we see. In that 1 percent of the time, the world needs us to invest our hearts, our minds, our resources and our time to make it happen. Pythagoras captured this nicely when he said, “Choices are the hinges of destiny.”

So, how in a world that is constantly exposing you to these moments of obligation — and especially at a conference like this one or when your full-time job is as a philanthropist or as an executive in a foundation — when you’re constantly being bombarded with opportunities to make a difference, how do you choose

what to get involved in and what to pass? Today I want to offer you a guide, a road map for making these choices that we must all make. It is what I have used as a compass each and every time that I've come to a crossroads in my life where I've needed to decide whether to walk away or whether to make this my life's work.

I ask myself three questions. The first question is: *Is it big enough?* We have too many talents, too many resources to be wasting time solving small problems. The world needs us to tackle its biggest problems. The second question I ask is: *Is there passion?* I call this the sleepless-night test. So, does the issue at hand excite you so much that you can't stop talking about it, that you can't sleep at night because you're so outraged or so energized by it? And the third question I ask is: *Am I uniquely positioned? Of all the people in the world, am I one of the best prepared to tackle this opportunity? Are there certain things that have happened in my life that have been preparing me for this moment, that I didn't necessarily know I was being prepared for, that make me uniquely qualified to make this happen?*

Over the past three days, I've met several examples of leaders who are fulfilling their destiny because their work is at the intersection of these three questions. For example, I have no doubt that Reeta Roy is fulfilling her destiny. Let's ask those three questions of her. Question one: Is her issue big enough? Reeta's main issue, as most of you know, is education in Africa. This is a huge problem. Today about 75 percent of children who should be enrolled in primary schools in Africa actually are enrolled in primary schools. When you go to secondary school, that number drops to about 35 percent. When you go to the tertiary level, only 4 percent of young people in Africa who should be enrolled in tertiary education are actually in universities and colleges. So, it's a big problem that she's decided to focus on. Making a commitment to invest \$500 million in scholarships for higher education and the best investment in the world for African students — that's big. So, she definitely ticks that box for me. Does she have passion for the cause? Is she having sleepless nights thinking about this? You can see the passion in Reeta's eyes, and it's infected everyone on her staff. I bet you Reeta has sleepless nights. Now, Reeta, I'm not just saying this because I can see bags under your eyes.

ANGÉLIQUE KIDJO

Thanks for saying that.

FRED SWANIKER

But on a serious note, no one can meet Reeta and not see that she's excited by her work. She's basically bouncing off the walls because she sees the possibilities for change in Africa as a result of the problem that she's tackling. So, the third

question: Is she uniquely positioned? For those of you who don't know, Reeta grew up in Malaysia in a family of fairly modest means, but she wanted to come to the US for college. Reeta had an experience in her life where someone gave her a scholarship to come to university in the US, a small liberal arts college, so she has personally felt the impact of a scholarship in changing the trajectory of a young person's life. And then she went on to a very great career managing corporate foundations in pharmaceutical companies like Abbott Laboratories and so forth. So, when she got the call that day from MasterCard Foundation to run this foundation, she had a moment of obligation and she thought back on all of those things that had happened to her over course of her life. Some of them had happened by chance. Some of them had happened by choice. She connected the dots and realized that all of that experience working in the foundations and being given a scholarship when she was a young person were preparing her for this role, and she realized that of all the people in the world who could lead this bold initiative, few people were as prepared as she was, so she stepped up and made a choice to act, and the rest is history.

Is Toyin Saraki fulfilling her destiny as a leader in philanthropy? Let's take her through those three questions as well. Is her issue big enough? We heard yesterday about how she has made a choice to focus on maternal health in Nigeria. That's a huge problem. In 2010 alone an estimated 40,000 Nigerian women died in childbirth. The country accounts for an estimated 14 percent of maternal deaths worldwide, and Nigeria remains one of the 10 most dangerous countries in the world for a woman to give birth. So, she is definitely tackling a big issue. Is she passionate? Anyone listening to her yesterday on the stage could not have walked away believing that she wasn't passionate about the issue. She's so passionate that she is willing to risk embarrassment on national television by doing bold stunts for this cause that she so deeply believes in, as she talked about yesterday. Is she uniquely positioned, better than most people in the world, to tackle this issue? Let's think about that one. How many people in Nigeria are fortunate to have been born into a very successful family of industrialists, to have married into a political family? That positioned her uniquely to have the resources and also the influence to tackle this very big issue. But, more importantly, yesterday we listened to her heart-wrenching story of childbirth as she lost one of her twins, personally, due to the shocking state of health care for mothers in Nigeria. While it was a very traumatic experience that we wouldn't want to wish on anyone, it was preparing her to do what she is doing now. How many people in the world do you think have that unique combination of resources, influence and a deep, deep understanding of the challenge of maternal health in Nigeria as Toyin Saraki does? So, when she got that moment of obligation, faced with a choice to do something about maternal health, and she made the choice to step up. That was her 1 percent moment, and now she's fulfilling her destiny as a leader.

So, it's magical when these three things come together. You can just see it in these leaders. They are on fire! And when they're that fired up, nothing can stop them until they have achieved their cause. And that, in my opinion, is one of the hallmarks of great leadership.

In closing, I'll end with a wish for all of you. As you leave here today, think back on all of the challenges, causes and possibilities that you have been exposed to over the past few days. Think about the choices that you must now make about which one of these to be involved in and which one of these to leave. If they don't tick these three boxes and fit that mold— are they big enough, are you really passionate about it and are you truly the best placed due to the prior experiences you've had in your life to tackle that issue? — then walk away. But for that 1 percent of the time when the answer to these three questions is a resounding yes, don't let your destiny as a leader pass you by. Step up and make the right choice. Follow your destiny as a leader.

May you have sleepless nights. Thank you.

JANE WALES

So, Angélique, surprise me.

ANGÉLIQUE KIDJO

Oh, Lord, don't bring that up. Okay. There are great people in this room, and I only spent two days, yesterday and today, and I just always feel thankful for anyone who considers doing anything for any other human being that is in need. I used to say when a woman cries, is hurt somewhere, I'm hurt. When any human being on this planet is hurt, I'm hurt. And that compassion and empathy—if you lose it, nothing that we do will make any sense. I'm glad I have come and seen some of my very strong sisters, and we have to speak up for ourselves, we African women, because we have power. Let's unleash that power in the world! Okay?

I'm going to sing a thanking song for you, basically to thank you all for coming from wherever you have traveled to be here, and I wish everybody a safe trip back home and to get their hands, their brain, their body and soul to work to change this world of ours because this world is beautiful and we all deserve to have a decent life. So, the song goes like this.

[Song]

JANE WALES

That was just wonderful.

ANGÉLIQUE KIDJO

Thanks for doing what you do and that's all that matters.

JANE WALES

And with that, this year's Global Philanthropy Forum comes to a close. Thank you.

